



## **BROMSGROVE DISTRICT COUNCIL**

### **MEETING OF THE PERFORMANCE MANAGEMENT BOARD**

**TUESDAY, 20TH NOVEMBER, 2007 AT 6.00 PM**

**COMMITTEE ROOM, THE COUNCIL HOUSE, BURCOT LANE, BROMSGROVE**

**MEMBERS:** Councillors J. T. Duddy (Chairman), C. B. Taylor (Vice-Chairman), A. N. Blagg, Mrs. M. Bunker, S. R. Colella, Mrs. A. E. Doyle and Mrs. C. M. McDonald

### **AGENDA**

1. To receive apologies for absence
2. Declarations of Interest
3. To confirm the accuracy of the minutes of the meeting of the Performance Management Board held on 23rd October 2007 (Pages 1 - 4)
4. Bromsgrove Arts Centre (Artrix) - Annual Report (Pages 5 - 28)
5. Spatial Strategy Report (Pages 29 - 36)
6. Street Scene & Waste Management - Business Plan (Pages 37 - 82)
7. Quarter 2 (07-08 Year End) Integrated Finance and Performance Report (Pages 83 - 126)
8. Data Quality Strategy Action Plan Update (Pages 127 - 136)
9. New Improvement Plan Exception Report - Period 6 (September 2007) (Pages 137 - 150)
10. Work Programme (Pages 151 - 158)
11. To consider any other business, details of which have been notified to the Head of Legal, Equalities and Democratic Services prior to the commencement of the meeting and which the Chairman, by reason of special

circumstances, considers to be of so urgent a nature that it cannot wait until the next meeting

K. DICKS  
Chief Executive

The Council House  
Burcot Lane  
BROMSGROVE  
Worcestershire  
B60 1AA

12th November 2007

## BROMSGROVE DISTRICT COUNCIL

### MEETING OF THE PERFORMANCE MANAGEMENT BOARD

TUESDAY, 23RD OCTOBER 2007

PRESENT: Councillors J. T. Duddy (Chairman), C. B. Taylor (Vice-Chairman),  
A. N. Blagg, Mrs. M. Bunker, S. R. Colella, Mrs. A. E. Doyle and  
Mrs. C. M. McDonald

Observers :Portfolio Holders Councillors Mrs. M. A. Sherrey J. P., R.  
Smith and M. Webb

Officers: Messrs. K. Dicks, P. Street, H. Bennett and A. Jessop

#### 38/07 APOLOGIES FOR ABSENCE

No apologies for absence were received.

#### 39/07 DECLARATIONS OF INTEREST

No declarations of interest were received.

#### 40/07 MINUTES

The minutes of the meeting of the Performance Management Board held on  
18th September 2007, were submitted.

**RESOLVED** that, subject to the recommendation to Minute No. 36/07  
(Customer Panel Survey) being amended to read "Resolved", the minutes be  
approved as a correct record.

#### 41/07 TRACKER REPORT - REFERRALS TO CABINET

A report summarising the progress of recommendations made by the Board to  
Cabinet from April 2007 to date, was submitted.

#### **RESOLVED:**

- (a) that the report be noted;
- (b) that similar update reports be considered by the Board on a quarterly  
basis; and
- (c) that the Assistant Chief Executive be requested to liaise with the  
Customer Services Centre Manager to arrange a visit to the Centre by  
members of the Board.

42/07 **SATISFACTION SURVEY - STREET SCENE AND WASTE MANAGEMENT SERVICES**

In accordance with the request made under Minute No. 33/07 of the last meeting, a report was submitted setting out (i) the reasons why Best Value indicators for both Street Cleanliness and Waste Collection were worse than the national trend, and (ii) the criteria of the Green Apple Environmental Best Practice Awards 2007.

**RESOLVED** that the report be noted.

**RECOMMENDED** that Cabinet be requested to instruct the relevant Portfolio holder to work with both the Chief Executive and the Head of Street Scene and Waste Management in seeking dates and times from the County Council of their highway verges mowing programme, in order to better co-ordinate litter-picking operations.

43/07 **EMPLOYEE SURVEY RESULTS 2007**

A report setting out a summary of the findings of the latest staff survey, together with an overview of the next steps to be undertaken, was submitted. During the discussion on this item, reference was made to a Stress Audit which was currently available for members of staff to complete. Accordingly, it was

**RESOLVED**

- (a) that the report be noted; and
- (b) that, when complete, the Stress Audit be built into the future work programme and brought before the Board.

44/07 **MONTHLY PERFORMANCE REPORT - PERIOD 5 (AUGUST 2007)**

A report setting out the Council's performance as at 31<sup>st</sup> August 2007 (Period 5), was submitted.

**RESOLVED:** that the Board notes

- (a) that 59% of indicators were improving or stable at the period end, compared to 68% in the previous period;
- (b) that 76% of indicators were achieving their targets at the period end compared to 71% in the previous period;
- (c) celebrates the successes as outlined in section 4.4 of the report;
- (d) the potential areas for concern as set out in section 4.5 of the report, together with the corrective action being taken; and
- (e) that the Board examine the predicted outturn of all BVPI's at Period 6, and thereafter at six-monthly intervals.

45/07 **NEW IMPROVEMENT PLAN EXCEPTION REPORT - PERIOD 5 (AUGUST 2007)**

Consideration was given to the Improvement Plan Exception report for August 2007, together with the corrective action being taken, as set out in the appendix to the report.

**RESOLVED:**

- (a) that the revisions to the Improvement Plan Exception Report, together with the corrective action being taken, be noted; and
- (b) that it be noted that, for the 142 actions highlighted for August within the plan, 88.7% was on target (green), 9.2% was one month behind (amber), and 0.7% was over one month behind (red). 1.4% of actions had been re-scheduled or suspended, with approval.

**RECOMMENDED:**

- (a) that Cabinet be informed that it is the view of this Board that Members (and the occupants) should be consulted on the proposed changes to the usage of Council-owned buildings as a matter of course; and
- (b) that, similarly, Cabinet be informed that full consultations should take place as a matter of course with Members, local residents and businesses on the wider issues involved with the regeneration of the town centre.

46/07 **WORK PROGRAMME**

Consideration was given to a report setting out the Board's work programme for 2007-08.

**RESOLVED** that, having been advised that the November 2007 item on the Spatial Project was a report and not a presentation, and having noted the inclusion in the work programme of the two issues referred to earlier in the meeting (i.e. Stress Audit and six monthly outturn of BVPI's), the report be approved, as amended.

The meeting closed at 7.50 p.m.

Chairman

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**BROMSGROVE DISTRICT COUNCIL**  
**PERFORMANCE MANAGEMENT BOARD**

**20 NOVEMBER 2007**

**Artrix Centre – Trustee’s Report & Financial Statement 2006/07**

Responsible Portfolio Holder	Cllr June Griffiths
Responsible Head of Service	John Godwin

**1. SUMMARY**

- 1.1 The report is to provide information to Members on the performance of the Artrix centre and to provide an update on the current progress being made with establishing a service level agreement with the Artrix’s operating trust.

**2. RECOMMENDATION**

- 2.1 The report seeks Members comments on:

- The current performance of the Artrix centre.
- The proposed service level agreements and potential out put inclusions with in the document.

**3. BACKGROUND**

- 3.1 As Members will be aware at a recent PMB meeting, officers were requested to provide an update of the performance of the Artrix centre. Members will find as appendix one a copy of the Bromsgrove Arts Centre Trust, Trustee’s Report & Financial Statement for the year to 31<sup>st</sup> march 2007.
- 3.2 Within the report Members will see the sections relating to the Trustee’s report including performance information, the independent Auditors report of the Centre, statement of financial activities and a copy of the balance sheet.
- 3.3 Members will be aware that as part of the establishment of the Artrix centre the Executive Cabinet in June 2005 agreed to provide funding to the arts centre for a ten year period up to £120,000 per year with the fixed figure of £120,000 per year for a three year period.
- 3.4 As part of this agreement the arrangements were to be reviewed in January 2008 prior to the end of the three year fixed period. Within the Culture & Community Services Business Plan 2007/08, officers have been tasked with developing a Service Level Agreement (SLA) between the Council and the operating trust of the Atrix, in line with this required.

- 3.5 The SLA is currently being established between officers prior to a report being brought to the Executive Cabinet for formal ratification. The aim of the SLA is to establish a framework where the operation of the centre is more aligned to the objectives of the Community Strategy and Council Plan and will ensure that value for money is achieved from the support provided. The SLA will include agreements for drawing down funding from BDC, a system to recover financial assistance where appropriate, establishing key community engagement principles, programme diversity, increased user satisfaction and attendances, recognition of BDC's investment and the establishment of a continuous improvement model for service delivery.
- 3.6 As part of this process officers will be establishing a key set of performance measure to monitoring the delivery of the arts centre based on the principles shown in 3.5. This will include a set of structured meetings and the agreement of annual targets for the centre including a six month review of performance.
- 3.7 Once the new financial year commences we will be able to provide six monthly official monitoring reports on the centres performance and quarterly updates to senior officers & members.

#### **4. FINANCIAL IMPLICATIONS**

- 4.1 There are no financial implications contained within this report, that are currently not within existing budgets; however the SLA will address the potential to recover funding provided as the Artrix becomes more established.

#### **5. LEGAL IMPLICATIONS**

- 5.1 Officers are working with colleagues in the legal section to ensure that the SLA that is developed is financially and legally robust and ensure BDC objective are met.

#### **6. COUNCIL OBJECTIVES**

- 6.1 The formation of a robust SLA will assist the Council to deliver its objective of Sense of Community & Well Being by increasing the quality of Cultural activities in the local area. Further more it will also help to improve the priority of Customer Service by reviewing the users' satisfaction result of the centre and implementing service improvement plans.

#### **7. RISK MANAGEMENT**

N/A



**8. CUSTOMER IMPLICATIONS**

8.1 Please see comments in the Council Objectives Section.

**9. EQUALITIES AND DIVERSITY IMPLICATIONS**

9.1 Officers are working with colleagues in the Equalities section to ensure that the SLA that is developed will address equality & diversity issues and promote a diverse programme that is accessible to the whole community .

**10. OTHER IMPLICATIONS**

Please include the following table and spell out any particular implications in the relevant box. If there are no implications under a particular heading, please state 'None':-

Procurement Issues – N/A
Personnel Implications – N/A
Governance/Performance Management – Contained with in the SLA being established.
Community Safety including Section 17 of Crime and Disorder Act 1998 – N/A
Policy –N/A
Environmental – N/A

**11. OTHERS CONSULTED ON THE REPORT**

Please include the following table and indicate 'Yes' or 'No' as appropriate. Delete the words in italics.

Portfolio Holder	<b>NO</b>
Chief Executive	<b>NO</b>
Corporate Director (Services)	<b><u>YES</u></b>
Assistant Chief Executive	<b><u>YES</u></b>
Head of Service <i>(i.e. your own HoS)</i>	<b><u>NO</u></b>
Head of Financial Services	<b><u>YES</u></b>

<i>(must approve Financial Implications before report submitted to Leader's Group)</i>	
Head of Legal, Equalities & Democratic Services <i>(for approval of any significant Legal Implications)</i>	<b><u>YES</u></b>
Head of Organisational Development & HR <i>(for approval of any significant HR Implications)</i>	<b><u>NO</u></b>
Corporate Procurement Team <i>(for approval of any procurement implications)</i>	<b><u>NO</u></b>

## 12. **APPENDICES**

Appendix 1 - Bromsgrove Arts Centre Trust, Trustee's Report & Financial Statement for the year to 31<sup>st</sup> march 2007.

## 13. **BACKGROUND PAPERS**

The papers used in the preparation of the report should be listed (you do not need to list background papers if the report includes exempt information and any document which has been published does not need to be referred to as a background paper).

## **CONTACT OFFICER**

Name: John Godwin  
E Mail: j.godwin@bromsgrove.gov.uk  
Tel: (01527) 881730

**BROMSGROVE ARTS CENTRE TRUST**  
**TRUSTEES' REPORT AND FINANCIAL STATEMENTS**  
**FOR THE YEAR TO 31 MARCH 2007**  
**Registered Charity No : 1097573**

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## TRUSTEES' REPORT

for the year ended to 31 March 2007

The trustees present their report and accounts for the year ended 31 March 2007.

### Reference and Administrative Information

Charity name	Bromsgrove Arts Centre Trust (also known as Artrix)
Charity Registration Number	1097573
Registered office	Artrix School Drive Bromsgrove B60 1AX

### Independent Auditors

Clement Keys  
Chartered Accountants  
39/40 Calthorpe Road  
Edgbaston  
Birmingham  
B15 1TS

### Bankers

Natwest  
Bromsgrove Branch  
124 High Street  
Bromsgrove  
B61 8HJ

### Secretary

Ms M D'Andreae Brown (appointed 29 June 2006)

### Principal Officers

Mr A Woods – Artistic Director

### Structure, Governance and Management

#### *Governing Document*

The Bromsgrove Arts Centre Trust is constituted under a Trust Deed dated 23 April 2003 and is a registered charity number 1097573.

The Trustees of the charity are in the process of registering an incorporated entity (limited company number 5455644) as a registered charity. Assuming registration is successful and permission is granted from the Charity Commission, the activities, assets and liabilities of this charity will be transferred to the limited company.

## TRUSTEES' REPORT – continued

for the year ended 31 March 2007

### *Recruitment and Appointment of Trustees*

The Board of the Bromsgrove Arts Centre Trust is made up of 15 Trustees, of whom 5 are from the community, 5 are appointed by North East Worcestershire College and 5 are appointed by Bromsgrove District Council.

The Trustees of the charity who served during the year and up to the date of this report are set out below:

B Adams  
N Bromley  
T Burton  
A Howells  
C Smith

M Boyden (resigned 26 July 2006)

S Hirst

W Maton

D Trigger

(appointed 28 March 2007)

M White

D Wilson

Cllr D Campbell

Cllr J Duddy

(appointed 22 May 2006)

Cllr C Lanham

Cllr B Newnes

(resigned 22 May 2006)

Cllr J Griffiths

Cllr D Norton

(resigned 9 March 2007)

### *Trustee induction and training*

New Trustees receive an induction and welcome from the Chair and Artistic Director on appointment.

### *Risk management*

The financial assets of the Trust are invested in a Natwest Bank Current Account. The Trustees are of the view that the current investment has a minimal risk for the Trust.

The Trustees consider other risks associated with the Charity and ensure that there is an adequate control environment to mitigate them through the practice of fire and health and safety risk assessment and monitoring, staff training in health, safety and security matters and the maintenance of safe operating practices and financial protocols laid down in the staff handbook.

During the year the Trustees have been developing a risk policy and associated risk assessment process and this will be implemented in the coming financial year. The Trust insures against risks to employees and third parties and to property held by the Trust.

### *Organisational Structure*

The day to day management of its activities, as directed by the Trustees, is the responsibility of the Artistic Director. The Artistic Director is supported by a team of staff comprising a full time administrator and marketing officer, part time house technician, duty manager team leader, part time box office clerk, two part time cleaners and a team of casual technicians, duty managers and box office clerks.

The Trust is supported in its work by a team of 60 volunteers who staff its catering operation and provide ushering services for performances.

## TRUSTEES' REPORT – continued

for the year ended 31 March 2007

### Objectives and Activities

Bromsgrove District Council in partnership with North East Worcestershire College (NEW College) established two charitable trusts in April 2003 to manage Artrix, a new arts centre then being built.

The two trusts had shared objectives:

To advance education and increase appreciation and understanding of all forms of the arts amongst members of the public including (without limitation) the arts of drama, dance, music and performance and visual arts in particular but without limitation;

- (a) by presenting, producing, organising and promoting or procuring to be presented, produced, organised or promoted either alone or with others performances of music, drama or any other form or arts; and
- (b) by providing, organising or promoting classes and courses in drama, music, painting or any other form of the arts.

The Bromsgrove Arts Development Trust (charity number 1097575) holds the building in trust, and leases it for a peppercorn rent to this Trust which operates and maintains the property.

### Review of activities

Between April 2006 and March 2007 Artrix presented an event programme made up of 389 performances and screenings. This comprised of 24 chamber, choral and orchestral concerts; 67 popular music concerts in fields as diverse as rock, folk, jazz and blues; 67 theatre performances; 21 dance performances; 8 evenings of stand up comedy; 199 screenings of specialist and children's cinema and 3 spoken word. These events included performances by local schools, youth groups and community theatre companies as well as professional touring companies.

Over the same period Artrix also curated 12 exhibitions and promoted over 350 creative workshop sessions.

Artrix opened on the 23 April 2005 with a limited programme of hires and cinema, going on to fully open in September 2005. Key to the success of that first year was the close bond forged from the beginning with the many local arts organisations, and in particular Bromsgrove Festival, Bromsgrove Operatic Society and All and Sundry theatre.

In 2006 Bromsgrove Arts Alive ("BAA") was set up as a consortium of those and other local arts organisations, helping to consolidate the informal partnerships established by Artrix through the preceding months. 2006/07 saw Artrix partnership with BAA members blossoming with a 70% increase in performances promoted by BAA members and the first annual Bromsgrove arts showcase day.

Significant seed funding from the Arts Council of England enabled Artrix to more than triple its directly promoted performance programme in 2006/07, and include challenging new work by national companies. The year also saw a huge increase in the number of creative workshops and residencies offered by Artrix to the public and schools.

With key partner NEW College filling every space in the building during teaching hours in term time, the building was used 14 hours a day, 6 days a week for most of the year. Rising demand from partners and audiences has meant that 2007/08 will see us moving to full capacity, with seven day operation and full holiday programmes for children.

None of this would have been possible without generous revenue investment from Bromsgrove District Council and contract and project support from Worcestershire County Council, the Arts Council of England and NEW College and sponsors for which we are very grateful.

## **TRUSTEES' REPORT – continued**

**for the year ended 31 March 2007**

### **Review of activities - continued**

#### **Theatre**

With the support of the Arts Council we launched a strong professional theatre programme in the Autumn, with Shams presenting the extraordinary mixed media piece *The Garden*, new writing from Not the National Theatre with *Wild East*, Third Party Theatre's new take on *Faust*, European Arts' production of a selection of Chekov short plays and Red Shift's beautifully staged *Vertigo*. We also produced the comedy extravaganza *FUN!* with Cardiff Circus Arts and premiered Giovanni Esposito's *News of the Word*.

Bromsgrove Operatic did wonders with *Oklahoma!*; All and Sundry produced Alan Ayckbourn's *Confusions*, Shakespeare's *Taming of the Shrew* and the pantomime *Cinderella*; and local schools presented a number of performances on the Artrix stage including *Alice in Wonderland* and *The Hills are Alive*. We were also one of 100 theatres participating in the 2007 Shakespeare in Schools festival, hosting performances by 20 schools in the snowiest week for years, and hosted the 2006 Bromsgrove Schools Arts Festival.

One of the most exciting projects of the year was a collaboration between Women in Theatre, County Social Services, the College and Artrix that saw 40 adults with learning difficulties devising, over three months in the studio, a performance and video premiered at the venue.

#### **Dance**

Artrix's contemporary dance programme was launched in the Summer of 2006 with a successful schools residency and performance by ACE dance, and continued with a stunning performance by the UK Foundation. We also hosted a popular workshop and performance by Flamenco Express and three visits by Vienna Festival Ballet.

Artrix's excellent support facilities make it an ideal venue for local dance schools, with a number showcasing work on Sundays.

#### **Music**

We are incredibly fortunate to have Bromsgrove Concerts and Bromsgrove Festival as BAA partners, bringing both the best and some of the most challenging chamber music around to the venue. Other musical BAA partners to perform at Artrix were a number of local choral groups and orchestras, creating a classical music programme to match any at a similarly sized venue,

Our mainstream music programme has encompassed soul music from Geno Washington, Roy G Hemmings and Ruby Turner, jazz, rock, folk and blues from John Etheridge, the Kev Rowlands Band, Ralph McTell and the Blues Band and such top tribute outfits as The Counterfeit Stones, Whole Lotta Led and Green Dayz. Both seated and standing concerts have proved very popular.

#### **Comedy**

The venue has now established an enviable reputation for its comedy programme, with 2006/07 seeing visits by Sue Perkins, Barry Cryer, Marcus Brigstocke, Jeff Green, Alan Carr, Rich Hall and Jeremy Hardy.

#### **Cinema**

Our cinema programme continued to grow, with more children's films for the schools holidays and the consolidation of our Friday matinee programme for older people. The purchase, with the College, of a large media projector at the end of the year opened up new opportunities for the screening of local work and screenings in community locations.

#### **Exhibitions**

Artrix hosts monthly exhibitions by local artists stretching the media in which they work along with occasional exhibitions by school and college students. Particularly well received in 2006/7 were Zora Payne's *Storytelling Illustrated* and the extraordinary Hughes Collection of archive photographic portraits.



## TRUSTEES' REPORT – continued

for the year ended 31 March 2007

### Review of activities - continued

#### Education

The number of workshop sessions offered doubled in 2006/7, while partnerships with the College, County children's services and others resulted in such noteworthy successes as participation in the 2006 Bromsgrove Schools Arts Festival, the national Shakespeare in Schools Festival and excellent performances by students from North Bromsgrove School, Bromsgrove School and Catshill Middle School. We also hosted the finals of the Worcestershire Schools Poetry Slam competition.

#### Performance and attendance information

	2005/06			2006/07		
	No. performances/ screenings/sessions	Attendance	Attendance per performances/screeni ngs/sessions	No. performances/ screenings/sessions	Attendance	Attendance per performances/ screenings/sessions
<b>Artrix cinema</b>	158	4,840	31	199	6,689	34
<b>Artrix performance</b>	26	3,642	140	85	12,081	142
<b>Hires and partner promotions</b>	61	11,488	188	105	15,567	148
<b>Workshop sessions</b>	110	1,508	14	242	3,064	13

#### Financial Review

##### *Principal Funding Sources*

The principal source of funds of the trust were grants from Bromsgrove District Council totalling £120,000. Grants were also received from NEW College (£23,153) and Worcestershire County Council (£10,000). Funding was also received from Arts Council England West Midlands (£23,600). From time to time donations are also received.

The arts centre was open to users during the year and income from users and lettings totalled £236,718 and £68,637 respectively.

##### *Investment policy*

The Trustees' investments are held in current bank accounts so as to protect the capital invested.

## TRUSTEES' REPORT – continued

for the year ended 31 March 2007

### *Reserves policy*

Reserves at the year end totalled £50,272 of which £11,270 was represented by restricted reserves. Free reserves (that is those unrestricted reserves not represented by fixed assets) totalled negative £9,086 at the year end.

The trustees are continuing to develop the programme of events at Artrix and are investing any surpluses generated by the charity in achieving the same. It is the intention of the Trustees to review reserves policy with a view to establishing a level of reserves which will enable the Trust to continue to be in a position to operate as envisaged.

### **Future plans**

Trustees recognise that it is crucial to the venue's growth and to its ability to deliver its core values of quality, challenge and equity that it broaden both its programme and audience base in 2007/08.

This will be done by:

- (a) introducing new programmes of contemporary theatre, dance, music, poetry and live art;
- (b) developing the popular music programme so as to attract audience awareness among 14-25 year olds;
- (c) establishing a residency programme in partnership with educational and community organisations in North Worcestershire.

In 2007/08 funding will be sought for a programme of outreach activities building on its workshops and residency programmes and partnerships developed over its first two years. This will be comprised of:

- (a) advocacy, with Artrix working with partnerships cemented in earlier years to encourage community organisations in Bromsgrove District to create their own cultural programmes and assist them with securing funds to support them;
- (b) training and practical support to ensure these programmes can thrive, provided by Artrix staff and through its organisational partners;
- (c) practical support, in the form of low cost access to Artrix and its pool of technical facilities.

### **Responsibilities of the Trustees**

The Trustees are responsible for preparing the Annual Report and the financial statements in accordance with applicable law and United Kingdom Generally Accepted Accounting Practice.

Trust law requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charity and of the surplus or deficit of the charity for that year. In preparing those financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business;
- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements.

The Trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charity and to enable them to ensure that the financial statements comply with the Charities Act 1993. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

**TRUSTEES' REPORT – continued**

**for the year ended 31 March 2007**

**Auditors**

Clement Keys were appointed as the charity's auditors during the year and have expressed their willingness to continue in that capacity.

Approved by the Board of Trustees on 25 September 2007 and signed on its behalf by:

**D Wilson  
Trustee**

## **INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF BROMSGROVE ARTS CENTRE TRUST**

We have audited the financial statements for the year ended 31 March 2007 which are set out on pages 9 to 17 and which comprise the Statement of Financial Activities, Balance Sheet and related notes. These financial statements have been prepared under the historical cost convention and the accounting policies set out therein.

This report is made solely to the charity's Trustees, as a body, in accordance with the Charities Act 1993. Our audit work has been undertaken so that we might state to the charity's Trustees those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Trustees as a body, for our audit work, for this report, or for the opinions we have formed.

### **Respective responsibilities of Trustees and auditors**

As described in the Statement of Trustees' Responsibilities the Trustees are responsible for the preparation of the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepting Accounting Practice).

Our responsibility is to audit the financial statements in accordance with relevant legal and regulatory requirements and International Standards on Auditing (UK and Ireland).

We report to you our opinion as to whether the financial statements give a true and fair view and are properly prepared in accordance with the Charities Act 1993. We also report to you if, in our opinion, the Trustees' Annual Report is not consistent with the financial statements, if the charity has not kept proper accounting records, if we have not received all the information and explanations we require for our audit, or if information specified by law regarding Trustees' remuneration and transactions with the charity are not disclosed.

We read other information contained in the Trustees' Annual Report, and consider whether it is consistent with the audited financial statements. We consider the implications for our report if we become aware of any apparent misstatements or material inconsistencies with the financial statements. Our responsibilities do not extend to any other information.

### **Basis of audit opinion**

We conducted our audit in accordance with International Standards on Auditing (UK and Ireland) issued by the Auditing Practices Board. An audit includes an examination, on a test basis, of evidence relevant to the amounts and disclosures in the financial statements. It also includes an assessment of the significant estimates and judgements made by the Trustees in the preparation of the financial statements, and of whether the accounting policies are appropriate to the charity's circumstances, consistently applied and adequately disclosed.

We planned and performed our audit so as to obtain all the information and explanations which we considered necessary in order to provide us with sufficient evidence to give reasonable assurance that the financial statements are free from material misstatements, whether caused by fraud or other irregularity or error. In forming our opinion we also evaluated the overall adequacy of the presentation of information in the financial statements.

### **Opinion**

In our opinion the financial statements give a true and fair view, in accordance with United Kingdom Generally Accepted Accounting Practice, of the state of the charity's affairs as at 31 March 2007 and of its incoming resources and application of resources, including its income and expenditure in the year then ended and have been properly prepared in accordance with the Charities Act 1993.

**39/40 Calthorpe Road  
Edgbaston  
Birmingham  
B15 1TS**

**CLEMENT KEYS  
Chartered Accountants  
Registered Auditor  
25 September 2007**

## STATEMENT OF FINANCIAL ACTIVITIES

For the year ended 31 March 2007

		Unrestricted Note funds £	Restricted funds £	2007 Total £	18 May 2005 to 31 March 2006 Total £
<b>Incoming resources</b>					
<b>Incoming resources from generated funds</b>					
<i>Voluntary income</i>					
Donations, legacies and gifts	3	2,065	-	2,065	23,507
<b>Activities for generating funds</b>					
Investment income – rents		68,637	-	68,637	46,055
Investment income – bank interest		1,435	-	1,435	-
<b>Incoming resources from charitable activities</b>					
Grants receivable	4	153,153	23,600	176,753	144,616
Charges to users	5	236,718	-	236,718	75,064
<b>Other income</b>	6	4,042	-	4,042	10,870
		<hr/>	<hr/>	<hr/>	<hr/>
<b>Total incoming resources</b>		466,050	23,600	489,650	300,112
		<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>
<b>Resources expended</b>					
<b>Activities for generating funds</b>					
Charitable activities	7	482,136	12,330	494,466	285,962
Governance costs	7	3,320	-	3,320	3,175
		<hr/>	<hr/>	<hr/>	<hr/>
<b>Total charitable expenditure</b>		485,456	12,330	497,786	289,137
		<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>
<b>Net (outgoing)/incoming resources for the year</b>		(19,406)	11,270	(8,136)	10,975
<b>Reconciliation of funds</b>					
Fund balances at the beginning of the year		58,408	-	58,408	47,433
		<hr/>	<hr/>	<hr/>	<hr/>
<b>Fund balances at the end of the year</b>		39,002	11,270	50,272	58,408
		<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>

All incoming resources and resources expended are derived from continuing activities. There are no other gains and losses other than those recognised above and accordingly no separate statement of total recognised gains and losses has been prepared.

**BALANCE SHEET**

at 31 March 2007

	Note	£	2007	£	£	2006	£
<b>Fixed assets</b>							
Tangible fixed assets	11		48,088			62,356	
<b>Current assets</b>							
Stock		3,421			1,247		
Debtors	12	7,776			20,904		
Cash at bank and in hand		74,210			37,345		
			85,407		59,496		
<b>Creditors</b> : amounts falling due within one year							
	13	(58,223)			(38,444)		
<b>Net current assets</b>							
			27,184			21,052	
<b>Creditors</b> : amounts falling due after more than one year							
	14		(25,000)			(25,000)	
<b>Total assets less liabilities</b>							
			50,272			58,408	
<b>Reserves</b>							
Unrestricted funds			39,002			58,408	
Restricted funds	15		11,270			-	
<b>Total funds</b>							
	16		50,272			58,408	

The notes on pages 11 to 17 form part of the financial statements.

Approved by the Board of Trustees on 25 September 2007 and signed on its behalf by:

**D Wilson**  
Trustee

**NOTES TO THE FINANCIAL STATEMENTS  
for the year ended 31 March 2007**

**1 Principal accounting policies**

The following accounting policies have been applied consistently in dealing with items which are considered material in relation to the Trust's financial statements.

**Basis of accounting**

The financial statements have been prepared in accordance with the provisions of the Charities Act 1993 and in compliance with the historical cost accounting rules, on an accruals basis and in compliance with applicable Accounting Standards. In preparing the financial statements the Trustees have adopted the provisions of the revised Statement of Recommended Practice - "Accounting and Reporting by Charities" (SORP 2005).

**Prior year comparatives**

The prior year comparatives cover the period from 18 May 2005 to 31 March 2006.

**Fund accounting**

***Restricted funds***

Restricted funds represent grants and donations which are subject to restrictions on their expenditure imposed by the donor or through the terms of an appeal.

***Unrestricted funds and designated funds***

Unrestricted funds represent funds that are expendable at the discretion of the Trustees in the furtherance of the objects of the charity. Such funds may be held in order to finance both working capital and capital investment. Designated funds are those funds which are unrestricted in nature but which have been designated by the Trustees to be used in a particular manner.

**Incoming resources**

All incoming resources are included in the Statement of Financial Activities when the charity is entitled to the income and the amount can be quantified with reasonable accuracy. The following specific policies are applied to particular categories of income:

- Voluntary income by way of grants, donations and gifts is included in full in the Statement of Financial Activities when receivable. Grants, where entitlement is not conditional on the delivery of a specific performance by the trust, are recognised when it becomes unconditionally entitled to the grant.
- Donated services and facilities are included at the value to the charity where this can be quantified. The value of services provided by volunteers has not been included in these accounts.
- Incoming resources from grants, where related to performance and specific deliverables, are accounted for as the charity earns the right to consideration by its performance. Where income is received in advance of performance it is treated as deferred income and included within creditors.

**NOTES TO THE FINANCIAL STATEMENTS**  
**for the year ended 31 March 2007**

**Resources expended**

Expenditure is recognised on an accruals basis as a liability is incurred.

Charitable expenditure comprises those costs incurred by the charity in the delivery of its activities and services for its beneficiaries.

Governance costs include those costs associated with meeting the constitutional and statutory requirements of the charity and include audit fees and costs linked to the strategic management of the charity.

All costs are allocated between the expenditure categories of the Statement of Financial Activities on a basis designed to reflect the use of the resource. Costs relating to a particular activity comprise both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.

**VAT**

The charity is partially exempt for VAT. Value added tax which is not recoverable by the charity is included in the relevant costs in the Statement of Financial Activities and tangible fixed assets.

**Tangible fixed assets and depreciation**

Tangible fixed assets are stated at cost less depreciation.

Depreciation is provided at rates calculated to write off the cost of fixed assets, less their estimated residual value, over their expected useful lives on the following bases:

Office equipment	- 25% straight line
Fixtures and equipment	- 25% straight line

The charity capitalises fixed assets over a value of £500.

**Operating leases**

Rentals applicable to operating leases where substantially all the benefits and risks of ownership remain with the lessor are reflected in the Statement of Financial Activities as incurred.

<b>2</b>	<b>Net incoming resources</b>	<b>2007</b>	<b>2006</b>
		<b>£</b>	<b>£</b>
	These are stated after charging the following		
	Depreciation	24,284	15,899
	Auditors' remuneration	2,700	2,600
		<u>          </u>	<u>          </u>



**NOTES TO THE FINANCIAL STATEMENTS**  
for the year ended 31 March 2007

<b>3</b>	<b>Voluntary income - donations and similar incoming resources</b>	<b>2007</b>	<b>18 May 2005</b>
		<b>£</b>	<b>to 31 March</b>
			<b>2006</b>
			<b>£</b>
	Donations in kind of fixed assets	-	23,296
	Other donations	2,065	211
		<u>2,065</u>	<u>23,507</u>
		<u><u>2,065</u></u>	<u><u>23,507</u></u>
<b>4</b>	<b>Incoming resources from activities to further the trust's objects</b>	<b>2007</b>	<b>18 May 2005</b>
		<b>£</b>	<b>to 31 March</b>
			<b>2006</b>
			<b>£</b>
	<b>Unrestricted grants receivable</b>		
	- Bromsgrove District Council	120,000	120,000
	- North East Worcestershire College - in lieu of staff	23,153	14,616
	- Worcestershire County Council	<u>10,000</u>	<u>10,000</u>
		153,153	144,616
	<b>Restricted grants receivable</b>		
	- Arts Council England West Midlands	<u>23,600</u>	-
		176,753	144,616
		<u><u>176,753</u></u>	<u><u>144,616</u></u>
<b>5</b>	<b>Charges to users</b>	<b>2007</b>	<b>18 May 2005</b>
		<b>£</b>	<b>to 31 March</b>
			<b>2006</b>
			<b>£</b>
	Cinema sales	23,613	20,720
	Catering income	53,960	17,748
	Box Office sales – Events	154,450	35,384
	Other	<u>4,695</u>	<u>1,212</u>
		236,718	75,064
		<u><u>236,718</u></u>	<u><u>75,064</u></u>
<b>6</b>	<b>Other income</b>	<b>2007</b>	<b>18 May 2005</b>
		<b>£</b>	<b>to 31 March</b>
			<b>2006</b>
			<b>£</b>
	Insurance claims	4,042	10,870
		<u>4,042</u>	<u>10,870</u>
		<u><u>4,042</u></u>	<u><u>10,870</u></u>

**NOTES TO THE FINANCIAL STATEMENTS  
for the year ended 31 March 2007**

7 Total resources expended	Cinema £	Events £	Catering £	Arts development £	Governance £	2007 Total £	2006 Total £
<b>Costs directly allocated to activities</b>							
Film hire and transport	11,254	-	-	-	-	11,254	9,088
Artists costs	-	99,415	-	-	-	99,415	30,348
Performing rights royalties	-	5,116	-	-	-	5,116	235
Catering purchases	-	-	26,497	-	-	26,497	11,978
Other direct costs	-	10,340	-	12,309	-	22,649	-
<b>Support costs allocated to activities</b>							
Wages, salaries and other staff costs	38,363	98,207	8,739	16,973	720	163,002	110,155
Marketing	3,818	34,365	-	-	-	38,183	32,891
IT costs	1,224	11,018	-	-	-	12,242	13,485
Premises	1,264	5,055	-	6,318	-	12,637	10,000
Repairs and renewals	1,481	5,926	-	-	-	7,407	14,970
Insurance	765	3,058	-	3,823	-	7,646	4,732
Licences	-	304	-	-	-	304	670
Heat and light	2,169	8,678	-	10,848	-	21,695	13,890
Travel and motor	105	947	-	-	-	1,052	414
Water *	(111)	(332)	(111)	(554)	-	(1,108)	2,100
Telephone	601	2,402	-	-	-	3,003	1,009
Postage	56	226	-	283	-	565	578
Office costs	997	2,991	997	4,984	-	9,969	7,127
Depreciation	9,714	9,714	4,856	-	-	24,284	15,899
Bank charges	45	401	-	-	-	446	859
Professional charges	286	857	286	1,428	2,600	5,457	6,830
Equipment hire	-	382	-	-	-	382	577
Other costs **	2,569	7,707	2,569	12,844	-	25,689	1,302
	<u>74,600</u>	<u>306,777</u>	<u>43,833</u>	<u>69,256</u>	<u>3,320</u>	<u>497,786</u>	<u>289,137</u>

Support costs are allocated on the following basis:

- Wages and salaries – actual time spent on activity

- Other costs – estimate of percentage of resources spent on activity

\* Water rates costs are a credit in the year due to the reversal of a prior year over accrual

\*\* Other costs includes £22,517 in respect of irrecoverable VAT

**NOTES TO THE FINANCIAL STATEMENTS**  
for the year ended 31 March 2007

<b>8 Staff costs and number</b>	<b>2007</b>	<b>18 May 2005</b>
	<b>£</b>	<b>to 31 March</b>
		<b>2006</b>
		<b>£</b>
Salaries and wages	149,667	100,835
Social security	6,790	6,643
Pension costs	3,115	2,677
	<hr/>	<hr/>
	159,572	110,155
	<hr/> <hr/>	<hr/> <hr/>

Included within wages, salaries and other staff costs at note 7 are the above payroll costs plus an additional £3,430 in respect of staff training and recruitment.

The average number of employees during the year, calculated on the basis of full time equivalents was:	<b>No</b>	<b>No</b>
Artistic Director	1	1
Administration and support	<hr/> 8	<hr/> 7
	9	8
	<hr/> <hr/>	<hr/> <hr/>

No employee earned in excess of £60,000.

In addition to the above paid staff, there are a large number of volunteers who assist duty staff with ushering and catering tasks and the technical team with event presentation.

**9 Trustees remuneration and related party transactions**

No Trustee received any remuneration or reimbursed expenses during the year.

No Trustee or other person related to the charity had any personal interest in any contract or transaction entered into by the charity during the year.

**10 Taxation**

As a charity, Bromsgrove Arts Centre Trust, is exempt from tax on income and gains falling within section 505 of the Taxes Act 1988 or Section 256 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects. No tax charges have arisen within the charity.

**NOTES TO THE FINANCIAL STATEMENTS**  
for the year ended 31 March 2007

<b>11</b>	<b>Tangible fixed assets</b>	<b>Plant and machinery £</b>	<b>Fixtures and fittings £</b>	<b>Office equipment £</b>	<b>Total £</b>
	<b>Cost</b>				
	At 31 March 2006	-	76,215	4,269	80,484
	Additions	<u>6,981</u>	<u>2,532</u>	<u>503</u>	<u>10,016</u>
	At 31 March 2007	<u>6,981</u>	<u>78,747</u>	<u>4,772</u>	<u>90,500</u>
	<b>Depreciation</b>				
	At 31 March 2006	-	17,039	1,089	18,128
	Charge for year	<u>591</u>	<u>22,519</u>	<u>1,174</u>	<u>24,284</u>
	At 31 March 2007	<u>591</u>	<u>39,558</u>	<u>2,263</u>	<u>42,412</u>
	<b>Net book value</b>				
	At 31 March 2007	<u>6,390</u>	<u>39,189</u>	<u>2,509</u>	<u>48,088</u>
	At 31 March 2006	<u>-</u>	<u>59,176</u>	<u>3,180</u>	<u>62,356</u>
<b>12</b>	<b>Debtors</b>			<b>2007 £</b>	<b>2006 £</b>
	Trade debtors			5,657	1,262
	Other debtors			1,390	3,716
	Prepayments			729	1,310
	Accrued income			<u>-</u>	<u>14,616</u>
				7,776	20,904
				<u>7,776</u>	<u>20,904</u>
<b>13</b>	<b>Creditors: amounts due within one year</b>			<b>2007 £</b>	<b>2006 £</b>
	Trade creditors			19,624	964
	Other creditors			9,677	2,743
	Other taxation			3,515	-
	Accruals			9,920	22,017
	Advance income – ticket sales			<u>15,487</u>	<u>12,720</u>
				58,223	38,444
				<u>58,223</u>	<u>38,444</u>
<b>14</b>	<b>Creditors: amounts falling due after more than one year</b>			<b>2007 £</b>	<b>2006 £</b>
	Deferred income			25,000	25,000
				<u>25,000</u>	<u>25,000</u>

**NOTES TO THE FINANCIAL STATEMENTS**  
for the year ended 31 March 2007

<b>15</b>	<b>Restricted resources</b>	<b>Balance at 1 April 2006 £</b>	<b>Incoming resources £</b>	<b>Outgoing resources £</b>	<b>Balance at 31 March 2007 £</b>
	Arts Council England West Midlands	-	23,600	(12,330)	
		11,270			
		<u>          </u>	<u>          </u>	<u>          </u>	<u>          </u>
<b>16</b>	<b>Analysis of net assets between funds</b>	<b>Unrestricted funds £</b>	<b>Restricted funds £</b>	<b>2007 Total £</b>	<b>2006 Total £</b>
	Tangible fixed assets	48,088	-	48,088	62,356
	Net current assets	15,914	11,270	27,184	21,052
	Long term liabilities	(25,000)	-	(25,000)	
		(25,000)			
		<u>          </u>	<u>          </u>	<u>          </u>	<u>          </u>
		39,002	11,270	50,272	58,408
		<u>          </u>	<u>          </u>	<u>          </u>	<u>          </u>
<b>17</b>	<b>Financial commitments</b>			<b>2007 Other £</b>	<b>2006 Other £</b>
	The trust has financial commitments under the following non-cancellable operating leases			£	£
	Expiry within :				
	one year			-	-
	one to two years			353	-
	two to five years			-	353
				<u>          </u>	<u>          </u>

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## BROMSGROVE DISTRICT COUNCIL

### PERFORMANCE MANAGEMENT BOARD

20th NOVEMBER 2007

Responsible Member	Councillor Del Booth, Portfolio Holder for ICT and Spatial Project
Responsible Head of Service	Deborah Poole, Head of Service for E-Government and Customer Service

### SPATIAL PROJECT UPDATE

I

#### 1. SUMMARY

- 1.1 The Spatial Project is a modernisation programme aimed at providing staff with the systems, processes and tools to deliver improved services to BDC customers. A more detailed analysis of the project is covered within the Spatial Project Business case.

#### 2. RECOMMENDATIONS

- 2.1 The purpose of this report is to update the Performance Monitoring Board on the progress of the Spatial Project to date (this report is an 'information only' document and as such does not make any recommendations).

#### 3. BACKGROUND

- 3.1 In 2005 a wide ranging investigation was carried out in conjunction with various organisations into the efficiency and effectiveness of BDC's processes. The findings of this investigation are detailed in the Spatial Project Business Case. The Spatial Project Business Case was presented to Members in January 2006 and after a period of further investigation was approved by Council in August 2006. The business case proposed the transformation of service delivery along with the introduction of mobile working and remote working. The key aims of the project include:
- To provide efficiency savings, expand capacity and reduce expenditure in the medium to long term.
  - Maximise capacity through good use of systems.
  - To deliver corporate systems integration across Bromsgrove District Council.
  - To place Bromsgrove District Council at the forefront of modernised transformational government.

3.1.1 The Spatial Project will provide BDC staff with new systems, processes and tools to deliver Council services. The project will deliver the following applications and system developments:

- Corporate Gazetteer
- Gazetteer Management system (LLPG – Local Land and Property Gazetteer)
- Environmental Health system
- Estate/Asset Management module
- Building Control module
- Development Control module
- Electoral Management system
- Housing module
- Licensing module
- Land Charges module
- Document Management system
- Business Process Mapping
- Mobile technologies
- Web based access to mapping data
- Integration to existing core applications eg: Agresso, CRM etc

3.1.2 The key stages of the project are outlined below. These stages are not sequential and have shared dependencies. As such, many of the stages will run in parallel or at the very least will temporarily overlap.

- Data cleansing – Gazetteer, other data sets
- Back office systems and software installations. Process mapping.
- Support contract with MDA initiated for systems in ‘live’
- Corporate document management rollout
- Integration with core business applications

#### **4. PROJECT PROGRESS TO DATE**

4.1 The project started in October 2006 and has made progress in the areas listed below.

- Data cleansing is 95% complete.
- Business Process mapping – the ‘as-is’ and ‘to-be’ are complete and will be presented to the project board in November.
- Setup an internal training environment to deliver spatial systems training to staff.
- Established CAPS systems administrators in each department.
- Implemented an Elections Management System.
- Electronic Document Management – training for front of house staff and the pilot group (Human Resources) has been completed. Go live for the pilot group is scheduled for the 29<sup>th</sup> November.
- A new project team has been put in place that includes a change of project manager from the main contractor, MDA, an additional resource from BDC and a change of the key business applications supplier from



Northgate Systems to CAPS solutions. The new supplier contract was signed on October 29<sup>th</sup> 2007.

- Conducted a review of the project scope with CMT as a result of the key supplier change.

4.1.1 Whilst progress has been made (see above) the project has suffered due to issues around the quality of project management services provided by MDA and failure of the key supplier to deliver against stated project milestones. As the project is being run using the full Prince 2 project management methodology both of these issues were highlighted and brought to the attention of the Project Board.

As a result, the Project Board initiated a number of discussions with the MDA Programme Manager and the Managing Director of Northgate Systems to establish a plan for improvement. The requirements of the Board eg: delivery of the Gazetteer, a consolidated project plan etc were made clear to both parties with tight deadlines for delivery imposed. During this period of increased performance monitoring it became clear to the Board that neither party was going to deliver the level of improvement required. As a result, the Board took corrective action by ensuring a new MDA project manager was engaged in August 07 and replacing the main key supplier with CAPS solutions. In addition BDC provided an internal resource to manage the day to day running of the project.

4.1.2 The way forward – the changes outlined above will result in the project being delivered four months later than planned. However, the contract with CAPS Solutions has been signed and the company has already started working on the project. Clear milestones for delivery have been set, including:

- The delivery of the Gazetteer by the end of 2007.
- The implementation of the following applications during 2008:
  - Building Control
  - Planning
  - Environmental Health
  - Housing
  - Licensing
  - Contaminated Land
  - Estate/Asset Management
  - Land Charges
  - Web based access to spatial data
  - Integration to existing core applications eg: Agresso, CRM etc
- The rollout of the Electronic Document Management system to the remaining departments during 2008.
- Undertaking of a feasibility study into the second phase of the Spatial Project, known as FM2. While the costs for this phase of £1.4m were included in the original paper to Members, a feasibility study has been

commissioned to ensure that the originally expected efficiencies will be gained from this spend. This will be completed by the end of 2007.

## **5. FINANCIAL IMPLICATIONS**

- 5.1 The project has a capital expenditure of £6.2 million and Revenue of £50,000 per year for the 7 years support contract.
  - 5.1.1 The project is based on a 'fixed price' and therefore will be delivered within budget – a change to the cost of the project would only occur if a formal change control is submitted to the project board to extend or reduce the scope of the project.

## **6. LEGAL IMPLICATIONS**

- 6.1 There are no legal implications.

## **7. CORPORATE OBJECTIVES**

- 7.1 The project will deliver against Council Objective 2 – Improvement and Council Priority 2 – Customer Service.

## **8. RISK MANAGEMENT**

- 8.1 The main risks associated with this project are:

- Suppliers fail to deliver as stated in the project plan.
- Lack of 'buy-in' from key stakeholders.

- 8.2 These risks are being managed as follows:

- Suppliers fail to deliver as stated in the project plan

Risk Register: E-Government & Customer Services (ICT)

Key Objective Ref No: 1

Key Objective: Use of structured project management methodology

- Lack of 'buy-in' from key stakeholders

Risk Register: E-Government & Customer Services (ICT)

Key Objective Ref No: 1

Key Objective: Monthly Project Board meetings chaired by CEO

- The project also uses a risk log (a Prince 2 requirement) A copy of this document is attached as Appendix 1 - project risk log.

## **9. CUSTOMER IMPLICATIONS**

- 9.1 Each of the business applications linked to one common source of information will provide the customer with consistent, accurate and current

information about the services delivered by BDC. It will also enable BDC to provide services in a way and at a time that suits our customers needs.

**10. OTHER IMPLICATIONS**

Procurement Issues - N/A
Personnel Implications - None at this stage.
Governance/Performance Management -N/A
Community Safety inc Section 17 Crime & Disorder Act 1998 - N/A
Policy - N/A
Environmental - N/A
Equalities and Diversity - N/A

**11. OTHERS CONSULTED ON THE REPORT**

Portfolio Holders	Yes
Chief Executive	No
Corporate Director (Projects)	No
Assistant Chief Executive	Yes
Head of Service	No
Head of Financial Services	No
Head of Legal & Democratic Services	No
Head of Organisational Development & HR	No
Corporate Procurement Team	No

**12. APPENDICES**

Appendix 1 – project risk log

**13. BACKGROUND PAPERS**

None.

**CONTACT OFFICERS**

Name: Deb Poole – Head of eGovernment and Customer Services  
 E Mail: d.poole@bromsgrove.gov.uk  
 Tel: (01527) 881256

Name: Mark Hanwell – BDC Spatial Project Manager  
 E Mail: m.hanwell@bromsgrove.gov.uk  
 Tel: (01527) 881248

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**PERFORMANCE MANAGEMENT BOARD**  
**20th NOVEMBER 2007**

**Spatial Project Update**

**Spatial Project Risk Log**

<b>ID</b>	<b>Description</b>	<b>Risk Score</b>	<b>Mitigation Plan</b>	<b>Mitigated Risk Score</b>
1	The level of data analysis during the discovery process may not be sufficient to give the right Data Conversion scope, leading to ECPs with DC supplier to achieve the promised automation.	6	DC suppliers have visited site and Bromsgrove have been asked to reviewed the DC scope and indicated any significant data sets which have been omitted. When we have CAPs under contract we plan to review data capture specifications in the planning phase	6
2	Gazetteer Interfaces - possible "missed scope" so more effort is required to specify, and supplier comes back with increased cost to develop.	5	Write specifications early in the schedule. Request customer review and sign off. Manage scope and Customer expectations through specification iterations. As part of the sub-contractor move scope for gazetteer interfaces has been reviewed	3
3	Financial system Interface - possible "missed scope" on requiring more effort to specify, and supplier comes back with increased cost to develop. Interface definition to Anite ICLipse proving difficult	5	Write specifications early in the schedule. Request customer review and sign off. Manage scope and Customer expectations through specification iterations. CAPs - Anite interface is already developed. BDC can build on this. All reviewed as part of sub-contractor change.	2
5	The software may not meet specific requirements of the customer leading to change requests and demands for additional software functionality	5	The users don't know what they want - ensure project sponsor signs off the user requirements during negotiation stage. A re-write of the customer requirements is in progress. This will be signed off by BDC and Caps	3
6	Multiple solutions implemented at same time imposes significant change on the Local Authority staff, making it difficult to establish new patterns of behaviour for new business processes and could result in delays from dependencies.	9	New project support plan in place.	7
7	Under resourced departments making it difficult to complete tasks on time, which would cause the schedule to slip.	8	Review of schedules with staff will identify areas of conflict and enable timely countermeasures	5
12	BDC expect savings way in excess of early indications from the Anite BPM study. Managing customer expectations will require extra work from MDA. BDC has included anticipated cost savings in operational departments for FY08.	7	Period project reports will be required to detail progress. Conduct initial review with Jane Pickering. Initial review completed for As-Is To Be is in review. Savings are significant	6
13	If the project completion date is delayed, then there are additional costs to MDA, and Bromsgrove is not able to realize project cashable benefits on	9	Rebaseline project schedule with agreement from new subcontractor, project team, and department managers	7

	time.			
14	If additional hardware infrastructure is required, Bromsgrove will incur additional spending from their capital budget (although this will remain within the £6.2M project).	2	Create Hardware specifications during contract negotiations with subcontractor.	1
16	If Northgate proves to be difficult in its support of data migration from the current Northgate systems to the preferred supplier's software, then the schedule could be delayed and data quality compromised.	7	Investigate the use of experienced, independent dba services to extract, cleanse, and translate data from the Northgate legacy systems.	6
17	If the new subcontractor implementation performance is not better than current subcontractor, then loss of time, cost, effort, and product output is spent for little improvement.	5	During contract negotiations review in detail roles, responsibilities, tasks, and performance required.	3
18	If the current Data Specifications require rework to fit the new product upload requirements, then there will be delay to the schedule and possible additional Data Conversion costs	5	Submit current data specifications to new subcontractor early on in negotiation process.	3
19	If new subcontractor has a significant learning curve in understanding customer needs, trust, and building rapport, additional effort will be required from MDA and Bromsgrove in communicating and managing the subcontractor	7	MDA to meet with new subcontractor PM face-to-face weekly until they are confident with project scope, stakeholders, authority culture, and project team personalities.	6

## BROMSGROVE DISTRICT COUNCIL

### PERFORMANCE MANAGEMENT BOARD

20 NOVEMBER 2007

#### STREET SCENE AND WASTE MANAGEMENT SERVICE BUSINESS PLAN

Responsible Member	Councillor Margaret Sherrey, Portfolio for Street Scene and Recycling
Responsible Head of Service	Mike Bell – Head of Service for Streetscene and Waste Management

#### 1. SUMMARY

- 1.1 Earlier in the year, the Performance Management Board examined the templates for the 2008/09 service business plans and resolved to consider how the template worked in practice by reviewing the Streetscene and Waste Management's draft service business plan.

#### 2. RECOMMENDATIONS

- 2.1 It is recommended that:
- i. The Board considers the draft service business plan attached and considers how the template works in practice and the content of the service business plan for Streetscene and Waste Management.

#### 3. BACKGROUND

- 3.1 This is the third year of service business planning at the Council. The process has been significantly improved and the templates being used should now be consistent with best practice in other Councils. The service business plans will not be completely finalised until the budget has been approved in February 2008; however, Heads of Service have reported their key deliverables, budget bids and savings to Corporate Management Team. The budget position of the Council has also been considered by November's Cabinet.
- 3.2 The Corporate Communications, Policy and Performance Team are reviewing all the service business plans and ensuring all sections are completed. The final versions will then be considered by the Chief Executive, Executive Directors and Assistant Chief Executive before being approved by the relevant Portfolio Holders in March 2008.

#### 4. FINANCIAL IMPLICATIONS

- 4.1 The budget funding requests and savings resulting from the key deliverables in the service business plans have been reported to

Corporate Management Team and a presentation given at November's Cabinet.

**5. LEGAL IMPLICATIONS**

5.1 Service business plans are not a statutory document, but legal implications resulting from planned actions in 2008/09 will have been discussed with the Head of Equalities, Legal and Democratic, where appropriate.

**6. CORPORATE OBJECTIVES**

6.1 Each service business plan is required to relate to the Council's objectives and priorities.

**7. RISK MANAGEMENT**

7.1 Each department has a risk register, controls and action plan that is aligned to the key deliverables. These are examined by the Corporate Risk Steering Group.

**8. CUSTOMER IMPLICATIONS**

9.1 Each business plan is required to set out how the service will engage with its customers and what its customer standards are.

**9. OTHER IMPLICATIONS**

Procurement Issues N/A
Personnel Implications N/A
Governance/Performance Management N/A
Community Safety including Section 17 of Crime and Disorder Act 1998 N/A
Policy N/A
Environmental N/A
Equalities and Diversity N/A

**10. OTHERS CONSULTED ON THE REPORT**

Portfolio Holders	<b>Yes.</b>
Chief Executive	<b>Yes.</b>
Corporate Director (Services)	<b>Yes.</b>
Assistant Chief Executive	<b>Yes.</b>
Head of Service	<b>Yes.</b>
Head of Financial Services	<b>Yes.</b>



Head of Legal & Democratic Services	<b>Yes.</b>
Head of HR & Organisational Development	<b>Yes.</b>
Corporate Procurement Team	<b>No</b>

**11. APPENDICES**

Appendix 1 – SSWM Service Business Plan 2008/09

**12. BACKGROUND PAPERS**

Business Planning Templates 2008/09, PMB, August 2007.

**CONTACT OFFICERS**

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**BROMSGROVE DISTRICT COUNCIL**

**2008/2009  
SERVICE BUSINESS PLAN**

**Street Scene and Waste Management**

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# Appendices

Appendix 1	Council's Vision, Values, Objectives and Priorities
Appendix 2	Council's Performance Management Framework
Appendix 3	Departmental Performance Indicators and Targets
Appendix 4	Departmental Cabinet Forward Plan
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Appendix 6	Departmental Funding Requests and Savings Target
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# 1. Service Strategy

## 1.1 Service Statement of Purpose:

To 'Making a visible difference' and be 'Proud of Our District'.

Enhance the Environment

Be Welcoming

Positively Impact on the Wellbeing of the Community

This is the Business Plan for Street Scene and Waste Management Department which delivers some of Councils highest profile services from the Depot at Aston Fields including:

- Refuse collection
- Recycling collections
- Bulky Waste service
- Trade Waste service
- Street Cleansing
- Abandoned vehicles
- Fly-tipping
- Cesspool emptying service
- Highways and general works team
- Grounds Maintenance
- Fleet Management
- Garage services
- Waste policy and promotions
- Business Support unit

- Parking Operations
- Shopmobility
- Transportation issues
- Street furniture and Naming
- Concessionary Fares
- Graffiti
- Public Conveniences
- Dog Wardening

## 1.2 How the Service Contributes to the Council's Objectives and Priorities

The work carried out by the department sits primarily within **Corporate Objective 4 Environment** and specifically **Corporate Priority 5 Clean Streets and Recycling**.

## 1.3 Three Year Key Deliverables

KD Ref.	Key Deliverable Title	Position @ 31 March 2011	Action to Deliver These
KD1	<b>To develop an integrated approach to operational services and facilitate an improved perception of the District.</b>	To have fully integrated the street cleansing and grounds maintenance operations.	Timetable for integration with project milestones detailed. Project Lead Head of Service
KD2	<b>To implement an improved Street Cleansing service that meets statutory requirements and delivers high quartile performance regards cost, quality, and public satisfaction</b>	High level Performance as determined by BVPI 199 a to d, and high levels of satisfaction s indicated by Customer Surveys.	Project Leader. Head of Service.

KD3	<b>To further develop the grounds maintenance service in order to deliver high performance regarding cost, quality, and public satisfaction</b>	High levels of public satisfaction. To be measured through customer service survey	Project Leader Kevin Hiron
KD4	<b>To develop the refuse and recycling collection service to deliver high level performance regards cost, quality, and public satisfaction.</b>	High level performance and high public satisfaction	Project Leader Mike Bell
KD5	<b>To increase the profitability by 10% per annum of the trade waste service and tanker service.</b>	Profitable and sustainable service providing high customer satisfaction.	Project Leader Kevin Hiron
KD6	<b>To continue to provide a high quality affordable and safe off street parking service.</b>	To link our service into the Local Transport Plan, and provide high levels of public satisfaction.	Project Leader Steve Martin
KD7	<b>To develop a civil parking enforcement service.</b>	To link our service into the Local Transport Plan and improve traffic management within the District	Project Leader Steve Martin
KD8	<b>Shopmobility</b>	To develop and improve the Shopmobility service and to extend the opening times to meet customer expectations.	Project Leader Steve Martin.



## 2. 2007/08 Performance Review

### 2.1 Key Deliverables – Achievements in 2007/08:-

KD Ref	Performance Review of 2007/08	Corporate Objective/Priority Ref.
KD1	<p><b>To implement an improved Street Cleansing service that meets statutory requirements and delivers high quartile performance regards cost, quality, and public satisfaction</b></p> <p>Additional staff have been recruited as full time employees developing a greater sense of commitment and ownership of the task. All necessary additional equipment has been purchased and is operational.</p>	CO4, CP5
KD2	<p><b>To further develop the grounds maintenance service in order to deliver high performance regarding cost, quality, and public satisfaction</b></p> <p>Additional equipment has been purchased and is fully operational improving the quality of mowing.</p>	CO4,CP5
KD3	<p><b>To develop the refuse collection service to deliver high level performance regards cost, quality, and public satisfaction.</b></p> <p>Regular discussions have been had with the refuse vehicle manufacturer to further improve the reliability of equipment.</p>	CO4,CP5
KD4	<p><b>To develop the recycling collection service to deliver high level performance regards cost, quality, and public satisfaction.</b></p> <p>Older and hired recycling vehicles have been replaced with more up to date</p>	CO4,CP5

	equipment. A smaller recycling vehicle has been purchased to allow the service to be rolled out to narrow access areas.	
KD5	<p><b>To continue to provide a high quality affordable and safe off street parking service and to implement civil parking enforcement.</b></p> <p>Older parking equipment has been replaced to improve reliability of the service</p>	CO1,CP1

- 2.2 Other achievements in 2007/08. (Please detail key achievements within 2007/08 that were not planned for as part of the original key deliverables for your Service).

Achievement of Green Apple Award for Street Cleansing Services.

- 2.3 The following list of key deliverables as set out in the 2007/08 service business plan will not be delivered by the year end. Shortfalls and planned corrective actions are detailed below:-

Reduction in refuse crews to two men operation has been slower than expected but should be achieved by year end. Review of department has taken place, but further review now being undertaken. Appointment of Operations Manager should be completed by year end.

Civil Parking Enforcement Strategy not completed. Project de-prioritized

Horticultural Strategy not completed. To be included within re-organisation of Street Scene and Culture departments.



### **3. Key Deliverables, Indicators and Project/Task Milestones**

3.1 The Service has key deliverables for 2008/09. These are cross-referenced to the Council Objectives (CO) and Council Priorities. The Service has also set itself key performance indicators (KPIs) and/or project task milestones for each of its key deliverables, so that we can monitor progress. The Council's vision, values, objectives and priorities are set out in Appendix 1 and the Council's performance management framework in Appendix 2.

<b>KD Ref.</b>	<b>Key Deliverable Title:</b>	<b>Council Objective/Priority Ref.</b>
<b>KD1</b>	<b>To develop an integrated approach to operational services and facilitate an improved perception of the District.</b>	<b>CO4, CP5. CO2, CP2.</b>

<b>Ref.</b>	<b>Key Performance Indicator</b>	<b>2006 / 2007 Actual</b>	<b>2007 / 2008 Est. Outturn</b>	<b>2008 / 209 Provisional Target</b>	<b>Measure Frequency</b>
	Improved perception of District through satisfaction surveys	None at present	Baseline		Annually

<b>Ref.</b>	<b>Project / Task</b>	<b>Lead Officer</b>
Planned position at 30 <sup>th</sup> Jun 2008	To develop a welcome 'corridor approach' to the town centre.	<b>K Hirons</b>
Planned position at 30 <sup>th</sup> Sep 2008	Publicity of services and development of unified 'corridor approach'	<b>K Hirons</b>
Planned position at 31 <sup>st</sup> Dec 2008	To fully integrate the street cleansing and grounds maintenance services.	
Planned position at 31 <sup>st</sup> Mar 2009		

<b>KD Ref.</b>	<b>Key Deliverable Title: Street Cleansing</b>	<b>Council Objective/Priority Ref.</b>
<b>KD2</b>	<b>To implement an improved Street Cleansing service that meets statutory requirements and delivers high level performance regards cost, quality, and public satisfaction</b>	<b>CO4, CP5</b>

<b>Ref.</b>	<b>Key Performance Indicator</b>	<b>2006 / 2007 Actual</b>	<b>2007 / 2008 Est. Outturn</b>	<b>2008 / 2009 Provisional Target</b>	<b>Measure Frequency</b>
	BVPI 199. Standard of Cleanliness	17%	15%	10%	4 months
	Satisfaction surveys based on BVPI 89				

<b>Ref.</b>	<b>Project / Task</b>	<b>Lead Officer</b>
Planned position at 30 <sup>th</sup> Jun 2008	Benchmarking, BVPI's, Customer satisfaction	<b>K Hiron</b>
Planned position at 30 <sup>th</sup> Sep 2008	Fully develop the street cleansing schedule	<b>K Hiron</b>
Planned position at 31 <sup>st</sup> Dec 2008	Continue to promote and publicize the services.	<b>K Hiron</b>
Planned position at 31 <sup>st</sup> Mar 2009	Audit of street furniture. (Bins, benches, shelters, signposts etc.	<b>K Hiron</b>

<b>Ref.</b>	<b>Key Deliverable Title. Grounds Maintenance</b>	<b>Council Objective/Priority Ref.</b>
KD3	To further develop the grounds maintenance service in order to deliver high performance regarding cost, quality, and public satisfaction	CO4, CP9

<b>Ref.</b>	<b>Key Performance Indicator</b>	<b>2007 / 2008 Actual</b>	<b>2008 / 2009 Est. Outturn</b>	<b>2009 / 2010 Provisional Target</b>	<b>Measure Frequency</b>
	Local Indicator				

<b>Ref.</b>	<b>Project / Task Title</b>	<b>Project Lead</b>
September 2008	Develop a local performance indicator	
September 2008	Discussions with County and other land owners on funding & standards	<b>B Edwards</b>
September 2008	Prepare brief for a horticultural strategy ( Flower displays, shrub beds, corridor)	<b>B Edwards</b>
September 2008	Consider alternative working methods to improve service provision.	<b>B Edwards</b>

<b>Ref.</b>	<b>Key Deliverable Title. Refuse Collection and Recycling</b>	<b>Council Objective/Priority Ref.</b>
<b>KD4</b>	<b>To develop the refuse and recycling collection service to deliver high level performance regards cost, quality, and public satisfaction.</b>	<b>CO4, CP5</b>

<b>Ref.</b>	<b>Key Performance Indicator</b>	<b>2006 / 2007 Actual</b>	<b>2007 / 2008 Est. Outturn</b>	<b>2008 / 2009 Provisional Target</b>	<b>Measure Frequency</b>
	BV84a Kg of waste collected	424.80Kg	421Kg	420Kg	Quarterly
	LPI No. missed collections	3113	1200	1000	Weekly
	LPI No. missed trade	205	81	50	Weekly
	LPI No missed recyclate coll.	800	400	300	Weekly
	BV82ai % waste recycled	21.22%	21.50%	21.50%	Quarterly
	BV82aia tonnes waste recycled	8247.98t	8300.00t	8300.00t	Quarterly
	BV82bi % waste composted	19.61%	19.5%	19.6%	Quarterly
	BV82bia tonnes waste compost	7621.81t	7500.00t	7550.00t	Quarterly
	BV91b % props, recycling	93.44%	95%	95%	Quarterly



<b>Ref.</b>	<b>Project / Task Title</b>	<b>Project Lead</b>
Planned position at 30 <sup>th</sup> Sep 2008	Develop and Implement waste minimisation strategy.	<b>A Wardell</b>
Planned position at 31 <sup>st</sup> March 2009	Benchmarking, BVPI's, Customer satisfaction	<b>A Wardell</b>
Planned position at 31 <sup>st</sup> March 2009	Publicity of services, standards, and targets	<b>A Wardell</b>
Planned position at 31 <sup>st</sup> March 2009	To develop a co-mingled recycling collection system	<b>A Wardell/K Hirons</b>

<b>Ref.</b>	<b>Key Deliverable Title. Commercial Services</b>	<b>Council Objective/Priority Ref.</b>
<b>KD5</b>	<b>To increase the profitability by 10% per annum of the trade waste service and tanker service.</b>	<b>CO4, CP5</b>

<b>Ref.</b>	<b>Key Performance Indicator</b>	<b>2006 / 2007 Actual</b>	<b>2007 / 2008 Est. Outturn</b>	<b>2008 / 2009 Provisional Target</b>	<b>Measure Frequency</b>
	Annual Increase				

<b>Ref.</b>	<b>Project / Task Title</b>	<b>Project Lead</b>
	Develop the service into a profitable operation	<b>J Perrott</b>

<b>Ref.</b>	<b>Key Deliverable Title. Parking Services</b>	<b>Council Objective/Priority Ref.</b>
<b>KD6</b>	<b>To continue to provide a high quality affordable and safe off street parking service.</b>	<b>CO1,CP1 CO2,CP2</b>

<b>Ref.</b>	<b>Key Performance Indicator</b>	<b>2006 / 2007 Actual</b>	<b>2007 / 2008 Est. Outturn</b>	<b>2008 / 2009 Provisional Target</b>	<b>Measure Frequency</b>
	LPI % ECN appeals responded to in 10 days.	No figures available	85%	90%	Monthly
	No. of car parks with safer parking awards(Measure is Number of spaces)		300	300	Annual
	No. of ECN,s cancelled due to PA error.		1%	1%	Monthly

<b>Ref.</b>	<b>Project / Task Title</b>	<b>Project Lead</b>
Planned position at 30 <sup>th</sup> September 2008	To improve parking equipment (Telemetry system linking machines)	<b>S Martin</b>
Planned position at 30 <sup>th</sup> September 2008	To include car parks within the 'corridor approach'	<b>S.Martin</b>

Planned position at 30 <sup>th</sup> September 2008	To develop alternative payment methods for this service	<b>S.Martin</b>
-----------------------------------------------------	---------------------------------------------------------	-----------------

<b>Ref.</b>	<b>Key Deliverable Title. Civil Parking Enforcement</b>	<b>Council Objective/Priority Ref.</b>
<b>KD7</b>	<b>To develop a civil parking enforcement service.</b>	<b>CO1, CP91. CO2,CP2</b>

<b>Ref.</b>	<b>Key Performance Indicator</b>	<b>2006 / 2007 Actual</b>	<b>2007 / 2008 Est. Outturn</b>	<b>2008 / 2009 Provisional Target</b>	<b>Measure Frequency</b>
		None available			

<b>Ref.</b>	<b>Project / Task Title</b>	<b>Project Lead</b>
Planned position at 31 <sup>st</sup> December 2008	To develop civil parking enforcement strategy	<b>S.Martin</b>
Planned position at 31 <sup>st</sup> December 2008	To develop a KPI	<b>S Martin</b>
Planned position at 31 <sup>st</sup> December 2009	To introduce the civil parking enforcement strategy.	<b>S.Martin</b>

<b>Ref.</b>	<b>Key Deliverable Title. Shopmobility</b>	<b>Council Objective/Priority Ref.</b>
KD8	Shopmobility	CO1,CP1

<b>Ref.</b>	<b>Key Performance Indicator</b>	<b>2007 / 2008 Actual</b>	<b>2008 / 2009 Est. Outturn</b>	<b>2009 / 2010 Provisional Target</b>	<b>Measure Frequency</b>
		None available			

<b>Ref.</b>	<b>Project / Task Title</b>	<b>Project Lead</b>
December 2008	To consider ways of improving the service.	<b>S.Martin</b>
December 2008	To develop a KPI	

The Key Deliverables identify priorities for each service and measures of success. Appendix 3 details all Performance Indicators for each Service and targets for 2007/08/09/10.

3.2 Based on the key deliverables, Appendix 4 sets out the Department's key report dates for the Cabinet Forward Plan.

## 4. Customer First and Equalities

### 4.1 Community Engagement

4.1.1 Key consultations the Service is planning to undertake in 2008/09.

Consultation to be undertaken	Category of Consultation (A-E) (See below)	Who is being consulted?	How will the results be used?	Estimated Cost (£)	Start Date/ Finish Date	Lead Officer
Annual delivery of refuse and recycling leaflets		All residential properties.	Delivery generates feedback on all aspects of the service.		October 2008	A Wardell
No other direct consultation planned.						

All consultation needs to be 'categorised' according to the following definitions:

- A Information Gathering
- B Seeking Views
- C Making Choices
- D Generating Ideas
- E Participation/Joint Decision Making

## 4.2 Customer Standards

4.2.1 The Department's key customer standards for 2008/09 are:-

Departmental Customer Standard	How will they be measured?	Measuring Frequency
Shopmobility Charter	Monitored by Shopmobility Staff. Customer Satisfaction Survey	Annually
Car Parking Charter	Monitored by Parking Staff	
Commercial Waste Contract		
Dealing with enquiries will be in accordance with RLA with Customer Service Centre	Monitored by BSU and CSC	Monthly meeting of both departments to review RLA
Refuse Collection Service Policy Document	The service document will identify the requirements of the service and include levels of service to be expected in terms of PI information	Weekly on some PI's monthly on others.
Street Cleansing/Grounds Maintenance Service Policy Document	In preparation but as above.	
Waste Minimization Policy Document	In preparation but as above	

4.2.2 Actions planned to take place in 2008/09 to improve the customer's experience include:

Actions	How will they be managed?	Frequency
Develop comprehensive information guide for refuse and recycling service to include details of Christmas Working arrangements.	Developed Monitored by Policy and Promotions Unit	Annually
Produce regular press releases on service. Ensure that Parish Councils and Post Offices in remote areas receive correspondence	Developed Monitored by Policy and Promotions Unit Developed Monitored by Policy and Promotions Unit	Monthly.



### 4.3 Equalities High Level Action Plan 2008/09

4.3.1 Equalities are one of the Council's four Values. The Department determines what action it needs to take on equalities through:-

- the impact assessments undertaken during 2008/09;
- the requirements of Level 3 of the Local Government Equality Standard; and
- any feedback you have received on equalities from inspections, customers or staff, please identify the key actions you intend to implement in 2008/2011.

The following table shows the key actions to deliver service improvements in 2008/09:-

Action Required	By Whom	By When	Signed Off By	Priority	How Will This Action Promote Equality?
Review all policy documents and consider suitability of existing impact assessments	AW	October 2008	MB		To ensure services are still able to be delivered equally.

4.3.2 The Department will also undertake a number of impact assessments in line with the Council's All Inclusive Equalities Scheme.

## 5. Resources

### 5.1 Employee Opinion and Involvement (to be completed)

5.1.1 Planned actions within the Department as a result of the 2007 Employee Survey and Investors in People assessment includes:-

Employee Issue	Agreed Action	When	Responsible Officer

5.1.2 The Department's structure chart is set out in Appendix 5.

### 5.2 Training and Development (to be completed)

5.2.1 Planned training and development is dealt with through the Corporate Training Plan and individual Personal Development Reviews.



### **5.3 Three Year Departmental Budget**

5.3.1 The Department's base budget and agreed changes for the next year.

This information is inserted once the budget is finalised in February 2008.

5.3.2 The Department's budget bids and savings are set out in Appendix 6.

## 6. Risk Management

- 6.1 The Department has completed a risk register and action plan as required by the Council's Risk Management Strategy. Risks are identified for each key deliverable. The Departmental Risk Register is examined by the Corporate Risk Management Steering Group and is available on request.

## 7. Value for Money

- 7.1 The Department has scored itself on value for money, using the value for money self assessment matrix. The matrix and scores can be found in Appendix 7. The following Value for Money Action Plan is based on the self assessment:-

Ref.	Project/Task Title	Measure of Success (SMART)	Start Date	Finish Date	Resource	Lead	Priority (H, M, L)
	Service Performance	Review and monitor BVPI'S and LPI's. Develop additional LPI's to monitor specific service areas. Benchmark services against organisations operating similar services including checks against other Districts within the County.	July 2008	Dec 2008		MB	H
		Continue to monitor performance at DMT's against targets identifying problem areas and solutions.	April 2008	April 2009		MB	H
		Prepare specific services for market testing (Refuse /Recycling). Review market place for prospective interested organisations	Dec 2008	Dec 2009	Staff Requirement	MB	M
		Develop and maintain Team Action plans with focus on development of services in line with national best practice.	April 2008	Dec 2008		MB	M

Ref.	Project/Task Title	Measure of Success (SMART)	Start Date	Finish Date	Resource	Lead	Priority (H, M, L)
	Customer Satisfaction	Review and monitor Customer Service Centre reports at monthly meetings to identify service failures. Maintain and develop Resource Level Agreement with CSC through routine meetings of relevant staff.	April 2008	April 2009		MG	H
		Monitor service requests to identify operational issues affecting satisfaction	April 2008	Monthly, review		MG	H
		Develop series of questions for inclusion in Customer Satisfaction Surveys	July 2008	Oct 2009		AW	M
		Consider extension of services to remote and hard to reach areas	April 2008	April 2009	Budget bid may be required	KH	h

Ref.	Project/Task Title	Measure of Success (SMART)	Start Date	Finish Date	Resource	Lead	Priority (H, M, L)
	Quality Measures	Maintain membership of professional institutions for relevant members of staff.	April 2008	April 2009		MB	M
		Maintain membership of benchmarking organisations including APSE PSNet, using these groups to monitor service quality against national trends. Report national operational developments at DMT's and CMT where appropriate.	April 2008	April 2009		MB	M
		Work with other partners within the Joint Waste Management Strategy Group to develop service standards for the area through the 'Vision' statement and Strategic Waste Management Plan	April 2008	April 2009		MB	H

Ref.	Project/Task Title	Measure of Success (SMART)	Start Date	Finish Date	Resource	Lead	Priority (H, M, L)
	Cost Performance and Comparisons. Budget Control.	Review budget position with dedicated accountant each month bringing issues to relevant DMT checking spend against budget in each service area.	April 2008	Monthly		MB	H
		Monitor staffing levels and use of agency and other organisations on a daily basis with budget managers, with a review of weeks performance at weekly Supervisors meetings.	April 2008	Weekly		MB	H
		Monitor service areas competing in the open market place(Trade Waste, Cesspool Service) checking profitability of services against budget.	April 2008	Monthly		MB	H
		Monitor income levels on Car Parking service against predicted income.	April 2008	Monthly		MB	H
		Review management structure of department.	April 2008	Aug 2009		MB	H

### Long Term Vision.

#### Waste

Prepare refuse collection and recycling service for integration based on co-mingled service using side arm vehicles. Introduce charge for the collection of green waste. Collect as an on demand service. Operate along commercial lines. Prepare integrated collection system for market testing benchmarking.

#### Parking

Prepare service for decriminalised parking.  
 Prepare long term business case for charging procedure  
 Prepare for removal of all concessionary fares.  
 Prepare for remote payment system.

#### Street Cleansing/ Grounds Maintenance

Prepare for integration of street cleansing and grounds maintenance services.  
 Prepare schedule of cleaning.  
 Designate zoning.  
 Prepare service for market testing.



## Council's Vision, Values, Objectives and Priorities

Updated diagram to be inserted by the Corporate Communications, Policy & Performance Team. Draft objectives and priorities as follows:-

Objective	Priority
CO1 – Regeneration	CP1 – A thriving market town.
CO2 – Improvement	CP2 – Customer Service
CO3 – Sense of Community and Well Being	CP3 – Strong Communities
CO4 – Environment	CP4 – Clean Streets and Recycling

**Council's Performance Management Framework**

To be inserted by the Corporate Communications, Policy & Performance Team

Departmental Performance Indicators and Targets

Ref.	Description	2006/07 Actual	Est. 2007/08 Outturn	2006/07 District Council Median	2008/09 Target	2009/10 Target	2010/11 Target	Commentary (if target worse than median)
<b>KDI</b>	<b>Street Cleansing</b>							
BVPI 199a	Standard of Cleanliness	17%	17%	10%	15%	13%	10%	Significant investment of capital and revenue funds has shown improvement during this year. Further future investment will allow a continued improvement.
BVPI 199b	Unacceptable levels of Graffiti	4.79%	4%	1%	3%	2%	1%	As Above
BVPI 199c	Unacceptable levels of fly posting	0.76%	1%	0%	1%	1%	1%	As Above
BVPI 199d	Fly tripping. Number of incidents and number of enforcement actions	4	3	N/A	2	2	2	As Above

Ref.	Description	2006/07 Actual	Est. 2007/08 Outturn	2006/07 District Council Median	2008/09 Target	2009/10 Target	2010/11 Target	Commentary
KD2	Refuse Collection							
BVPI 82ai	% waste recycled	21.22%	21.50%	18.50%	21.5%	21.55%	22%	No significant increase can be expected in recycling until the co-mingled service is introduced and the new MRF facility is open. This will potentially enable us to collect a greater range of recyclables (TBC by WCC)
BVPI 82 aii	Tonnage of waste recycled	8247	8300	7850	8300	8300	8400	Tonnage indicated is equivalent to the percentages indicated above for 82ai
BVPI 82 bi	% waste composted	19.61%	20%	11%	19.6%	19.6%	19.6%	The composting rate is now limited due to the collections running from April – November. It is envisaged the rate will not rise and we are at the optimum for this service
BVPI 82 bii	Tonnage waste composted	7621	7500	3873	7550	7550	7550	Tonnage indicated is equivalent to the percentages indicated above for 82bi

Ref.	Description	2006/07 Actual	Est. 2007/08 Outturn	2006/07 District Council Median	2008/09 Target	2009/10 Target	2010/11 Target	Commentary
BVPI 84a	Kg of waste collected.	424.80	426	409.6	420	418	415	It is anticipated that to reduce the kg/head further a waste minimisation strategy needs to be adopted and the suggested policies implemented
BVPI 91b	% properties receiving a recycling service.	94.14	95	98.8	95	95	97	Kerbside box scheme has nearly reached its full potential in coverage. With the anticipated onset of wheeled bins for co-mingled recyclables in 2009/10 there is potential to roll out to more properties.
LPI	Missed refuse collections	3113	932	None	900	900	900	This equates to less than 2 misses per crew per day.
LPI	Missed recycling collections	802	229	None	200	200	200	This equates to less than 1 miss per crew per day.

## Performance Indicators

Ref.	Description	2005/06 Actual	Est. 2007/08 Outturn	2005/06 District Council Median	2007/08 Target	2008/09 Target	2009/10 Target	Commentary
<b>KDI</b>	<b>Grounds Maintenance</b>			None				
	No PI's developed. Intention to develop indicator and benchmark			None				Difficult to develop meaningful PI.
<b>KDI</b>	<b>Commercial Services</b>							
LPI	Missed commercial collections	205	81	None	50	50	50	
<b>KDI</b>	<b>Parking Services</b>							
LPI	% ECN appeals responded to within 10 days	78%	75%	None	95%	95%	95%	
LPI	No. Car Parks with Safer Parking Awards (No. Spaces)		300	None	300	300	300	
LPI	No. ECN's cancelled due to PA error.			None	1%	1%	1%	

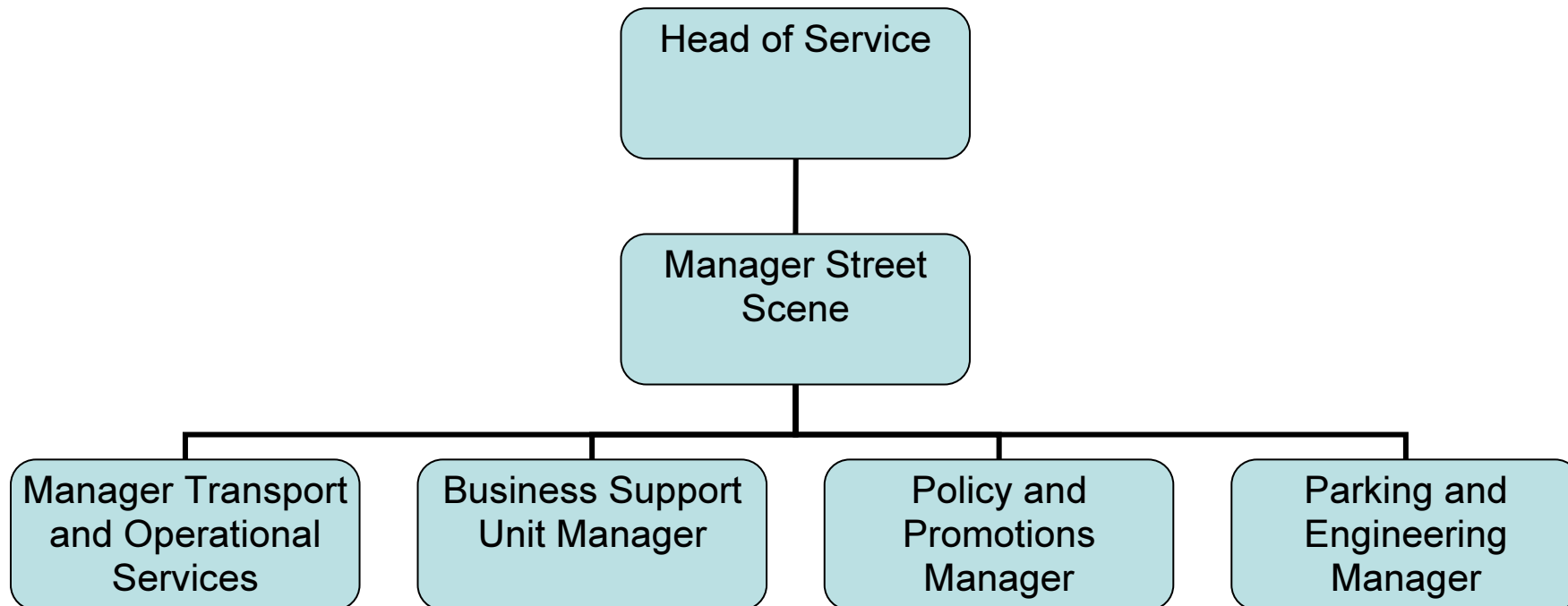
## Departmental Cabinet Forward Plan

**Note: This version is for internal use only and indicates when reports need to be considered by the Leader's Group (LG)**

Item No.	Portfolio Holder/ Lead Member Responsibility	Subject	Details of Proposed Decision	Expected Date of Decision	Original Expected Date of Decision	Principal Groups or Organisations to be consulted and date and method of consultation	Documents to be considered in relation to the Decision	Comments
	Margaret Sherrey	Civil Parking Enforcement.						Steve Martin
	Margaret Sherrey	Co-mingled collections		End of Year		Implement April 2009		Kevin Hirons.
	Margaret Sherrey	Telephone Payment System						Steve Martin
	Margaret Sherrey	Street Cleansing Policy Document						Anna Wardell

## Departmental Structure Chart

Please show the first three tiers of your structure, starting with the Head of Service. For each post, please show the post holder's name and job title. Please provide the total establishment FTE for your department as part of the diagram.



Establishment 140 employees.



## **Appendix 6**

### **Funding request 2008/09 - 2010/11**

This section has been completed and information presented to Cabinet 07 November 2007.

**Departmental Savings Target/Income Generation 2008/09 - 2010/11**

This section has been completed, but is still under consideration by Leader's Group.

## Appendix 7

### VFM Scores and Targets

The following scores and targets are based on the completion of a VFM scoring matrix for each department. These are available on request from the Head of Service.

	Insert Service Area Title Refuse/Recycling				Insert Service Area Title Street Cleansing				Insert Service Area Title Car Parks			
	2007/08 Est.	2008/09 Target	2009/10 Target	2010/11 Target	2007/08 Est.	2008/09 Target	2009/10 Target	2010/11 Target	2007/08 Est.	2008/09 Target	2009/10 Target	2010/11 Target
Service Performance	2	2	2	2	2	2	2	2	2	2	2	2
Customer Satisfaction	2	2	2	3	2	2	2	3	2	2	2	3
Quality Measures	2	2	2	3	2	2	2	3	2	2	2	3
Cost Performance and Comparisons	1	1	2	3	2	2	2	3	2	2	2	3
Budgetary Control	2	2	3	3	2	3	3	3	2	3	3	3
External Inspection												
Procurement	2	2	3	3	2	2	3	3	2	2	3	3

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## BROMSGROVE DISTRICT COUNCIL

### PERFORMANCE MANAGEMENT BOARD

20<sup>TH</sup> NOVEMBER 2007

#### SEPTEMBER (QUARTER 2) PERFORMANCE REPORTING

Responsible Portfolio Holder	Councillor Roger Hollingworth Leader of the Council Councillor Geoff Denaro Cabinet Member for Finance
Responsible Head of Service	Hugh Bennett Assistant Chief Executive Jayne Pickering, Head of Financial Services

#### 1. SUMMARY

To report to Performance Management on the Council's performance at 30<sup>th</sup> September 2007 (period 6, quarter 2).

#### 2. RECOMMENDATIONS

- 2.1 That the Board notes that 83% of PI's are Improving or Stable, compared to 67% at Quarter 1
- 2.2 That the Board notes that 72% of PI's are achieving their Year To Date target, (65% at Q1)
- 2.3 That the Board notes that 79% of PI's are predicted to meet their target at year end (90% at Q1).
- 2.4 That the Board notes the financial position for both revenue and capital funding for the first quarter of £244k underspend and £342k respectively.

#### 3. BACKGROUND

- 3.1 The format of the quarterly report to Performance Management Board has been changed to provide an integrated report, both at department and overall council level, of performance, finance and risk issues. Detailed information on performance will continue to be provided as appendices to CMT, Leader's group and PMB.

<b>Corporate Services Department</b>	<b>Quarter 2 (Sep 30<sup>th</sup>) 2007/08</b>
--------------------------------------	------------------------------------------------

**Performance Summary**

No. of PI's improving (I)	0	No. of PI's meeting YTD target	0	No. of PI's where est. outturn projected to meet target	0
No. of PI's Stable (S)	0	No. of PI's missing YTD target by < 10%	1	No. of PI's projected to miss target by < 10%	1
No. of PI's worsening (W)	1	No. of PI's missing YTD target by >10%	0	No. of PI's projected to miss target by >10%	0

**Achievements**

Council Plan Pt 1 Report submitted to Cabinet and Full Council.  
Customer Manual completed in draft and complaints system and training planned for January 2008.  
Together Bromsgrove switched to outsourced sales approach to achieve higher income targets.  
Together Bromsgrove to be published shortly. Very positive feedback on previous issue.  
Large consultation exercise undertaken on Community Strategy. Final version now going to Cabinet and Full Council in November.  
Successful media campaign around "poor" CPA score which minimised negative publicity.  
Improved format of reporting to PMB, including work programme and recommendation tracker.  
Business Planning template launched with ACE and customer first officer attending each business plan away day.  
Improvement Plan 2007/2008 agreed at Cabinet and being reported monthly along with monthly PIs report.  
Communications Strategy and Consultation Strategy reviewed and will be reported in quarter 3.

**Issues**

The CCPP team has four key issues emerging in quarter 3: managing the Audit Commission Direction of Travel site visit, additional budget savings and budget pressures mean the team will not be able to start the CharterMark accreditation process until 2008/09; checking the predicted outturn for all the BVPIs (and not just those reported in the corporate set) and working with the Leader and Leader of the Opposition to agree a way forward on the area committee approach.

## Revenue Budget summary

Service Head	Revised Budget £'000	Profiled budget YTD £'000	Actual spend YTD £'000	Variance to date £'000	Projected outturn £'000	Projected variance £'000
<b>Corporate Projects</b>	100	50	50	0	100	0
<b>Policy &amp; Performance</b>	5	3	3	0	5	-0
<b>Corporate Management</b>	910	417	395	-22	901	-9
<b>TOTAL</b>	<b>1,015</b>	<b>470</b>	<b>448</b>	<b>-22</b>	<b>1,006</b>	<b>-9</b>

### Financial Commentary

The budgets include the senior management team together with anticipated costs associated with key projects eg. Longbridge and the successful delivery of the improvement plan.

The department is predicted to have a slight underspend on the budget. This includes the achievement of income target of £6,000 for Together Bromsgrove.

### Performance Summary

No. of PI's improving (I)	5	No. of PI's meeting YTD target	4	No. of PI's where est. outturn projected to meet target	5
No. of PI's Stable (S)	1	No. of PI's missing YTD target by < 10%	2	No. of PI's projected to miss target by < 10%	1
No. of PI's worsening (W)	1	No. of PI's missing YTD target by >10%	1	No. of PI's projected to miss target by >10%	1

### Achievements

- The Events, Sports Development, Parks & Sports Centres team ran a very successful holiday activity scheme across the district which included Street Theatre, Bandstand programme, Activzone, multiskills days and sports specific coaching courses.
- The Parks team complete the capital projects and installed a skate park, play area & 2 Multi Use Games Arenas in the Charford & Sidemoor wards.
- The number of domestic burglaries has reduced following a Police/CDRP lead campaign and is not forecast to be with in it's annual target.
- CDRP staff have reviewed the monthly trends with in the Community Safety BVPI's and have revised the expected outturns based on seasonal trends, this has improved our expected outturn position.
- The lifeline service has been externally assessed and awarded its Telecare Service Association (TSA) for parts one & two, which means it's service is now quality assured and constitutes best practice.

### Issues

- The number of violent robberies across the district continues to rise and will miss the target at the year end. This issue is now an agenda item each month at CDRP tasking and council officers are looking at ways to assist the police in this matter for example improved reporting systems.
- Sports centre usage in falling due to a poor performance at the Dolphin centre in relation to wet side activities, remedial action is in place to increase marketing, service standards and to revise the programme based on user feedback.



## Revenue Budget summary

Service Head	Revised Budget £'000	Profiled budget YTD £'000	Actual spend YTD £'000	Variance to date £'000	Projected outturn £'000	Projected variance £'000
<b>Arts Services</b>	278	144	159	15	274	-4
<b>Cemeteries</b>	-35	-15	-11	4	-29	6
<b>Community Safety</b>	641	343	372	29	659	17
<b>Museums and TIC</b>	121	71	70	-0	119	-2
<b>Parks &amp; Open Spaces</b>	894	446	443	-3	906	12
<b>Spadesbourne Suite - General</b>	13	7	7	0	16	3
<b>Sport &amp; Recreation General</b>	281	141	117	-24	235	-45
<b>Sports Centres</b>	974	534	533	-1	1,020	46
<b>TOTAL</b>	<b>3,167</b>	<b>1,670</b>	<b>1,691</b>	<b>21</b>	<b>3,201</b>	<b>34</b>

### Financial Commentary

- Underspends in relation to staffing vacancies and general supplies and services are offset by shortfalls in estimated income on the Woodrush (now closed) and the Dolphin Centre.
- It was anticipated that the Phase 2 Dolphin Centre would have been in operation by 2007/08 and an income target of £60k was set for this operation. With the delays in this project due to the potential transfer to a leisure trust this income will not be achieved.
- Actions are in place within culture and community to ensure there is a full range of leisure activities in place in order to reduce the impact of the shortfall to income target.
- The overspends in community safety are due to the requirement to use additional resources to support the lifeline operatives.
- There is an additional cost within parks due to the de-silt of the pond at Sanders Park

## Capital Budget summary April- September 2007/08

Service	Revised Budget £'000	Profiled budget YTD £'000	Actual spend YTD £'000	Variance to date £'000	Projected outturn £'000	Projected variance £'000
<b>Cemeteries</b>	15	3	3	0	14	-1
<b>Community Safety</b>	18	18	19	1	19	1
<b>Parks &amp; Open Spaces</b>	1,129	316	315	-1	820	-308
<b>Leisure Facilities</b>	950	45	45	0	950	0
<b>Sport &amp; Recreation General</b>	130	0	0	0	130	0
<b>TOTAL</b>	<b>2,242</b>	<b>382</b>	<b>382</b>	<b>-</b>	<b>1,933</b>	<b>-308</b>

### Financial Commentary

- Additional projects in relation to the refurbishment at the Dolphin Centre have been approved of £850k
- Within the parks and open spaces there are schemes including the development of football pitches at Barnsley Hall and the development of a pitch at Bromsgrove Hockey Club which have seen delays as they are still in the discussion stages.

### Performance Summary

No. of PI's improving (I)	1	No. of PI's meeting YTD target	7	No. of PI's where est. outturn projected to meet target	8
No. of PI's Stable (S)	4	No. of PI's missing YTD target by < 10%	1	No. of PI's projected to miss target by < 10%	0
No. of PI's worsening (W)	3	No. of PI's missing YTD target by >10%	0	No. of PI's projected to miss target by >10%	0

#### Achievements

Planning performance has remained at the high levels achieved so far this year, with the 4 indicators for planning applications and appeals performing well above top quartile levels throughout the quarter.

#### Issues

### Revenue Budget summary

Service Head	Revised Budget £'000	Profiled budget YTD £'000	Actual spend YTD £'000	Variance to date £'000	Projected outturn £'000	Projected variance £'000
<b>Development &amp; Building Control</b>	715	340	321	-19	658	-57
<b>Environmental Health</b>	1,016	484	414	-71	976	-40
<b>Licensing</b>	3	1	-43	-45	-43	-45
<b>Planning Admin</b>	-11	-3	30	33	51	62
<b>Strategic Housing</b>	3,352	1,681	1,763	82	3,388	36
<b>Strategic Planning</b>	621	311	169	-142	585	-36
<b>Economic Development</b>	120	71	73	1	153	34
<b>TOTAL</b>	<b>5,816</b>	<b>2,886</b>	<b>2,726</b>	<b>-160</b>	<b>5,769</b>	<b>-47</b>

#### Financial Commentary

- The current underspends are due to a number of vacancies within the department that have only recently been filled this is majority offset with spend against agency staff. As the majority of posts have now been filled there will be a reduced underspend by the end of the financial year.
- Current savings on consultancy fees including the Longbridge budget. It is anticipated that the use of consultancy fees for the advice on planning matters will not be spent at the end of the financial year and be requested to carry forward until 08/09.
- There has been an increase in income on licensing budgets which are estimated to

continue into 2008/09 and will form part of revised budget proposals

- It is projected there will be an under-spend of £47k by the end of the financial year. This being the net effect of the underspends on salaries against the loss of income in land charges, Market Hall and the closure of the hostels.

### Capital Budget summary April- Sept 2007/08

Service	Revised Budget £'000	Profiled budget YTD £'000	Actual spend YTD £'000	Variance to date £'000	Projected outturn £'000	Projected variance £'000
<b>Strategic Housing</b>	3,642	645	507	-138	2,528	-1,114
<b>TOTAL</b>	<b>3,642</b>	<b>645</b>	<b>507</b>	<b>-138</b>	<b>2,528</b>	<b>-1,114</b>

### Financial Commentary

- The majority of expenditure in 2007/08 to date has been on Disabled Facilities Grants and Discretionary Home Repair Grants- where £178k has already been spent to date. There is however a likely end of year underspend showing on these DFG schemes of (£321k) which is due to the vacant position of manager of this section which may mean there is a delay on spending in these projects until a replacement is found.
- Grants to RSL schemes are also well under way in this year with £104k being spent to date of the total capital budget of £200k.
- The Extra Care Sheltered Housing- Gilbert Court, Charford project is expected to commence in September 2007. There will be an underspend in relation to this that will be requested to be c/fwd into 2008/09.

**Performance Summary**

No. of PI's improving (I)	5	No. of PI's meeting YTD target	8	No. of PI's where est. outturn projected to meet target	9
No. of PI's Stable (S)	4	No. of PI's missing YTD target by < 10%	2	No. of PI's projected to miss target by < 10%	1
No. of PI's worsening (W)	1	No. of PI's missing YTD target by >10%	0	No. of PI's projected to miss target by >10%	0

**Achievements**

High levels of garden waste continue to be collected resulting in a 49% recycling rate for this period, however we are now seeing a gradual reduction in garden waste collections and a gradual increase in dry recycling collections. This will continue to be the case for the rest of the year but the cessation of garden waste collections during the winter period will bring the figures close to our 42.5% target at year end. This remains quartile 1 and 2 performance.

Figures for the removal of abandoned vehicles, the removal of animal debris and the removal of flytips have hit targets of 100%, 100% and 99.46% for the month of September.

The one indicator that is likely to show a worse than predicted year end result relates to the 'percentage change in household waste collected'. This is a comparison with last years performance and is being affected by the very high levels of garden waste currently being collected.

**Issues**

Two man working continues to be rolled out on the refuse collection service which tends to see a worsening of the missed bin indicator each time a team is reduced to 2 men. Performance improves once the team have become used to the new regime and the September figure is showing an improvement over the previous month.

There has been an improvement in the performance of the refuse collection vehicles because of sustained pressure on the manufacturers by staff to carry out some modifications. This work is now almost complete and having a major impact on the reliability of the vehicles.

## Revenue Budget summary

Service Head	Revised Budget £'000	Profiled budget YTD £'000	Actual spend YTD £'000	Variance to date £'000	Projected outturn £'000	Projected variance £'000
<b>Car Parks</b>	-718	-301	-352	-51	-798	-80
<b>Cleansing</b>	1,283	651	610	-41	1,183	-100
<b>Depot- Misc</b>	-19	43	23	-19	-128	-109
<b>Environmental Enhancements</b>	7	4	-1	-5	-2	-9
<b>Garage</b>	151	76	95	19	188	37
<b>Grounds Maintenance</b>	592	301	321	20	604	12
<b>Highways</b>	262	135	169	34	331	68
<b>Refuse Collection</b>	2,790	1,476	1,428	-48	2,963	173
<b>Travel Concessions</b>	427	214	201	-13	481	53
<b>TOTAL</b>	<b>4,776</b>	<b>2,599</b>	<b>2,493</b>	<b>-106</b>	<b>4,822</b>	<b>46</b>

### Financial Commentary

- The financial management arrangements within Street Scene are more robust than in previous years as the position at the second quarter is similar to that reported at end June 07.
- The reasons for the current variations include:
  - Additional Car Parking income generated to the anticipated budget.
  - Cleansing – current and projected underspends due to vacant posts and improving the efficiency of the service by using less operatives.
  - Highways – shortfalls on projected income as the Highways partnership no longer rent the Burcot Room together with income targets set for general highways and drainage work that is now undertaken by the County Council. These pressures will be addressed as part of the medium term financial plan review for 2008/09-2010/11.
  - There is a current phased reduction in the number of operatives carrying out refuse collection and it is anticipated that the overspend on this area will reduce by year end.

## Capital Budget summary April- Sept 2007/08

Service	Revised Budget £'000	Profiled budget YTD £'000	Actual spend YTD £'000	Variance to date £'000	Projected outturn £'000	Projected variance £'000
<b>Car Parks</b>	18	-	-	-	18	-
<b>Replacement Vehicles</b>	1,479	738	588	-150	1,253	-226
<b>Travel Concessions</b>	20	-	-	-	-	-20
<b>TOTAL</b>	<b>1,517</b>	<b>738</b>	<b>588</b>	<b>-150</b>	<b>1,271</b>	<b>-246</b>

**Financial Commentary**

- The 10 year Vehicle Replacement Programme has already incurred expenditure of £588k including multi lift, 4 second hand recycling vehicles and 3 chariot lawnmowers. There will be an underspend at year end due to the reduced cost of second hand vehicles.
- It is anticipated that the new car parking machines will be in place by the end of 2007/08.

### Performance Summary

No. of PI's improving (I)	5	No. of PI's meeting YTD target	6	No. of PI's where est. outturn projected to meet target	5
No. of PI's Stable (S)	1	No. of PI's missing YTD target by < 10%	2	No. of PI's projected to miss target by < 10%	0
No. of PI's worsening (W)	2	No. of PI's missing YTD target by >10%	0	No. of PI's projected to miss target by >10%	3

### Achievements

- BVPI 12 Sickness Absence – we have been particularly delighted to report the most improved/lowest sickness absence levels for over 12 months – 8.65 days projected outturn per FTE against a yearly target of 9 days per FTE. If performance remains at this rate we will have a yearly outturn comfortably under our target. This performance must be sustained. The mapping of year to date comparison of all service areas for the year-to-date against performance in 2006/07 has shown that for many service areas current sickness levels are well below those of last year.
- Supported the Chief Executive in the restructuring of Corporate Management Team.
- Job Evaluation programme well under way.
- Annual Staff Survey generated improved results in comparison to last year's feedback demonstrating improvement in the Council

### Issues

- Serious concern that the possible implications of the 2008/9 budget and job evaluation may have a particularly detrimental impact upon sickness absence levels (and consequently the performance target), and ultimately corporate performance in all areas.
- Outcome of Unison ballot for potential industrial action associated with annual pay award. Again this could have significant implications for organisational performance.

### Revenue Budget summary

Service Head	Revised Budget £'000	Profiled budget YTD £'000	Actual spend YTD £'000	Variance to date £'000	Projected outturn £'000	Projected variance £'000
<b>HR &amp; OD</b>	117	59	-10	-69	114	-3
<b>TOTAL</b>	<b>117</b>	<b>59</b>	<b>-10</b>	<b>-69</b>	<b>114</b>	<b>-3</b>

### Financial Commentary



- Current underspends are due to the relaunch of the member training following the election in addition to the phasing of the corporate training budget in line with training identified in the employees Personal Development Reviews.

**Capital Budget summary April- Sept 2007/08**

Service	Revised Budget £'000	Profiled budget YTD £'000	Actual spend YTD £'000	Variance to date £'000	Projected outturn £'000	Projected variance £'000
<b>HR &amp; OD</b>	30	-	-	-	30	-

**Financial Commentary**

The £30k budget carried forward from 2006/07 is still unspent to date- this scheme has seen delays due to the organisational restructure in 2006/07. Research is still under way to identify the requirements of the new system and the link with the spatial project, before a tender specification can be prepared.

**Performance Summary**

No. of PI's improving (I)	0	No. of PI's meeting YTD target	2	No. of PI's where est. outturn projected to meet target	2
No. of PI's Stable (S)	2	No. of PI's missing YTD target by < 10%	0	No. of PI's projected to miss target by < 10%	0
No. of PI's worsening (W)	0	No. of PI's missing YTD target by >10%	0	No. of PI's projected to miss target by >10%	0

**Achievements**

- The Bromsgrove Hate Crime Partnership has been launched within the community with 15 reporting centres across the voluntary sector the Police and BDHT. All reporting centres have been trained and the Council is now working with other districts across the County to ensure that a uniform process is adopted Countywide.
- The Scrutiny training programme is now working through to the task groups and Cabinet. Both the SSB and Cabinet members have been trained and the task groups are being facilitated to give additional support to new members. The County Scrutiny Group has identified a topic for a joint scrutiny exercise and two elected members have been identified from Bromsgrove to sit on this Board.
- The department has successfully recruited into the Elections Manager Post and the Elections Officer Post this will enable the section to concentrate on the projects associated with Electoral reform and increased democratic participation.
- Code of Conduct training has been completed with 29 Elected Members trained. The department intends to run a "mop up" session to ensure all members receive training in accordance with guidance from the Council's Standards Committee.
- Bias and Pre-Determination training and Standards Committee training have been delivered to elected members.
- The Standards Committee have reviewed their composition and procedures as a result of the impending Local Government and Public Involvement in Health Bill and the resulting impact of local filtering and investigation.
- The Corporate Management Team has received a session on mainstreaming the principles of Equality Standard into the performance management framework.
- Initial discussions have revealed possible options for collaborative working with the County Council in the delivery of the Assets Management agenda.
- Work continues to ensure that all Town Centre properties are registered in advance of the Town Centre regeneration.

## Revenue Budget summary

Service Head	Revised Budget £'000	Profiled budget YTD £'000	Actual spend YTD £'000	Variance to date £'000	Projected outturn £'000	Projected variance £'000
<b>Admin and Registration</b>	947	474	440	-34	903	-45
<b>Committee Services</b>	-0	-0	-4	-4	-9	-9
<b>Corporate Facilities</b>	-5	-2	-2	0	1	6
<b>Elections</b>	97	49	104	55	142	45
<b>Facilities Management</b>	-120	77	35	-42	-113	7
<b>Legal Services</b>	-19	-9	-7	1	-43	-25
<b>TOTAL</b>	<b>901</b>	<b>589</b>	<b>566</b>	<b>-23</b>	<b>878</b>	<b>-23</b>

### Financial Commentary

- The under-spend is mainly due to the vacancies within the registration department offset against agency staff needed within elections.
- Current underspends on utility costs will be monitored over the next quarter and if the reduction continues this will be transferred to balances to support the council tax in 2008/09.
- Additional income generated by the legal team through contracts with BDHT has ensured that there will be a net saving during the financial year.

## Capital Budget Summary April- Sept 2007/08

Service	Revised Budget £'000	Profiled budget YTD £'000	Actual spend YTD £'000	Variance to date £'000	Projected outturn £'000	Projected variance £'000
<b>Elections</b>	15	15	24	9	24	9
<b>Facilities Management</b>	178	13	1	-12	170	-7
<b>Legal Services</b>	14	0	0	0	14	0
<b>TOTAL</b>	<b>207</b>	<b>28</b>	<b>25</b>	<b>-3</b>	<b>209</b>	<b>2</b>

### Financial Commentary

- The underspend that is showing to date, is mainly due to schemes still being in the planning and discussion stages – e.g being the Alterations at the Council House for DDA Improvements, whereby SCOPE have identified 218 priority 1 changes that need to be made. It is anticipated that the works will be undertaken by year end.
- The overspend on the election system is due to contractual costs relating to the old system and will be funded from revenue budgets

<b>Financial Services</b>	<b>Quarter 2 (Sep 30<sup>th</sup>) 2007/08</b>
---------------------------	------------------------------------------------

### Performance Summary

No. of PI's improving (I)	5	No. of PI's meeting YTD target	5	No. of PI's where est. outturn projected to meet target	6
No. of PI's Stable (S)	1	No. of PI's missing YTD target by < 10%	2	No. of PI's projected to miss target by < 10%	1
No. of PI's worsening (W)	0	No. of PI's missing YTD target by >10%	0	No. of PI's projected to miss target by >10%	0

### Achievements

- Statement of Accounts unqualified opinion from KPMG. Meetings held with new external audit team from the Audit Commission.
- Benefits processing times continue to improve with the target for outturn now anticipated to be achieved despite system problems earlier in the year.
- A self assessment against DWP standards for Benefits and Fraud has been undertaken. This has resulted in a significant improvement in the scoring from 1( out of 4) last year to 3 ( out of 4) which shows the improvements implemented following the BFI Inspection have delivered the success we anticipated.
- Restructure of Revenues and Benefits now implemented to provide a more effective service and streamline management of the department.
- Accountancy Team working on supporting budget holders in the development of the 2008/09 -2010/11 budget and in costing proposals for alternative service delivery.

### Issues

- Staffing an issue that is impacting on the turn-round of post in the revenues section. 2 fte posts vacant against an establishment of 4.5 fte.
- Payment of invoices – new process in place to improve days for payment. All invoices to be processed within 48 hours of receipt from finance.

### Revenue Budget summary

Service Head	Revised Budget £'000	Profiled budget YTD £'000	Actual spend YTD £'000	Variance to date £'000	Projected outturn £'000	Projected variance £'000
<b>Benefit Payments &amp; Administration</b>	290	121	187	66	321	32
<b>Central Overheads</b>	121	60	67	6	117	-4
<b>Accountancy &amp; Audit</b>	60	30	43	13	58	-2
<b>Grants</b>	86	80	82	1	85	-1
<b>Council Tax &amp; NNDR</b>	997	498	554	56	1,012	15
<b>TOTAL</b>	<b>1,554</b>	<b>789</b>	<b>933</b>	<b>142</b>	<b>1,593</b>	<b>40</b>

**Financial Commentary**

- The delays in the successful recruitment of benefit and fraud officers has led to overspend in this section as agency staff have covered the posts to ensure continuity of service. The recruitment campaign is underway to ensure there is a full complement of staff within the next quarter.

**Capital Budget summary April- Sept 2007/08**

Service	Revised Budget £'000	Profiled budget YTD £'000	Actual spend YTD £'000	Variance to date £'000	Projected outturn £'000	Projected variance £'000
<b>Accountancy &amp; Audit</b>	<b>45</b>	<b>22</b>	<b>11</b>	<b>-11</b>	<b>45</b>	<b>0</b>

**Financial Commentary**

- The Purchase Order Processing system is in pilot stages in accountancy and ICT departments. It is anticipated that the system will be rolled out to all sections of the Council by March 2008.
- The majority of this scheme was completed in 2006/07 and the budget for this year is mainly for the backfilling of staff.

**Performance Summary**

No. of PI's improving (I)	4	No. of PI's meeting YTD target	2	No. of PI's where est. outturn projected to meet target	2
No. of PI's Stable (S)	0	No. of PI's missing YTD target by < 10%	1	No. of PI's projected to miss target by < 10%	1
No. of PI's worsening (W)	0	No. of PI's missing YTD target by >10%	1	No. of PI's projected to miss target by >10%	1

**Achievements**

The queue management system is now live in the CSC and will be used to manage the flow of customers through the CSC. It will also monitor waiting times for face to face customers and provide information about the types of enquiries being handled in the centre.

Resolution at First Point of Contact all services is showing an improvement against the average to date. This PI is exceeding the Worcestershire Hub standard by 15% and the Bromsgrove target by 10%.

The recent Customer Panel results indicated that 72% of our customers would recommend the CSC to a friend. Demonstrating a good level of satisfaction with the service delivered by the CSC.

Increased the take up of online payments using the website – average of 300 per month. Reviewed the targets for telephone services provided by the CSC on the advice of the Improvement Director.

Established a Customer First Group to deliver against the findings from the Customer Services Peer Review report. The group has produced a draft Customer Manual for staff, is implementing a Customer Feedback system to log complaints and compliments and will be holding Customer Clinics with departments to investigate and resolve the top five issues raised in the CSC.

The CSC also participated in the County wide Customer Service Week initiative to raise the profile of the Hub and the CSC generally throughout the County.

**Issues**

The PI's for the average speed of answer and % of calls answered are still causing concern. The reason for this relates to the number of calls received. Work is currently being undertaken to identify the underlying reasons creating the call volume. The CSC is working with the departments to eliminate these underlying issues.

## Revenue Budget summary

Service Head	Revised Budget £'000	Profiled budget YTD £'000	Actual spend YTD £'000	Variance to date £'000	Projected outturn £'000	Projected variance £'000
<b>E-Government</b>	86	115	120	5	81	-5
<b>Customer Services</b>	61	39	7	-33	38	-23
<b>TOTAL</b>	<b>147</b>	<b>154</b>	<b>127</b>	<b>-28</b>	<b>119</b>	<b>-28</b>

**Financial Commentary**  
The underspends are mainly due to managed savings within the section and the impact of vacancies within the Customer Service Centre

## Capital Budget summary April- Sept 2007/08

Service	Revised Budget £'000	Profiled budget YTD £'000	Actual spend YTD £'000	Variance to date £'000	Projected outturn £'000	Projected variance £'000
<b>E-Government</b>	537	96	54	-41	507	-30
<b>Customer Services</b>	30	23	25	1	30	0
<b>TOTAL</b>	<b>567</b>	<b>119</b>	<b>79</b>	<b>-40</b>	<b>537</b>	<b>-30</b>

**Financial Commentary**

- The majority of the schemes are now underway and the new 2007/08 scheme, with a budget of £75k for the Replacement of Desktop Printers of which the printers have all been delivered and are in the process of being installed and monitored.
- Progress is also being made of the Provision of Queue management system at the CSC. This £30k scheme, has been delivered and installed and is due to go live in October 2007. There is still however development works to be done which should be completed by December 2007.
- Talks are still on-going regarding the way forward for the Government Connect Scheme. It is expected that the budget will not be spent this year and a request will be made to carry forward the budget to 2008/09

<b>Overall Council Summary</b>	<b>Quarter 2 (Sep 30<sup>th</sup>) 2007/08</b>
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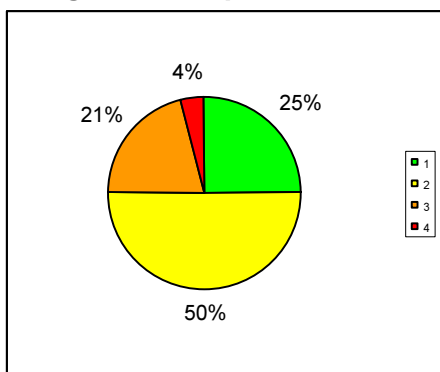
**Performance Summary**

No. of PI's improving (I)	26	No. of PI's meeting YTD target	34	No. of PI's where est. outturn projected to meet target	37
No. of PI's Stable (S)	13	No. of PI's missing YTD target by < 10%	9	No. of PI's projected to miss target by < 10%	5
No. of PI's worsening (W)	8	No. of PI's missing YTD target by >10%	4	No. of PI's projected to miss target by >10%	5

**Achievements**

83% of PI's are Improving or Stable (67% at Q1)  
 72% of Pi's are achieving their Year To Date target (65% at Q1)  
 79% of PI's are predicted to meet their target at year end (90% at Q1)

**Quartile analysis of estimated outturn  
 Using 2006/07 quartiles**



NB not all BVPI indicators are gathered quarterly, so the pie chart does not give a full picture of the projected position at the year end

**Issues**

**Revenue Budget summary**

Service Head	Revised Budget £'000	Profiled budget YTD £'000	Actual spend YTD £'000	Variance to date £'000	Projected outturn £'000	Projected variance £'000
<b>Corporate Services</b>	1,015	470	448	-22	1,006	-9
<b>Culture &amp; Community</b>	3,167	1,670	1,691	21	3,201	34
<b>E-Government &amp; Customer Services</b>	147	154	127	-28	119	-28
<b>Financial Services</b>	1,554	790	932	142	1,593	39
<b>Legal,</b>	901	589	566	-23	878	-23



<b>Equality &amp; Democratic Services</b>						
<b>Human Resources &amp; Organisational Development</b>	117	59	-10	-69	114	-3
<b>Planning &amp; Environment</b>	5,816	2,886	2,726	-160	5,769	-47
<b>Street Scene and Waste Management</b>	4,776	2,599	2,493	-106	4,822	46
<b>TOTAL</b>	<b>17,493</b>	<b>9,216</b>	<b>8,973</b>	<b>-244</b>	<b>17,501</b>	<b>8</b>

#### Financial Commentary

The Council is significantly underspent in the second quarter due to the impact of vacant posts. Due the majority of these posts being filled the budget holders anticipate that the year end position will be a break even for the Council in respect of service budgets.

#### Capital Budget summary April- Sept 2007/08

Department	Revised Budget £'000	Profiled budget YTD £'000	Actual spend YTD £'000	Variance to date £'000	Projected outturn £'000	Projected variance £'000
<b>Corporate Services</b>	20	-	-	-	20	-
<b>Culture &amp; Community</b>	2,242	382	382	-	1,933	-308
<b>E-Government &amp; Customer Services</b>	567	119	79	-40	537	-30
<b>Financial Services</b>	45	22	11	-11	45	-
<b>Legal, Equality &amp; Democratic Services</b>	207	28	25	-3	209	2
<b>Human Resources &amp; Organisational Development</b>	30	-	-	-	30	-
<b>Planning &amp;</b>	<b>3,642</b>	<b>645</b>	<b>507</b>	<b>-138</b>	<b>2,528</b>	<b>-1,114</b>

<b>Environment</b>						
<b>Street Scene and Waste Management</b>	1,517	738	588	-150	1,271	-246
<b>Budget for Support Services Recharges</b>	127	-	-	-	127	-
<b>TOTAL</b>	<b>8,397</b>	<b>1,934</b>	<b>1,592</b>	<b>-342</b>	<b>6,700</b>	<b>-1,696</b>
<b>Financial Commentary</b>						
Underspends mainly due to Disabled Grants, Gilbert Court and purchase of vehicles as in the main report above.						

## 7.0 TREASURY MANAGEMENT

### 7.1 Investment Interest

7.1.1 For the half year to 30<sup>th</sup> September 2007 the Council received net investment income amounting to £599k against predicted year to date receipts of £462k. This income is a combination of interest earned on in-house managed funds (cash currently surplus to cash flow requirements that is placed on short-term deposit) and the investment income arising on the externally managed funds (Invesco and HSBC fund managers). The increased interest has arisen due to slippage on the capital programme which has made additional surplus cash available for deposit.

7.1.3 Details on the individual fund managers' performance is detailed below.

### 7.2 INVESCO

#### 7.2.1 Investment Objectives

To optimise returns commensurate with the containment of risk and to achieve a target return of 110% of the benchmark, net of fees, over a 3 year rolling period.

#### 7.2.2 Portfolio Performance

At 1 April 2007 the Council's investment was valued at £10.886 million. In the half year to September the investment earned income amounting to £296k and management fees applied to the portfolio for the period totalled £13k. The market value of the funds invested with Invesco was £11.168 million as at 30 September 2007.

#### 7.2.3 Future Plans

As part of our investment strategy funds held with Invesco are being recalled. The funds will be managed in-house thereby saving management fees of approximately £23k per annum net.

### 7.3 **HSBC**

#### 7.3.1 **Investment Objectives/Level of Risk**

The investment objective is set out in the Client Agreement with HSBC with a portfolio mandate of short maturity with a medium level of risk.

#### 7.3.2 **Portfolio Performance**

At 1 April 2007 the Council's investment was valued at £10.422 million. In the half year to September the investment earned income amounting to £279k. Management fees applied to the portfolio for the period totalled £12k. The market value of the funds invested with HSBC was £10.688 million as at 30 September 2007.

### 7.4 Investment Summary

It is anticipated that additional income on investments will equate to £338k more than estimated in the budget. Any surplus will be transferred to balances to fund future years budget pressures.

## 8. **FINANCIAL IMPLICATIONS**

As detailed in the main report

## 6. **LEGAL IMPLICATIONS**

None

## 7. **COUNCIL OBJECTIVES**

The report demonstrates how the Council is managing its financial and operational performance to deliver the objectives

## 8. **RISK MANAGEMENT**

8.1 The main risks associated with the details included in this report are:

- Decline in performance within the departments
- Significant overspends across the Council

8.2 These risks are being managed as follows:

- Decline in performance

Risk Register: all departmental and corporate registers

Key Objective Ref No: all objectives which link to delivery of BVPI and LPI as detailed in departmental business plans

Key Objective: Delivery of Performance Indicators as presented in Business Plans

- Significant Overspends across the Council :

Risk Register: Financial Services

Key Objective Ref No: 6

Key Objective: To provide an efficient and effective accountancy service to support the financial management across the Council

**9. CUSTOMER IMPLICATIONS**

**10. EQUALITIES AND DIVERSITY IMPLICATIONS**

**11. OTHER IMPLICATIONS**

Please include the following table and spell out any particular implications in the relevant box. If there are no implications under a particular heading, please state 'None':-

Procurement Issues	None
Personnel Implications	None
Governance/Performance Management	– subject of the report
Community Safety including Section 17 of Crime and Disorder Act 1998	None
Policy	None
Environmental	None

**12. OTHERS CONSULTED ON THE REPORT**

Please include the following table and indicate 'Yes' or 'No' as appropriate. Delete the words in italics.

Portfolio Holder	
Chief Executive	Yes – at CMT
Corporate Director (Services)	Yes – at CMT
Assistant Chief Executive	Yes
Head of Service	Yes
Head of Financial Services	Yes
Head of Legal, Equalities & Democratic Services	Yes
Head of Organisational Development & HR	Yes

Corporate Procurement Team	No
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## **APPENDICES**

- Appendix 1 Performance Summary for September 2007
- Appendix 2 Detail Performance report for September 2007
- Appendix 3 Detailed figures to support the performance report
- Appendix 4 Detail breakdown of sickness figures

## **CONTACT OFFICERS**

Hugh Bennett, Assistant Chief Executive  
Jayne Pickering, Head of Financial services  
John Outhwaite, Senior Policy & Performance Officer

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SUMMARY - Period 4 (July) 2007/08					
Monthly (July) performance					
	No.	%		No.	%
Improving or stable.	26	68%	On target	27	71%
Declining	12	32%	Missing target by less than 10%	6	16%
No data	0	0%	Missing target by more than 10%	5	13%
			No data	0	0%
<b>Total Number of Indicators</b>	<b>38</b>	<b>100%</b>	<b>Total Number of Indicators</b>	<b>38</b>	<b>100%</b>

SUMMARY - Period 4 (July 2007/08)					
Estimated Outturn					
	No.	%		No.	%
On target	32	84%	1st quartile	4	22%
Missing target by less than 10%	3	8%	2nd quartile	7	39%
Missing target by more than 10%	3	8%	3rd quartile	5	28%
No data	0	0%	4th quartile	2	11%
			(2006/07 quartiles used)		
<b>total</b>	<b>38</b>	<b>100%</b>	<b>total*</b>	<b>18</b>	<b>100%</b>

\* only BVPI's with quartile data are counted

SUMMARY - Period 5(August) 2007/08					
Monthly (August) performance					
	No.	%		No.	%
Improving or stable.	20	59%	On target	26	76%
Declining	14	41%	Missing target by less than 10%	6	18%
No data	0	0%	Missing target by more than 10%	2	6%
			No data	0	0%
<b>Total Number of Indicators</b>	<b>34</b>	<b>100%</b>	<b>Total Number of Indicators</b>	<b>34</b>	<b>100%</b>

SUMMARY - Period 5 (August) 2007/08					
Estimated Outturn					
	No.	%		No.	%
On target	27	79%	1st quartile	4	27%
Missing target by less than 10%	6	18%	2nd quartile	8	53%
Missing target by more than 10%	1	3%	3rd quartile	2	13%
No data	0	0%	4th quartile	1	7%
			(2006/07 quartiles used)		
<b>total</b>	<b>34</b>	<b>100%</b>	<b>total*</b>	<b>15</b>	<b>100%</b>

\* only BVPI's with quartile data are counted

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Ref	Description	Report ed?	Cum or Snap?	2006/07		Quartile Data (06/07 quartiles)					Cumulative (YTD) figure									2007/08				Comments			
				Actuals	Quartile	Higher or lower	Median	Bottom Quartile	Which Quartile	June Target	June Actual	Target &Trend	July Target	July Actual	Target &Trend	Aug. Target	Aug. Actual	Target &Trend	Sep. Target	Sep. Actual	Target &Trend	Target	Est. Outturn		E. O.Target &Trend	Est. Outturn Quartile	
				<b>Chief Executive's Department</b>																							
LPI CEOAC E	% of press articles which enhance our reputation	M	C	84.00	n/a	n/a	n/a	n/a	n/a		80.00	72.36	I	80.00	75.55	I	80.00	75.70	W	80.00	75.43	W	80.00	77.50	W	n/a	Even though the communications planner has helped us take a more proactive stance with the media, there have been instances when we have had to be reactive to political comments that have been made in the media.
<b>Legal, Equalities and Democratic Services</b>																											
BV174	The number of racial incidents reported to the Council per 100,000 population	M	C	0	n/a	n/a	n/a	n/a	n/a		0.00	0.00	S	0.00	0.00	S	0.00	0.00	S	0.00	0.00	S	0.00	0.00	S	n/a	Still on target
BV175	The percentage of those racial incidents that have resulted in further action	M	C	100	4	H	100	100	4		100.00	100.00	S	100.00	100.00	S	100.00	100.00	S	100.00	100.00	S	100.00	100.00	S	1	No incidents have been reported
<b>Human Resources &amp; Organisational Development</b>																											
BV11a	The percentage of top 5% of earners: who are women	S	S	22.70	3	H	26.92	20.35	3											28.00	33.30	I	28.00	33.30	I	1	The Council currently employees 9 female staff within the top 5% of earners
BV11b	The percentage of top 5% of earners: from minority ethnic communities	S	S	0.00	4	H	0.00	0.00	4											2.00	0.00	W	2.00	0.00	W	2	There are currently staff employed within the top 5% that are from minority ethnic communities
BV11c	The percentage of top 5% of earners: with a disability	S	S	4.55	2	H	3.30	0.00	2											2.00	3.70	S	2.00	3.70	S	2	The Council currently employees 1 member of staff within the top 5% of earners who consider they have a disability. This number has not changed, so the PI has been deemed to be Stable. However, due to the vagaries of the definition of this PI the percentage result has dropped from 4.55% to 3.70%, the reason for this is that there is now one more person in the "top 5% of earners" this month, which has the effect of reducing the percentage result.
BV12	The average number of working days lost due to sickness.	M	C	10.66	3	L	9.35	10.66	3.00		2.19	2.21	I	2.92	3.08	W	3.65	3.84	I	4.38	4.31	I	9.00	8.65	I	2	There has been a real decease in the number of reported absences this month.

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Ref	Description	Reported?	Cum or Snap?	2006/07					Cumulative (YTD) figure									2007/08				Comments				
				Actuals	Quartile	Higher or lower	Median	Bottom Quartile	Which Quartile	June Target	June Actual	Target &Trend	July Target	July Actual	Target &Trend	Aug. Target	Aug. Actual	Target &Trend	Sep. Target	Sep. Actual	Target &Trend		Target	Est. Outturn	E. O.Target &Trend	Est. Outturn Quartile
BV14	The percentage of employees retiring early (excluding ill-health)	Q	C	0.90	3	L	0.49	0.98	3.00	0.80	0.00	S							0.80	0.58	W	0.80	0.58	W	3	Two members of staff have left the Councils employment and are drawing their pensions early, as part of an efficiency initiative (these two have been replaced by 1 person).
BV15	The percentage of employees retiring on grounds of ill-health	Q	C	0.30	3	L	0.18	0.40	3.00	0.20	0.25	W						0.20	0.25	I	0.20	0.25	S	3	There have been no retirements on the grounds of ill health during the second quarter	
BV16a	The percentage of employees with a disability	Q	S	1.97	4	H	3.61	2.39	4.00	1.80	1.99	I						1.80	3.85	I	1.80	3.85	I	2	using the personal information forms, this shows that 16 staff have indicated that they consider themselves having a disability	
BV17a	The percentage of employees from minority ethnic communities	Q	C	1.23	3	H	1.60	0.80	3.00	2.00	1.74	I						2.00	1.92	I	2.00	1.92	I	2	The council currently employees 8 staff from minority ethnic communities	
LPI Human Resources	% of posts vacant	Q	S	n/a	n/a	n/a	n/a	n/a	n/a		7.60								4.87					n/a	There were 24 vacancies at the end of September. NB No target is set for this PI. The purpose of the PI is to provide a context of the overall resourcing position of the council as well as an indication as to whether the salary savings targets are likely to be met.	

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Financial services

BV78a	The average number of days taken for processing new claims.	M	C	32.05	3	L	28.00	33.10	3.00	28.00	34.83	I	28.00	32.14	I	28.00	30.85	W	28.00	29.56	I	28.00	28.00	S	2	Two problems now outstanding with Anite on workflow. Procedures for new claims re-iterated to staff at the monthly PDR and improvement seen via more initial contact with customer when claim received.
BV78b	The average number of days taken for processing changes in circumstances	M	C	8.30	2	L	9.80	13.70	2.00	10.00	9.55	W	10.00	8.47	I	10.00	8.06	W	10.00	7.61	I	9.00	9.00	S	2	Above target - Improving and maintaining performance in this area
BV79a	The percentage of cases for which the amount of benefit due was calculated correctly.	Q	C		4	H	98.40	97.00	4	99.00	96.00	S	99.00	96.00	S	99.00	96.00	S	99.00	97.20	I	99.00	98.20	S	2	A significant improvement on April - June accuracy. July-Sept of 125 claims checked there were 2 errors to result in accuracy of 98.4%.

Ref	Description	Reported?	Cum or Snap?	2006/07					Cumulative (YTD) figure									2007/08				Comments				
				Actuals	Quartile	Higher or lower	Median	Bottom Quartile	Which Quartile	June Target	June Actual	Target &Trend	July Target	July Actual	Target &Trend	Aug. Target	Aug. Actual	Target &Trend	Sep. Target	Sep. Actual	Target &Trend		Target	Est. Outturn	E. O.Target &Trend	Est. Outturn Quartile
BV79bii	The percentage of recoverable HB (all-years outstanding) overpayments recovered.	M	C	30.99	3	H	33.17	28.54	3.00	6.25	9.80	I	8.33	12.41	I	12.50	15.14	I	15.00	17.20	I	30.00	30.00	S	3	Improving and maintaining performance in this area
BV8	Percentage of invoices paid on time	M	C	94.74	3	H	95.91	93.17	3	97.00	95.82	I	97.00	96.40	W	97.00	95.93	W	97.00	96.36	I	97.00	97.00	S	1	A revised arrangement to process invoices within 48 hours from departments was implemented in early September. This has resulted in a significant improvement of invoices paid on time ( 97.4% in Sept). This new process will continue for the remainder of the financial year and it is anticipated that the target will be achieved.
BV9	Percentage of Council Tax collected	M	C	98.40	2	H	98.20	97.39	2	30.36	30.16	S	39.95	39.70	S	49.45	49.55	S	59.40	59.15	S	98.70	98.09	S	2	Currently on revenue team only 2.6 members of staff -down by 2 full time. Currently recruiting to both positions. Gradual back log of post occurring so performance will start to suffer with a knock on effect with recovery. Temporary cover to be recruited to process backlog.
BV10	Percentage of Non-Domestic Rates collected.	M	C	98.20	4	H	99.03	98.53	4	27.98	31.19	I	37.48	40.65	I	50.10	51.93	I	59.78	60.70	I	98.70	98.70	S	3	NDR collection figures have continually improved however as above, there is currently on the revenue team only 2.6 members of staff -down by 2 full time. Currently recruiting to both positions. Gradual back log of post occurring so performance will start to suffer with a knock on effect with recovery. Temporary cover to be recruited to process backlog.

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**E-Government & Customer Services**

CSC	Monthly Call Volumes Customer Contact Centre	M	S	n/a	n/a	n/a	n/a	n/a	n/a	7,628	n/a	n/a	7,819	n/a	n/a	8,855	n/a							n/a	Call volume to the customer contact centre has fallen by 15.5% this month against the August figure. The figure is also slightly down against the year to date average but is expected at this time of year
CSC	Monthly Call Volume Council Switchboard	M	S	n/a	n/a	n/a	n/a	n/a	n/a	7,060	n/a	n/a	7,270	n/a	n/a	6,995	n/a							n/a	Call volume to switchboard mirrors the trend to the contact centre and is 16% down against last months figure. The figure is also down against the year to date average expected at this point in the year.

Ref	Description	Reported?	Cum or Snap?	2006/07		Quartile Data (06/07 quartiles)					Cumulative (YTD) figure									2007/08				Comments			
				Actuals	Quartile	Higher or lower	Median	Bottom Quartile	Which Quartile	June Target	June Actual	Target &Trend	July Target	July Actual	Target &Trend	Aug. Target	Aug. Actual	Target &Trend	Sep. Target	Sep. Actual	Target &Trend	Target	Est. Outturn		E. O.Target &Trend	Est. Outturn Quartile	
CSC	Resolution at First Point of Contact all services (percentage)	M	C	83.00	n/a	n/a	n/a	n/a	n/a		85.00	92.00	I	85.00	95.00	I	85.00	90.20	W	85.00	95.00	I	85.00	90.00	I	n/a	Resolution at FPC is exceeding the Bromsgrove target by 10 % and the Hub target of 80% by 15% . This is inline with positive customer comments relating to resolution of issues within the CSC. This figure is a measure of the CSC ability to handle transactions on behalf of other departments. Issues around the quality of service delivery by the back office have been highlighted at the Customer Services Working Group and will be addressed through the use of Customer Clinics.
	Average Speed of Answer (seconds)	M	C	48	n/a	n/a	n/a	n/a	n/a		20.00	53.00	W	20.00	48.00	I	35.00	55.00	W	35.00	55.00	I	35.00	40.00	W	n/a	Performance against this target has held steady this month . The figure for September has improved by 2 seconds in line with reduced call volumes. It is unlikely that this will influence the year to date average. Improvement against this target is linked to the staffing capacity at the CSC and the performance of back office services. Issues around the quality of service delivery by the back office have been highlighted at the Customer Services Working Group and will be addressed through the
CSC	% of Calls Answered	M	C	76	n/a	n/a	n/a	n/a	n/a		85.00	79.00	W	85.00	80.00	I	80.00	77.00	W	80.00	79.00	I	80.00	75.00	S	n/a	The % of calls answered has improved this month with the target being exceeded by 4. Improvement against this target is linked to the staffing capacity at the CSC and the performance of back office services. Issues around the quality of service delivery by the back office have been highlighted at the Customer Services Working Group and will be addressed through the use of Customer Clinics. Staffing capacity issues have been highlighted through the current Business Planning process with a bid for additional resources going forward for consideration.
LPI IT Services	% of helpdesk call closed within timescales	M	C	83.99	n/a	n/a	n/a	n/a	n/a		85.00	89.85	W	85.00	93.35	I	85.00	92.32	W	85.00	92.51	I	86.00	92.00	S	n/a	The % of calls resolved has increased slightly from last month and is well on track to exceed the target.

Ref	Description	Reported?	Cum or Snap?	2006/07						Cumulative (YTD) figure									2007/08				Comments			
				Actuals	Quartile	Higher or lower	Median	Bottom Quartile	Which Quartile	June Target	June Actual	Target &Trend	July Target	July Actual	Target &Trend	Aug. Target	Aug. Actual	Target &Trend	Sep. Target	Sep. Actual	Target &Trend	Target		Est. Outturn	E. O.Target &Trend	Est. Outturn Quartile
BV82ai	The percentage of household waste that has been recycled	M	C	21.42	2	H	20.08	16.78	2.00	17.00	18.34	I	19.00	18.62	W	20.00	18.99	I	19.70	19.08	I	21.50	21.50	S	2	With green levels dropping dry recycling rate is increasing as expected
BV82bi	The percentage of household waste that has been composted	M	C	19.81	1	H	11.02	4.82	1.00	30.00	31.90	W	26.00	31.35	W	25.00	29.84	W	25.00	30.25	W	19.60	20.00	S	1	Green waste dropping off with seasonal changes but still above target
BV218a	The percentage of new reports of abandoned vehicles investigated within 24 hours of notification	M	C	95.00	2	H	92.00	81.06	2	95.00	100.00	S	95.00	100.00	S	95.00	100.00	S	95.00	100.00	S	95.00	100.00	S	1	10 vehicles reported and 10 inspected within timescale
BV218b	The percentage of abandoned vehicles removed within 24 hours of legal entitlement	M	C	95.00	2	H	88.00	72.65	2	95.00	100.00	S	95.00	100.00	S	95.00	100.00	S	95.00	100.00	S	95.00	100.00	S	1	6 vehicles requiring removal of which 6 were removed within timescale
LPI Depot	% animal/debris cleared within timescales	M	C	82.00	n/a	n/a	n/a	n/a	n/a	95.00	100.00	S	95.00	100.00	S	95.00	100.00	S	95.00	100.00	S	95.00	100.00	S	n/a	8 dead animals of which 8 were collected within timescale
LPI Depot	% of flytips dealt with in response time	M	C	96.00	n/a	n/a	n/a	n/a	n/a	95.00	98.63	W	95.00	99.11	I	95.00	99.34	S	95.00	99.46	S	95.00	99.46	I	n/a	130 incidents of fly tipping of which 130 dealt with within timescale
LPI Depot	Number of missed household waste collections	M	C	1630	n/a	n/a	n/a	n/a	n/a	399	311	W	532	385	I	665	520	W	798	593	I	1,596	932	I	n/a	73 missed refuse collections in September
LPI Depot	Number of missed recycle waste collections	M	C	748	n/a	n/a	n/a	n/a	n/a	198	109	W	264	133	I	330	162	W	396	176	I	800	229	I	n/a	14 missed recycling collections in September
LPI Depot	Number of written complaints	M	C	334	n/a	n/a	n/a	n/a	n/a	66	44	I	88	58	W	110	68	I	132	75	I	264	117	I	n/a	7 written complaints this month
LPI Transport Services	% responses to Excess Charge appeals in 10 days	M	C	94.00	n/a	n/a	n/a	n/a	n/a	95.00	92.91	W	95.00	93.77	I	95.00	92.58	W	95.00	93.36	I	95.00	93.36	I	n/a	84 Appeals of which 82 were responded to within time

M\* = in the month when available (3 times per year)

**Planning & Environment Services**

BV109a	The percentage of major planning applications determined within 13 weeks	M	C	73.00	3	H	74.14	67	3	55.00	100.00	S	55.00	100.00	S	55.00	100.00	S	55.00	100.00	S	60.00	75.00	S	2	3/3 =100%. Lowest number of majors received in any month this quarter, but for sixth consecutive month, all determined in time.
BV109b	The percentage of minor planning applications determined within 8 weeks	M	C	72.00	3	H	77.32	70	3	77.00	89.00	I	77.00	92.00	I	77.00	95.00	I	77.00	92.00	W	65.00	80.00	S	2	11/15 =73%. This represents a reduction in number of applications received in relation to last month (when 29 were received) and four of these applications went over time.

Ref	Description	Reported?	Cum or Snap?	2006/07					Cumulative (YTD) figure									2007/08				Comments				
				Actuals	Quartile	Higher or lower	Median	Bottom Quartile	Which Quartile	June Target	June Actual	Target &Trend	July Target	July Actual	Target &Trend	Aug. Target	Aug. Actual	Target &Trend	Sep. Target	Sep. Actual	Target &Trend		Target	Est. Outturn	E. O.Target &Trend	Est. Outturn Quartile
BV109c	The percentage of other planning applications determined within 8 weeks	M	C	84.00	4	H	89.10	85	4	89.00	96.00	S	69.00	95.00	W	69.00	93.00	I	89.00	94.00	W	80.00	85.00	S	4	73/83 = 88%.Whilst this is a drop of 8% since August, that month was exceptional both with respect to numbers received and decisions made. This months figure reflects the 'average' situation and is still comfortably in excess of target which is 80%.
BV204	The percentage of planning appeal decisions allowed	M	C	27.80	n/a	n/a	30.20	36.70	n/a	40.00	0.00	S	40.00	30.00	W	40.00	27.00	I	40.00	25.00	S	33.00	33.00	S	n/a	One appeal dismissed, so 0% as performance relates to appeals allowed.
LPI Planning	Score on Building Control performance matrix	Q	S		n/a	n/a	n/a	n/a	n/a	60.00	74.50	W							60.00	74.50	S	60.00	75.00	S	n/a	Despite a key member of staff being off work during the first month of this quarter and other members having their annual holiday during this period, with the use of an agency staff for 5 weeks and the hard work put in by the Building Control section we have been able to maintain the high score achieved during the previous quarter.
LP Housing	Additional units of affordable housing delivered	Q	C	72															40	38	S	80	96	S	n/a	To active this target we are reliant on RSL's being able to start on site & deliver the properties on time. Currently if there are no unforeseen circumstances we anticipate exceeding our target & delivering 96 properties this year.
LP Housing	Total number of households occupying temporary accommodation	Q	S	63							58	I							44.00	50.00	I	44.00	44.00	I	n/a	Closer monitoring of the use of temporary accommodation has resulted in clients being offered permanent accommodation more quickly leading to a fall in the numbers of clients in temp accom
LPI	Number of small business start ups	Q	C		n/a	n/a	n/a	n/a	n/a	6	8	I							6	6	W	30	30	S	n/a	

**Culture & Community Services**

BV126 (proxy)	The number of domestic burglaries	M	C		n/a	n/a	n/a	n/a	n/a	99	100	S	134	138	W	168	163	I	201	182	I	404	396	S	n/a	Increased targeting of 'hotspots' by Police has reduced numbers of reported burglaries.
BV127a (proxy)	The number of violent crimes	M	C		n/a	n/a	n/a	n/a	n/a	276	287	W	371	378	I	464	479	W	557	574	I	1114	1122	S	n/a	Police are aware of under performance in violent crimes, although amber has improved in September. Action Plan in place to tackle / reduce.

Ref	Description	Reported?	Cum or Snap?	2006/07					Cumulative (YTD) figure									2007/08				Comments				
				Quartile Data (06/07 quartiles)					June Target	June Actual	Target & Trend	July Target	July Actual	Target & Trend	Aug. Target	Aug. Actual	Target & Trend	Sep. Target	Sep. Actual	Target & Trend	Target		Est. Outturn	E. O. Target & Trend	Est. Outturn Quartile	
BV127b (proxy)	The number of robberies	M	C		n/a	n/a	n/a	n/a	n/a	9	21	S	14	25	I	17	30	S	21	35	S	42	72	S	n/a	Robberies continue to be off target due to poor 1st quarter which will be difficult to bring back on target due to small numbers involved.
BV128 (proxy)	The number of vehicle crimes	M	C		n/a	n/a	n/a	n/a	n/a	228	183	I	305	244	W	382	312	W	458	367	I	917	749	S	n/a	Considerable improvement in September (down from 69 crimes in August to 55 in Sept), due to increased vulnerable vehicle campaign and efforts via neighbourhood police and CSO's
LPI Community Services	Number of attendances at arts events	M	C	18,515	n/a	n/a	n/a	n/a	n/a	1,275	1,050	I	2,075	1,715	W	14,075	14,820	I	14,675	15,270	W	23,000	23,000	S	n/a	We are expecting the out turn position at the end of the financial year to be in line with the target
Page 117 LPI Sports Services	Sports Centres Usage	M	C		n/a	n/a	n/a	n/a	n/a	173,910	181,261	I	235,846	241,481	W	293,186	292,507	W	351,684	348,558	I	621,600	621,600	S	n/a	Usage improved in Sept. but is still below target, reasons include the loss of a major user - NBHS - and competition from better equipped gyms. To address this an advertising & recruitment (of customers) campaign is being run and additional classes of popular events (e.g.Pilates) are being laid on
LPI Community Safety	Respond to emergency calls in 30 secs (percentage)	Q	C		n/a	n/a	n/a	n/a	n/a	80.00	98.54	I							80.00	98.67	I	80.00	90.00	S	n/a	Improvement to actual over Industry Target, achieved by increased training, SMARTER working practices in line with Accreditation.

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Monthly Performance detailed figures

Ref	Description	Freq	C or S	2007/08 Monthly Performance figures											
				Apr.	May.	Jun.	Jul.	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.

**Chief Executive's Department**

LPI CEOACE	% of press articles which enhance our reputation	M	C	Target	80.00	80.00	80.00	80.00	80.00	80.00	80.00	80.00	80.00	80.00	80.00
				Actual	73.84	64.78	79.37	84.00	76.07	74.03					

**Legal, Equalities and Democratic Services**

BV174	The number of racial incidents reported to the Council per 100,000 population	M	C	Target	0.00	0.00	0.00	0.00	0.00	0.00					
				Actual	0.00	0.00	0.00	0.00	0.00	0.00					
BV175	The percentage of those racial incidents that have resulted in further action	M	C	Target	100.00	100.00	100.00	100.00	100.00	100.00					
				Actual	100.00	100.00	100.00	100.00	100.00	100.00					

**Human Resources & Organisational Development**

BV11a	The percentage of top 5% of earners: who are women	S	S	Target						28.00					
				Actual							33.30				
BV11b	The percentage of top 5% of earners: from minority ethnic communities	S	S	Target						2.00					
				Actual							0.00				
BV11c	The percentage of top 5% of earners: with a disability	S	S	Target						2.00					
				Actual							3.70				
RV12	The average number of working	M	C	Target	0.73	0.73	0.73	0.73	0.73	0.73					

Monthly Performance detailed figures

Ref	Description	Freq	C or S		2007/08 Monthly Performance figures											
					Apr.	May.	Jun.	Jul.	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.
BV12	days lost due to sickness.	M	C	Actual	0.65	0.84	0.72	0.87	0.77	0.48						
BV14	The percentage of employees retiring early (excluding ill-health)	Q	C	Target	n/a	n/a	0.80			0.80						
				Actual			0.25			0.58						
BV15	The percentage of employees retiring on grounds of ill-health	Q	C	Target			0.20			0.20						
				Actual			0.00			0.00						
BV16a	The percentage of employees with a disability	Q	S	Target			1.80			1.80						
				Actual			1.99			3.85						
BV17a	The percentage of employees from minority ethnic communities	Q	C	Target			2.00			2.00						
				Actual			1.74			1.92						
LPI Human Resources	% of posts vacant	Q	S	Target												
				Actual			7.60			4.87						

Financial Services

BV78a	The average number of days taken for processing new claims.	M	C	Target	28.00	28.00	28.00	28.00	28.00	28.00					
				Actual	34.10	36.44	33.57	22.06	25.21	20.89					
BV78b	The average number of days taken for processing changes in circumstances	M	C	Target	10.00	10.00	10.00	10.00	10.00	10.00					
				Actual	14.31	6.14	7.86	5.68	6.09	4.80					
BV79a	The percentage of cases for which the amount of benefit due was calculated correctly.	Q	C	Target											
				Actual											
BV79bii	The percentage of recoverable HB (all-years outstanding) overpayments recovered.	M	C	Target	25.00	25.00	25.00	30.00	30.00	30.00					
				Actual	2.85	7.27	9.80	12.41	15.14	17.20					

Monthly Performance detailed figures

Ref	Description	Freq	C or S		2007/08 Monthly Performance figures											
					Apr.	May.	Jun.	Jul.	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.
BV8	Percentage of invoices paid on time	M	C	Target	97.00	97.00	97.00	97.00	97.00	97.00						
				Actual	94.74	96.89	97.07	97.53	96.23	97.40						
BV9	Percentage of Council Tax collected	M	C	Target	11.07	20.51	30.36	30.36	49.45	59.40						
				Actual	12.00	20.83	30.16	39.70	49.55	59.15						
BV10	Percentage of Non-Domestic Rates collected.	M	C	Target	9.70	18.64	27.98	37.48	50.10	59.78						
				Actual	9.50	20.46	31.19	40.65	51.93	60.70						

E-Government & Customer Services

CSC	Monthly Call Volumes Customer Contact Centre	M	S	Target											
				Actual	8,410	6,399	7,628	7,819	8,855	7,483					
CSC	Monthly Call Volume Council Switchboard	M	S	Target											
				Actual	7,718	7,310	7,060	7,270	6,995	5,888					
CSC	Resolution at First Point of Contact all services (percentage)	M	C	Target	85.00	85.00	85.00	85.00	85.00	85.00					
				Actual	90.77	90.00	92.00	95.00	90.20	95.00					
CSC	Average Speed of Answer (seconds)	M	C	Target	20.00	20.00	20.00	35.00	35.00	35.00					
				Actual	67.00	47.00	53.00	48.00	55.00	53.00					
CSC	% of Calls Answered	M	C	Target	85.00	85.00	85.00	75.00	75.00	75.00					
				Actual	60.00	81.00	79.00	80.00	77.00	79.00					
LPI IT Services	% of helpdesk call closed within timescales	M	C	Target	86.00	86.00	86.00	86.00	85.00	85.00					
				Actual	92.88	95.45	89.85	95.23	88.17	93.50					

Street Scene & Waste Management

BV82ai	The percentage of household waste that has been recycled	M	C	Target	17.00	17.00	17.00	20.00	20.00	20.00	20.00	21.00	26.00	26.00	26.00
				Actual	17.44	18.81	18.75	18.62	19.67	20.47					

Monthly Performance detailed figures

Ref	Description	Freq	C or S		2007/08 Monthly Performance figures											
					Apr.	May.	Jun.	Jul.	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.
BV82bi	The percentage of household waste that has been composted	M	C	Target	30.00	30.00	30.00	24.00	23.00	24.00	22.00	21.00	0.00	0.00	0.00	0.00
				Actual	33.78	30.29	31.73	31.35	29.59	26.15						
BV218a	The percentage of new reports of abandoned vehicles investigated within 24 hours of notification	M	C	Target	95.00	95.00	95.00	95.00	95.00	95.00						
				Actual	100.00	100.00	100.00	100.00	100.00	100.00						
BV218b	The percentage of abandoned vehicles removed within 24 hours of legal entitlement	M	C	Target	95.00	95.00	95.00	95.00	95.00	95.00						
				Actual	100.00	100.00	100.00	100.00	100.00	100.00						
LPI Depot	% animal/debris cleared within timescales	M	C	Target	95.00	95.00	95.00	95.00	95.00	95.00						
				Actual	100.00	100.00	100.00	100.00	100.00	100.00						
LPI Depot	% of flytips dealt with in response time	M	C	Target	95.00	95.00	95.00	95.00	95.00	95.00						
				Actual	97.50	100.00	98.47	100.00	100.00	100.00						
LPI Depot	Number of missed household waste collections	M	C	Target	133	133	133	133	133	133						
				Actual	99	73	139	74	135	73						
LPI Depot	Number of missed recycle waste collections	M	C	Target	66	66	66	66	66	66						
				Actual	31	30	48	24	29	14						

Monthly Performance detailed figures

Ref	Description	Freq	C or S	2007/08 Monthly Performance figures												
				Apr.	May.	Jun.	Jul.	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	
LPI Depot	Number of written complaints	M	C	Target	22	22	22	22	22	22						
				Actual	27	11	6	14	10	7						
LPI Transport Services	% responses to Excess Charge appeals in 10 days	M	C	Target	95.00	95.00	95.00	95.00	95.00	95.00						
				Actual	96.00	96.12	92.42	96.04	87.64	97.62						

M\* = in the months when available ( 3 times per year)

Planning & Environment Services

BV109a	The percentage of major planning applications determined within 13 weeks	M	C	Target	55.00	55.00	55.00	55.00	55.00	55.00						
				Actual	100.00	100.00	100.00	100.00	100.00	100.00						
BV109b	The percentage of minor planning applications determined within 8 weeks	M	C	Target	77.00	77.00	77.00	77.00	77.00	77.00						
				Actual	91.00	76.47	100.00	100.00	100.00	73.00						
BV109c	The percentage of other planning applications determined within 8 weeks	M	C	Target	89.00	89.00	89.00	89.00	89.00	89.00						
				Actual	100.00	90.90	96.30	90.00	96.00	88.00						
BV204	The percentage of planning appeal decisions allowed	M	C	Target	40.00	40.00	40.00	40.00	40.00	40.00						
				Actual	0.00	0.00	0.00	75.00	0.00	0.00						
LPI Planning	Score on Building Control performance matrix	Q	S	Target			60.00			60.00						
				Actual			74.50			74.50						
LP Housing	Additional units of affordable housing delivered	Q	C	Target						40						
				Actual						38						
LP Housing	Total number of households occupying temporary accommodation	Q	S	Target						44						
				Actual			58			50						
LPI	Number of small business start ups	Q	C	Target			6			6						
				Actual			8			6						

Culture & Community Services

BV126	The number of domestic burglaries	M	C	Target	33	34	33	33	33	33						
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Monthly Performance detailed figures

Ref	Description	Freq	C or S		2007/08 Monthly Performance figures											
					Apr.	May.	Jun.	Jul.	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.
(proxy)	The number of domestic burglaries	M	C	Actual	32	34	34	40	26	21						
BV127a (proxy)	The number of violent crimes	M	C	Target	92	93	93	92	92	92						
				Actual	102	84	101	91	104	100						
BV127b (proxy)	The number of robberies	M	C	Target	3	4	3	3	3	3						
				Actual	5	8	8	3	5	5						
BV128 (proxy)	The number of vehicle crimes	M	C	Target	76	77	76	76	76	76						
				Actual	72	58	56	62	69	55						
LPI Communit y Services	Number of attendances at arts events	M	C	Target	250	525	500	800	12,000	600						
				Actual	265	275	510	665	12,905	650						
LPI Sports Services	Sports Centres Usage	M	C	Target	64,171	61,786	47,953	61,936	57,340	58,498						
				Actual	65,143	63,932	52,186	60,220	51,026	56,051						

Sickness Figures for 2007/2008 by Service

APPENDIX 4

Total FTE @ March 07	Actual no of employees - August	SERVICE	Total Sickness days April 07 & on	Days per FTE - Year to Date	Projected - per FTE	Sickness Target 2007/08	Sickness Figures by Month											
							Apr-07	May-07	Jun-07	Jul-07	Aug-07	Sep-07	Oct-07	Nov-07	Dec-07	Jan-08	Feb-08	Mar-08
27.00	0.00 0.00	<b>Legal &amp; Democratic</b> Short term Absences up to 28 days Long term Absences 29 days+	70.00 32.00 38.00	2.59 1.19 1.41	5.19	6.0	3.00 12.00	7.00 14.00	18.50 12.00	2.50 0.00	1.00 0.00	0.00 0.00						
11.00	2.00 0.00	<b>CEO &amp; Policy</b> Short term Absences up to 28 days Long term Absences 29 days+	17.00 17.00 0.00	1.55 1.55 0.00	3.09	5.0	0.00 0.00	2.00 0.00	3.00 0.00	5.00 0.00	2.00 0.00	5.00 0.00						
56.00	12.00 0.00	<b>Culture &amp; Community</b> Short term Absences up to 28 days Long term Absences 29 days+	175.50 154.50 21.00	3.13 2.76 0.38	6.27	8.0	33.00 0.00	28.00 0.00	32.50 0.00	18.00 21.00	16.00 0.00	27.00 0.00						
30.00	1.00 1.00	<b>Egovernement &amp; Customer Services</b> Short term Absences up to 28 days Long term Absences 29 days+	98.50 81.50 17.00	3.28 2.72 0.57	6.57	4.0	9.00 0.00	8.00 0.00	9.50 0.00	20.50 0.00	33.00 0.00	1.50 17.00						
47.00	3.00 1.00	<b>Finance</b> Short term Absences up to 28 days Long term Absences 29 days+	306.00 121.00 185.00	6.51 2.57 3.94	13.02	8.0	5.50 21.00	28.00 20.00	13.00 42.00	39.50 44.00	20.00 38.00	15.00 20.00						
12.00	1.00	<b>HROD</b> Short term Absences up to 28 days Long term Absences 29 days+	19.00 19.00 0.00	1.58 1.58 0.00	3.17	4.25	7.00 0.00	2.00 0.00	1.00 0.00	3.00 0.00	4.00 0.00	2.00 0.00						
62.00	5.00 0.00	<b>Planning &amp; Environment Services</b> Short term Absences up to 28 days Long term Absences 29 days+	168.50 102.50 66.00	2.72 1.65 1.06	5.44	7.5	11.00 0.00	20.50 20.00	20.00 21.00	24.50 25.00	9.00 0.00	17.50 0.00						
114.00	12.00 3.00	<b>Street Scene &amp; Waste Management</b> Short term Absences up to 28 days Long term Absences 29 days+	697.50 324.50 373.00	6.12 2.85 3.27	12.24	12.0	45.00 86.00	55.00 98.00	47.50 37.00	61.00 47.00	89.00 65.00	27.00 40.00						

Total Short Term Absence YTD	852.00
Total Long Term Absence YTD	700.00
<b>TOTAL Days lost YTD</b>	<b>1552.00</b>

8.65	9.00	113.50	150.50	145.00	174.00	174.00	95.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		119.00	152.00	112.00	137.00	103.00	77.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		232.50	302.50	257.00	311.00	277.00	172.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

TARGET sick days per FTE per month	
BVPI 12 Sick Days Per FTE in Month	
TARGET sick days per FTE YTD	
BVPI 12 - Sick Days per FTE YTD	
BVPI 12 Projected Outturn	

0.73	0.73	0.73	0.73	0.73	0.73	0.73	0.73	0.73	0.73	0.73	0.81	0.81	0.81
0.65	0.84	0.72	0.87	0.77	0.48								
0.73	1.46	2.19	2.92	3.65	4.38	5.11	5.84	6.57	7.38	8.19	9.00		
0.65	1.49	2.21	3.07	3.84	4.32								
7.77	8.94	8.82	9.22	9.23	8.65								

2003-04	4309.83
2004-05	3074.99
2005-06	3570.58
2006-07	3806.00
2007-08	1552.00
Year	Annual

737.50	1112.50	1500.20	959.63
735.87	875.43	836.52	627.17
695.38	949.95	883.98	1041.27
1067.00	959.50	951.00	828.50
792.00	760.00	0.00	0.00
Quarter 1	Quarter 2	Quarter 3	Quarter 4

Key:      more than 10% worse than target         worse than target, but within 10%         on or better than target

FTE March 07 359.00  
FTE March 08  
# of Months 6

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## BROMSGROVE DISTRICT COUNCIL

20 NOVEMBER 2007

### PERFORMANCE MANAGEMENT BOARD

#### PROGRESS UPDATE ON DATA QUALITY STRATEGY ACTION PLAN

Responsible Portfolio Holder	Councillor Roger Hollingworth Leader of the Council
Responsible Head of Service	Hugh Bennett Assistant Chief Executive

#### 1. SUMMARY

To report to PMB on the progress on implementation of the Data. Quality Strategy Action plan.

#### 2. RECOMMENDATIONS

- 2.1 That the Board notes the attached update on the Data Quality Strategy Action Plan and makes any recommendations it deems appropriate.

#### 3. BACKGROUND

- 3.1 The Data Quality Strategy was submitted to PMB in May of this year and was subsequently approved at July Cabinet. At the PMB meeting members asked for a six month update on the action plan.

#### 4. DATA QUALITY STRATEGY ACTION PLAN

- 4.1 Due to capacity issues in the Corporate Communications, Policy and Performance Team and a delay in agreeing the content design of the training, it proved not to be possible to run the training course in quarter 2 as was initially planned. The completion of the training is a key component of the action plan on which a number of other actions depend. As a consequence those other actions are now running behind original schedule. The training has now been firmly scheduled for dates in November and development of the course and course booking is well underway. Once the training has been completed it is then planned to complete the remaining activities in quarter 4, following a review of the action plan (see section 4.2). Appendix 1 shows the activities with progress comments and traffic lights.
- 4.2 DCLG have just announced that they will be introducing a completely new set of performance measures on which local authorities will be judged, these will replace the

existing BVPI set and are radically different. These will come into effect from April 2008. While this does not affect the need to ensure we have adequate quality of performance data it does mean that some of the planned activities need to be reviewed, for instance there is little point in now embarking on documenting the procedures used for gathering BVPI indicator performance now we know that we will not be using these after March 2007.

4.3 An internal audit of the Data Quality Strategy has been commissioned and is well underway. It is expected that the report from that will make a number of useful recommendations which will strengthen the implementation of the Strategy.

4.4 As part of their annual audit, the external auditors, KMPG, have reviewed a number of performance indicators and also our data management arrangements and in their annual report, yet to be published, they will score the council on management arrangements on a score of 1 to 4. Last year the council scored 1.

## 5. **FINANCIAL IMPLICATIONS**

5.1 No financial implications

## 6. **LEGAL IMPLICATIONS**

6.1 No Legal Implications

## 7. **CORPORATE OBJECTIVES**

7.1 Performance reporting and performance management contribute to achieving the objective of improving service performance.

## 8. **RISK MANAGEMENT**

8.1 There are no risk management issues

## 9. **CUSTOMER IMPLICATIONS**

9.1 None

## 10. **OTHER IMPLICATIONS**

Procurement Issues: None.
Personnel Implications: None
Governance/Performance Management: see 7.1 above
Community Safety including Section 17 of Crime and Disorder Act 1998: None
Policy: None
Environmental: None

Equalities and Diversity: None

**11. OTHERS CONSULTED ON THE REPORT**

Portfolio Holder	<b>Yes</b>
Acting Chief Executive	<b>Yes (at CMT)</b>
Corporate Director (Services)	<b>Yes (at CMT)</b>
Assistant Chief Executive	<b>Yes</b>
Head of Service	<b>Yes (at CMT)</b>
Head of Financial Services	<b>Yes (at CMT)</b>
Head of Legal & Democratic Services	<b>Yes (at CMT)</b>
Head of Organisational Development & HR	<b>Yes (at CMT)</b>
Corporate Procurement Team	<b>No</b>

**12. APPENDICES**

Data Quality Strategy action plan update

**13. BACKGROUND PAPERS**

None

**CONTACT OFFICER**

Name: John Outhwaite, Interim Senior Policy & Performance Officer  
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Tel: (01527) 881602

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No	Action	How	Who	When	Priority		Traffic Light
1	Ensure that responsibility for data quality is part of job descriptions and the PDR process.	Departments will need to check and rectify any gaps. Revised JD's to be seen by CCPP team. HR to audit PDR's for a sample of nominated employees in 2008	Departments, CCPP	By Q2 2007 and incorporated into PDR's in 2008	M	HoS and Performance Champions Group made aware of the requirement, but as yet no checks have taken place. The internal audit of the DQS currently underway will make some spot checks and further recommendations are expected in their report	
2	Develop and deliver awareness training and more specific training for staff responsible for data quality	Awareness seminars and training sessions scheduled in training plan	Communications, Policy and Performance team with HR	Quarter 2 2007/08 onwards	M	Trainer appointed and course specified. Detail course content currently being developed Awareness training now scheduled for November to a target audience of approx 70 staff. Course booking underway.	
3	Ensure that, when making submissions on nationally reported PIs, the definition has been followed.	This will be achieved by completion and review of PI certificates	All PI compilers and those responsible for PI data quality	April 07 to June 07, thereafter January to June in subsequent years	H	PI certificates completed and signed off for 2006/07 Best Value PI's as well as (for the first time) those local PI's that are corporately reported. Certificates were subject of a QA process and some PI's have been reviewed by the external auditor.	COMPLETE D

DATA QUALITY STRATEGY ACTION PLAN PROGRESS UPDATE OCTOBER 2007

APPENDIX 1

No	Action	How	Who	When	Priority		Traffic Light
4	Ensure that all local PI's (whether reported corporately or not) have specific definitions and counting rules.	<p>PI certificate format will be reviewed/amended as necessary for local PI's.</p> <p>Certificates will be used for local PI's for 2007 onwards</p>	<p>Performance Plus sub-group</p> <p>All PI compilers and those responsible for PI data quality supported by Communications, Policy and Performance team</p>	<p>End Jun 07 Corporately reported PI's. End Sep 07 others</p> <p>thereafter January to June in subsequent years</p>	H	<p>Corporately reported local PI's had PI certificates completed by end June.</p> <p>Following publication of the action plan it was decided that in future the PI certificate would be split into two parts – the PI procedure note (see next action) would contain the definition (see next action) and an abridged certificate would be used to sign off performance results at year end.</p>	<p>COMPLETE D</p> <p>C/F TO ACTION 5</p>
5	Ensure that all PI's have a documented procedure for the gathering of PI data and calculation of the PI	Guidance will be provided by CCPP team (in conjunction with ICT).	PI data quality lead	By end Q3 2007/08	H	A PI procedure note pro-forma has been developed with the involvement of the Performance Champions Group. The awareness training will include training on the procedure note. It has been decided to delay commencement of procedure not writing until after the training in order to ensure a better quality is achieved. The recent announcement by DCLG to replace all BVPI's with new indicators from April 2008 means that the implementation of this action needs to be reviewed and re-timed (as there is no point in now documenting procedures for PI's that are to be defunct.	

**DATA QUALITY STRATEFGY ACTION PLAN PROGRESS UPDATE OCTOBER 2007**

**APPENDIX 1**

<b>No</b>	<b>Action</b>	<b>How</b>	<b>Who</b>	<b>When</b>	<b>Priority</b>		<b>Traffic Light</b>
6	Ensure that all relevant staff have an understanding of PI definitions calculated from data they input/analyse/extract	Training (where this is not already the case)	Departmental PI data quality leads	Ongoing	H	Importance of data definitions discussed at Performance Champions Group. Data Quality awareness training will re-enforce this	
7	Ensure that data provided by external contractors meets requirements for reporting performance.	Depending on individual circumstances this might be achieved by making provision in contracts or by direct action such as documented spot checks	Performance managers/officers; Communications, Policy and Performance team; Internal Audit (as part of appropriate scheduled audits)	Ongoing	M	As yet no action has been taken on this recommendation. Internal Audit are currently undertaking an audit of the DQS and action plan and recommendations are expected in their report	
8	Ensure that all future contracts specify requirements of contractors to provide performance data	Procurement procedures to be reviewed and revised if necessary	Procurement team supported by Communications, Policy and Performance team	Quarter 2 2007	M	As yet no action has been taken on this recommendation. Internal Audit are currently undertaking an audit of the DQS and action plan and recommendations are expected in their report	
9	Ensure that the council has a programme of data validation to support accurate performance reporting.	Programme to be implemented by PI data quality leads, with central record kept by the P&I team	Communications, Policy and Performance team; performance managers/officers Internal Audit (as part of appropriate scheduled audits)	July 07 and ongoing	M	As yet no action has been taken on this recommendation. Internal Audit are currently undertaking an audit of the DQS and action plan and recommendations are expected in their report	
10	Ensure that data controls are robust.	Specific measures will depend on the system and will be the	All PI compilers and those responsible for PI data quality supported by	July 07 and ongoing	M	The Internal audit of the DQS will make spot checks on this, further recommendations are expected I that report	

**DATA QUALITY STRATEGY ACTION PLAN PROGRESS UPDATE OCTOBER 2007**

**APPENDIX 1**

No	Action	How	Who	When	Priority		Traffic Light
		responsibility of the data quality lead for each system to address.	Internal Audit & Communications, Policy and Performance team				
11	Ensure that all PI's have a nominated person and deputy responsible for data quality	Data gathering exercise	Heads of Service supported by Communications, Policy and Performance team	Mar 07 and updated regularly	H	List of PI owners and deputies has been compiled. All PI owners and deputies will attend the Data Quality Awareness course	
12	Undertake an annual risk assessment of PI's.  Develop an appropriate programme of improvement	Council risk methodology	Communications, Policy and Performance team with PI data quality leads.  Relevant PI data quality leads	Sep to Oct each Year  Ongoing	H	As yet no activity has taken place on this. The internal audit of the DQS is expected to make further recommendations on this.	
13	Ensure that appropriate scrutiny of PI's is undertaken at, for instance, DMT's, prior to submission of performance information to CMT	Visits and briefings at DMT's	DMT's visited/supported by Communications, Policy and Performance team	April 07 and ongoing	M	Assistant Chief Executive has visited all DMT's. Senior Policy & Performance Officer has visited some DMT's. Senior Policy & Performance Officer scrutinises all PI data prior to submission to CMT and feeds back to Departments. Data quality has risen steadily over the past few months.	



DATA QUALITY STRATEFGY ACTION PLAN PROGRESS UPDATE OCTOBER 2007

APPENDIX 1

No	Action	How	Who	When	Priority		Traffic Light
14	Ensure that PI certificates are completed for all PI's	Guidance already issued – implemented in 2006 supported by workshops	All PI compilers/reviewers and PI data quality leads supported by Communications, Policy and Performance team	April 07 – June 07 and subsequent years	H	PI certificates completed and signed off for 2006/07 Best Value PI's as well as (for the first time) those local PI's that are corporately reported. Certificates were subject of a QA process and some PI's have been reviewed by the external auditor	

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## BROMSGROVE DISTRICT COUNCIL

20 NOVEMBER 2007

### PERFORMANCE MANAGEMENT BOARD

#### **IMPROVEMENT PLAN EXCEPTION REPORT [SEPTEMBER 2007]**

Responsible Portfolio Holder	Councillor Roger Hollingworth Leader of the Council
Responsible Officer	Hugh Bennett Assistant Chief Executive

#### **1. SUMMARY**

- 1.1 To ask the Performance Management Board to consider the attached updated Improvement Plan Exception Report for September 2007.

#### **2. RECOMMENDATION**

- 2.1 That the Performance Management Board considers and approves the revisions to the Improvement Plan Exception Report, and the corrective action being taken.
- 2.2 That the Performance Management Board notes that for the 167 actions highlighted for September within the plan 89.2 percent of the Improvement Plan is on target [green], 6.6 percent is one month behind [amber] and 2.4 percent is over one month behind [red]. 1.8 percent of actions have been re scheduled [or suspended] with approval.
- 2.3 That the Performance Management Board notes that action ref 8.1.2 (presentation of cultural offer report to CMT) has been suspended due to this activity being covered elsewhere as part of the business planning and budget round process.

#### **3 BACKGROUND**

- 3.1 July 2007 Cabinet approved the Improvement Plan 2007/08. The Improvement Plan is directly linked to the 10 corporate priorities and 12 enablers identified in the Council Plan 2007/2010.
- 3.2 At July 2007 Cabinet Members approved the inclusion of an additional number of actions from the Improvement Director. The Improvement Plan is designed to push the Council through to a rating of Fair during 2008.

#### **4. PROGRESS IN AUGUST 2007**






- 4.1 Overall performance as at the end of August 2007 is as follows: -

**August 2007**

**September 2007**

<b>RED</b>	<b>1</b>	<b>0.7%</b>	<b>RED</b>	<b>4</b>	<b>2.4%</b>
<b>AMBER</b>	<b>13</b>	<b>9.2%</b>	<b>AMBER</b>	<b>11</b>	<b>6.6%</b>
<b>GREEN</b>	<b>126</b>	<b>88.7%</b>	<b>GREEN</b>	<b>149</b>	<b>89.2%</b>
<b>REPROGRAMMED</b>	<b>2</b>	<b>1.4%</b>	<b>REPROGRAMMED</b>	<b>3</b>	<b>1.8%</b>

Where: -

	<b>On Target or completed</b>
	<b>Less than one month behind target</b>
	<b>Over one month behind target</b>
	<b>Original date of planned action</b>
	<b>Re-programmed date.</b>

- 4.2 Out of the total of 167 actions for the month, 17 actions have been deleted, suspended or the timescales have been extended. This amounts to 10.2 percent of the plan.
- 4.3 An Exception Report detailing corrective actions being under taken for red and amber tasks is attached at **Appendix 1**

## **5. FINANCIAL IMPLICATIONS**

- 5.1 No financial implications.

## **6 LEGAL IMPLICATIONS**

- 6.1 No Legal Implications.

## **7. CORPORATE OBJECTIVES**

- 7.1 The Improvement Plan relates to all of the Council's four objectives and ten priorities as approved on the 19<sup>th</sup> September Full Council.

## **8. RISK MANAGEMENT**

- 8.1 The risks associated with the Improvement Plan are covered in the corporate and departmental risk registers.

## **9. CUSTOMER IMPLICATIONS**

The Improvement Plan is concerned with strategic and operational issues that will affect the customer.

## **10 OTHER IMPLICATIONS**

Procurement Issues: Delivery of the Improvement Plan involves various procurement exercises.
Personnel Implications: See Section 18 of the Improvement Plan.
Governance/Performance Management: See Section 4 of the

Improvement Plan.
Community Safety including Section 17 of Crime and Disorder Act 1998: See sections 12.2 and 12.3
Policy: See Section 4 of the Improvement Plan.
Environmental: See Section 8 of the Improvement Plan.
Equalities and Diversity: See Section 3 of Improvement Plan.

## 10 OTHERS CONSULTED ON THE REPORT

Portfolio Holder	<b>No</b>
Chief Executive	<b>At CMT</b>
Corporate Director (Services)	<b>At CMT</b>
Assistant Chief Executive	<b>Yes</b>
Head of Service <i>(i.e. your own HoS)</i>	<b>At CMT</b>
Head of Financial Services <i>(<u>must</u> approve Financial Implications before report submitted to Leader's Group)</i>	<b>At CMT</b>
Head of Legal & Democratic Services <i>(for approval of any significant Legal Implications)</i>	<b>At CMT</b>
Head of Organisational Development & HR <i>(for approval of any significant HR Implications)</i>	<b>At CMT</b>
Corporate Procurement Team <i>(for approval of any procurement implications)</i>	<b>No</b>

## 11 APPENDICES

Appendix 1 Improvement Plan Exception Report September 2007

## 12 BACKGROUND PAPERS:

Full Improvement Plan for September will be e- mailed to all Members of the Performance Management Board and can be found at [www.bromsgrove.gov.uk](http://www.bromsgrove.gov.uk) under meetings Minutes and Agendas where there is a direct link to the Improvement Plan.

**CONTACT OFFICER**

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<b>CP1: Town Centre</b>																	
Ref	September 2007 Action	Colour	Corrective Action												Who	Original Date	Revised Date
1.1.2	Commence process of identifying development partner		Rescheduled last month but action still delayed												PS	Aug-07	Nov-07
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
<b>1.1</b>	<b>Public Support for Plans</b>																
1.1.2	Commence process of identifying development partner	PS /PM														Action still delayed. Discussion has now been postponed until after the Town centre management partnership meeting on 7 <sup>th</sup> November.	

<b>CP1: Town Centre</b>																	
Ref	September 2007 Action	Colour	Corrective Action												Who	Original Date	Revised Date
1.2.2	Consultation with community.		Commencement delayed until November												PS	Sept-07	Nov-07
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
<b>1.2</b>	<b>Work Commenced</b>																
1.2.2	Consultation with community.	PS														Action not yet commenced due to delays in appointing consultants. Proposed start date is now November	

<b>CP5: Reputation</b>																	
Ref	September 2007 Action		Colour		Corrective Action										Who	Original Date	Revised Date
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
5.2.3	Establish working group.				Approach being reconsidered.										HB	Sept-07	Oct-07
<b>5.2</b>	<b>Three Charter Marks (originally five, but reduced in number on basis of external advice).</b>																
5.2.3	Establish working group.	HB														Additional budget savings and pressures have meant the CCPP team have had to reconsider their approach and will be unable to start the formal accreditation process this year.	

<b>CP5: Reputation</b>																	
Ref	September 2007 Action		Colour		Corrective Action										Who	Original Date	Revised Date
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
5.3.5	Review of Communications Strategy reported to Cabinet with updated action plan.				Delayed by one month.										HB	Sept-07	Oct-07
<b>5.3</b>	<b>Positive Media Coverage</b>																
5.3.5	Review of Communications Strategy reported to Cabinet with updated action plan.	HB														Reported to CMT in October, Leader's in October and will go to Cabinet in November.	



<b>CP5: Reputation</b>																	
Ref	September 2007 Action	Colour	Corrective Action												Who	Original Date	Revised Date
5.4.1	Framework contract established with single supplier for graphics.		Delayed due to the prioritisation of Together Bromsgrove.												HB	Sept-07	Oct-07
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
<b>5.4</b>	<b>Brand Recognition</b>																
5.4.1	Framework contract established with single supplier for graphics.	HB														A pilot for funding all of Together Bromsgrove through advertising has been agreed. Given the financial saving from this, it was consider a higher priority.	

<b>CP6: Performance</b>																	
Ref	September 2007 Action	Colour	Corrective Action												Who	Original Date	Revised Date
6.5.6	Monthly Integrated reporting to CMT (with pilot in September)		Separate reports to CMT – integrated quarterly – appropriate to focus on performance at present monthly												JP/ HB	Sept-07	Oct-07
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
<b>6.5</b>	<b>Ensure Financial and Performance Integration</b>																
6.5.6	Monthly Integrated reporting to CMT (with pilot in September)	JP/HB														Separate reports to CMT – integrated quarterly – appropriate to focus on performance at present monthly	

<b>FP1: Value for Money</b>																	
Ref	September 2007 Action		Colour		Corrective Action										Who	Original Date	Revised Date
11.3.2	Analyse statistical information in respect of BDC form Audit Commission for comparison purposes.				Delayed due to lack of resources forthcoming										JP	Sept-07	Oct-07
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
11.3	<b>Improvements in Use of Resources scoring in relation to VFM</b>																
11.3.2	Analyse statistical information in respect of BDC form Audit Commission for comparison purposes	JP														Analysis undertaken in October when resources to be made available	

<b>FP1: Value for Money</b>																	
Ref	September 2007 Action		Colour		Corrective Action										Who	Original Date	Revised Date
11.3.5	Identify services for detailed benchmarking & cost analysis to be undertaken				Decision to be made as part of reporting action plan to Cabinet November										JP	Aug-07	Nov-07
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
11.3	<b>Improvements in Use of Resources scoring in relation to VFM</b>																

## Exception Report for September 2007 Improvement Plan

## Appendix 1

11.3.5	Identify services for detailed benchmarking & cost analysis to be undertaken	JP																Decision to be made as part of reporting action plan to Cabinet November
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### FP1: Value for Money

Ref	September 2007 Action	Colour	Corrective Action														Who	Original Date	Revised Date
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action				
11.3.9	Report VFM actions to CMT and member group.															JP	Sept-07	Oct-07	
11.3	Improvements in Use of Resources scoring in relation to VFM																		
11.3.9	Report VFM actions to CMT and member group	JP																Action plan to be presented to CMT October & Cabinet November	

### FP2: Financial Management

Ref	September 2007 Action	Colour	Corrective Action														Who	Original Date	Revised Date
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action				
12.1.1	Implementation of the POP project to account for commitments & accruals on the Agresso system															JP	July-07	Oct-07	

# Exception Report for September 2007 Improvement Plan

# Appendix 1

<b>12.1</b>	<b>Improved Financial Management by budget holders</b>														
12.1.1	Implementation of the POP project to account for commitments & accruals on the Agresso system	JP													Relaunch of system expected in October.

## FP2: Financial Management

Ref	September 2007 Action	Colour	Corrective Action												Who	Original Date	Revised Date
12.1.3	Train all managers to use web access for Agresso reporting		Training was delayed due to focus on implementation of system.												JP	Sept-07	Oct-07
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
<b>12.1</b>	<b>Improved Financial Management by budget holders</b>																
12.1.3	Train all managers to use web access for Agresso reporting	JP														Delayed due to focus on implementation of POP as linked with web access – to be relaunched in October	

## PR3: Spatial Business Project

Ref	September 2007 Action	Colour	Corrective Action												Who	Original Date	Revised Date
17.1.2	Finalisation of implementation plan		The project board has decided to change the sub contractor and new contracts are being drafted												DP	July-07	Oct-07
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		

# Exception Report for September 2007 Improvement Plan

# Appendix 1

<b>17.1</b>	<b>Better understanding of the spatial project</b>															
17.1.2	Finalisation of implementation plan	DP														The project board was scheduled to meet on Sept 17 <sup>th</sup> to discuss this item. Implementation plan is dependent on the project board's decision about the sub contractor contract. The project board has decided to change the sub contractor and new contracts are being drafted. The implementation plan is now being reviewed to incorporate this change.

## PR3: Spatial Business Project

Ref	September 2007 Action	Colour	Corrective Action												Who	Original Date	Revised Date
17.1.4	Relaunch of project with staff		The implementation plan is being reviewed to incorporate changes made by the project board and as a result the pilot has been rescheduled and will take place after Member presentation on October 22 <sup>nd</sup> .												DP	Sept-07	Oct-07
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
<b>17.1</b>	<b>Better understanding of the spatial project</b>																
17.1.4	Relaunch of project with staff	DP														With the new sub-contractor in place, the project has been rescheduled and will re-commence in early November.	

## Exception Report for September 2007 Improvement Plan

## Appendix 1

### PR4: Improved Partnership Working

Ref	September 2007 Action	Colour	Corrective Action												Who	Original Date	Revised Date
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
18.4.1	Chief Exec (BDC) to meet monthly with Chief Exec (WCC)		Meetings have stopped until new WCC appointee is in post; however, the CEO meets regularly with two senior officers from the Council.												KD	Sept-07	Oct-07
<b>18.4</b>	<b>Improved Working Relationship with the County</b>																
18.4.1	Chief Exec (BDC) to meet monthly with Chief Exec (WCC)	KD														Meetings have stopped until new WCC appointee is in post; however, the CEO meets regularly with two senior officers from the Council.	

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### HR&OD3: Positive Employee Climate

Ref	September 2007 Action	Colour	Corrective Action												Who	Original Date	Revised Date
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
21.1.6	Implement Action Plan		Action Plan implementation delayed by delayed publication of results												JP	August-07	Oct-07
<b>21.1</b>	<b>Employee satisfaction</b>																
21.1.6	Implement Action Plan	JP														Employee Focus Groups to be set up in November to look at how to address the	

# Exception Report for September 2007 Improvement Plan

# Appendix 1

															issues raised and determine an action plan.
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## BROMSGROVE DISTRICT COUNCIL

### PERFORMANCE MANAGEMENT BOARD

20 NOVEMBER 2007

#### PERFORMANCE MANAGEMENT BOARD AGREED PROGRAMME 2007/08

Responsible Member	Councillor James Duddy, Performance Management Board Chairman
Responsible Head of Service	Hugh Bennett -Assistant Chief Executive

#### 1. SUMMARY

- 1.1 This report sets out the updated work programme for 2007/08 agreed at the March 2007 Performance Management Board meeting and amended at the Board's October meeting.

#### 2. RECOMMENDATIONS

- 2.1 It is recommended that:

- i. The Board considers the work programme and makes any amendments it sees fit in consultation with Portfolio Holders and the Assistant Chief Executive.

#### 3. BACKGROUND

- 3.1 The proposed work programme builds on the experience of the Board programme for 2006/07. The Board met for the first time in November 2005. The Board has had four chairmen during this period. The Council now have a comprehensive performance management framework and programme of work for the Board.

#### 4. FINANCIAL IMPLICATIONS

- 4.1 None.

#### 5. LEGAL IMPLICATIONS

- 5.1 No legal implications to the report.

#### 6. CORPORATE OBJECTIVES

- 6.1 The Board's programme applies to all the Council's objectives.

#### 7. RISK MANAGEMENT

- 7.1 The Board has previously expressed an interest in risk management. This falls under the remit of the Audit Board; however, PMB can make

recommendations to this Board or Cabinet on issues around risk management identified through its work.

**8. CUSTOMER IMPLICATIONS**

- 9.1 The Board will receive customer data during 2007/08 (including complaints data when the new system is installed in January 2008). The Board will also receive the updated Customer First Strategy.

**9. OTHER IMPLICATIONS**

Procurement Issues N/A
Personnel Implications N/A
Governance/Performance Management N/A
Community Safety including Section 17 of Crime and Disorder Act 1998 N/A
Policy N/A
Environmental N/A
Equalities and Diversity N/A

**10. OTHERS CONSULTED ON THE REPORT**

Portfolio Holders	<b>Via E-Mail and at PMB.</b>
Chief Executive	<b>Via e-mail.</b>
Corporate Director (Services)	<b>Via e-mail.</b>
Assistant Chief Executive	<b>Yes</b>
Head of Service	<b>Via e-mail.</b>
Head of Financial Services	<b>Via e-mail.</b>
Head of Legal & Democratic Services	<b>Via e-mail.</b>
Head of Organisational Development & HR	<b>Via e-mail.</b>
Corporate Procurement Team	<b>No</b>

**11. APPENDICES**

Appendix 1 – PMB Work Programme 2007/08 (November Update)

**12. BACKGROUND PAPERS**

2006/07 PMB Work Programme, PMB, January 2006.

## **CONTACT OFFICERS**

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## Proposed Performance Management Board Work Programme 2007/08

Date	Agenda Item
Mar 07	Period 10 06/07 Performance report  Council Plan 2007/2010 and analysis of forward targets report.  Period 10 06/07 Improvement plan progress/exception report
April 07	Period 11 06/07 Performance report  Period 11 06/07 Improvement Plan progress/exception report
May 07	Period 12 06/07 (year end) integrated finance & performance report  Data Quality Strategy  Period 12 06/07 (year end) Improvement Plan progress/exception report
Jun 07	Period 1 07/08 performance report  Improvement Plan (inc. CA findings) Mark 2  Community Plan 2007/2010.  Use of resources SA submission? timing?  Review of Performance Plus report
Jul 07	Period 2 07/08 performance report  Period 2 07/08 Improvement Plan mk 2 progress report  Corporate Assessment report and Council's draft response – impact on PMB programme (timing?)  Direction of travel Statement  Council results 2006/07 report - timing?
Aug 07	Quarter 1 07/08 integrated finance & performance report  Period 3 07/08 Improvement Plan Mark 2 progress report  Staff Survey 2007 Results (re-programmed).  Performance Management Strategy (re-programmed).

	Community Plan Annual Report 2006/07
Sep 07	<p>Period 4 07/08 performance report</p> <p>Period 4 07/08 Improvement Plan Mark 2 progress report</p> <p>Performance measures for partners in service provision, e.g. Artrix, BDHT – timing?</p> <p>Customer satisfaction data (September 2007).</p> <p>Customer Panel survey results (September 2007).</p>
Oct 07	<p>Period 5 07/08 performance report</p> <p>Period 5 07/08 Improvement Plan Mark 2 progress report</p> <p>Further analysis of satisfaction data for the Streetscene and Waste Management Department</p> <p>Staff Survey Results.</p> <p>Quarterly Recommendation Tracker.</p> <p>PMB Work Programme.</p>
Nov 07	<p>Quarter 2 07/08 (year end) integrated finance &amp; performance report.</p> <p>Period 6 07/08 Improvement Plan Mark 2 progress report.</p> <p>Spatial Project Report.</p> <p>Data Quality Strategy – Half Year Review.</p> <p>Streetscene and Waste Management Department's service business plan (November 2007).</p> <p>Artrix Performance</p> <p>PMB Work Programme.</p>
Dec 07	<p>Period 7 07/08 performance report.</p> <p>Period 7 07/08 Improvement Plan Mark 2 progress report.</p> <p>2007/2008 Predicted Outturn for Best Value Performance Indicators.</p> <p>BDHT Performance.</p> <p>PMB Work Programme.</p>

Jan 08	<p>Period 8 07/08 performance report.</p> <p>Period 8 07/08 Improvement Plan Mark 2 progress report.</p> <p>Quarterly Recommendation Tracker.</p> <p>PMB Work Programme.</p>
Feb 08	<p>Quarter 3 07/08 (integrated finance &amp; performance report.</p> <p>Council Plan 2008-2011 and Medium Term Financial Plan.</p> <p>Stress Survey Results.</p> <p>Period 9 07/08 Improvement Plan Mark 2 progress report.</p> <p>PMB Work Programme.</p>
Mar 08	<p>Period 10 07/08 performance report.</p> <p>External Audit Report/Direction of Travel.</p> <p>Period 10 07/08 Improvement Plan Mark 2 progress report.</p> <p>Performance Management Strategy.</p> <p>PMB Work Programme.</p>
Apr 08	<p>Period 11 07/08 performance report.</p> <p>Period 11 07/08 Improvement Plan Mark 2 progress report.</p> <p>Housing Strategy Action Plan Update.</p> <p>Quarterly Recommendation Tracker.</p> <p>PMB Work Programme.</p>

Other topics/themes not yet timelined are set out below:

- Corporate Social Responsibility Policy (reported to Audit Board).
- Customer First Strategy Review (will be reported to Cabinet in January).
- Communications Strategy Review (will be reported to Cabinet in November).
- Partnership Performance (see Community Strategy Annual Report, BDHT Performance, Artrix Performance, Housing Strategy Action Plan Update).
- Monitoring of Contracts and Projects (framework to be introduced in first quarter 2008/09 for programme/project management).
- Savings from e-procurement/VFM (quarterly integrated performance report).
- Value for Money Strategy (reported to Cabinet).

#### Other possible initiatives

- Visits to/presentations from excellent authorities – e.g. scrutiny/PMB role there
- Visits to/presentations from private sector organisations

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