



BROMSGROVE DISTRICT COUNCIL

MEETING OF THE PERFORMANCE MANAGEMENT BOARD

TUESDAY, 19TH FEBRUARY, 2008 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 22nd January 2008 (Pages 1 - 2)
4. Quarter 3 2007-08 Integrated Finance and Performance Report (Pages 3 - 58)
5. Spatial Strategy Review - Presentation
6. Sickness Absence Management Policy (Pages 59 - 144)
7. Data Quality Strategy Review (Pages 145 - 156)
8. Customer First Strategy Review (Pages 157 - 216)
9. Improvement Plan Exception Report - Period 9 (December 2007) (Pages 217 - 234)
10. PMB Recommendations Tracker Report (Pages 235 - 256)
11. Work Programme (Pages 257 - 264)

12. 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

8th February 2008

Agenda Item 3

BROMSGROVE DISTRICT COUNCIL

MEETING OF THE PERFORMANCE MANAGEMENT BOARD

TUESDAY, 22ND JANUARY 2008, AT 6.00 PM

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

Observers: Councillor G. N. Denaro (Portfolio Holder)
Chief Inspector Tony Love, West Mercia Police

Officers: Mr. K. Dicks, Mr. H. Bennett, Ms. J. Pickering and Mr. A. Jessop

68/07 APOLOGIES FOR ABSENCE

An apology for absence was received from Councillor Mrs. A. E. Doyle.

69/07 DECLARATIONS OF INTEREST

No declarations of interest were received.

70/07 MINUTES

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

RESOLVED that the minutes be approved as a correct record.

71/07 MONTHLY PERFORMANCE REPORT - PERIOD 8 (NOVEMBER 2007)

The Board gave consideration to a report on the Council's performance as at 30th November 2007. With regard to Paragraph 3.7 of the report, the Chairman welcomed Chief Inspector Tony Love of West Mercia Police to the meeting and invited him to share with members an overview of current crime statistics for the District, which had been an issue of concern at a recent in-house performance clinic.

RESOLVED

- (a) that it be noted that 78% of indicators were improving or stable at the period end, compared to 56% in Period 7;
- (b) that it be noted that 81% of indicators were achieving their targets at the period end, compared to 71% in Period 7;
- (c) that the successes outlined in Section 3.5 of the report be noted and celebrated;

- (d) that the potential areas of concern set out in Sections 3.6 and 3.7 of the report, together with the corrective action being taken, be noted; and
- (e) that, as the sickness absence issue remains a concern, a copy of the Council's Sickness Absence Management Policy document be considered at the next meeting of the Board.

RECOMMENDED that, in an endeavour to assist partner agencies to work more closely together to help reduce crime and disorder throughout the District, the Cabinet be requested to liaise with the relevant Portfolio holder, Council officers and the Police on improved enforcement issues resulting from the recent introduction of de-criminalisation of parking legislation.

72/07 **VALUE FOR MONEY REPORT ACTION PLAN**

Consideration was given to the Council's Value for Money Action Plan.

RESOLVED that, from time to time, the Board carry out reviews of targeted Value for Money projects.

73/07 **IMPROVEMENT PLAN EXCEPTION REPORT (NOVEMBER 2007)**

Consideration was given to the Improvement Plan Exception report for November 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 159 actions highlighted within the Plan for November, 86.9% of the Improvement Plan was on target (green), 7% was one month behind (amber), and 3.1% was over one month behind (red). 3.1% of actions had been re-scheduled or suspended with approval.

74/07 **WORK PROGRAMME**

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

RESOLVED that subject to (i) Evaluation of Area Committee Pilots, and (ii) Council Plan 2008-2011 and Medium Term Financial Plan being deferred until the March meeting of the Board, the report be approved.

The meeting closed at 7.35 p.m.

Chairman

BROMSGROVE DISTRICT COUNCIL

PERFORMANCE MANAGEMENT BOARD

19TH FEBRUARY 2008

DECEMBER (QUARTER 3) 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 the Board the Council's performance at 31st December 2007 (period 9, quarter 3).

2. RECOMMENDATIONS

- 2.1 That the Board notes that 55% of PI's are Improving or Stable, compared to 83% at Quarter 2
- 2.2 That the Board notes that 73% of PI's are achieving their Year To Date target, (72% at Q2)
- 2.3 That the Board notes that 75% of PI's are predicted to meet their target at year end (79% at Q2).
- 2.4 That the Board notes the financial position for both revenue and capital funding for the second quarter of £198k underspend and £840k respectively.
- 2.5 That the Board requests Cabinet approval for the carrying forward of the estimated under spent budgets totalling £2.250m from 2007/08 to 2008/09 as detailed on Appendix 5.

3. BACKGROUND

- 3.1 The format of the quarterly report to the Board has been changed to provide an integrated report, both at department and overall council level, of performance and finance. Risk Management updates are presented to the Audit Board on a quarterly basis for members consideration. Detailed information on performance will continue to be provided as appendices to CMT, Leader's group and this meeting.
- 3.2 Following a recommendation from a recent review of the Data Quality Strategy by Internal Audit this report will now include a regular section to report on data quality issues.

➤ There continues to be some errors in reporting of performance in Departmental submissions as follows :-

- Planning & Environment – 4 errors in reporting and 1 PI not reported in time
- Human Resources & Organisational Development – 4 errors in reporting
- E-Government & Customer Services – 4 errors in reporting
- Culture & community – 3 errors in reporting
- Finance – 3 errors in reporting.
- Waste Management & Street Services – 1 error in reporting

3.3 These errors were in the coding of the target/trend information – i.e. incorrect traffic lighting and/or incorrect reporting as to whether performance is improving, stable or declining or simply transposition of numbers. There were no indications that the underlying performance figures were incorrect. The relevant Departmental Performance Champions have been notified and advised.

4. PROGRESS IN THE QUARTER

4.1 An integrated performance and finance report for each department, plus a council summary, is shown below.

4.2 Integrated Performance, Finance & Risk Report

| | |
|-------------------------------------|--|
| Chief Executive's Department | Quarter 3 (Dec 31st) 2007/08 |
|-------------------------------------|--|

Performance Summary

| | | | | | |
|---------------------------|---|---|---|---|---|
| No. of PI's improving (I) | 1 | 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% | 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% | 1 | No. of PI's projected to miss target by >10% | 1 |

Achievements

Overall, the Corporate Communications, Policy and Performance Team will achieve its key deliverables, as per its business plan for 2007/2008. Good areas of performance include:-

- Positive feedback from the Audit Commission on our Direction of Travel;
- A 2 out of 4 for Data Quality (improved from a score of 1 the previous year);
- Overall performance of the Council set to deliver at least a "Fair" level of performance for 2007/2008, which should lead to an overall rating of "Fair" when we have our next Comprehensive Performance Assessment;
- The launching of the District's Sustainable Community Strategy and performance framework for the LSP;
- Regular quality reports to Cabinet and PMB on performance and the improvement plan;
- Agreement on corporate customer standards and departmental customer standards, which will go live on 31 January, along with the Council's customer feedback system and customer manual for staff; and
- Working with heads of service to complete the draft Council Plan 2008/2011 and service business plans, which will be signed off by portfolio holders in February.

Issues

There are two issues for the Team: _

- Agreeing a shared way forward and approach for Area Committees in 2008/2009; and
- Improving the press coverage of the Council, which due to the difficult budget round and Single Status is running at around the 70% mark, compared to a target of 80%.

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 |
|---------------------------------|-------------------------|------------------------------|---------------------------|---------------------------|----------------------------|-----------------------------|
| Corporate Projects | 100 | 50 | 64 | 14 | 100 | 0 |
| Policy & Performance | 5 | 311 | 294 | -18 | -17 | -23 |
| Corporate Management | 893 | 433 | 446 | 13 | 911 | 18 |
| TOTAL | 998 | 794 | 801 | 9 | 994 | -5 |

Financial Commentary

The Corporate Communications, Policy and Performance Team expects to exceed its income target for Together Bromsgrove and this plus a renegotiated contract for the customer panel should see the team underspend for 2007/2008.

Capital Budget summary April- December 2007

| Service Head | Revised Budget £'000 | Profiled budget YTD £'000 | Actual spend YTD £'000 | Variance to date £'000 | Projected outturn £'000 | Projected variance £'000 |
|---------------------------------|-------------------------|------------------------------|---------------------------|---------------------------|----------------------------|-----------------------------|
| Policy & Performance | 45 | 0 | 0 | 0 | 35 | -10 |
| TOTAL | 45 | 0 | 0 | 0 | 35 | -10 |

Financial Commentary

- The Customer Feedback system will be implemented in the final quarter of 2007/08.
- The contribution towards the re-development of Bromsgrove railway station will now be phased and part will now be paid in 2008/09.

| | |
|---|--|
| Culture & Community Services | Quarter 3 (Dec 31st) 2007/08 |
|---|--|

Performance Summary

| | | | | | |
|---------------------------|---|---|---|---|---|
| No. of PI's improving (I) | 3 | No. of PI's meeting YTD target | 3 | No. of PI's where est. outturn projected to meet target | 4 |
| No. of PI's Stable (S) | 0 | 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) | 3 | No. of PI's missing YTD target by >10% | 1 | No. of PI's projected to miss target by >10% | 2 |

Achievements

- Attendances at Arts Events will meet its 07/08 target despite of the fact that the early summer programme was heavily disrupted by the poor summer weather. This target will be re-profiled in 2008/09.
- BVPI 127a will meet it's 2007/08 target at the end of the year due to increased partnership working with in the CDRP (for example increased availability of taxis at weekends) and increased police presence on the street.
- BVPI 128 continues to perform well with a 23% reduction in vehicle crime against target in November 07.

Issues:

- BVPI 127b continues to be worse than target due to the poor start to 2007/08, although performance is now stable the initial low target has resulted in an out turn that is expected to be worse than target by 30%. This BVPI has been subject to a PI clinic in consultation with West Mercia Police, where no further action is proposed due to it's deletion in 2008/08.
- Sports Centre usage will fail to met its end of year target due to the delays that occurred in the Phase 2 building programme. Due to the nature of the works, additional works that were required as part of the trust transfer and BDC's revised project management of the design & build programme the works were delayed by 5 weeks, this has resulted in close down period commencing in the traditional peak months of Jan and Feb 08.

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 |
|--|-------------------------|------------------------------|---------------------------|---------------------------|----------------------------|-----------------------------|
| Arts Services | 278 | 139 | 151 | 12 | 277 | 0 |
| Cemeteries | -35 | -48 | -44 | 4 | -31 | 5 |
| Community Safety | 641 | 374 | 411 | 37 | -31 | 5 |
| Culture & Community Services Management | 0 | 163 | 127 | -36 | -56 | -55 |
| Museums & TIC | 121 | 55 | 53 | -1 | 118 | -3 |
| Parks & Open Spaces | 894 | 142 | 178 | 36 | 943 | 49 |
| Sports & Recreation General | 281 | 65 | 55 | -10 | 274 | -8 |
| Sports Centres | 974 | 651 | 694 | 43 | 1064 | 90 |
| TOTAL | 3,154 | 1,542 | 1,625 | 83 | 3,255 | 101 |

Financial Commentary

- In the 07/08 budget the Dolphin Centre income was increased by £60k to reflect the additional income the Phase 2 income was expected to generate. The Phase 2 development was not scheduled to be completed until 2008/09. This saving has been resolved in the recently completed MTFP.
- This report reflects the projected loss of income at the Dolphin Centre as highlighted in the above commentary. Currently staff are maximising the dry side activity opportunities and increasing marketing and promotion activities. Plans are also in place to promote the reopening of the centre in March 08.
- The above expenditure includes the additional staffing requirements identified (£21K) in the 2008 medium term financial plan in relation to the CCTV control room service.
- The under performance of the annual civic bonfire is contained within the above figures, this represents an income short fall of £17k
- The additional costs of £19k (£13k of SS&WM charges) associated with the reintroduction of the Christmas Lights switch on is included in the performance report. Sponsorship proposals are being developed for 2008 to ensure that this financial impact is not repeated in future years.
- The Sports Development income figures include the poor performance during the summer holiday period relating to the weather conditions which reduced income by £3.5k.

Capital Budget summary April-December 2007/08

| Service | Revised Budget £'000 | Profiled budget YTD £'000 | Actual spend YTD £'000 | Variance to date £'000 | Projected outturn £'000 | Projected variance £'000 |
|---------------------------------------|-------------------------|------------------------------|---------------------------|---------------------------|----------------------------|-----------------------------|
| Cemeteries | 15 | 6 | 3 | -3 | 7 | -8 |
| Community Safety | 18 | 18 | 19 | 1 | 19 | 1 |
| Parks & Open Spaces | 919 | 435 | 320 | -115 | 658 | -261 |
| Leisure Facilities | 995 | 45 | 53 | 8 | 515 | -480 |
| Sport & Recreation General | 130 | 130 | - | -130 | 130 | 0 |
| TOTAL | 2,077 | 634 | 395 | -239 | 1,329 | -748 |

Financial Commentary

- Additional projects in relation to the refurbishment at the Dolphin Centre and the replacement of the hot water system have been approved of £895k
- Within the parks and open spaces the New Sporting Pitches (Garringtons/UEF) scheme for £210k has been withdrawn and the Barnsley Hall Play area, Belbroughton Play facilities and Charford S106 Schemes have all been completed.
- It is projected that there will be an under-spend of £748k by the end of the financial year. This is mainly due to an under-spend of £480k on the upgrade of the Dolphin Centre, along with an underspend of £215k for the New Park (football Pitches) at Barnsley Hall. Both will be requested to be carried forward into 2008/09.

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| Planning & Environment Services | Quarter 3 (Dec 31st) 2007/08 |
|--|--|

Performance Summary

| | | | | | |
|---------------------------|---|---|---|---|---|
| No. of PI's improving (I) | 3 | No. of PI's meeting YTD target | 7 | No. of PI's where est. outturn projected to meet target | 7 |
| 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) | 2 | No. of PI's missing YTD target by >10% | 0 | No. of PI's projected to miss target by >10% | 0 |

Achievements:

- Development Control performance continues to be high. As a “standards” Authority for the determination of major applications we are charged with determining 65% of major applications within 13 weeks. Performance currently stands at 100%
- We are currently rated the 24th best authority (out of 367) for the determination of major applications
- We are the 42nd best authority for determining “Minor” applications and 99th best for determining “Others”.
- We have achieved the governments target for Households occupying temporary accommodation 2 years early
- We passed our BSI 2000 audit inspection in Building Control
- Households occupying temporary accommodation – government set target for 2010 achieved 2 years early

Issues:

- Income is down with regard to Land Charges due to the impact of private search companies yet the workload in the Local Land Charges team has increased due to the government guidance to produce personal searches within 48 hours and deal with all work on an equal basis
- Sickness levels remain on target
- Preparation taking place for the Audit Housing Inspection in February 08. The self assessment has been forwarded.

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 |
|---|-------------------------|------------------------------|---------------------------|---------------------------|----------------------------|-----------------------------|
| Development & Building Control | 715 | 39 | -3 | -42 | 704 | -11 |
| Environmental Health | 1017 | 426 | 357 | -69 | 970 | -47 |
| Licensing | 2 | -3 | -60 | -57 | -38 | -41 |
| Planning Administration | -11 | 117 | 185 | 68 | 67 | 78 |
| Strategic Housing | 3360 | 433 | 457 | 24 | 3377 | 17 |
| Strategic Planning | 621 | 393 | 346 | -47 | 570 | -51 |
| Economic Development | 92 | 82 | 76 | -6 | 103 | 10 |
| Retail Market | 27 | 8 | 17 | 10 | 47 | 20 |
| TOTAL | 5,824 | 1,494 | 1,376 | -119 | 5,799 | -24 |

Financial Commentary

- The current underspends were 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 this has been profiled to reflect this.
- 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 £25k 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 due to customers using other agencies, Market Hall due to the imminent closure and the closure of the hostels.

Capital Budget summary April-December 2007/08

| Service | Revised Budget £'000 | Profiled budget YTD £'000 | Actual spend YTD £'000 | Variance to date £'000 | Projected outturn £'000 | Projected variance £'000 |
|--------------------------|-------------------------|------------------------------|---------------------------|---------------------------|----------------------------|-----------------------------|
| Strategic Housing | 3,626 | 1,367 | 1,227 | -140 | 2,156 | -1,470 |
| TOTAL | 3,626 | 1,367 | 1,227 | -140 | 2,156 | -1,470 |

Financial Commentary

- Expenditure in 2007/08 to date on Disabled Facilities Grants and Discretionary Home Repair Grants totals £321k. There is now likely to be an end of year under-spend of £421k. The main reasons for the underspend are staffing issues and the 12 month time limit for getting work carried out following approval being granted.
- Grants to RSL schemes are also well under way in this year with £135k being spent to date of the total capital budget of £662k. Total payments of £241k are projected and the likely underspend of £423k will be requested to be carried forward to 2008/09.
- The Homeless Hostels Re-modelling scheme has commenced an £270k has been spent to date. It is projected that the carry forward of £38k to 2008/09 will be required for completion of the scheme.
- The Extra Care Sheltered Housing- Gilbert Court, Charford project commenced in September 2007 and 50% has been paid to date. There will now be an under-spend in relation to this scheme that will be requested to be c/fwd into 2008/09.

| | |
|--|--|
| Street Scene & Waste Management | Quarter 3 (Dec 31st) 2007/08 |
|--|--|

Performance Summary

| | | | | | |
|---------------------------|---|---|----|---|----|
| No. of PI's improving (I) | 4 | No. of PI's meeting YTD target | 10 | No. of PI's where est. outturn projected to meet target | 10 |
| No. of PI's Stable (S) | 3 | 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) | 3 | No. of PI's missing YTD target by >10% | 0 | No. of PI's projected to miss target by >10% | 0 |

Achievements

- All ten key performance indicators are on year to date target & are projected to meet year end target. We are now entering the period of cessation of green waste collections which will have an impact on indicators for the balance of the year; however we are expecting to meet targets.
- Street cleansing is continuing to improve due to the enthusiasm of the team and Supervisor and has been motivated by the achievement of Green Apple Award in November. The team were presented with their award by the local MP at a presentation ceremony in the Council House.
- Two man working has now been introduced on 6 of the 8 refuse rounds.

Issues:

- Refuse vehicles continue to cause concern. They are considerably improved following recent work but are still well below the reliability levels that should be expected of this type of vehicle. This continues to have an impact on the cost of the service.

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 |
|-----------------------------------|-------------------------|------------------------------|---------------------------|---------------------------|----------------------------|-----------------------------|
| Car Parks | -718 | -444 | -485 | -41 | -760 | -42 |
| Cleansing | 1283 | 753 | 657 | -96 | 1156 | -127 |
| Depot – Miscellaneous | -19 | 22 | 179 | 156 | -124 | -106 |
| Environmental Enhancements | 7 | 5 | -8 | -13 | -1 | -8 |
| Garage | 151 | 74 | 102 | 28 | 252 | 101 |
| Grounds Maintenance | 592 | 343 | 340 | -3 | 591 | -1 |
| Highways | 262 | 173 | 189 | 17 | 315 | 52 |
| Refuse Collection | 2,791 | 1,796 | 1,747 | -49 | 2,954 | 164 |

| | | | | | | |
|---------------------------|--------------|--------------|--------------|-------------|--------------|-----------|
| Travel Concessions | 427 | 316 | 185 | -131 | 450 | 23 |
| TOTAL | 4,777 | 3,039 | 2,907 | -132 | 4,833 | 56 |

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 September 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-December 2007/08

| Service | Revised Budget £'000 | Profiled budget YTD £'000 | Actual spend YTD £'000 | Variance to date £'000 | Projected outturn £'000 | Projected variance £'000 |
|-----------------------------|-------------------------|------------------------------|---------------------------|---------------------------|----------------------------|-----------------------------|
| Car Parks | 18 | 18 | 0 | -18 | 18 | 0 |
| Replacement Vehicles | 1,479 | 933 | 705 | -228 | 1,044 | -435 |
| Travel Concessions | 20 | 20 | 0 | -20 | 0 | -20 |
| TOTAL | 1,517 | 971 | 705 | -266 | 1,062 | -455 |

Financial Commentary

- The 10 year Vehicle Replacement Programme has already incurred expenditure of £705k including multi lift vehicles, street cleaning vehicles and equipment, 4 second hand recycling vehicles and 3 chariot lawnmowers. There has been a budget saving of £180k on the purchase of the recycling 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) | 0 | No. of PI's meeting YTD target | 3 | No. of PI's where est. outturn projected to meet target | 2 |
| No. of PI's Stable (S) | 3 | 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) | 2 | No. of PI's missing YTD target by >10% | 1 | No. of PI's projected to miss target by >10% | 2 |

Achievements:

- Health and Safety** – The Council undertook its first Stress Survey of all employees towards the end of 2007 and generated some particularly pleasing results. We exceeded the HSE targets in 3 out of the 6 standards. This is an area in which the Council is able to say that it is leading the way compared to some of our neighbouring authorities.
- Budget** – Supporting the Finance Team and Council as a whole to manage the HR implications of the 2008/9 budget (34 redundancies/deletion of posts) in order to ensure that financial resources of the Council are aligned to the Council priorities. Positive and effective consultation with the recognised trade unions and BERR took place (with no major industrial relations issues arising from the proposals), and with just 1.5 compulsory redundancies projected to be the final number in April 2008 when all notice periods will have expired. We are also pleased to report, as projected, that 3 of the “at risk” individuals either have been, or will be, redeployed into more secure employment with the Council (one of whom has actually secure a promotion as a result of this process).
- Sickness** – Despite also being reported in the section relating to “issues” below (recognising that we will almost certainly miss our annual performance target for 2007), sickness absence levels are nevertheless considerably improved upon last year’s performance. To that extent, it is clearly an achievement.
- Two Tick Symbol Secure** – the two tick disability symbol is a signal to prospective job applicants that the Council welcomes applications from people with disabilities, thus taking a further step towards the achievement of a representative workforce, and supporting our corporate equalities agenda.
- Implementation of EDMS** (part of the Spatial project) in accordance with planned timescales – as the pilot department for implementation of EDMS across the whole Council it was critical that we delivered implementation on time and shared our learning with other departments.
- Shared Services Agenda** (efficiency improvements and financial savings) – Agreement to outsource the payroll function to Redditch Borough Council; representing an example of the Council’s willingness to support the wider Shared Services agenda. Arrangements are currently underway to ensure a smooth transition of the service for April 2008.

- **Single Status** – The job evaluation work has been completed and all data translated into the pay modeller. A proposed pay model has been “agreed in principle” with the unions and is projected to be approved by CMT in early February before communicating the results to all staff towards the end of February. Again, this particular project has benefited from successful partnership working between management and the recognised trade unions, with both sides working hard to understand each others respective position and find a solution that could be acceptable to both sides. Working relationships throughout this project have been extremely positive, with the expected outcome being that the unions will support and recommend the final package to their membership.

Issues:

- **Sickness absence** - as outlined above, sickness absence levels are expected to fall outside of the planned target for 2007. This appears to be attributable to short term absences as opposed to the long term absences which were a problem in the previous year. It is evident that there is no one single reason that can be attributed to these absences; it was however projected that the uncertainty, and subsequent reality, of the budget would have a negative effect upon absence levels.

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 |
|---|-------------------------|------------------------------|---------------------------|---------------------------|----------------------------|-----------------------------|
| Human Resources & Organisational Development | 117 | 443 | 436 | -8 | 128 | 10 |
| TOTAL | 117 | 443 | 436 | -8 | 128 | 10 |

Financial Commentary

- The underspend to date is due to budgets on general supplies and services not fully used.
- There is an under-spend is on the corporate training budget and Councillors training budget – however it is anticipated that these budgets will be used fully during the remainder of 07/08.
- The projected out-turn for the financial year is over-spent due to some unexpected legal costs that have not been budgeted for.

Capital Budget summary April-December 2007/08

| Service | Revised Budget £'000 | Profiled budget YTD £'000 | Actual spend YTD £'000 | Variance to date £'000 | Projected outturn £'000 | Projected variance £'000 |
|--------------------|-------------------------|------------------------------|---------------------------|---------------------------|----------------------------|-----------------------------|
| HR & OD | 30 | 0 | 0 | 0 | 0 | -30 |
| Total | 30 | 0 | 0 | 0 | 0 | -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. It is likely that a request to carry forward the budget into 2008/09 will be made.

Legal, Equalities & Democratic Services

Quarter 3 (Dec 31st)
2007/08

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

Legal and Democratic

- Implementation of Civica Case Management System
- Introduction of new Procedure Rules for Standards Committee Hearings
- Consultation exercise concluded in respect of Constitution review
- Shared Service discussions progressed with County and other Districts
- Successful roll out of all Committee minutes and agendas on new corporate printing system
- Member training continues within timescales

Equalities and Diversity

- Disability Equality training continues to roll out corporately
- Disabled users Forum held first meeting in accordance with timescales
- Equalities and Diversity Forum involved in Participatory Budget sessions
- Royal Visit planned for January to celebrate success of joint County and District Venture
- Black History Society continues with Planning for Black History Month next year
- TES project continues within timescales

- Equality Officer working with Modern Member Steering Group to identify Member training and development requirements for quarter 4 of the training programme

Elections

- New Elections Manager began with the Council at the beginning of December
- Officers trained on New Elections System
- Work continues to implement new system in accordance with timescales

Assets Management

- Discussions with County in respect of managed service
- Assets management action plan continues in accordance with identified targets and in accordance with timescales

Issues

- Member Development programme has fallen behind in respect of the modules that relate to Top team, and Cabinet and Opposition mentoring. This has been as a consequence of the unavailability of agreed training provider.
- Member attendance at organised training events continues to be a problem. The Monitoring Officer and Chief Executive are working with the Leaders of the the groups within the context of the Modern Member Steering Group to address this issue.

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 |
|--|-------------------------|------------------------------|---------------------------|---------------------------|----------------------------|-----------------------------|
| Administration & Registration | 947 | 365 | 327 | -37 | 909 | -38 |
| Committee Services | 0 | 158 | 158 | 1 | 2 | 2 |
| Corporate Facilities | -5 | 40 | 36 | -4 | -2 | 3 |
| Elections | 97 | 54 | 124 | 70 | 167 | 70 |
| Facilities Management | -97 | 405 | 357 | -48 | -101 | -3 |
| Legal Services | -19 | 248 | 249 | 0 | -14 | 4 |
| Valuation Services | 0 | 58 | 60 | 2 | 3 | 3 |
| TOTAL | 923 | 1,328 | 1,311 | -17 | 964 | 40 |

Financial Commentary

- This over-spend is mainly due to the additional expenditure required to undertake a successful election and bi-election during a period of limited staffing resource within the team.
- Additional income, however, has been generated by the legal team through contracts with BDHT.

Capital Budget Summary April-December 2007/08

| Service | Revised Budget £'000 | Profiled budget YTD £'000 | Actual spend YTD £'000 | Variance to date £'000 | Projected outturn £'000 | Projected variance £'000 |
|------------------------------|-------------------------|------------------------------|---------------------------|---------------------------|----------------------------|-----------------------------|
| Elections | 22 | 22 | 24 | 2 | 24 | 2 |
| Facilities Management | 171 | 6 | 1 | -5 | 1 | -170 |
| Legal Services | 14 | 6 | 7 | 1 | 13 | -1 |
| TOTAL | 207 | 34 | 32 | -2 | 38 | -169 |

Financial Commentary

- The under-spend 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 these budgets will remain unspent until a clearer picture is available on the future of some of the Council's facilities. A request will be made to carry the £150k budget forward to 2008/09.
- The over-spend on the election system is due to contractual costs relating to the old system.

| | |
|---------------------------|--|
| Financial Services | Quarter 3 (Dec 31st) 2007/08 |
|---------------------------|--|

Performance Summary

| | | | | | |
|---------------------------|---|---|---|---|---|
| No. of PI's improving (I) | 0 | No. of PI's meeting YTD target | 3 | No. of PI's where est. outturn projected to meet target | 5 |
| No. of PI's Stable (S) | 2 | No. of PI's missing YTD target by < 10% | 3 | No. of PI's projected to miss target by < 10% | 1 |
| No. of PI's worsening (W) | 4 | No. of PI's missing YTD target by >10% | 0 | No. of PI's projected to miss target by >10% | 0 |

Achievements

- Invoices paid on time using the new process of turn round within 48 hours
- Further improvements in the processing times for new benefit claims
- Detailed costings of the financial impact of the identified pressures and savings in respect of the budget projections
- Professional advice and support to budget holders and members for the medium term financial plan 2008/09-2010/11.
- Continued support to the 3rd Age Project in conjunction with the County Council by the welfare officer.
- Support by the benefits team for the implementation of the local housing allowance – continued communication with the landlords forum
- Initial meetings with the new external auditors – Audit Commission
- Maintained collection rates on Council Tax and NNDR despite staffing shortages
- Significant improvement on the accuracy of benefit claims for the quarter (1 error -)
- Further implementation of the Government Procurement Card to reduce invoices
- Commencement of 2 year contract for Procurement Manager and in the provision of support to Redditch Council
- Presentation to the Audit Board in respect of the actions in relation to the Risk Registers
- Preparation and presentation of Value for Money action plan to members

Issues

- Recruitment to Accountancy Services Manager post with effect from March 08 – may have impact on the year end planning
- Unsuccessful recruitment to revenues officer - post covered by agency support to maintain performance towards year end
- Issues with printing of bills and benefit letters being addressed by ICT department
- Project Management of the POP project – delayed until Accountancy Services Manager in post

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 |
|---|-------------------------|------------------------------|---------------------------|---------------------------|----------------------------|-----------------------------|
| Benefit Administration | 242 | -11 | 85 | 96 | 273 | 32 |
| Benefit Payments | 48 | 36 | -9 | -45 | 48 | 0 |
| Central Overheads | 121 | 90 | 102 | 12 | 117 | -4 |
| Financial Services – Accountancy & Admin | 60 | 367 | 245 | -122 | 61 | 1 |
| Financial Services – Internal Audit | 0 | 105 | 100 | -6 | -3 | -3 |
| Grants & Donations | 86 | 65 | 82 | 17 | 85 | -1 |
| Local Taxation | 996 | 112 | 213 | 102 | 1,017 | 21 |
| Revenues & Benefits System Control | 1 | 148 | 112 | -36 | -5 | -6 |
| TOTAL | 1,554 | 911 | 929 | 18 | 1,593 | 39 |

Financial Commentary

- The implementation of the restructure within Revenues and Benefits and the resulting unsuccessful recruitment campaign has led to an overspend in having to utilise agency staff to ensure performance continued to improve. The majority of posts are now filled and there will be a reduction in agency time following the main billing process in March.
- Vacancies within the accountancy team have been utilised to fund additional support to close final accounts within statutory deadlines.

Capital Budget summary April-December 2007/08

| Service | Revised Budget £'000 | Profiled budget YTD £'000 | Actual spend YTD £'000 | Variance to date £'000 | Projected outturn £'000 | Projected variance £'000 |
|--------------------------------|-------------------------|------------------------------|---------------------------|---------------------------|----------------------------|-----------------------------|
| Accountancy & Audit | 45 | 22 | 11 | -11 | 45 | 0 |
| Total | 45 | 22 | 11 | -11 | 45 | 0 |

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 commencing with Revenues and Benefits section and the CSC.
- 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) | 1 | No. of PI's meeting YTD target | 4 | 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% | 0 | No. of PI's projected to miss target by < 10% | 1 |
| 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% | 1 |

Achievements

Customer Service Centre

The queue management system is working well in the CSC and is used to manage the flow of customers. A large screen has been installed in front of the customer waiting area with information about the Council and Council services displayed on it.

The queue management system also monitors waiting times for face to face customers and provides management information about the types of enquiries being handled in the centre. Since October approx 4000 customers have been logged on the queue management system. The average wait time for customers in the CSC is 4 minutes and is well below the HUB performance target of 15 minutes. The average face to face customer serving time is 11 minutes.

Currently all CSC PI's are exceeding target:

- Resolution at first point of contact (all services) is showing a consistent trend of improvement and is exceeding the target by 11%.
- Resolution at first point of contact (telephone) is also above target at 94%
Resolution at first point of contact (face to face) is 98%. The queue management system mentioned above has had a direct positive impact on this PI.
- 80% of calls will be answered before the call is abandoned is above target at 84%

The Customer Panel results from last years survey 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. This measure has now been included in the E-Government & Customer Services Business Plan as an annual CSC performance indicator.

A Customer Access Strategy has been drafted and incorporated into the review of the Customer First Strategy. This document was reviewed by the Customer First Board and is due to go forward to Cabinet in early February. This group has also held Customer Clinics with departments to investigate and resolve customer service issues.

Information Communication Technology Services

Delivered training for departmental content authors for the website and intranet to enable each department to authorise their own web content. This will speed up the process of getting information published on the Council's website.

Installed and configured new servers ready for the IDOX software install for the Spatial Project.

The Revenues and Benefits system, Academy, was upgraded to the latest version ready for year end processing.
 The Environmental Health and Revenues printing systems have been moved to a more robust server reducing the risk of system failure.
 The first phase of new computers were installed at the Depot.
 Software packages were created to help speed up the installation of programs to support the Spatial Project.
 The last legacy systems have been migrated onto the current ICT infrastructure.
 A pilot project with a small group of Cllrs has been started to evaluate the use of Citrix thin client at home.

Spatial Project

Completed training and acceptance testing for Human Resources as part of the rollout of the Electronic Document Management System
 Human Resources went live with the Electronic Document Management (EDM) System
 Completed EDM workshops for Chief Executives and Leisure & Community Services Departments.
 The new Land & Property Business Applications have been loaded onto the IT Infrastructure ready for rolling out to departments during 2008.
 The Strand Elections Management software has been installed
 The web based Public Access Modules have been installed ready for implementation during 2008.
 Departmental presentations of the Land & Property Business Applications have been started.

Issues:

Staff sickness levels at the CSC are exceeding the departmental target. An action plan has been discussed with the CSC Manager to better manage this situation.

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 |
|--------------------------------|-------------------------|------------------------------|---------------------------|---------------------------|----------------------------|-----------------------------|
| Customer Service Centre | 61 | 252 | 256 | 4 | 37 | -23 |
| E-Government | 86 | 1,314 | 1,277 | -37 | 49 | -37 |
| TOTAL | 147 | 1,566 | 1,533 | -33 | 86 | -60 |

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-December 2007/08

| Service | Revised Budget £'000 | Profiled budget YTD £'000 | Actual spend YTD £'000 | Variance to date £'000 | Projected outturn £'000 | Projected variance £'000 |
|--------------------------|-------------------------|------------------------------|---------------------------|---------------------------|----------------------------|-----------------------------|
| E-Government | 537 | 318 | 141 | -177 | 279 | -258 |
| Customer Services | 30 | 30 | 25 | -5 | 26 | -4 |
| TOTAL | 567 | 348 | 166 | -182 | 305 | -262 |

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 have all been installed.
- The Provision of Queue management system at the CSC is now complete. This £30k scheme, has been delivered and installed and is now working.
- 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.
- It is projected that £200k will be spent on the £385k Spatial Project budget in 2007/08 and the carry forward of £185k to 2008/09 will be required.

Performance Summary

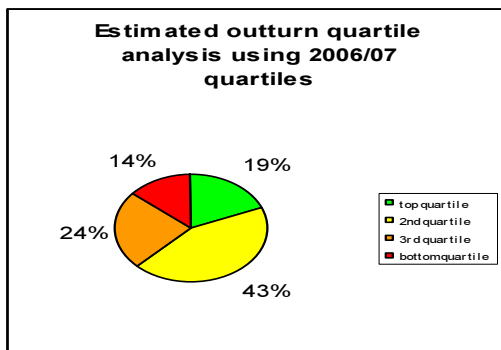
| | | | | | |
|---------------------------|----|---|----|---|----|
| No. of PI's improving (I) | 12 | No. of PI's meeting YTD target | 32 | No. of PI's where est. outturn projected to meet target | 33 |
| No. of PI's Stable (S) | 12 | No. of PI's missing YTD target by < 10% | 6 | No. of PI's projected to miss target by < 10% | 3 |
| No. of PI's worsening (W) | 17 | No. of PI's missing YTD target by >10% | 3 | No. of PI's projected to miss target by >10% | 6 |

Achievements:

55% of PI's are Improving or Stable (83% at Q2)
 73% of PI's are achieving their Year To Date target (72% at Q2)
 75% of PI's are predicted to meet their target at year end (79% at Q2)

The considerable drop in the percentage of PI's improving or stable warrants further explanation. Of the 17 PI's where performance worsened in period 9 (compared to period 8) fifteen are on target year to date and are projected to meet year end target. For many of these PI's the decline in performance in December was marginal and not a cause for concern.

**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

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 |
|---|-------------------------|------------------------------|---------------------------|---------------------------|----------------------------|-----------------------------|
| Corporate Services | 998 | 794 | 804 | 10 | 994 | -5 |
| Culture & Community | 3,154 | 1,542 | 1,625 | 83 | 3,255 | 101 |
| E-Government & Customer Services | 147 | 1,566 | 1,533 | -33 | 86 | -60 |
| Financial Services | 1,554 | 911 | 929 | 18 | 1,593 | 39 |
| Legal & Democratic | 923 | 1,328 | 1,311 | -17 | 964 | 40 |
| Human Resources & Organisational Development | 117 | 443 | 436 | -8 | 128 | 10 |
| Planning & Environment Services | 5,824 | 1,494 | 1,376 | -119 | 5,799 | -24 |
| Street Scene & Waste Management | 4,777 | 3,039 | 2,907 | -132 | 4,833 | 56 |
| TOTAL | 17,493 | 11,117 | 10,920 | -198 | 17,652 | 157 |

Financial Commentary

The Council is significantly underspent in the third quarter due to the impact of vacant posts. Due the majority of these posts being filled the budget holders together with the reported shortfalls in income at the Dolphin Centre and land charges services it is anticipated that there will be a £157k overspend at year end.

This will be offset by the additional income generated from investments of £602k. This is presented later in this report and is mainly due to a combination of underspends on the capital programme resulting in more funds available to be invested and the interest rates being much higher than anticipated due to the current state of the market

The revised net position would be an underspend of £445k. The underspend would be transferred to balances as reported in the Medium Term financial plan.

Capital Budget summary April-December 2007/08

| Department | Revised Budget £'000 | Profiled budget YTD £'000 | Actual spend YTD £'000 | Variance to date £'000 | Projected outturn £'000 | Projected variance £'000 |
|---|-------------------------|------------------------------|---------------------------|---------------------------|----------------------------|-----------------------------|
| Corporate Services | 45 | - | - | - | 35 | -10 |
| Culture & Community | 2,077 | 634 | 395 | -239 | 1,329 | -748 |
| E-Government & Customer Services | 567 | 348 | 166 | -182 | 305 | -262 |
| Financial Services | 45 | 22 | 11 | -11 | 45 | - |
| Legal, Equality & Democratic Services | 207 | 34 | 32 | -2 | 38 | -169 |
| Human Resources & Organisational Development | 30 | - | - | - | - | -30 |
| Planning & Environment | 3,626 | 1,367 | 1,227 | -140 | 2,156 | -1,470 |
| Street Scene and Waste Management | 1,517 | 971 | 705 | -266 | 1,062 | -455 |
| Budget for Support Services Recharges | 127 | - | - | - | 127 | - |
| TOTAL | 8,241 | 3,376 | 2,536 | -840 | 5,097 | -3,144 |
| Financial Commentary Underspends mainly due to Disabled Grants, Gilbert Court, Spatial Project, Dolphin Centre, and purchase of vehicles as in the main report above. | | | | | | |

4.2 Carry Forward of unspent capital budgets 2007/08

4.2.1 Monitoring of capital budgets takes place monthly and the position is reported regularly to Performance Management Board and Executive Cabinet. The position at December 2007 shows that many schemes have been delayed for a variety of reasons and will require the remaining budgets to be carried forward to 2008/09 to allow for progression and completion. It is now recommended that approval be given for the estimated budget carry forwards as part of the monitoring and reporting process.

4.2.2 The total of budgets which require carrying forward is £2.250m and the full schedule showing individual schemes can be seen on Appendix 5

4.3 Sundry Debtors

4.3.1 Sundry Debt is raised by the Council to ensure effective recovery of debts owing. The outstanding balance at 31/12/07 was £225k which includes £30k of car parking fines, £30k S106 fund, £25k lifeline debts and £40k in respect of services provided by the Council to other organisations.

5.0 TREASURY MANAGEMENT

5.1 Investment Interest

5.1.1 For the period to 31st December 2007 the Council received net investment income amounting to £1,013k against predicted year to date receipts of £569k. 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, combined with enhanced interest rates achieved as a result of the recent market conditions. The estimated position at year end is an additional £602k to that included within the budget.

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

5.2 INVESCO

5.2.1 Investment Update

As part of our investment strategy funds held with Invesco were recalled in the quarter to December 2007. The funds will be managed in-house thereby saving management fees of approximately £23k per annum net.

5.2.2 Portfolio Performance

At 1 April 2007 the Council's investment was valued at £10.886 million. The majority of the funds were recalled in early October with one investment left to run to maturity in mid-November. In this period the investments earned income amounting to £304k and management fees applied to the portfolio for the period totalled £13k.

5.3 HSBC

5.3.1 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.

5.3.2 Portfolio Performance

At 1 April 2007 the Council's investment was valued at £10.422 million. In the period to December the investment earned income amounting to £540k. Management fees applied to the portfolio for the period totalled £19k. The market value of the funds invested with HSBC was £10.942 million as at 31st December 2007.

6. LEGAL IMPLICATIONS

None

7. COUNCIL 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

| | |
|--|-------------------------|
| 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 |
| Corporate Director (Services) | Yes |
| 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 |

APPENDICES

- Appendix 1 Performance Summary for December 2007
- Appendix 2 Detail Performance report for December 2007
- Appendix 3 Detailed figures to support the performance report
- Appendix 4 Detail breakdown of sickness figures
- Appendix 5 Slippage schedule for capital programme

CONTACT OFFICERS

Hugh Bennett, Assistant Chief Executive

Jayne Pickering, Head of Financial services

John Outhwaite, Senior Policy & Performance Officer

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APPENDIX 1

| SUMMARY - Period 6 (September) 2007/08 | | | | | |
|--|-----------|-------------|-----------------------------------|-----------|-------------|
| Monthly (September) performance | | | | | |
| | No. | % | | No. | % |
| Improving or stable. | 39 | 83% | On target | 34 | 72% |
| Declining | 8 | 17% | Missing target by less than 10% | 9 | 19% |
| No data | 0 | 0% | Missing target by more than 10% | 4 | 9% |
| | | | No data | 0 | 0% |
| Total Number of Indicators | 47 | 100% | Total Number of Indicators | 47 | 100% |

| SUMMARY - Period 6 (September) 2007/08 | | | | | |
|--|-----------|-------------|--------------------------|-----------|-------------|
| Estimated Outturn | | | | | |
| | No. | % | | No. | % |
| On target | 37 | 79% | 1st quartile | 6 | 25% |
| Missing target by less than 10% | 5 | 11% | 2nd quartile | 12 | 50% |
| Missing target by more than 10% | 5 | 11% | 3rd quartile | 5 | 21% |
| No data | 0 | 0% | 4th quartile | 1 | 4% |
| | | | (2006/07 quartiles used) | | |
| total | 47 | 100% | total* | 24 | 100% |

* only BVPI's with quartile data are counted

| SUMMARY - Period 7 (October) 2007/08 | | | | | |
|--------------------------------------|-----------|-------------|-----------------------------------|-----------|-------------|
| Monthly (October) performance | | | | | |
| | No. | % | | No. | % |
| Improving or stable. | 19 | 56% | On target | 24 | 71% |
| Declining | 15 | 44% | Missing target by less than 10% | 9 | 26% |
| No data | 0 | 0% | Missing target by more than 10% | 1 | 3% |
| | | | No data | 0 | 0% |
| Total Number of Indicators | 34 | 100% | Total Number of Indicators | 34 | 100% |

| SUMMARY - Period 7 (October) 2007/08 | | | | | |
|--------------------------------------|-----------|-------------|--------------------------|-----------|-------------|
| Estimated Outturn | | | | | |
| | No. | % | | No. | % |
| On target | 26 | 76% | 1st quartile | 4 | 29% |
| Missing target by less than 10% | 6 | 18% | 2nd quartile | 7 | 50% |
| Missing target by more than 10% | 2 | 6% | 3rd quartile | 2 | 14% |
| No data | 0 | 0% | 4th quartile | 1 | 7% |
| | | | (2006/07 quartiles used) | | |
| total | 34 | 100% | total* | 14 | 100% |

* only BVPI's with quartile data are counted

| SUMMARY - Period 8 (November) 2007/08 | | | | | |
|---------------------------------------|-----------|-------------|-----------------------------------|-----------|-------------|
| Monthly (November) performance | | | | | |
| | No. | % | | No. | % |
| Improving or stable. | 29 | 78% | On target | 30 | 81% |
| Declining | 8 | 22% | Missing target by less than 10% | 4 | 11% |
| No data | 0 | 0% | Missing target by more than 10% | 3 | 8% |
| | | | No data | 0 | 0% |
| Total Number of Indicators | 37 | 100% | Total Number of Indicators | 37 | 100% |

| SUMMARY - Period 8 (November) 2007/08 | | | | | |
|---------------------------------------|-----------|-------------|--------------------------|-----------|-------------|
| Estimated Outturn | | | | | |
| | No. | % | | No. | % |
| On target | 30 | 81% | 1st quartile | 4 | 21% |
| Missing target by less than 10% | 4 | 11% | 2nd quartile | 9 | 47% |
| Missing target by more than 10% | 3 | 8% | 3rd quartile | 4 | 21% |
| No data | 0 | 0% | 4th quartile | 2 | 11% |
| | | | (2006/07 quartiles used) | | |
| total | 37 | 100% | total* | 19 | 100% |

* only BVPI's with quartile data are counted

| SUMMARY - Period 9 (December) 2007/08 | | | | | |
|---------------------------------------|-----------|-------------|-----------------------------------|-----------|-------------|
| Monthly (December) performance | | | | | |
| | No. | % | | No. | % |
| Improving or stable. | 24 | 55% | On target | 32 | 73% |
| Declining | 17 | 39% | Missing target by less than 10% | 6 | 14% |
| No data | 3 | 7% | Missing target by more than 10% | 3 | 7% |
| | | | No data | 3 | 7% |
| Total Number of Indicators | 44 | 100% | Total Number of Indicators | 44 | 100% |

| SUMMARY - Period 9 (December) 2007/08 | | | | | |
|---------------------------------------|-----------|-------------|--------------------------|-----------|-------------|
| Estimated Outturn | | | | | |
| | No. | % | | No. | % |
| On target | 33 | 75% | 1st quartile | 4 | 19% |
| Missing target by less than 10% | 3 | 7% | 2nd quartile | 9 | 43% |
| Missing target by more than 10% | 6 | 14% | 3rd quartile | 5 | 24% |
| No data | 2 | 5% | 4th quartile | 3 | 14% |
| | | | (2006/07 quartiles used) | | |
| total | 44 | 100% | total* | 21 | 100% |

* only BVPI's with quartile data are counted

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| Ref | Description | Reported? | Cum or Snap? | 2006/07 | | | | 2007/08 | | | | | | | | | | | | | |
|-----|-------------|-----------|--------------|---------|----------|-----------------|--------|-------------|-------------|----------------|------------|------------|----------------|------------|------------|----------------|------------|------------|----------------|--------|--------------|
| | | | | Actuals | Quartile | Higher or lower | Median | Sep. Target | Sep. Actual | Target & Trend | Oct Target | Oct Actual | Target & trend | Nov Target | Nov Actual | Target & trend | Dec Target | Dec Actual | Target & trend | Target | Est. Outturn |

Chief Executive's Department

| | | | | | | | | | | | | | | | | | | | | | | | | |
|------------|--|---|---|-------|-----|-----|-----|-------|-------|---|-------|-------|---|-------|-------|---|-------|-------|---|-------|-------|---|-----|--|
| LPI CEOACE | % of press articles which enhance our reputation | M | C | 84.00 | n/a | n/a | n/a | 80.00 | 75.43 | W | 80.00 | 73.20 | W | 80.00 | 70.76 | W | 80.00 | 70.76 | I | 80.00 | 70.00 | W | n/a | December saw an increase in performance, despite the unavoidable negative stories from the council e.g. job losses and cessation of green waste collection and subsequent letters to the media. Predicted negative stories in the run up to the budget in March mean that the figure is unlikely to improve over current performance |
|------------|--|---|---|-------|-----|-----|-----|-------|-------|---|-------|-------|---|-------|-------|---|-------|-------|---|-------|-------|---|-----|--|

Legal, Equalities and Democratic Services

| | | | | | | | | | | | | | | | | | | | | | | | | |
|-------|---|---|---|-----|-----|-----|-----|--------|--------|---|--------|--------|---|--------|--------|---|--------|--------|---|--------|--------|---|-----|---------------------------------|
| BV174 | The number of racial incidents reported to the Council per 100,000 population | M | C | 0 | 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 | 100.00 | 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 |

Human Resources & Organisational Development

| | | | | | | | | | | | | | | | | | | | | | | | | |
|-------|---|---|---|-------|---|---|------|------|------|---|------|------|---|------|------|---|------|------|---|------|------|---|---|--|
| BV12 | The average number of working days lost due to sickness. | M | C | 10.66 | 4 | L | 9.35 | 4.38 | 4.31 | I | 5.11 | 5.24 | W | 5.84 | 6.13 | W | 6.57 | 7.00 | W | 9.00 | 9.36 | W | 3 | There was a significant decrease (circa 10%) in the number of reported absences for December, so overall the Council remains Amber |
| BV14 | The percentage of employees retiring early (excluding ill-health) | Q | C | 0.90 | 3 | L | 0.50 | 0.80 | 0.58 | W | | | | | | | 0.80 | 0.58 | S | 0.80 | 0.58 | S | 3 | No employees retired early in the quarter |
| BV15 | The percentage of employees retiring on grounds of ill-health | Q | C | 0.30 | 3 | L | 0.18 | 0.20 | 0.25 | I | | | | | | | 0.20 | 0.25 | S | 0.20 | 0.25 | S | 3 | No employees retired on ill-health in the quarter |
| BV16a | The percentage of employees with a disability | Q | S | 1.97 | 4 | H | 3.60 | 1.80 | 3.85 | I | | | | | | | 1.80 | 2.18 | W | 1.80 | 2.18 | W | 4 | There are currently 9 members of staff who consider they have a disability |
| BV17a | The percentage of employees from minority ethnic communities | Q | S | 1.23 | 3 | H | 1.60 | 2.00 | 1.92 | I | | | | | | | 2.00 | 1.70 | S | 2.00 | 1.92 | S | 2 | There are currently 7 members of staff from ethnic minorities |

| Ref | Description | Reported? | Cum or Snap? | 2006/07 | | Quartile Data (06/07 quartiles) | | | | | | | | | | | | 2007/08 | | | | Comments | |
|---------------------|-------------------|-----------|--------------|---------|----------|---------------------------------|--------|-------------|-------------|----------------|------------|------------|----------------|------------|------------|----------------|------------|------------|----------------|--------|--------------|----------|---|
| | | | | Actuals | Quartile | Higher or lower | Median | Sep. Target | Sep. Actual | Target & Trend | Oct Target | Oct Actual | Target & trend | Nov Target | Nov Actual | Target & trend | Dec Target | Dec Actual | Target & trend | Target | Est. Outturn | | E. O.Target &Trend |
| LPI Human Resources | % of posts vacant | Q | S | n/a | n/a | n/a | n/a | | 4.87 | | | | | | | | | 8.99 | | | | n/a | There were 38 vacancies across the organisation at the end of December. |

Financial services

| | | | | | | | | | | | | | | | | | | | | | | | | |
|-------|---|---|---|-------|---|---|-------|-------|-------|---|-------|-------|---|-------|-------|---|-------|-------|---|-------|-------|---|---|--|
| BV78a | The average number of days taken for processing new claims. | M | C | 32.05 | 3 | L | 28.00 | 28.00 | 29.56 | I | 28.00 | 28.90 | W | 28.00 | 28.19 | I | 28.00 | 27.71 | W | 28.00 | 28.00 | S | 2 | Improvement on YTD last month. DWP standard is 30 days target BDC 28 days target. Good position and being maintained. Year end preparation to commence February. |
| BV78b | The average number of days taken for processing changes in circumstances | M | C | 8.30 | 2 | L | 9.80 | 10.00 | 7.61 | I | 10.00 | 7.44 | W | 10.00 | 7.36 | W | 10.00 | 7.34 | W | 9.00 | 9.00 | S | 2 | Improvement on YTD last month - this PI has been below DWP and BDC target since April 2007 |
| BV79a | The percentage of cases for which the amount of benefit due was calculated correctly. | Q | C | | 4 | H | 98.40 | 99.00 | 97.20 | I | | | | | | | | | | | | | 4 | Quarterly stat Q3/2007 will not be known until end of January 2008 |
| BV79b | The percentage of recoverable HB (all-years outstanding) overpayments recovered. | M | C | 30.99 | 3 | H | 33.22 | 15.00 | 17.20 | I | 17.50 | 19.28 | I | 20.00 | 21.36 | I | 22.50 | 22.26 | W | 30.00 | 30.00 | S | 3 | Overpayment cash postings on 19.12.07 totalling £1000.00+ not able to post due to problem with IT. This has effected the target. |
| BV8 | Percentage of invoices paid on time | M | C | 94.74 | 3 | H | 95.92 | 97.00 | 96.36 | I | 97.00 | 96.86 | I | 97.00 | 97.28 | I | 97.00 | 97.43 | W | 97.00 | 97.50 | S | 2 | Year to date figure is now above target. The revised system will be kept in place until the end of 2007/08 |
| BV9 | Percentage of Council Tax collected | M | C | 98.40 | 2 | H | 98.20 | 59.40 | 59.15 | S | 69.13 | 68.73 | S | 78.60 | 78.20 | S | 87.61 | 87.40 | S | 98.70 | 98.09 | S | 2 | Correspondence up to date. Target stable, Two full time staff still down. Selected a successful applicant for Trainee Revenue Officer start date note yet given. Revenue Officer not filled due to no suitable candidates, meanwhile one agency staff still employed to the 8.2.2008. |
| BV10 | Percentage of Non-Domestic Rates collected. | M | C | 98.20 | 4 | H | 99.02 | 59.78 | 60.70 | I | 71.43 | 70.14 | S | 78.43 | 78.80 | S | 87.48 | 87.20 | S | 98.70 | 98.70 | S | 2 | As above - Correspondence up to date. Target stable, Two full time staff still down. Selected a successful applicant for Trainee Revenue Officer start date note yet given. Revenue Officer not filled due to no suitable candidates, meanwhile one agency staff still employed to the 8.2.2008. |

E-Government & Customer Services

| Ref | Description | Reported? | Cum or Snap? | 2006/07 | | Quartile Data (06/07 quartiles) | | Sep. Target | Sep. Actual | Target & Trend | Oct Target | Oct Actual | Target & trend | Nov Target | Nov Actual | Target & trend | Dec Target | Dec Actual | Target & trend | 2007/08 | | | | Comments |
|-----------------|--|-----------|--------------|---------|----------|---------------------------------|--------|-------------|-------------|----------------|------------|------------|----------------|------------|------------|----------------|------------|------------|----------------|---------|--------------|--------------------|---|--|
| | | | | Actuals | Quartile | Higher or lower | Median | | | | | | | | | | | | | Target | Est. Outturn | E. O.Target &Trend | Est. Outturn Quartile | |
| CSC | Monthly Call Volumes Customer Contact Centre | M | S | n/a | n/a | n/a | n/a | | 7,483 | | | 7,676 | | | 7,089 | | | 5,487 | | | | n/a | Calls to the contact centre have fallen by 23% compared to last month trend expected at this point the year | |
| CSC | Monthly Call Volume Council Switchboard | M | S | n/a | n/a | n/a | n/a | | 5,888 | | | 5,946 | | | 5,573 | | | 3,791 | | | | n/a | Calls to the council switchboard fell by 32% compared to last month which is expected during the holiday period | |
| CSC | Resolution at First Point of Contact all services (percentage) | M | S | 83.00 | n/a | n/a | n/a | 85.00 | 95.00 | I | 85.00 | 86.40 | W | 85.00 | 95.00 | I | 85.00 | 94.00 | W | 85.00 | 90.00 | S | n/a | Overall resolution continues to exceed target. Performance is comparable with last month and is consistent with the performance throughout the year |
| CSC | Average Speed of Answer (seconds) | M | S | 48 | n/a | n/a | n/a | 35.00 | 55.00 | I | 35.00 | 31.00 | I | 35.00 | 31.00 | S | 35.00 | 34.00 | W | 35.00 | 40.00 | S | n/a | Performance continues to exceed target although has shown a marginal drop compared to last month associated with staff sickness and leave on the capacity of the contact centre |
| CSC | % of Calls Answered | M | S | 76 | n/a | n/a | n/a | 80.00 | 79.00 | I | 80.00 | 86.00 | I | 80.00 | 86.00 | S | 80.00 | 84.00 | W | 80.00 | 75.00 | S | n/a | Performance continues to exceed target although has shown a marginal fall compared to last month. |
| LPI IT Services | % of helpdesk call closed within timescales | M | C | 83.99 | n/a | n/a | n/a | 85.00 | 92.51 | I | 85.00 | 91.81 | W | 86.00 | 90.17 | W | 86.00 | 89.11 | I | 86.00 | 92.00 | S | n/a | Performance improved in December, but was still below target for the month, due to the reduced number of staff available over the Christmas period plus the need to focus on work critical to the Spatial project. Performance for the year to date remains above target |

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Street Scene & Waste Management

| | | | | | | | | | | | | | | | | | | | | | | | | |
|--------|--|---|---|-------|---|---|-------|-------|--------|---|-------|--------|---|-------|--------|---|-------|--------|---|-------|--------|---|---|---|
| BV82ai | The percentage of household waste that has been recycled | M | C | 21.42 | 2 | H | 19.98 | 19.70 | 19.08 | I | 19.57 | 19.25 | I | 19.77 | 20.06 | I | 20.21 | 20.41 | I | 21.50 | 21.50 | S | 2 | On target to reach 21.5% by year end with decrease in green waste |
| BV82bi | The percentage of household waste that has been composted | M | C | 19.81 | 1 | H | 11.20 | 25.00 | 30.25 | W | 27.17 | 29.57 | W | 26.51 | 28.55 | W | 24.29 | 26.05 | W | 19.60 | 20.00 | S | 1 | No collections of green for Dec - Mar |
| BV218a | The percentage of new reports of abandoned vehicles investigated within 24 hours of notification | M | C | 95.00 | 2 | H | 92.00 | 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 | 14 vehicles reported and inspected within timescale |

| Ref | Description | Reported? | Cum or Snap? | 2006/07 | | Quartile Data (06/07 quartiles) | | Sep. Target | Sep. Actual | Target & Trend | Oct Target | Oct Actual | Target & trend | Nov Target | Nov Actual | Target & trend | Dec Target | Dec Actual | Target & trend | 2007/08 | | | | Comments |
|------------------------|---|-----------|--------------|---------|----------|---------------------------------|--------|-------------|-------------|----------------|------------|------------|----------------|------------|------------|----------------|------------|------------|----------------|---------|--------------|--------------------|-----------------------|--|
| | | | | Actuals | Quartile | Higher or lower | Median | | | | | | | | | | | | | Target | Est. Outturn | E. O.Target &Trend | Est. Outturn Quartile | |
| BV218b | The percentage of abandoned vehicles removed within 24 hours of legal entitlement | M | C | 95.00 | 2 | H | 88.00 | 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 | 4 vehicles instructed and removed within timescale |
| LPI Depot | % animal/debris cleared within timescales | M | C | 82.00 | 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 | 5 animals of which 5 were removed within timescale |
| LPI Depot | % of flytips dealt with in response time | M | C | 96.00 | n/a | n/a | n/a | 95.00 | 99.46 | S | 95.00 | 99.56 | S | 95.00 | 99.64 | S | 95.00 | 99.51 | W | 95.00 | 99.51 | W | n/a | 123 incidents of which 121 were dealt with within timescale, 2 exceeded timescale due to disposal location i.e.. fridges |
| LPI Depot | Number of missed household waste collections | M | C | 1630 | n/a | n/a | n/a | 798 | 593 | I | 931 | 717 | W | 1,064 | 813 | I | 1,197 | 887 | I | 1,596 | 1,010 | I | n/a | 74 missed bins this month |
| LPI Depot | Number of missed recycle waste collections | M | C | 748 | n/a | n/a | n/a | 396 | 176 | I | 462 | 200 | W | 528 | 220 | I | 594 | 232 | I | 800 | 237 | I | n/a | 12 missed recycling collections this month |
| LPI Depot | Number of written complaints | M | C | 334 | n/a | n/a | n/a | 132 | 75 | I | 154 | 89 | W | 176 | 100 | I | 197 | 106 | I | 264 | 124 | I | n/a | 6 letters of complaint |
| LPI Transport Services | % responses to Excess Charge appeals in 10 days | M | C | 94.00 | n/a | n/a | n/a | 95.00 | 93.36 | I | 95.00 | 97.54 | I | 95.00 | 97.87 | I | 95.00 | 97.60 | W | 95.00 | 97.60 | W | n/a | 41 appeals of which 38 were dealt with within time% |

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

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Planning & Environment Services

| | | | | | | | | | | | | | | | | | | | | | | | | |
|--------|--|---|---|-------|---|---|-------|-------|--------|---|-------|--------|---|-------|--------|---|-------|--------|---|-------|-------|---|---|---|
| BV109a | The percentage of major planning applications determined within 13 weeks | M | C | 73.00 | 3 | H | 74.19 | 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 | 4/4 = 100% Performance has been maintained at this level since April and as a result Bromsgrove has been sited on the DCLG website as one of 64 authorities with improving performance in this category since year end March 2007. |
| BV109b | The percentage of minor planning applications determined within 8 weeks | M | C | 72.00 | 3 | H | 77.33 | 77.00 | 92.00 | W | 77.00 | 91.00 | I | 77.00 | 91.00 | I | 77.00 | 91.00 | W | 65.00 | 80.00 | S | 2 | Two applications went over, one as a result of a councillor calling application to committee (Taxi rank in New Road, Rubery) and one as result of delay in erecting site notice (Replacement dwelling, Astwod Lane, Stoke Prior). The fact that there were only 16 applications in this category for this month (as opposed to Nov when there were 22) means two applications going over has a more significant effect. |
| BV109c | The percentage of other planning applications determined within 8 weeks | M | C | 84.00 | 4 | H | 89.13 | 89.00 | 94.00 | W | 89.00 | 94.00 | I | 89.00 | 94.00 | W | 89.00 | 94.00 | I | 80.00 | 85.00 | S | 4 | There were significantly less applications in this category as say Nov 70 or Oct 85, but only one went out of time, when considering holiday periods etc this is pleasing. |

| Ref | Description | Reported? | Cum or Snap? | 2006/07 | | Quartile Data (06/07 quartiles) | | Sep. Target | Sep. Actual | Target & Trend | Oct Target | Oct Actual | Target & trend | Nov Target | Nov Actual | Target & trend | Dec Target | Dec Actual | Target & trend | 2007/08 | | | | Comments |
|--------------|--|-----------|--------------|---------|----------|---------------------------------|--------|-------------|-------------|----------------|------------|------------|----------------|------------|------------|----------------|------------|------------|----------------|---------|--------------|----------------------|-----------------------|---|
| | | | | Actuals | Quartile | Higher or lower | Median | | | | | | | | | | | | | Target | Est. Outturn | E. O. Target & Trend | Est. Outturn Quartile | |
| BV204 | The percentage of planning appeal decisions allowed | M | C | 27.80 | 1 | L | 31.80 | 40.00 | 25.00 | S | 40.00 | 21.00 | I | 40.00 | 33.00 | W | 40.00 | 23.00 | I | 33.00 | 33.00 | S | 3 | 4/5 appeals dismissed |
| LPI Planning | Score on Building Control performance matrix | Q | S | n/a | n/a | n/a | n/a | 60.00 | 74.50 | S | | | | | | | 60.00 | 74.50 | S | 60.00 | 75.00 | S | n/a | We have maintained the high PI score of 74.5 for this quarter, and the figures used to achieve this score suggested that there is a slight improvement of performance although not sufficient to alter the score. |
| LP Housing | Additional units of affordable housing delivered | Q | C | 72 | | | | 40 | 38 | S | | | | | | | 80.00 | 44.00 | W | 80 | 64 | S | n/a | To achieve this target we are reliant on RSL's being able to start on site & deliver the properties on time. There has been a delay on one large site due to a wildlife issue which has postponed a development of 26 properties which will now be delivered in 2008/9. Our new projection is 64 properties in 2007/8 |
| LP Housing | Total number of households occupying temporary accommodation | Q | S | 63 | | | | 44.00 | 50.00 | I | | | | | | | 44.00 | 33.00 | I | 44.00 | 44.00 | I | n/a | The recruitment of a temporary accommodation officer at BDHT, funded by BDC, has lead to closer monitoring of T/A & has meant that we have achieved a significant reduction in the no of clients in T/A. We have reached the governments 2010 target to reduce the use of T/A by 50% 2 years early. In addition better prevention work had has also had a significant impact. |
| LPI | Number of small business start ups | Q | C | n/a | n/a | n/a | n/a | 6 | 6 | W | | | | | | | | | | 30 | 30 | S | n/a | No performance data supplied |

Culture & Community Services

| | | | | | | | | | | | | | | | | | | | | | | | | |
|----------------|-----------------------------------|---|---|-----|-----|-----|-----|-----|-----|---|-----|-----|---|-----|-----|---|-----|-----|---|------|------|---|-----|--|
| BV126 (proxy) | The number of domestic burglaries | M | C | n/a | n/a | n/a | n/a | 201 | 182 | I | 235 | 205 | W | 269 | 253 | W | 302 | 279 | I | 404 | 396 | S | n/a | Domestic Burglaries fell during month against target. This was due to a combination of media awareness campaign asking residents not to leave presents on view and robust policing. |
| BV127a (proxy) | The number of violent crimes | M | C | n/a | n/a | n/a | n/a | 557 | 574 | I | 649 | 683 | W | 742 | 770 | I | 835 | 840 | I | 1114 | 1122 | S | n/a | Violent Crimes significantly reduced in December due to very proactive policing (Operation Christmas Presence) and support from taxi drivers. In Bromsgrove Town Centre there were only 3 violent crimes recorded in December. |

| Ref | Description | Reported? | Cum or Snap? | 2006/07 | | Quartile Data (06/07 quartiles) | | Sep. Target | Sep. Actual | Target & Trend | Oct Target | Oct Actual | Target & trend | Nov Target | Nov Actual | Target & trend | Dec Target | Dec Actual | Target & trend | 2007/08 | | | | Comments |
|------------------------|--------------------------------------|-----------|--------------|---------|----------|---------------------------------|--------|-------------|-------------|----------------|------------|------------|----------------|------------|------------|----------------|------------|------------|----------------|---------|--------------|----------------------|-----------------------|---|
| | | | | Actuals | Quartile | Higher or lower | Median | | | | | | | | | | | | | Target | Est. Outturn | E. O. Target & Trend | Est. Outturn Quartile | |
| BV127b (proxy) | The number of robberies | M | C | | n/a | n/a | n/a | 21 | 35 | S | 24 | 43 | w | 28 | 50 | S | 31 | 55 | I | 42 | 72 | S | n/a | Robberies all still at low numbers are still over target (5 in December). A meeting between Police and Hugh Bennett enabled briefing for PMB to be produced outlining issues. |
| BV128 (proxy) | The number of vehicle crimes | M | C | | n/a | n/a | n/a | 458 | 367 | I | 534 | 420 | I | 611 | 472 | I | 687 | 528 | W | 917 | 720 | S | n/a | Vehicle Crime reported crime continues to be under annual target due to media awareness campaign and high visibility patrolling by Officers and Neighbourhood Wardens. |
| LPI Community Services | Number of attendances at arts events | M | C | 18,515 | n/a | n/a | n/a | 14,675 | 15,270 | W | 15,275 | 15,870 | W | 22,275 | 24,620 | I | 24,696 | 24,700 | W | 25,000 | 25,025 | S | n/a | |
| LPI Sports Services | Sports Centres Usage | M | C | | n/a | n/a | n/a | 351,684 | 348,558 | I | 411,604 | 401,962 | W | 468,718 | 458,550 | I | 497,694 | 487,145 | W | 621,600 | 578,769 | S | n/a | Down on Dolphin Target for month due to changes in dates for pool closure from Nov/Dec to Jan, many users thought pool was closed - and any pool booking were cancelled because of this in advance and not re-booked when dates changed. Sports hall also close at Dolphin Centre for 5 days due to floor re-surfacing w/c 17th December. Good month for Haybridge Sports Centre - improved sports hall usage - regular booking - trampoline club. High number of sports hall parties during month. Sports hall also close for 4 days re-surfacing. |

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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 | 80.00 |
| | | | | Actual | 73.84 | 64.78 | 79.37 | 84.00 | 76.07 | 74.03 | 63.10 | 60.58 | 70.73 | | | |

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 | 0.00 | 0.00 | 0.00 | | | |
| | | | | Actual | 0.00 | 0.00 | 0.00 | 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 | 100.00 | 100.00 | 100.00 | | | |
| | | | | Actual | 100.00 | 100.00 | 100.00 | 100.00 | 100.00 | 100.00 | 100.00 | 100.00 | 100.00 | | | |

Human Resources & Organisational Development

| | | | | | | | | | | | | | | | | |
|--------------|---|---|---|--------|------|------|------|------|------|------|------|------|------|------|------|------|
| BV12 | The average number of working days lost due to sickness. | M | C | Target | 0.73 | 0.73 | 0.73 | 0.73 | 0.73 | 0.73 | 0.73 | 0.73 | 0.73 | 0.81 | 0.81 | 0.81 |
| | | | | Actual | 0.65 | 0.84 | 0.72 | 0.87 | 0.77 | 0.48 | 0.91 | 0.93 | 0.83 | | | |
| 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 | | | 0.00 | | | |
| BV15 | The percentage of employees retiring on grounds of ill-health | Q | C | Target | | | 0.20 | | | 0.20 | | | | | | |
| | | | | Actual | | | 0.00 | | | 0.00 | | | 0.00 | | | |
| BV16a | The percentage of employees with a disability | Q | S | Target | | | 1.80 | | | 1.80 | | | | | | |
| | | | | Actual | | | 1.99 | | | 3.85 | | | 2.18 | | | |
| BV17a | The percentage of employees from minority ethnic communities | Q | C | Target | | | 2.00 | | | 2.00 | | | | | | |
| | | | | Actual | | | 1.74 | | | 1.92 | | | 1.70 | | | |
| LPI Human | % of posts vacant | Q | C | Target | | | | | | | | | | | | |

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. |
| Human Resources | % of posts vacant | Q | S | Actual | | | 7.60 | | | 4.87 | | | 8.99 | | | |

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 | 28.00 | 28.00 | 28.00 | | | |
| | | | | Actual | 34.10 | 36.44 | 33.57 | 22.06 | 25.21 | 20.89 | 23.97 | 22.93 | 23.02 | | | |
| 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 | 10.00 | 10.00 | 10.00 | | | |
| | | | | Actual | 14.31 | 6.14 | 7.86 | 5.68 | 6.09 | 4.80 | 6.42 | 6.87 | 7.16 | | | |
| 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 | 30.00 | 30.00 | 30.00 | | | |
| | | | | Actual | 2.85 | 7.27 | 9.80 | 12.41 | 15.14 | 17.20 | 19.28 | 21.36 | 22.26 | | | |

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 | 97.00 | 97.00 | 97.00 | | | |
| | | | | Actual | 94.74 | 96.89 | 97.07 | 97.53 | 96.23 | 97.40 | 99.34 | 99.87 | 99.17 | | | |
| BV9 | Percentage of Council Tax collected | M | C | Target | 11.07 | 20.51 | 30.36 | 30.36 | 49.45 | 59.40 | 69.13 | 78.60 | 87.61 | | | |
| | | | | Actual | 12.00 | 20.83 | 30.16 | 39.70 | 49.55 | 59.15 | 68.73 | 78.20 | 87.40 | | | |
| BV10 | Percentage of Non-Domestic Rates collected. | M | C | Target | 9.70 | 18.64 | 27.98 | 37.48 | 50.10 | 59.78 | 71.43 | 78.43 | 87.48 | | | |
| | | | | Actual | 9.50 | 20.46 | 31.19 | 40.65 | 51.93 | 60.70 | 70.14 | 78.80 | 87.20 | | | |

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 | 7,676 | 7,089 | 5,487 | | | |
| CSC | Monthly Call Volume Council Switchboard | M | S | Target | | | | | | | | | | | | |
| | | | | Actual | 7,718 | 7,310 | 7,060 | 7,270 | 6,995 | 5,888 | 5,946 | 5,573 | 3,791 | | | |
| CSC | Resolution at First Point of Contact all services (percentage) | M | S | Target | 85.00 | 85.00 | 85.00 | 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 | 86.40 | 95.00 | 94.00 | | | |
| CSC | Average Speed of Answer (seconds) | M | S | Target | 20.00 | 20.00 | 20.00 | 35.00 | 35.00 | 35.00 | 35.00 | 35.00 | 35.00 | | | |
| | | | | Actual | 67.00 | 47.00 | 53.00 | 48.00 | 55.00 | 53.00 | 31.00 | 31.00 | 34.00 | | | |
| CSC | % of Calls Answered | M | S | Target | 85.00 | 85.00 | 85.00 | 75.00 | 75.00 | 75.00 | 80.00 | 80.00 | 80.00 | | | |
| | | | | Actual | 60.00 | 81.00 | 79.00 | 80.00 | 77.00 | 79.00 | 86.00 | 86.00 | 84.00 | | | |
| LPI IT Services | % of helpdesk call closed within timescales | M | C | Target | 86.00 | 86.00 | 86.00 | 86.00 | 85.00 | 85.00 | 86.00 | 86.00 | 86.00 | | | |
| | | | | Actual | 92.88 | 95.45 | 89.85 | 95.23 | 88.17 | 93.50 | 87.62 | 78.65 | 80.60 | | | |

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 | 19.77 | 24.00 | 26.00 | 26.00 | 26.00 |
| | | | | Actual | 17.44 | 18.81 | 18.75 | 18.62 | 19.67 | 20.47 | 20.62 | 23.81 | 24.11 | | | |

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 | 26.51 | 0.00 | 0.00 | 0.00 | 0.00 |
| | | | | Actual | 33.78 | 30.29 | 31.73 | 31.35 | 29.59 | 26.15 | 24.12 | 19.24 | 0.00 | | | |
| BV199a | The proportion of land & highways assessed as having unacceptable levels of litter and detritus | M* | C | Target | NA | NA | NA | | NA | 37.54 | | 17.00 | NA | | | |
| | | | | Actual | NA | NA | NA | 16.83 | NA | 36.79 | | 16.00 | NA | | | |
| BV199b | The proportion of land & highways assessed as having unacceptable levels of graffiti visible | M* | C | Target | NA | NA | NA | | NA | -0.08 | | 4.00 | NA | | | |
| | | | | Actual | NA | NA | NA | 5.56 | NA | -5.45 | | 5.00 | NA | | | |
| BV199c | The proportion of land & highways assessed as having unacceptable levels of fly-posting visible | M* | C | Target | NA | NA | NA | | NA | | | 1.00 | NA | | | |
| | | | | Actual | NA | NA | NA | 0.98 | NA | | | 1.00 | NA | | | |
| 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 | 95.00 | 95.00 | 95.00 | | | |
| | | | | Actual | 100.00 | 100.00 | 100.00 | 100.00 | 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 | 95.00 | 95.00 | 95.00 | | | |
| | | | | Actual | 100.00 | 100.00 | 100.00 | 100.00 | 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 | 95.00 | 95.00 | 95.00 | | | |
| | | | | Actual | 100.00 | 100.00 | 100.00 | 100.00 | 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 | 95.00 | 95.00 | 95.00 | | | |
| | | | | Actual | 97.50 | 100.00 | 98.47 | 100.00 | 100.00 | 100.00 | 100.00 | 100.00 | 98.37 | | | |
| LPI Depot | Number of missed household waste collections | M | C | Target | 133 | 133 | 133 | 133 | 133 | 133 | 133 | 133 | 133 | | | |
| | | | | Actual | 99 | 73 | 139 | 74 | 135 | 73 | 124 | 96 | 74 | | | |
| LPI Depot | Number of missed recycle waste collections | M | C | Target | 66 | 66 | 66 | 66 | 66 | 66 | 66 | 66 | 66 | | | |
| | | | | Actual | 31 | 30 | 48 | 24 | 29 | 14 | 24 | 20 | 12 | | | |

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 | 22 | 22 | 22 | | | |
| | | | | Actual | 27 | 11 | 6 | 14 | 10 | 7 | 14 | 11 | 6 | | | |
| 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 | 95.00 | 95.00 | 95.00 | | | |
| | | | | Actual | 96.00 | 96.12 | 92.42 | 96.04 | 87.64 | 97.62 | 99.08 | 100.00 | 92.68 | | | |

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 | 55.00 | 55.00 | 55.00 | | | |
| | | | | Actual | 100.00 | 100.00 | 100.00 | 100.00 | 100.00 | 100.00 | 100.00 | 100.00 | 0.00 | 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 | 77.00 | 77.00 | 77.00 | | | |
| | | | | Actual | 91.00 | 76.47 | 100.00 | 100.00 | 100.00 | 73.00 | 82.00 | 95.00 | 88.00 | | | |
| 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 | 89.00 | 89.00 | 89.00 | | | |
| | | | | Actual | 100.00 | 90.90 | 96.30 | 90.00 | 96.00 | 88.00 | 93.00 | 91.00 | 98.00 | | | |
| BV204 | The percentage of planning appeal decisions allowed | M | C | Target | 40.00 | 40.00 | 40.00 | 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 | 0.00 | 25.00 | 20.00 | | | |
| LPI Planning | Score on Building Control performance matrix | Q | S | Target | | | 60.00 | | | 60.00 | | | | | | |
| | | | | Actual | | | 74.50 | | | 74.50 | | | 74.50 | | | |
| LP Housing | Additional units of affordable housing delivered | Q | C | Target | | | | | | 40 | | | | | | |
| | | | | Actual | | | | | | 38 | | | 6 | | | |
| LP Housing | Total number of households occupying temporary accommodation | Q | S | Target | | | | | | 44 | | | | | | |
| | | | | Actual | | | 58 | | | 50 | | | 33 | | | |
| 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 | 33 | 33 | 33 | | | |
|-------|-----------------------------------|---|---|--------|----|----|----|----|----|----|----|----|----|--|--|--|

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 | 23 | 48 | 26 | | | |
| BV127a (proxy) | The number of violent crimes | M | C | Target | 92 | 93 | 93 | 92 | 92 | 92 | 92 | 92 | 92 | | | |
| | | | | Actual | 102 | 84 | 101 | 91 | 104 | 100 | 111 | 87 | 76 | | | |
| BV127b (proxy) | The number of robberies | M | C | Target | 3 | 4 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | | | |
| | | | | Actual | 5 | 8 | 8 | 3 | 5 | 5 | 8 | 7 | 6 | | | |
| BV128 (proxy) | The number of vehicle crimes | M | C | Target | 76 | 77 | 76 | 76 | 76 | 76 | 76 | 76 | 76 | | | |
| | | | | Actual | 72 | 58 | 56 | 62 | 69 | 55 | 54 | 53 | 57 | | | |
| LPI Communit y Services | Number of attendances at arts events | M | C | Target | 250 | 525 | 500 | 800 | 12,000 | 600 | 600 | 7,000 | 2,421 | | | |
| | | | | Actual | 265 | 275 | 510 | 665 | 12,905 | 650 | 600 | 8,750 | 80 | | | |
| LPI Sports Services | Sports Centres Usage | M | C | Target | 64,171 | 61,786 | 47,953 | 61,936 | 57,340 | 58,498 | 59,920 | 57,114 | 28,976 | | | |
| | | | | Actual | 65,143 | 63,932 | 52,186 | 60,220 | 51,026 | 56,051 | 53,404 | 56,588 | 28,595 | | | |

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 | 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 | 4.00 0.00 | Legal & Democratic Short term Absences up to 28 days Long term Absences 29 days+ | 90.50 52.50 38.00 | 3.35 1.94 1.41 | 4.47 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 | 9.50 0.00 | 4.00 0.00 | 7.00 0.00 | | | |
| 11.00 | 1.00 0.00 | CEO & Policy Short term Absences up to 28 days Long term Absences 29 days+ | 30.50 30.50 0.00 | 2.77 2.77 0.00 | 3.70 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 | 1.00 0.00 | 10.50 0.00 | 2.00 0.00 | | | |
| 56.00 | 12.00 2.00 | Culture & Community Short term Absences up to 28 days Long term Absences 29 days+ | 382.00 295.00 87.00 | 6.82 5.27 1.55 | 9.10 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 | 53.50 12.00 | 35.50 19.00 | 51.50 35.00 | | | |
| 30.00 | 7.00 1.00 | Egovernment & Customer Services Short term Absences up to 28 days Long term Absences 29 days+ | 157.00 133.00 24.00 | 5.23 4.43 0.80 | 6.98 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 | 21.50 0.00 | 23.50 0.00 | 6.50 7.00 | | | |
| 47.00 | 7.00 3.00 | Finance Short term Absences up to 28 days Long term Absences 29 days+ | 520.50 187.50 333.00 | 11.07 3.99 7.09 | 14.77 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 | 20.00 46.00 | 19.00 56.00 | 27.50 46.00 | | | |
| 12.00 | 4.00 0.00 | HROD Short term Absences up to 28 days Long term Absences 29 days+ | 34.00 34.00 0.00 | 2.83 2.83 0.00 | 3.78 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 | 0.00 0.00 | 10.00 0.00 | 5.00 0.00 | | | |
| 62.00 | 12.00 1.00 | Planning & Environment Services Short term Absences up to 28 days Long term Absences 29 days+ | 358.50 229.50 129.00 | 5.78 3.70 2.08 | 7.71 7.5 | | 11.00 0.00 | 20.50 20.00 | 20.00 21.00 | 24.50 25.00 | 9.00 0.00 | 17.00 0.00 | 46.00 23.00 | 52.50 22.00 | 29.00 18.00 | | | |
| 114.00 | 12.00 2.00 | Street Scene & Waste Management Short term Absences up to 28 days Long term Absences 29 days+ | 941.50 483.50 458.00 | 8.26 4.24 4.02 | 11.01 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 | 63.50 35.00 | 56.50 26.00 | 39.00 24.00 | | | |
| Total Short Term Absence YTD | | | 1445.50 | | | | 113.50 | 150.50 | 145.00 | 174.00 | 174.00 | 94.50 | 215.00 | 211.50 | 167.50 | 0.00 | 0.00 | 0.00 |
| Total Long Term Absence YTD | | | 1069.00 | | | | 119.00 | 152.00 | 112.00 | 137.00 | 103.00 | 77.00 | 116.00 | 123.00 | 130.00 | 0.00 | 0.00 | 0.00 |
| TOTAL Days lost YTD | | | 2514.50 | | 9.34 | 9.00 | 232.50 | 302.50 | 257.00 | 311.00 | 277.00 | 171.50 | 331.00 | 334.50 | 297.50 | 0.00 | 0.00 | 0.00 |
| TARGET sick days per FTE per month | | | | | | | 0.73 | 0.73 | 0.73 | 0.73 | 0.73 | 0.73 | 0.73 | 0.73 | 0.73 | 0.81 | 0.81 | 0.81 |
| BVPI 12 Sick Days Per FTE in Month | | | | | | | 0.65 | 0.84 | 0.72 | 0.87 | 0.77 | 0.46 | 0.92 | 0.93 | 0.83 | | | |
| TARGET sick days per FTE YTD | | | | | | | 0.73 | 1.46 | 2.19 | 2.92 | 3.65 | 4.38 | 5.11 | 5.84 | 6.57 | 7.38 | 8.19 | 9.00 |
| BVPI 12 - Sick Days per FTE YTD | | | | | | | 0.65 | 1.49 | 2.21 | 3.07 | 3.84 | 4.32 | 5.24 | 6.18 | 7.00 | | | |
| BVPI 12 Projected Outturn | | | | | | | 7.77 | 8.94 | 8.82 | 9.22 | 9.23 | 8.64 | 8.99 | 9.26 | 9.34 | | | |
| Year | | | 2003-04 | 4309.83 | | | 737.50 | | | 1112.50 | | | 1500.20 | | | 959.63 | | |
| Year | | | 2004-05 | 3074.99 | | | 735.87 | | | 875.43 | | | 836.52 | | | 627.17 | | |
| Year | | | 2005-06 | 3570.58 | | | 695.38 | | | 949.95 | | | 883.98 | | | 1041.27 | | |
| Year | | | 2006-07 | 3806.00 | | | 1067.00 | | | 999.50 | | | 951.00 | | | 828.50 | | |
| Year | | | 2007-08 | 2514.50 | | | 792.00 | | | 759.50 | | | 963.00 | | | 0.00 | | |
| | | | Year | Annual | | | 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 9

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Estimate of Capital Budgets for 2007/08 Requiring Carry Forward to 2008/09

| MONITORED AGAINST THE 2007/08 REVISED CAPITAL BUDGET | | | REVISED CAPITAL BUDGET 2007/08 £ | PROJECTED YEAR END EXPENDITURE £ | ESTIMATED CARRY FORWARD TO 2008/09 £ | BUDGET HOLDER REASONS FOR MAJOR VARIANCES |
|---|------------------|---|--|---|--|--|
| Capital Code | Funding | 2007/08 Schemes | | | | |
| LEGAL EQUALITIES & DEMOCRATIC SERVICES | | | | | | |
| GC1188 | Capital Receipts | Alterations to Council Buildings in compliance with DDA | 150,000 | 0 | (150,000) | In 2006/07 SCOPE identified 848 findings for DDA improvements of which 218 were classed as priority 1. The Asset Management Group has tasked the Facilities Management Group to review all priority 1 findings and report back with proposals once complete. A meeting was held in October 2007 where these proposals were discussed. At present, it is unlikely that this Budget will be spent in this financial year because of the uncertainty facing some of the Council's facilities. |
| GC1211 | Capital Receipts | CCTV Provision at Council House | 20,000 | 0 | (20,000) | Proposals are still under consideration for this scheme and further discussions are being undertaken to know how is best to proceed with this Scheme. The size of the budget will only provide limited CCTV facilities and it is felt that the Budget could be used elsewhere on higher priority schemes. At present it is unlikely that this Budget will be spent in this financial year. |
| TOTAL FOR LEGAL EQUALITIES & DEMOCRATIC SERVICES | | | | | (170,000) | |
| HUMAN RESOURCES & ORGANISATIONAL DEVELOPMENT | | | | | | |
| GC1010 | Capital Receipts | New HR Information & Management System | 30,000 | 0 | (30,000) | We are currently researching the requirements for the scope of the new HR system in light of future Council plans and the implementation of ECLIPSE Electronic Data Management System. It is very unlikely there will be any expenditure in 2007/08 and a request will be made in due course to carry the budget forward to 2008/09. There is a possibility that the full £30k will no longer be required. |
| TOTAL FOR HUMAN RESOURCES & ORGANISATIONAL DEVELOPMENT | | | | | (30,000) | |
| POLICY & PERFORMANCE | | | | | | |

Estimate of Capital Budgets for 2007/08 Requiring Carry Forward to 2008/09

| MONITORED AGAINST THE 2007/08 REVISED CAPITAL BUDGET | | | REVISED CAPITAL BUDGET 2007/08 £ | PROJECTED YEAR END EXPENDITURE £ | ESTIMATED CARRY FORWARD TO 2008/09 £ | BUDGET HOLDER REASONS FOR MAJOR VARIANCES |
|---|---------------------|--|--|---|--|---|
| Capital Code | Funding | 2007/08 Schemes | | | | |
| GC1213 | Capital Receipts | Contribution towards Stages 3 & 4 of Bromsgrove station re-development | 25,000 | 15,000 | (10,000) | Executive Cabinet recommended approval on 1st August 2007 of £25k capital contribution towards stages 3 & 4 of Bromsgrove station redevelopment. Payment of £15k is expected in quarter 4 with the balance early in 2008/09. The result of this is that approval will be sought from Executive Cabinet to carry the remaining budget forward to 2008/09. To be funded by existing capital receipts. |
| TOTAL FOR POLICY & PERFORMANCE | | | | | (10,000) | |
| E-GOVERNMENT & CUSTOMER SERVICES | | | | | | |
| GC1111 | Capital Receipts | Internet/Intranet Development (funded from IEG Grant) | 3,640 | 1,140 | (2,500) | The budget of £3,640 has been carried forward from 2006/07. This project was delayed in 2006/07 due to contract agreements with external suppliers. The project has now delivered a new corporate intranet and website, but there are still outstanding works to be done. Outstanding work includes the further development of technologies to continue the development of the Council's Web services, and the purchase of additional hardware, to complete the project. Expenditure in this year is now expected to be just over £1k and it will therefore be necessary to carry forward the remaining budget of £2.5k to the next financial year 2008/09. |
| GC1161 | Capital Receipts | Corporate Budget for IT Upgrades - Increased Resources (2006/07) and (2007/08) | 43,362 | 0 | (43,362) | This project was linked to the Corporate IT upgrades £3,362 of the budget was carried forward from 2006/07 to make a total of £43,362 for the year. The budget is for a rolling programme of upgrades across the organisation. No expenditure is expected in this financial year and it will be necessary to carry the budget forward to 2008/09 to continue the programme of desktop replenishment which includes new screens and desktop processors to upgrade from the old type of visual display units. This work is essential to ensure local IT facilities are at a suitable high standard to allow for future service developments. |

Estimate of Capital Budgets for 2007/08 Requiring Carry Forward to 2008/09

| MONITORED AGAINST THE 2007/08 REVISED CAPITAL BUDGET | | | REVISED CAPITAL BUDGET 2007/08 £ | PROJECTED YEAR END EXPENDITURE £ | ESTIMATED CARRY FORWARD TO 2008/09 £ | BUDGET HOLDER REASONS FOR MAJOR VARIANCES |
|---|---------------------|---------------------------|--|---|--|--|
| Capital Code | Funding | 2007/08 Schemes | | | | |
| GC1110 | Capital Receipts | Government Connect Scheme | 30,000 | 0 | (30,000) | On 21st February 2007 Executive Cabinet approval was obtained to carry forward £30k to financial year 2007/08. This project could not be completed within 2006/07 due to delays from Central Government in defining the exact configuration of the "Government Connect Scheme" and in 2007/08 we are still awaiting clarification of the scheme. Talks are still on-going regarding the way forward for this project. 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 |
| GC1157 | Capital Receipts | Spatial Project | 384,818 | 200,000 | (184,818) | The Spatial Project is a modernising programme involving the procurement of new integrated software to enable the transformation of service delivery and the achievement of full compliance with national E-Government priority outcomes. The scheme received approval from Executive Cabinet on 2nd August 2006. There was a £500k capital budget included in 2006/07 for the purchase of hardware such as new IT servers etc. which will need to be phased across the life of the project On 21st February 2007 Executive Cabinet approval was obtained to carry forward £325k of budget to 2007/08, and an additional amount of £59,818 was also approved by Executive Cabinet on 27th June 2007 making a total budget carry forward of £384,818. In June 2007 Corporate Management Team agreed that £30k of the budget be used to fund a Project Manager to deliver the Spatial Project. It is expected that £200k of this budget will be spent in 2007/08 and it will be necessary to carry the balance forward to 2008/09. |
| TOTAL FOR E-GOVERNMENT & CUSTOMER SERVICES | | | | | (260,680) | |
| STREET SCENE & WASTE MANAGEMENT | | | | | | |

Estimate of Capital Budgets for 2007/08 Requiring Carry Forward to 2008/09

| MONITORED AGAINST THE 2007/08 REVISED CAPITAL BUDGET | | | REVISED CAPITAL BUDGET 2007/08 £ | PROJECTED YEAR END EXPENDITURE £ | ESTIMATED CARRY FORWARD TO 2008/09 £ | BUDGET HOLDER REASONS FOR MAJOR VARIANCES |
|---|---------------------|---|--|---|--|--|
| Capital Code | Funding | 2007/08 Schemes | | | | |
| GC1200 | Capital Receipts | Street Scene Depot Vehicle Replacement Programme (Refuse Collection) | 63,000 | 12,000 | (51,000) | A review is being undertaken of the refuse collection fleet of vehicles and a request will therefore be made to Executive Cabinet to carry forward £40k for a contribution to Faun and £11k for refuse containers to year 2008/09. |
| GC1205 | Capital Receipts | Street Scene Depot Vehicle Replacement Programme (Grounds) | 123,000 | 74,000 | (49,000) | 3 Chariot lawnmowers @ £6k each have been delivered so far this year. Following a review of the condition of existing grounds maintenance equipment the replacement of a supervisors van, gang mower, and the John Deere mower have been deferred until year 2008/09 and Executive Cabinet approval to carry this part of the budget forward will be requested at closedown of this year's accounts. |
| TOTAL FOR STREET SCENE & WASTE MANAGEMENT | | | | | (100,000) | |
| PLANNING & ENVIRONMENT | | | | | | |
| GC1176 | Capital Receipts | 4 Houses on garage sites (Grafton, Foxwalks)- Foxwalks (see also GC1036) | 55,200 | 36,800 | (18,400) | Work did not commence in 2006/07 and carry forward of an additional £36,200 to that agreed by Executive Cabinet on 21st February 2007. (£19k) was required. Planning permission is in place and it is expected that approximately £37k will be spent in this financial year and £18k will be required to carry forward to 2008/09. The scheme is committed. |

Estimate of Capital Budgets for 2007/08 Requiring Carry Forward to 2008/09

| MONITORED AGAINST THE 2007/08 REVISED CAPITAL BUDGET | | | REVISED CAPITAL BUDGET 2007/08 £ | PROJECTED YEAR END EXPENDITURE £ | ESTIMATED CARRY FORWARD TO 2008/09 £ | BUDGET HOLDER REASONS FOR MAJOR VARIANCES |
|---|---|---|--|---|--|--|
| Capital Code | Funding | 2007/08 Schemes | | | | |
| GC1139 | Hsg Capital Receipts £160k, Low cost Hsg Capital Receipts £11k , Low Cost Hsg Capital Receipts Debt Free £11k | Grants to RSL's - Low Cost Housing/Shared Ownership | 182,000 | 50,000 | (132,000) | <p>Executive Cabinet approved the carry forward of the budget of £160,000 to 2007/08. A scheme is being developed to supplement the limited Capital resources.</p> <p>This budget monitoring statement includes budget virements to fund the latest Strategic Housing Schemes and Executive Cabinet has approved the movement of funds.</p> <p>It is expected that approximately £50k will be spent in this financial year and a further £25k has been committed so the remaining budget of £132k will need to be carried forward to financial year 2008/09.</p> |
| GC1208 | Hsg Capital Receipts (Low cost) | Redgrove School - Grant to BDHT - £96k | 96,000 | 0 | (96,000) | <p>The scheme is committed but it is expected that there will be no expenditure in this financial year and the unspent budget will therefore need to be carried forward to financial year 2008/09.</p> |

Estimate of Capital Budgets for 2007/08 Requiring Carry Forward to 2008/09

| MONITORED AGAINST THE 2007/08 REVISED CAPITAL BUDGET | | | REVISED CAPITAL BUDGET 2007/08 £ | PROJECTED YEAR END EXPENDITURE £ | ESTIMATED CARRY FORWARD TO 2008/09 £ | BUDGET HOLDER REASONS FOR MAJOR VARIANCES |
|---|---|---|--|---|--|--|
| Capital Code | Funding | 2007/08 Schemes | | | | |
| GC1141 | Hsg Capital Receipts Low Cost £40k, Cap Grants (Strat Hsg pot) £37k | Grants to RSL's - General | 77,000 | 0 | (77,000) | <p>This is part of a 3 year rolling programme and a new scheme is being developed. This meant that the Budget was not spent in 2006/07. It was reported to Executive Cabinet on 1st November and approval was obtained to carry forward £40k to 07/08 to supplement the limited Capital resources available in 2007/08.</p> <p>Budget reduced by a budget virement of £40k to Hostel Re-modelling GC1193.</p> <p>Budget increased by a budget virement from code GC1197 for £37k.</p> <p>This budget monitoring statement includes the above budget virements to fund the latest Strategic Housing Schemes and Executive Cabinet has given approval.</p> <p>This budget has not yet been committed to a scheme and will require carry forward to financial year 2008/09.</p> |
| GC1174 | Hsg Capital Receipts (Debt Free) | Improvements to Houndsfield Lane Caravan Park | 20,000 | 0 | (20,000) | <p>£10k Budget Virement from GC1075 actioned Feb 2007.</p> <p>In addition to an approved carry forward of £7,400 Executive Cabinet approved an extra £2,600 on 27th June 2007</p> <p>No work will be completed in 2007/08 and capital virements have been made to increase the budget by a further £10k with the view of working with Worcestershire County Council on the site in 2008/09. It will therefore be necessary to carry the budget forward to 2008/09.</p> |
| GC1163 | Housing Strategic Gov't Grant | Grant to BDHT to enable development of 17 Flats (Flavel Rd, Charford) | 100,000 | 0 | (100,000) | <p>Approval was granted by Executive Cabinet on 27th June 2007 to carry forward the budget underspends to financial year 2007/08.</p> <p>The scheme is committed but It is expected that there will be no expenditure in this financial year and a budget carry forward to the next financial year (2008/09) will be required.</p> |

Estimate of Capital Budgets for 2007/08 Requiring Carry Forward to 2008/09

| MONITORED AGAINST THE 2007/08 REVISED CAPITAL BUDGET | | | REVISED CAPITAL BUDGET 2007/08 £ | PROJECTED YEAR END EXPENDITURE £ | ESTIMATED CARRY FORWARD TO 2008/09 £ | BUDGET HOLDER REASONS FOR MAJOR VARIANCES |
|---|-------------------------------------|--|--|---|--|--|
| Capital Code | Funding | 2007/08 Schemes | | | | |
| GC1166 | Housing Strategic Gov't Grant | Grants to owners of Houses in Multiple Occupation (regulatory standard in Fire Precautions and Energy Efficiency) | 25,000 | 0 | (25,000) | Approval was agreed to carry forward £25k of this budget on 21st February 2007 by Executive Cabinet to financial year 2007/08 and an additional amount of £5k was approved at Executive Cabinet at 27th June 2007. A £5k virement has been made to Houndsfield Lane Caravan Site. Scheme is for use on demand from appropriate cases, therefore a potential underspend & carry forward to 2008/09. |
| GC1167 | Housing Strategic Gov't Grant | Choice Based Lettings Capital Implementation Cost | 37,000 | 0 | (37,000) | Approval was agreed to carry forward this budget on 21st February 2007 by Executive Cabinet to financial year 2007/08. Scheme will be complete by January 2008. £25k budget increased by a £12k virement from Grant of BDHT for conversion of Temporary accommodation units at Wythall. Completion of this scheme is slipping to July 2008 so it may be necessary to carry all or some of the budget into 2008/09. |
| GC1170 | Housing Strategic Gov't Grant | Energy efficiency Home Insulation Project | 25,000 | 5,000 | (20,000) | Approval was agreed to carry forward £25k of this budget on 21st February 2007 by Executive Cabinet to financial year 2007/08 and an additional £5k was approved by Executive Cabinet on 27th June 2007. A £5k virement has been made to code Houndsfield Lane Caravan Site. It is highly unlikely that the budget will be fully spent in Financial Year 2007/08. A request will be made to carry forward the budget to 2008/09. |

Estimate of Capital Budgets for 2007/08 Requiring Carry Forward to 2008/09

| MONITORED AGAINST THE 2007/08 REVISED CAPITAL BUDGET | | | REVISED CAPITAL BUDGET 2007/08 £ | PROJECTED YEAR END EXPENDITURE £ | ESTIMATED CARRY FORWARD TO 2008/09 £ | BUDGET HOLDER REASONS FOR MAJOR VARIANCES |
|---|------------------|---|--|---|--|---|
| Capital Code | Funding | 2007/08 Schemes | | | | |
| GC1193 | Various | <p>Homeless Hostel Re-modelling Scheme</p> <p>This scheme is now being financed from the following resources:- Capital Receipts £325k Hsg CR Debt Free (ex GC1081) £19k Hsg CR Capital Allowance (ex GC1140) £35k S106 (ex GC1140) £50k Hsg CR Low Cost (ex GC1141) £40k Gov't Grant (Strategic Hsg pot) (ex GC1197) £46k S106 (ex GC1195) £250k</p> | 765,000 | 702,000 | (38,000) | <p>Budget was based upon the sale of hostel at Wythall Hostel - this is expected to now be £300k and not £325k as expected. With the addition of the virements the budget will now total £740k</p> <p>Virements of : £19k from code GC1081 £85k from code GC1140 £40k from code GC1141 £250k from code GC1195 £46k from code GC1197</p> <p>This budget monitoring statement includes budget virements to fund the latest Strategic Housing Schemes and Executive Cabinet has approved the movement of funds.</p> <p>It is expected that approximately £702k will be spent into his Financial Year and a carry forward of £38k to Financial Year 2008/09 will be required. (This takes into account the reduction to the budget of £25k due to the sale of the hostel not realising as much as predicted)</p> |
| GC1194 | Capital Receipts | Extra Care Sheltered Housing- Gilbert Court, Charford | 1,000,000 | 500,000 | (500,000) | Work started on site in September 2007 but completion will be in Financial Year 2008/09. The first payment of 50% of the budget has been made and the balance will be in 2008/09. A budget carry forward will therefore be required. |
| TOTAL FOR PLANNING & ENVIRONMENT | | | | | (1,063,400) | |
| CULTURE & COMMUNITY | | | | | | |

Estimate of Capital Budgets for 2007/08 Requiring Carry Forward to 2008/09

| MONITORED AGAINST THE 2007/08 REVISED CAPITAL BUDGET | | | REVISED CAPITAL BUDGET 2007/08 £ | PROJECTED YEAR END EXPENDITURE £ | ESTIMATED CARRY FORWARD TO 2008/09 £ | BUDGET HOLDER REASONS FOR MAJOR VARIANCES |
|---|------------------|--|--|---|--|--|
| Capital Code | Funding | 2007/08 Schemes | | | | |
| GC1094 | Capital Receipts | Restoration of Memorial Headstones in Bromsgrove Cemetery | 15,000 | 8,000 | (7,000) | Work commenced in March 2007 but was not completed in the financial year 2006/07. The total cost of the project has been reduced to £19,650 leaving an additional £4,000 request to carry forward to 2007/08 over that approved on 21st February. The additional £4k was approved by Executive Cabinet on 27th June 2007. It is expected that works will not be complete by year end and therefore a request will be made to carry forward £7k to Financial Year 2008/09. |
| GC1096 | Section 106 | Wythall Teenage Sports Facility Scheme | 80,000 | 55,000 | (25,000) | An evaluation is complete and BDC are now entering into discussions with Local Community Association for siting the facilities on their land. A request was agreed to carry forward the budget to 2007/08 by Executive Cabinet on 27th June 2007. An amount of £15k has been vired from Bromsgrove Youth Scheme. Expenditure of £55k is anticipated in this year and £25k will required to be carried forward to 2008/09 to supplement the scheme being funded by the BIG Lottery Fund. |
| GC1093 | Capital Receipts | Replacement of Dolphin Centre Pool Plant | 55,000 | 0 | (55,000) | The work will be carried out at the same time as the Phase II Upgrade to avoid closing the pool more than once. As the Dolphin Centre upgrade could not be completed in 2006/07 it was necessary to carry forward this budget to 2007/08. It was reported to Executive Cabinet on 21st February 2007 and approval was obtained to carry forward £55k to 2007/08. Work has now started but it is anticipated that this element will not be complete until the new Financial Year. A request will be made to carry forward the £55k to Financial Year 2008/09. |
| GC1214 | Capital Receipts | Upgrade to Dolphin Centre Fitness Suite (Revised 2007/08 Scheme) | 850,000 | 425,000 | (425,000) | Executive Cabinet recommended approval on 1st August 2007 of £850k capital works at Dolphin Centre to upgrade the fitness suite. To be funded by existing capital receipts. There is expected to be expenditure of £425k in this year so it will be necessary to carry forward £425k into next year 2008/09. |

Estimate of Capital Budgets for 2007/08 Requiring Carry Forward to 2008/09

| MONITORED AGAINST THE 2007/08 REVISED CAPITAL BUDGET | | | REVISED CAPITAL BUDGET 2007/08 £ | PROJECTED YEAR END EXPENDITURE £ | ESTIMATED CARRY FORWARD TO 2008/09 £ | BUDGET HOLDER REASONS FOR MAJOR VARIANCES |
|---|-------------|-------------------------|--|---|--|---|
| Capital Code | Funding | 2007/08 Schemes | | | | |
| GC1190 | Section 106 | Alvechurch Youth Scheme | 90,000 | 0 | (90,000) | This scheme is subject to The Neighbourhood Management Pilot and officers are waiting for confirmation of the location following local consultation, the installation is due to commence in April 08 subject to a suitable location being agreed. A request will be made to carry forward the budget to 2008/09. |
| GC1191 | Section 106 | Bromsgrove Youth Scheme | 70,000 | 56,000 | (14,000) | Based upon the upcoming PPG17 (Survey of open space/play areas etc) Officers have yet to identify the local need across the district. An amount of £15k has been vired from this code to code Wythall Teenage Sports Facility Expenditure of £56k is anticipated in this financial year and £14k will need to be carried forward to 2008/09. It was approved by Executive Cabinet on 3rd October 2007 that £55k of the budget be used to fund a Multi Use Games Arena (MUGA) (including access) in Catshill, and £14k for part funding of the Wythall Adventure Play (with £40k from the BIG Childrens Programme Lottery award). |
| TOTAL FOR CULTURE & COMMUNITY | | | | | (616,000) | |
| GRAND TOTALS | | | 4,415,020 | 2,139,940 | (2,250,080) | |

BROMSGROVE DISTRICT COUNCIL

PERFORMANCE MANAGEMENT BOARD

19 FEBRUARY 2008

SICKNESS ABSENCE MANAGEMENT POLICY

| | |
|-----------------------------|---|
| Responsible Member | Councillor James Duddy, Performance Management Board Chairman |
| Responsible Head of Service | Jo Pitman – Head of HR&OD |

1. SUMMARY

- 1.1 This report provides the Board with the Sickness Absence Management Policy documentation as requested.

2. RECOMMENDATIONS

- 2.1 It is recommended that:

The Board considers the Sickness Absence Policy, Sickness Absence summary document and A4 Employee reporting sheet.

3. BACKGROUND

- 3.1 The Sickness Absence Policy was re-written during 2006 and following consultation and agreement with unions was launched in January 2007. The revised policy clearly defined the framework for escalation to formal action based on specific trigger points and provided Managers with detailed guidance on the application of the policy. The policy reflected best practice principles recommended by the CIPD (Chartered Institute for Personnel and Development) which have been adopted by other Councils. The informal stages of the policy and the documentation required following each period of absence (specifically return to work interviews) was designed to encourage an open dialogue between employee and manager. The policy is due to be reviewed during 2008/09.
- 3.2 The Sickness Absence Summary document was developed to ensure that employees were aware of the salient points of the policy, without reference to the specific management guidance detailed in the full policy.
- 3.3 The A4 Summary document was developed at the request of the unions to ensure that employees could easily understand their obligations under the policy, specifically in relation to contact and updating management in relation to their sickness.

4. FINANCIAL IMPLICATIONS

4.1 The Council incurs direct costs for covering employee absence (in some departments) in addition to general Occupational Health costs and indirectly, through loss of productivity.

5. LEGAL IMPLICATIONS

5.1 No legal implications to the report.

6. CORPORATE OBJECTIVES

6.1 The effective management of sickness absence underpins the delivery of all the Council's objectives.

7. RISK MANAGEMENT

7.1 Sickness Absence is a corporate indicator which has been identified as an area of concern.

8. CUSTOMER IMPLICATIONS

9.1 There is a potential detrimental effect on customer service and service delivery.

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 | No |
| Chief Executive | No |
| Corporate Director (Services) | No |
| Assistant Chief Executive | Yes |
| Head of Service | N/A |
| Head of Financial Services | No |
| Head of Legal & Democratic Services | No |

| | |
|---|------------|
| Head of Organisational Development & HR | Yes |
| Corporate Procurement Team | No |

11. APPENDICES

Appendix 1 – Sickness Absence Policy
Appendix 2 – Sickness Absence Summary Document
Appendix 3 – A4 Sickness Absence Reporting Procedure

12. BACKGROUND PAPERS

None

CONTACT OFFICERS

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**Sickness Absence Policy and Procedure
For Employees at
Bromsgrove District Council**

January 2007

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Sickness Absence Policy and Procedure

Sickness Absence Policy

1.0 Introduction

- 1.1 Bromsgrove District Council (the Council) is committed to managing effectively and efficiently all its services. The Council believes that quality customer service can only be achieved through committed employees, who form its most valuable resource. High attendance levels are therefore vital in enabling the Council to meet its objectives.
- 1.2 High sickness absence levels are costly to the Council not only in direct terms in the form of sick pay but also in indirect costs caused by loss of productivity, paying for additional staff cover and loss of management time. If left unchecked, high absence levels can also have a detrimental effect on the morale of existing employees. The Council operates with minimum staffing levels so the impact of sickness absence is potentially very great. The Council therefore recognises its duty of care to *both* employees off sick *and* those remaining at work.
- 1.3 All cases of sickness absence will be handled compassionately, and action taken to support the individual both whilst absent and on their return to work. Whilst recognising that employees may be prevented from attending work through ill health, the Council has a duty to maintain service delivery and minimise disruption. The Council is therefore committed to managing attendance and sickness absence and believes that it is the responsibility of the Council's managers, trade union representatives and employees to work together to promote the management of sickness absence and ill health.
- 1.4 The policy takes into account the legal requirements of the Disability Discrimination Act 1995 (as amended) the detail of which requires the Council to make reasonable adjustments to enable employees with disabilities to stay in work. Further information regarding what constitutes a disability can be found at Appendix A. The policy also takes into account the requirements of the Data Protection Act 1998 and the Access to Medical Reports Act 1988. Whilst every effort has been made to ensure that this policy and procedure accurately reflects the current legal position, ongoing changes in case law will determine how individual cases should be handled. If there are any queries regarding interpretation of any legal or procedural issue, please contact Human Resources in the first instance.

2.0 Scope

- 2.1 This policy and procedure applies to all employees of Bromsgrove District Council up to and including the Chief Executive.

3.0 Guiding Principles

3.1 The Council will achieve high levels of attendance through:

- Promoting the health, safety and well being of all employees, including use of risk assessments to identify and manage hazards impacting on health in the workplace.
- Monitoring levels of sickness absence for individuals, teams and the Council as a whole.
- Implementing procedures to support and manage staff absences, whilst dealing with unjustified and/or high levels of sickness absence.

3.2 The following principles apply to the Council's procedures for dealing with attendance:

- Good attendance is valued and all opportunities should be taken by managers to acknowledge and recognise such attendance.
- Matters raised relating to an employee's attendance do not imply any distrust of staff or concerns regarding their conduct.
- Sickness absence will be dealt with in a way that is nondiscriminatory and in accordance with the Council's Equalities Policy.
- Employees will be dealt with consistently and the sickness absence procedures will be fairly applied across the Council.
- The Council will aim to promote a positive and preventative approach rather than a punitive approach.
- Managers need to be aware of any concerns relating to an employee's welfare. Early intervention will be key to enabling this approach.
- The Council will be sensitive and supportive to those suffering the effects of ill health.
- Sickness absence cases will be conducted with respect for confidentiality and in accordance with the requirements of the Data Protection Act 1998 and Access to Medical Reports Act 1988.
- Open communication between managers and employees will be encouraged and promoted.
- The Council will aim to distinguish between absence due to genuine sickness and any abuse of the sickness absence scheme.
- The sickness absence policy and procedure will be jointly monitored and reviewed by the Council and the recognised staff trade unions to ensure that it continues to meet the Council's aims and Bromsgrove District Council complies with the principles it outlines.

Employees and trade union representatives are encouraged to be involved in this process.

- 3.3 Line managers/supervisors will monitor and investigate cases of high levels of sickness absence, frequent and persistent short term absence and other patterns of sickness absence as appropriate as defined at section 9.0 'Reviewing Absence Records and Trigger Points' on page 17 of this policy. Disciplinary action may be taken to address any abuse of the sickness absence policy.

Sickness Absence Procedure

4.0 Sickness Notification and Certification Procedures

4.1 Line managers/supervisors need to be aware of any concerns relating to an employee's welfare at the earliest opportunity, and in order for service delivery to be maintained, it is essential for managers to know when a member of staff is unable to attend work. In addition, every absence has to be certified to ensure prompt and correct payment of occupational and statutory sick pay and to ensure that accurate records are maintained. Where an employee is absent from work because of illness, the procedure below must be followed:-

4.2 First Day of Absence

Employees reporting sick must do so personally by telephone and not through a third person subject to genuine and exceptional practical constraints (e.g. if the employee is hospitalised, or unable to access a telephone.) Further advice regarding what constitutes 'exceptional' circumstances can be sought from Human Resources. Unless specific local arrangements apply, employees must notify their line manager/supervisor of sickness within one hour of their normal start time. If the immediate line manager/supervisor is not available, the absence should be reported to an equivalent or senior line manager within the Division. E-mails and text messages are not appropriate and messages must not be left with colleagues. Where contact with their line manager/supervisor or equivalent manager is not possible, employees should contact their Departmental Sickness Absence Administrator to report their sickness. If all other attempts to report absence have been exhausted, employees should leave a voicemail message on their line manager's answerphone stating their name, time, date and specific information as detailed in 4.2.1.

4.2.1 When reporting sick, employees must state the reason for their absence, their anticipated length of absence and where possible, work commitments (if any) that may need rearranging. Where the employee feels unable to disclose the reason for their absence to their immediate line manager/supervisor due to this being of a sensitive nature, the employee should contact Human Resources directly.

4.2.2 The first seven calendar days' absence (which includes working and nonworking days) will be covered by the Self-Certification Form at Appendix B which the employee will complete upon return to work in conjunction with the line manager/supervisor.

4.2.3 If contact is not made by the employee as required during a period of sickness absence and any absence is unexplained, the manager will take reasonable steps to contact the employee, i.e., by telephone or by making a home visit.

4.2.4 Where an employee starts work and then leaves early on account of sickness, there will be a requirement for the line manager/supervisor to record the absence and notify the departmental sickness absence administrator. For example, if the employee works less than 50% of the contracted hours for that day, then half a day's sickness absence will be recorded. If, however, the employee works more

than 50% of their contracted hours, no sickness absence will be recorded for that day.

4.3 Second and Third Day of Absence

No action is required unless the employee has given an indication of an expected return on the second or third day. If the employee is unable to return as indicated, they should again contact their manager to keep them informed of progress.

4.4 Fourth Day of Absence

Unless an alternative contact timescale has been agreed with the line manager, the employee wherever practicable should make further contact with their manager to provide an update on their absence. If possible, depending on the nature of the absence, they should indicate an expected date of return. Non-working days, such as rostered days off, weekends and bank holidays are included in calculating the 4th day of absence. Should the 4th day fall upon an individual's non-working day when the Council offices are closed, contact should be made on the next available working day.

4.5 Fifth, Sixth and Seventh Day of Absence

No action is required unless the employee has given an indication of an expected return on the 5th, 6th or 7th day. If the employee is unable to return as indicated, they should again contact their manager to keep them informed of progress as in section 4.2.

4.6 Eighth Day of Absence

The employee must consult a doctor and obtain a medical certificate for all absences from the eighth day onwards until they return to work. The employee will contact their line manager/supervisor to inform of the reason and period for refraining from work as indicated on the medical certificate. The certificate should then be sent to the line manager/supervisor as soon as possible.

4.7 Continuing Sickness Absence

Where there is continuing sickness absence, the employee must submit consecutive medical certificates as soon as possible for each consecutive period of sickness to their manager to ensure that the whole period of absence is covered. The line manager/supervisor must also ensure that appropriate and timely certificates are received from the employee and that the departmental sickness absence administrator is notified.

4.8 On receipt of the certificate, the employee must notify the line manager/supervisor of the date given by the doctor for a return to work. If an employee is required to return to their GP at the expiry of their medical certificate, a medical certificate or statement of fitness to resume work must be obtained before the employee returns to work. Upon their return to work, the medical certificate or statement of fitness to resume work must be submitted to the line manager/supervisor at the Return to Work Discussion. For further information regarding Return to Work Discussion, please refer to Appendix C.

4.9 For further information and advice on maintaining contact, please refer to section 6.0 on page 11.

4.10 Return to work prior to expiry of Medical Certificate

In some circumstances, an employee may feel well enough to return to work prior to the expiry of the medical certificate. In such circumstances, the employee must obtain a medical certificate from their doctor before they start work stating that they are fit for work and proceed as indicated in section **4.8** above.

4.11 Sickness during a period of Annual Leave

If an employee becomes ill whilst on annual leave, the absence can only be recorded as sickness absence after a medical certificate has been provided. The date of commencement of sick leave will be the date provided by the doctor on the medical certificate.

4.12 Absence related to work place injury

If the employee believes their absence may have been caused by something that happened at work they should inform the line manager/supervisor of this and the line manager should arrange for an Incident Report Form to be completed, where possible, the same day. The line manager/supervisor should ensure that the 'Report of an injury or dangerous occurrence' form is issued to the Health and Safety Adviser as soon as possible and payroll notified accordingly. For further information regarding sick pay for periods of absence related to work place injury, please refer to section 5.3 on page 9.

4.13 Removal of right to self-certification

In exceptional circumstances and following discussion with the employee regarding their sickness absence levels, if the manager remains concerned at the frequency of an employee's absence, or their account for their reasons of absence, the employee may be required to submit doctor's medical certificates, rather than self-certificates, from their first day of absence. In such cases, the Council will meet the cost of any fee charged. This arrangement will be confirmed in writing to the employee.

4.14 Unauthorised Absence

If an employee is absent from work without authorisation and provides no reasonable explanation, written notice may be given to stop pay for the period of absence. Unauthorised absence may be treated as misconduct, which could result in disciplinary action. In particular, the following situations may be identified as unauthorised absences which require investigation:-

- An employee's request for leave of absence was refused, but the employee has reported in sick. In this circumstance, a GP's certificate should be requested.
- The employee has not followed the notification procedure for sickness absence (see Para 4.2-4.8) for example the employee fails to submit a medical certificate to cover absence beyond the self-certification period.

5.0 Sick Pay Eligibility

5.1 Bromsgrove District Council operates an occupational sickness payment scheme which supplements the Statutory Sick Pay (SSP) scheme. Sickness payments are based on local government service and are as follows:-

| Length of Service | Pay Eligibility | |
|--|-----------------|----------|
| | Full Pay | Half Pay |
| During 1 st year of service | | |
| 0 – 4 months | 1 month | |
| 5 – 12 months | 1 month | 2 months |
| During 2 nd year of service | 2 months | 2 months |
| During 3 rd year of service | 4 months | 4 months |
| During 4 th and 5 th year of service | 5 months | 5 months |
| After 5 years service | 6 months | 6 months |

5.2 Payment for sickness absence is not an automatic entitlement and in all cases of sickness absence, payment is conditional upon:

- the sickness being genuine;
- the individual notifying their line manager/supervisor of their sickness in accordance with section 4.0 above;
- a Self-Certification form being completed by the employee and/or their line manager/supervisor and, where applicable, receipt of a GP's medical certificate. The Self-Certification form must be authorised by the line manager/supervisor and a copy sent to Human Resources stating the reason for absence and the number of days taken off in total. All GP's certificates must be checked by the line manager/supervisor and sent to Payroll.

5.3 Where an employee has a period of absence due to industrial disease, accident or assault, or where an employee is prevented from attending work owing to contact with infectious diseases arising from the course of their normal duties, they will continue to receive normal pay and their eligibility for sickness benefits as applied in the table in 5.1 above will not be affected.

5.4 If an abuse of the sickness absence scheme is suspected at any point, the matter will be fully investigated and may fall to be dealt with under the Council's agreed Disciplinary procedure. An outcome of such a proceeding might be that disciplinary action is taken and sick pay withheld or recovered.

5.5 Where an employee has several periods of sickness absence, the sick pay entitlement is calculated by deducting the total periods of paid absence in the 12 months immediately preceding the first day of absence from the employee's overall entitlement (as highlighted in section 5.1 above).

5.6 Payment will be made in the normal weekly or monthly salary and will be subject to tax, National Insurance and other authorised deductions in the usual way.

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Adjustments to salary will normally be made one month or one week in arrears depending on the normal frequency of salary payment.

- 5.7 The maximum sickness payment receivable is normal full contracted salary. This will include any entitlement to SSP with the Council element adjusted accordingly.
- 5.8 For further information on SSP rules, visit the website of the Department for Work and Pensions <http://www.dwp.gov.uk/>. Alternatively, please contact the local Job Centre Plus on Bromsgrove 01527 483600.

6.0 Maintaining Contact

- 6.1 Where an employee is absent from work due to sickness, the line manager/supervisor should ensure that the employee does not feel isolated, vulnerable or out of touch. It is vital therefore that contact is maintained between the manager and employee. The line manager/supervisor also needs to ensure that work is reallocated and service delivery is maintained.
- 6.2 **Home Visits**
During the early stages of sickness absence, contact will normally be by the line manager/supervisor by telephone. However, home visits are usually preferable to telephone conversations in relation to long-term sickness absence, particularly for employees finding it difficult to leave the house, not only as a welfare check and to offer any assistance but also as a means of keeping employees informed of news within the Council. Preferably, home visits should be conducted by officers known to the employee.
- 6.3 The employee should be advised that they may be accompanied by a friend, relative or a Trade Union representative during a home visit. Home visits will only be undertaken with the consent of the employee other than in exceptional circumstances, e.g., where reasonable attempts to contact the employee have failed or where there are concerns for the safety of an employee who lives alone. A draft standard letter for arranging a home visit can be found at Appendix D. In exceptional circumstances where no prior consent has been given for a home visit, line managers/supervisors should not make unaccompanied visits to the homes of employees. Before making a home visit, line managers/supervisors should seek advice from Human Resources. Home visits are not to be used as a tool to aid discipline, but to act as a positive support to the employee.
- 6.4 **Follow up meetings and regularity of contact**
Other appropriate meeting venues may be agreed and, at certain stages of recovery, site-based meetings can assist employees in preparing for a return to work. The manager should seek agreement with the employee as to the means and the timing of contact, but it must be regular, e.g., weekly or fortnightly, or as appropriate to the individual case. For further information on phased return to work programmes, please refer to Appendix E.
- 6.5 If the employee wishes for a point of contact other than their line manager/supervisor, then an alternative manager, or a Human Resources Advisor, will be nominated. If an employee expresses a wish not to be contacted, or if attempts to make contact fail, the manager or Human Resources Advisor should write to him/her setting out the actions they intend to take and any options available to the employee. This will take account of all the 'known' circumstances relating to the case. Where possible, the trade union representative should normally be informed in advance of the letter being sent.

7.0 Recording, monitoring and communicating sickness absence

- 7.1 Accurate, accessible and well-presented information is essential to the effective management and control of absence. The Council is required to report on sickness absence levels as a Best Value Performance Indicator. Information and accurate data are also vital to enable line manager/supervisors to manage absence and to consider relevant options within their service areas.
- 7.2 **Recording absences**
Employees are responsible for notifying their line manager/supervisor of sickness absence (please refer to section 4.0 for notification procedure). On return to work a Self-Certification Form is completed and checked by the line manager/supervisor to ensure accuracy. The line manager/supervisor must ensure that these forms and any medical certificates are sent to Human Resources so that the information can be entered into the Sickness Absence Monitoring/Payroll system. This ensures sickness absence details are recorded for monitoring purposes and allows payments for sickness to be made. Line managers/supervisors must also ensure that departmental sickness absence administrators are notified of any absence.
- 7.3 Line managers/supervisors must ensure that information relating to an employee's health is confidential and should only be disclosed to those who have a direct and essential involvement in dealing with the case, i.e., the designated Human Resources Advisor and other senior managers within the division.
- 7.4 **Monitoring absences**
Each manager is required to monitor sickness absence levels within their team and take further action as necessary when trigger points are reached and/or where there are concerns about an employee's absence levels.
- 7.4.1 Sickness absence reports are regularly provided by Human Resources on a divisional and corporate basis. Consistency in how data is recorded is essential for effective monitoring and for the Council to be able to analyse patterns, problem areas and to monitor the effects of measures and procedures designed to reduce absence levels. Please refer to section 27.0 which highlights line managers' responsibilities.
- 7.5 **Part-time employees**
The Self-Certification Form requires employees to indicate both working and non-working days lost due to sickness absence, i.e., all calendar days. Both are vital for the overall management of sickness absence, not only for sick pay (based on calendar days) and timely referrals to occupational health but accurate monitoring of absence trends.
- 7.5.1 When reviewing employees' sickness absence levels, in the interest of treating full-time and part-time employees consistently, the line manager/supervisor should take account of the full period of sickness in calendar days rather than working days lost. Certain levels of sickness absence may give cause for concern as defined at paragraph 9.2 and warrant management action. For example, where an employee has a health problem which results in them being unfit for work for 14 calendar days (whether they work full-time or part-time) is cause for concern, regardless of the number of working days' absence.

7.6 Disability-related absences

All sickness absences of employees who are classified as disabled under the Disability Discrimination Act 1995 (as amended) will be recorded as with absences of non-disabled employees. However, it is important that the line manager/supervisor establishes which absences are related to the employee's disability. This may be through consultation with the employee or may necessitate seeking medical advice through occupational health.

- 7.6.1 Absences related to a disability will be accommodated as far as is reasonable within the terms of the Disability Discrimination Act 1995 (as amended) and will be disregarded in terms of trigger points reached unless reasonable adjustments have already been made. If a disabled employee is absent from work due to sickness which is unrelated to their disability, this sickness will not fall under the protection of the Disability Discrimination Act and should be dealt with under the normal sickness absence management procedure. In practice, it may be difficult to tell when an absence is disability related so it is vital that the employee is consulted and medical referral is sought at an early stage so that the line manager/supervisor can make an informed decision in consultation with Human Resources on how to manage absence.

7.7 Absences for reasons of pregnancy

Absences related to a person's pregnancy must also be recorded as with absences for other employees. However, in the consideration of trigger points, absences owing to pregnancy should normally be disregarded. For further advice, please refer to Human Resources.

7.8 Absences for reasons of workplace injury

If an employee has a period of absence due to industrial disease, accident or assault arising out of, or in the course of employment with the Council, this will be recorded separately from normal sickness records for the purposes of the Sickness Payment Scheme. Periods of absence on this account shall not be counted against the employee's entitlement to occupational sick pay. For further information on sick pay eligibility, please refer to section 5.3.

7.9 Contact with infectious diseases

An employee who is prevented from attending their place of employment because of contact with an infectious disease shall notify their line manager/supervisor immediately and shall be entitled to receive normal pay. For further information the line manager/supervisor should contact Alan Tweddell, the consultant responsible for Communicable Disease Control, Hereford & Worcestershire Local Health Protection Unit on 01905 760024 or email: alan.tweddell@sworcs-pct.nhs.uk A period of absence on this account shall not be counted against the employee's entitlement to occupational sick pay. For further information on sick pay eligibility, please refer to section 5.3. Employees absent due to contact with infectious diseases should not return to work until cleared by the relevant authority.

7.10 Medical Appointments

Routine appointments, *initiated by the employee*, to the optician, dentist or

GP should be made outside of normal working time. Where this is not possible, appointments should be made at the beginning or end of the working day, or near to a lunch period to minimise disruption and the period of time away from the workplace. Employees will be required to make up the time lost. Where employees enjoy the benefits of the Flexi Time Scheme, appointments should be made outside of core hours. Appointments, that are not possible except in core time for unavoidable reasons, will normally be debited against the time record and thus be treated as debit hours.

- 7.10.1 Medical appointments with consultants *following a referral by the GP, hospital, dentist or opticians* to deal with health problems for diagnosis and/or treatment and/or prevention (e.g., screening) of physical or psychological health problems, should also be made *where possible* outside of normal working hours/core time (if subject to the flexi scheme). However, in exceptional circumstances where this is not practical, subject to the approving line manager/supervisor giving prior authorisation, reasonable leave with pay to attend such appointments will be granted. The employee should give their manager reasonable notice of the appointment and if requested provide evidence of each appointment.
- 7.10.2 Leave with pay for medical appointments of a day or less will not be treated as sickness absence for the purpose of sick pay entitlements but will be recorded as special leave on the employee's absence record. Medical appointments which require absence from work for more than one day will be treated as sickness absence and should be recorded on a Self-Certification Form. Leave with pay will be granted in line with the sickness payment scheme.
- 7.11 Where an employee starts work and then leaves early on account of sickness, there will be a requirement for the line manager/supervisor to record the absence. For example, if the employee works less than 50% of the contracted hours for that day, then half a day's sickness absence will be recorded. If, however, the employee works more than 50% of their contracted hours, no sickness absence will be recorded for that day.
- 7.12 **Communicating Sickness Absence**
This procedure provides guidance on dealing with sickness absence by monitoring and communicating sickness absence levels. It is essential to consult with the employee throughout the process, provide opportunities to discuss his or her position, and to seek appropriate medical advice. All employees should be aware that all absences are monitored and the importance of good attendance should be emphasised at all stages of employment. In particular by:-
- Emphasising good attendance at the recruitment and selection stage
 - Using pre-employment medicals to ensure the employee is fit to start the job
 - Induction programmes should be used to communicate the sickness policy and procedures
 - Sickness and attendance records should be regularly monitored during the probationary period and beyond
 - After every incident of sickness absence employees are required to complete a Self-Certification Form and the line manager/supervisor is required to discuss the absence with the employee upon their return to work (please refer to section 8.0 for further information)

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- During periods of sickness absence, contact between employee and manager should be maintained regularly by phone or through arranged home visits.

7.13 In this way the Council will develop a working environment where attendance does matter and sickness absence is noticed. All parties should work to achieve high attendance levels and make absence controls effective.

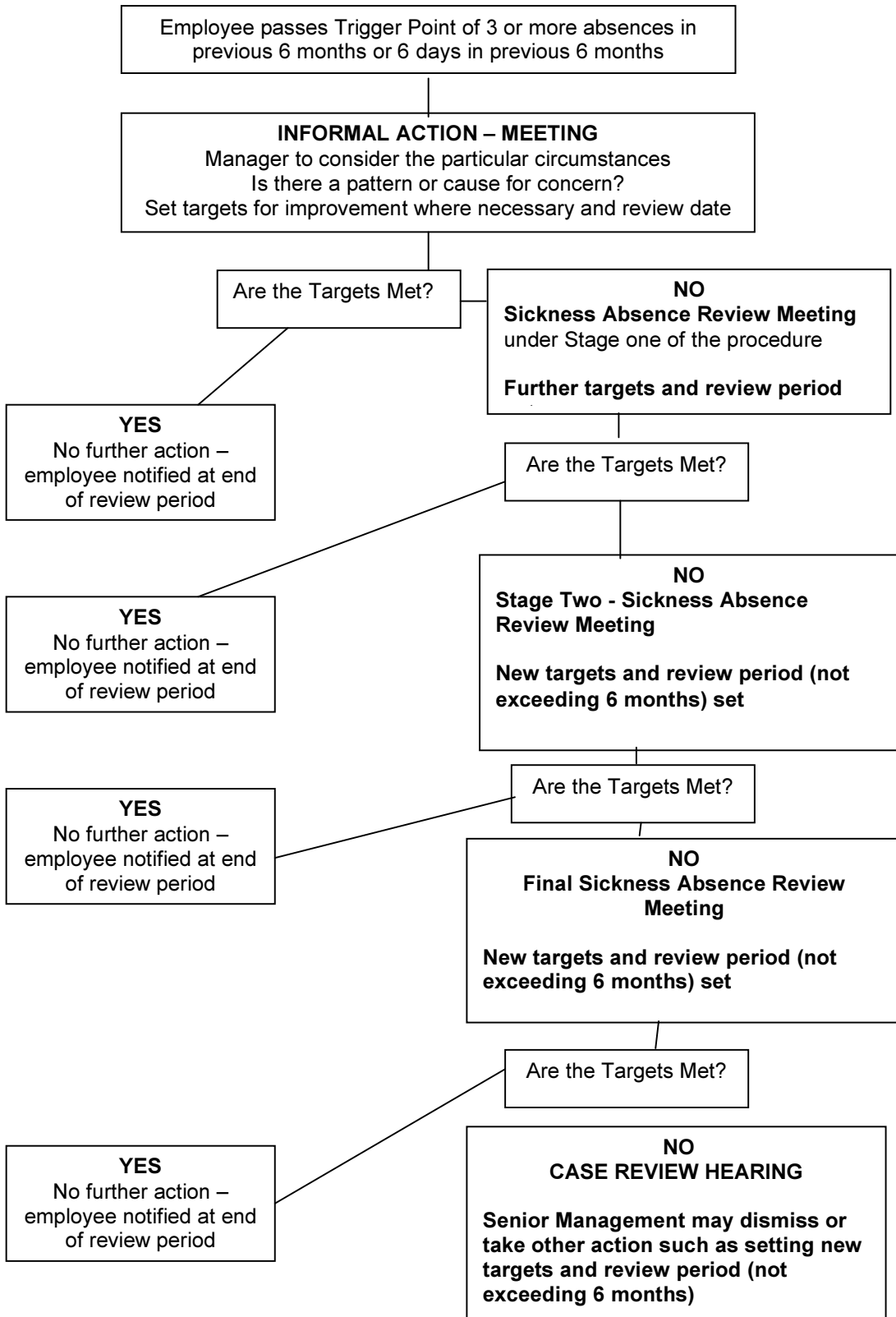
8.0 Return to work Discussions

- 8.1 Following every period of absence, a return to work discussion will be carried out by the line manager/supervisor on a one to one basis regardless of the nature and length of absence.
- 8.2 The interview should take place on the day the employee returns to work. However, it is acknowledged that for some categories of employee this may not be possible, e.g., certain shift workers. In such cases, the interview should be conducted at the earliest opportunity.
- 8.3 The key components of a return to work discussion will be to:
- welcome the employee back to work
 - confirm the reason for absence
 - make sure that the employee is fit to return to work
 - check whether there are any Health & Safety implications, i.e., contact with infectious diseases which might impact on ability to work
 - check any underlying problems which may be contributing to the employee's absence
 - consider any reasonable support required to assist the employee
 - update the employee on key developments during their absence
 - complete the Self-Certification Form
 - ensure that all periods of sickness absence are covered by the appropriate medical certificates
- 8.4 The salient points of the interview will be recorded on the Return to Work Discussion form at Appendix F, a copy of which will be retained by the employee. The return to work discussion and record will become a component of the employee's health record and will be retained on his/her personnel file.
- 8.5 For further guidance on Return to Work Discussions please refer to the Management Guidance Note: Return to Work Discussion at Appendix C.
- 8.6 Where a line manager/supervisor is concerned about an employee's sickness absence levels, or, where a trigger point has been reached (refer to Section 9.0), a separate Informal Meeting may be held in addition to a Return to Work Discussion. Further details on Informal Action Meetings can be found in Section 10.0.

9.0 Reviewing absence records and trigger points

- 9.1 Line managers/supervisors should review every employee's attendance record on a monthly basis. There are certain trigger points identified which highlight to managers those employees whose attendance records require further consideration.
- 9.2 As a guide, line managers/supervisors are asked to consider the following triggers and potential follow up actions in the circumstances outlined below:
- 9.2.1 **Persistent short-term absence (includes both self-certificated and GP certificated absence):** where an employee has **three or more periods of absence in any 6 month rolling period**, or if the total absence (whether reckoned in a single absence or by adding together a number of separate absences) extends to **6 working days or more in any 6 month rolling period**, an informal meeting should take place. For further information on informal action meetings, please refer to section 10.0 of this procedure or alternatively, contact your designated HR Advisor. This meeting is separate to a Return to Work Discussion.
- 9.2.2 In addition, certain **patterns of absence**, e.g., absences immediately before or immediately after annual leave, the weekend or a bank holiday may also trigger the need for informal action meetings.
- 9.2.3 **Long-term absence:** long-term absence will normally be classed as any **continuous absence exceeding 4 weeks**. For further information on follow up action, please refer to section 13.0.
- 9.3 Trigger points are intended as guidance only and are neither exclusive nor exhaustive and any record giving rise to concern should be reviewed. Each case will be considered on its own merits by the line manager in consultation with Human Resources. (See Section 10.0 for further guidance on informal action)
- 9.4 Trigger points provide consistency of approach and ensure that managers are aware of, and can deal with, employee absences. This will not detract, however, from individual circumstances and should not result in the automatic application of sanctions or inappropriate action being taken. (See Section 10.0 for further guidance on informal action)
- 9.5 It is important that the circumstances of each case are taken into account, as there may be cases where action should be taken before a trigger point is reached, or no action is taken despite a trigger point being reached.
- 9.6 It is important for line managers/supervisors to be aware that proactive and early intervention is key to successfully assisting employees to return to work and preventing longer-term absences from occurring. Under the Disability Discrimination Act 1995 (as amended), the responsibility clearly rests with the employer to determine whether reasonable adjustments should be made. It is vital therefore that line managers/supervisors are proactive in dealing with sickness absences promptly. For further advice on reasonable adjustments, please refer to **Appendix A**.

SHORT TERM SICKNESS ABSENCE – FLOWCHART



NOTES On Flowchart :

- This is a simplified representation of the Process, for full details refer to the full Policy Document
- Line Managers must ensure that the departmental sickness absence administrator is informed of the employee's absence on the first day of sickness
- A Return to Work Discussion must take place following every period of absence.
- In coming to a decision the Manager must consider all the information supplied and options available.
- There is a right of Appeal at all formal stages – to the Chief Executive for Dismissal or to the Head of Service for action less than dismissal.
- Employees have the right to representation at all formal stages
- Records of all decisions made must be kept at each stage

Managing Short-term Absences

10.0 Informal Action

- 10.1 Where a trigger point as highlighted in paragraph 9.2.1 and 9.2.2 has been reached, or where an employee's record of attendance is giving cause for concern as indicated in 9.3, informal action should be taken and a meeting held. This is an informal part of the sickness management process and, like the Return to Work Discussion, it is not normally necessary for the employee to be represented at this meeting. The main purpose of the meeting is to help improve the employee's attendance by reiterating the Council's policy on sickness attendance and to remind the employee of their individual absence record. No formal letter is required inviting the employee to the meeting but the employee should be aware as to what the meeting is in connection with and given a minimum of 24 hours' notice. Separate follow up action is required for employees absent from work on a long-term basis, normally classed as continuous absence exceeding four weeks. For further information, please refer to Section 13.0
- 10.2 Similar to the Return to Work Discussion, the meeting should be positive, sympathetic and constructive in nature and should seek to explore any possible underlying medical or work-related reasons for the level of sickness absence, including any relation to a disability and any assistance that may be required. For example, risk assessments may need to be updated or reviewed. Any patterns of absence, which might be evident, will be discussed together with the effect of sickness absence on the workplace and colleagues. The meeting is not designed to challenge whether the sickness absence is genuine or not but to focus on the level of sickness absence.
- 10.3 The meeting should conclude with an explanation as to the future procedure, where appropriate, if there is no improvement in the sickness absence and a review date will be set.
- 10.4 It is crucial that this meeting provides an open and honest dialogue to enable a thorough understanding of the individual's circumstances and to assist the manager in determining any appropriate future action. A record of the interview will be retained by the manager and a copy given to the employee within **5 working days** of the meeting.
- 10.5 Possible outcomes of the meeting might be:-
- Further review meetings with the line manager
 - A referral to Occupational Health. See Section 14.0 for further information.
 - Support to the employee such as counselling or training.
 - Consideration of changes to the work situation. (Reasonable adjustments such as changes to the workload, work practices or work pattern will usually be taken following occupational health advice).
 - Flexible working practices (either temporary or permanent).
 - No further action taken
- 10.6 If monitoring during the review period shows that the employee's attendance is no longer a cause for concern, the employee should be notified of this at the end of the review period.

- 10.7 If at any stage within the review period, there has been insufficient improvement in the employee's attendance, the matter should be referred to Stage One of the procedure in consultation with Human Resources.
- 10.8 Where individuals demonstrate a pattern of improvement in attendance levels for the required review period and then a subsequent dip, the line manager, in taking follow up action, will be able to call a formal meeting and initiate discussions from Stage One of the formal procedure in consultation with Human Resources.

11.0 Stage One – The Sickness Absence Review Meeting

- 11.1 Where there are continuing management concerns relating to persistent and/or intermittent sickness absences and informal mechanisms as highlighted in section 10.0 for dealing with the problem have proved unsatisfactory or have been exhausted, a formal Sickness Absence Review Meeting should be conducted.
- 11.2 The line manager/supervisor will request the employee, in writing, to a formal meeting. The employee should be given a minimum of 5 (and a maximum of 10) working days' notice of the meeting. The letter (please refer to Appendix G for a standard letter) should state the absence details and provide the opportunity for the employee to be accompanied/represented by a Trade Union representative or work colleague. No other third party representation is permissible. Line management should be notified as to who is representing the employee at least 24 hours in advance of the meeting. An HR Advisor will also be present at the meeting and will provide advice and guidance on the use and interpretation of the procedure.
- 11.3 At the Stage One Sickness Absence Review Meeting, attention should be drawn to the levels of absence and/or absence pattern of the individual and the reasons given for absence. The reasons should be discussed in an attempt to identify any underlying causes. Any support which has been provided should be reviewed.
- 11.4 The line manager/supervisor should ensure that the employee clearly understands that the level of attendance is considered to be unsatisfactory and that improvement is needed over a relevant and reasonable review period. The emphasis should remain on supporting and encouraging the employee to maintain a satisfactory attendance level.
- 11.5 A letter confirming the outcome of the meeting should be issued within 5 working days of the meeting taking place. A sample letter is used for this purpose. Please refer to Appendix H for details. For further information and guidance on conducting formal sickness absence review meetings, please refer to Human Resources. A Management Guidance Note: Checklist for conducting a Sickness Absence Review Meeting is also available at Appendix I.
- 11.6 If monitoring during the review period shows that the employee's attendance is no longer a cause for concern, the employee should be notified of this *in writing* at the end of the review period. If at any stage within the review period, there has been insufficient improvement in the employee's attendance, the matter shall be referred to Stage Two of the procedure. Where individuals demonstrate a pattern

of improvement in attendance levels for the required review period and then a subsequent dip, the line manager/supervisor, in taking follow up action, will be able to call a formal meeting and initiate discussions from Stage Two of the formal procedure. Referral to Stage Two following a dip in improvement should only be where necessary and not automatic, depending on the reason for the dip.

- 11.7 The timescale for review will normally be no less than 6 weeks and no more than 3 months depending on the circumstances. Managers may choose to meet with their employees throughout the review period. The frequency of any such meetings will be determined by the manager in conjunction with the employee and will be based on the circumstances of the case. For further advice regarding timescales and target setting, please contact Human Resources.

12.0 Stage Two & Three –Sickness Absence Review Meetings

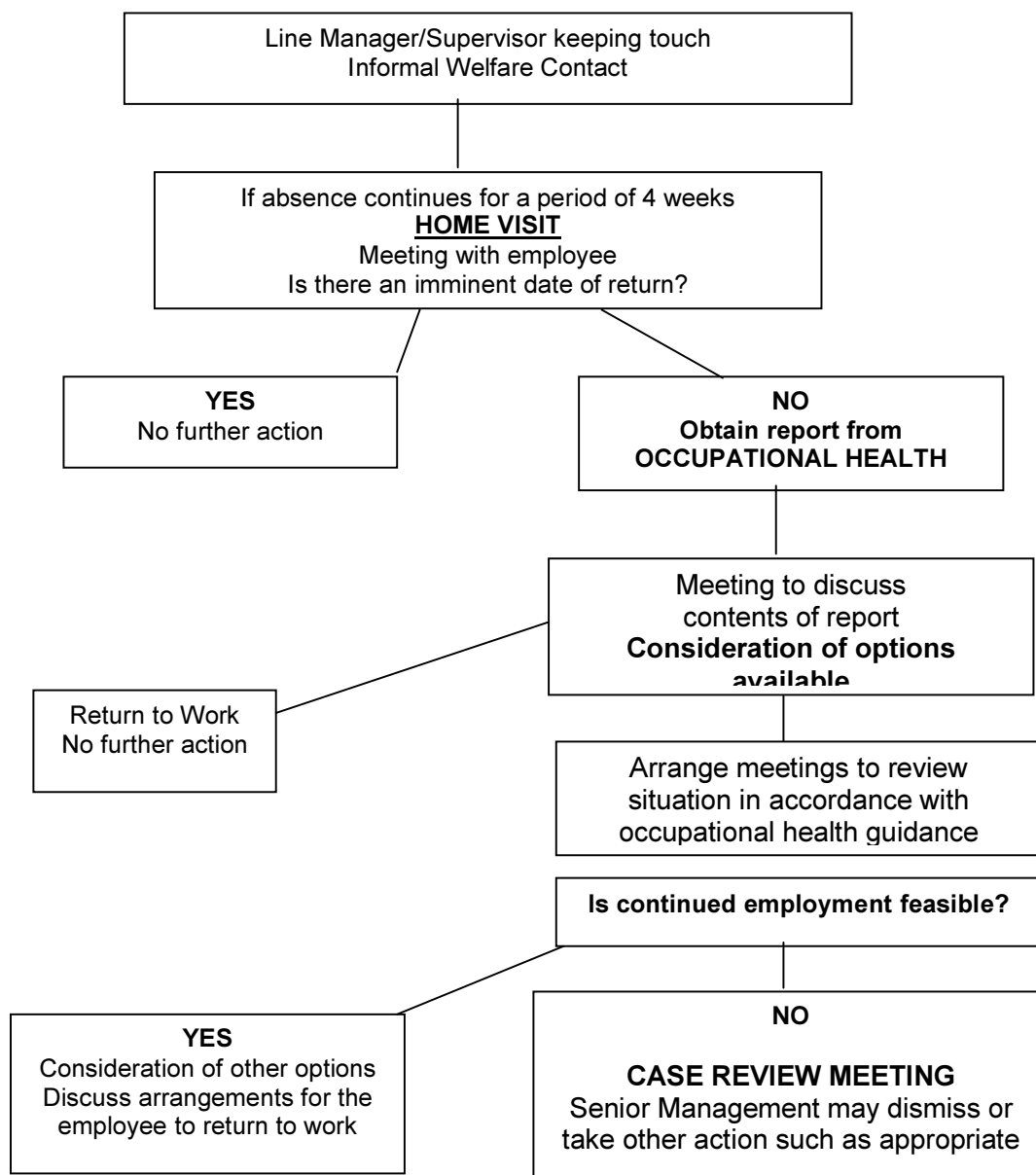
- 12.1 If there has been no acceptable improvement after Stage One, and there are no exceptional circumstances meriting an extension of the period, then a second formal meeting with the line manager/supervisor should be held. An HR Advisor will also attend this meeting.
- 12.2 This meeting will cover the same points as at Stage One. The letter requesting the employee to the meeting and the rights to representation are as at Stage One. Please refer to Appendix G for a standard letter. The meeting should also cover the implications of the continued excessive absence. For example, cost implications, loss of service provisions etc. Assistance from Occupational Health and other sources should continue to be explored.
- 12.3 The employee should be warned that the level of attendance is still considered to be unacceptable and that sustained improvement is needed. The manager will explain that a further period – again to be determined according to individual circumstances – will be monitored. A reasonable target for improvement will be set and agreed, i.e., usually no less than 6 weeks and no more than 3 months.
- 12.4 The outcome of the Stage Two meeting should be confirmed in writing within 5 working days and it should be stressed that if attendance deteriorates during the review period to the extent that absence exceeds the target set, the review date will be brought forward. A copy of the letter should be placed on the employee's personnel file. A standard letter for this purpose is located at Appendix J.
- 12.5 If monitoring during the review period shows that the employee's attendance is no longer a cause for concern, the employee should be notified of this *in writing* at the end of the review period. If at any stage within the review period, there has been insufficient improvement in the employee's attendance, the matter shall be referred to Stage Three of the procedure. Where individuals demonstrate a pattern of improvement in attendance levels for the required review period and then a subsequent dip, the line manager/supervisor, in taking follow up action, will be able to call a formal meeting and initiate discussions from Stage Three of the formal procedure. Referral to Stage Three following a dip in improvement should only be where necessary and not automatic, depending on the reason for the dip.

- 12.6 If there has been no acceptable improvement after this Stage Two meeting, and there are no exceptional circumstances meriting an extension of the period, then a third formal meeting with the line manager/supervisor should be held. An HR Advisor will also attend this meeting.

Stage Three – Final Sickness Absence Review Meeting

- 12.7 This meeting will cover the same points as at Stages One and Two and will follow the same procedure/format and review timescales as detailed above in points 12.2-12.4). At this third stage meeting, the employee will be advised that if there is no sustained improvement, then a possible recommendation to dismiss on grounds of capability could be made to the Head of Service and a Case Review Hearing convened.
- 12.8 If following the review period, attendance improves and is within acceptable levels, no further action should be taken except to confirm to the employee concerned (in writing with a copy on the personnel file) that attendance is now considered to be satisfactory. However, the employee should be reminded that attendance is continuously monitored and if further action is deemed to be necessary under this policy within the following 12 months, such action will be at this stage (third and final sickness absence review meeting) of the procedure.
- 12.9 If attendance does not reach the target levels during the review period agreed in Stage Three and there are no exceptional circumstances meriting an extension of that period, then the line manager/supervisor will send a report to the Head of Service, or a nominated representative, recommending that a Case Review Hearing take place. For further information on the procedure regarding Case Review Hearings, please refer to Section 23.0.

LONG TERM SICKNESS ABSENCE – FLOWCHART



NOTES:

- This is a simplified representation of the Process, for full details refer to the full Policy Document
- Line Managers must ensure that the departmental sickness absence administrator is informed of the employee's absence on the first day of sickness
- Contact must be maintained with the employee during the absence.
- In coming to a decision the Manager must consider all the information supplied and options available.
- There is a right of Appeal at all formal stages – to the Chief Executive Officer for Dismissal or to the Head of Service for action less than dismissal.
- Employees have the right to representation at all formal stages
- Records of all decisions made must be kept at each stage

Managing Long-term sickness absence

13.0 Procedure for handling long-term sickness cases

13.1 As indicated in 9.2.3, absences of 4 continuous weeks or more are considered long-term. Where an employee is absent for 4 continuous weeks or more, the line manager/supervisor will meet with the employee *normally* at home to discuss the absence and the prospect of a return to work. This meeting will facilitate consideration of the following points:-

- What progress the employee is making in terms of becoming well enough to return to work. In some circumstances, where it is clearly evident that the employee will not return to work in the near future, the discussion may focus on the general well-being of the employee; progress to date, sick pay benefits and medical evidence.
- Whether the absence is influenced by working conditions or arrangements, together with an examination of whether any changes can take place which might help the employee return to work. This will be particularly relevant where absences are related to disability;
- Whether the Council can in any way assist with or influence any external contributors to the employee's absence.
- In the event that the employee does not return to work in the next two weeks, i.e., after 6 weeks' absence, the likelihood of a referral to the Council's Occupational Health Adviser who will, in turn, advise the Council accordingly.

13.2 The line manager/supervisor will maintain regular contact with an employee who is absent due to long-term sickness as discussed in section 6.0 Maintaining Contact. The frequency and form of this contact e.g., telephone calls; home visits will depend on the circumstances and the health requirements of the individual and may vary from case to case. Managers must deal with the issue with tact and sensitivity. However, a home visit will normally be carried out before a referral to the Occupational Health Adviser is recommended. Depending on the circumstances, however, this may not always be practicable, and in some cases referral to Occupational Health may be recommended earlier or later.

13.3 The purpose of regular contact is to reassure the employee that the Council is concerned about their well-being and is trying to assist them to get better and to keep them up-to-date with developments in their section. The purpose of regular contact is also to ascertain the nature and progress of the illness and hopefully the recovery of the employee. The contact should also help to facilitate a return to work and to ensure that the employee is aware of and understands the procedures which will apply during their absence.

13.4 Any action taken regarding a long-term absent employee should be with due regard to the advice from Occupational Health and Human Resources and will depend on the individual circumstances of the case. Line managers/supervisors should refer to section 14.0 on the role of Occupational Health and to section 17.0 Acting on Medical Advice.

- 13.5 Even where absence is clearly genuine, long-term absence cannot be sustained indefinitely and where there is no reasonable prospect of a return to work in the foreseeable future; if after following the procedure detailed in sections 13.0-22.0) and all available options for the employee to return to work have been exhausted, the manager will usually need to recommend a Case Review Hearing to consider termination. Special consideration should be given to employees suffering from a terminal illness. See section 24.0 for further information.

14.0 The role of the Occupational Health (OH) Adviser

- 14.1 The Council has an occupational health contract with Performance Through Health Group Limited (PTH). Appointments with the OH Nurse are normally held at Banham Court, Hanbury Road, Stoke Prior, Bromsgrove, B60 4JZ. Generally, referrals to Occupational Health have a dual purpose:-
- To support the employee by providing specialist medical advice with regard to protecting their health in relation to their job (rather than the more general role of a GP)
 - To provide managers with information to enable decision-making with regard to what action and support is required or reasonable adjustments

15.0 When to make a referral to Occupational Health

- 15.1 The question of whether a referral should take place depends on the circumstances of the case. Above all, a referral to Occupational Health should not be used as a punishment or as a substitute for management responsibility. The following guidelines should be observed and common sense applied:-
- Where an employee is indicating that they are having particular problems affecting their job which are related to a medical condition, *referrals can be made immediately*. The employee may not necessarily have had any sickness absence and this referral will be proactive;
 - Where an employee is on long-term absence, *a referral will normally take place after 4-6 weeks' continuous absence*. However, if the absences are related to major surgery, serious fracture, etc., and the expected absence exceeds 4 weeks, a referral at 4 weeks would be unlikely to provide any useful information. It may be appropriate to make the referral at a later date or if the employee does not return to work after the expected recovery period.
 - Where it is indicated that an employee may not be able to resume normal work activities due to a period of illness or medical treatment, *a referral should be made*.
 - Where there is a problem of persistent short-term absence and the employee or manager knows or suspects that an underlying medical problem is a contributory factor, then *a referral is likely to follow one of the meetings held under the procedure for return to work discussions or the management of short-term sickness absence*.

16.0 Procedure for making a Referral to Occupational Health (OH)

- 16.1 All referrals should be made via Human Resources. The standard referral form found at Appendix L should be used and supplementary information provided where necessary, e.g., sickness absence records and job description. The designated HR Advisor will complete the form with assistance from the line manager/supervisor where appropriate.
- 16.2 The employee must be made aware of their rights under the Access to Medical Reports Act 1988 in relation to the Council's request for Occupational Health to seek a report from the employee's GP. Authorisation to obtain a medical report form is completed by the Occupational Health Nurse during the referral process.
- 16.3 When the referral process is complete, an appointment for medical assessment will be made directly with the employee by Occupational Health at the earliest opportunity. The line manager/supervisor will be informed via Human Resources of any appointments made. The employee may take a friend, partner, or counsellor with them to the appointment if they so wish.
- 16.4 Following medical assessment, the OH Nurse will inform the employee of the findings and confirm this in writing to the referring HR Advisor normally within 10 working days of the assessment. Where reasonably practicable, the referring HR Advisor will provide a summary of information or advice pertinent to the employment situation of the individual to the employee's line manager/supervisor.
- 16.5 Subsequent medical assessments may be necessary over a period of time. On any such occasions, the process described in paragraphs 16.3 and 16.4 will be followed.
- 16.6 Human Resources is solely responsible for obtaining medical reports and other confidential details. All such information is treated in confidence and will be retained only on the confidential personnel file. Throughout the operation of this procedure the employee is entitled to access any reports submitted to and obtained from Occupational Health. The employee has a right to request a copy of the medical report directly from the Council's Occupational Health providers.
- 16.7 Where an employee does not give their consent to the OH Nurse seeking a report from their GP and/or refuses to meet with the OH Physician, any decisions regarding the employee's future employment with the Council will be based *only* on the information available. The implications of this should therefore be discussed with the employee and confirmed in writing.

17.0 Acting on Medical Advice

17.1 The outcome of a medical examination will be that an employee is:-

- **Fit to return to full duties** of the post and a return to work should be supported as appropriate, or
- **Fit to return to the post subject to reasonable adjustments** being made. There will be a need to explore reasonable adjustments taking account of Disability Discrimination legislation where this applies, or
- **Permanently unfit for their post, but fit for other suitable alternative employment** within the Council. In this case, the Redeployment procedure would be followed (see Section 21.0 for further information), or,
- **Permanently unfit for their post or other comparable employment.** In this case, a Case Review Hearing should be held to consider whether termination is appropriate or ill health retirement where pension scheme rules are satisfied, or,
- **Case to be reviewed.** In this case a review period may be set with further advice to be sought from Occupational Health.
- **Referred to a consultant for further diagnosis** or referral for further tests/treatment to be undertaken. This can result in a significant continuation of an employee's absence and where this is likely to be the case, consideration may be given as to whether it is in the Council's interest to facilitate a speedier referral through the private sector.

17.2 Some of the key potential outcomes are handled separately and in more detail in the following sections 18.0-22.0.

18.0 Rehabilitation within the Current Role – General

18.1 It is hoped that with mutual determination and support, employees may be successfully rehabilitated back into the workplace following a period of sickness absence. Occupational Health advice may require temporary adjustments to be made to the job role, working hours or general arrangements to ensure that rehabilitation is at an appropriate pace.

18.2 It is recognised that employees who have been off for a prolonged period will normally require a settling-in period before they feel comfortable and confident being back at work, during which they should be offered encouragement and support. Difficulties adjusting to work may be temporary or permanent. The Council is required to consider whether there are any ways that the employee can return to their current job and whether any adjustments may be required. Adjustments within the current job could relate to phased returns (dealt with in more detail in section 19.0); reduced or changed hours; or changes in work practices, e.g., making adjustments to equipment used or changing actual tasks. Formal reviews should be arranged on a regular basis and recorded.

- 18.3 Line manager/supervisors should consider whether there are any training or development needs that have arisen, e.g., training on new IT systems that have been implemented whilst the employee has been absent.
- 18.4 The line manager/supervisor should also seek agreement as to how an individual wishes their return to be treated by others, i.e., are they happy for other team members to ask them how they are, know why they have been absent, etc?
- 18.5 A checklist of issues to consider regarding rehabilitation within the current job is available at Appendix L.

19.0 Phased return to work

- 19.1 There may be occasions where an employee has recovered from a long-term illness but would find it difficult to return immediately to their full contracted duties and hours of work without further risk to their health. In some cases employees are sufficiently recovered to be able to carry out some of their duties/hours of work. In such cases, line managers/supervisors are required to take a flexible approach to facilitate the employee's earlier return to work by allowing a phased return.
- 19.2 Following discussion with the employee the line manager/supervisor via Human Resources will seek advice from the OH Nurse on a suitable structured programme for a phased return to work. This may include restrictions to work activities and/or reduced hours. Periods of home working may also be considered where practical on a temporary/permanent basis. Restrictions to work activities and phased return to work programmes must be agreed prior to the employee's return to work. A letter for this purpose is held at Appendix M.
- 19.3 The period of time over which the phased return to work programme can be based will be dependent on the advice of Occupational Health and will be agreed between the line manager/supervisor and the employee.
- 19.4 Full contractual benefits and pay will be maintained for the agreed period of an approved phased return to work programme. Any extension of the phased return to work period can be made using annual leave, unpaid leave or reduced contractual hours of work. For further information on phased return to work programmes, please refer to the Management Guidance Note: Phased Return to Work Programmes at Appendix E.

20.0 Reasonable adjustments to the post

- 20.1 Following advice from Occupational Health and/or specialist disability related advice; it may be possible to make reasonable adjustments to a post on a permanent or a long-term basis to enable an employee to return to work. Such adjustments may include reducing the hours; altering work practices; introducing home working arrangements, modifying equipment used; changing location or layout of premises. Further information on reasonable adjustments is to be found at Appendix A.

- 20.2 In considering its legal obligations under the Disability Discrimination Act 1995 (as amended), the Council will have regard to the reasonableness of such adjustments, including cost, practicality and the effects upon colleagues and overall performance.
- 20.3 Further advice may also be sought by contacting an *Access to Work Adviser* at The Business Centre for the West Midlands on 01782 382148 where further information and advice is available.

21.0 Redeployment to alternative work within the Council

- 21.1 Where changes in hours or work practices are impractical, have been unsuccessful or are inappropriate, or when supported by medical recommendation, it is necessary to consider alternative employment opportunities. Redeployment on medical grounds should be considered as an alternative to dismissal and/or as a reasonable adjustment for an individual with a disability.
- 21.2 Where there is a recommendation by the OH Nurse to look for alternative work for an individual, the line manager/supervisor will meet to advise the employee of the OH findings and explain the procedure for redeployment. It is important to ensure that the employee accepts the medical view that a return to their previous job is not possible and that action needs to be taken.
- 21.3 It is important that the employee's GP is supportive of redeployment as the process can be difficult for an employee who has been suffering from health problems. The Council needs to ensure therefore that the employee is fit enough to deal with the process and must obtain the GP's declaration of fitness.
- 21.4 All reasonable attempts will be made to secure suitable alternative employment. Such work may not be at the same level of salary. However, there is no onus upon the Council to create a special job for an employee where none exists. Again, the Council will have due regard to its obligations under the Disability Discrimination Act 1995 and will consider reasonable adjustments to *all* potential redeployment opportunities.
- 21.5 The Council will need to consider support to employees seeking redeployment in the form of job application skills training, career counseling and providing employees with details of vacancies prior to advertisement. Further information on the medical redeployment process can be obtained by contacting Human Resources.
- 21.6 There may be funding available both from within the Council and external agencies to enable an employee with a disability to be redeployed to another post within the Council. For further information and advice, please contact Human Resources.
- 21.7 If an employee unreasonably refuses the offer of suitable alternative work, this may potentially lead to termination of employment and the employee may become ineligible for early pension benefits.

22.0 Permanent Ill Health

- 22.1 Should medical evidence show that an employee is *'incapable of discharging efficiently the duties of his/her post or any comparable employment by reason of permanent ill health'*; and ill-health retirement has been discussed and applied for as appropriate, the evidence should still be submitted for consideration at a Case Review Hearing before any action regarding termination of employment is taken.

23.0 Case Review Hearing

- 23.1 Where there are continuing concerns regarding persistent, short-term absences and previous warnings have been given and a lack of sustained improvement as agreed at Stage Two is evident, or, where a long-term period of absence is continuing and options as discussed/referred to in sections 13.0-22.0 to enable the employee to remain in employment have been unsuccessful, the employee may be asked to attend a Case Review Hearing. This is the final stage of the Sickness Absence procedure and is designed to deal with all issues related to the employee's capability due to either persistent short-term or long-term absence.
- 23.2 The purpose of the Case Review Hearing will be to consider whether there are any further actions that the Council can take to assist the employee in continuing their employment or whether employment should be terminated because of ill health/sickness absence. Under the Employment Rights Act 1996, the Council has a duty to consider all reasonable alternatives before coming to a decision about whether or not to dismiss. Where an employee is disabled under the Disability Discrimination Act 1995, the Council has to consider reasonable adjustments. In all cases, any decision must take into account the most up-to-date medical information and should follow consultation with the employee, the employee's representative, Occupational Health, a disability employment adviser and a representative from Human Resources.
- 23.3 The Head of Service, or a nominated representative, will act as Chairperson at the Hearing accompanied by a member of Human Resources. The Chairperson will not normally have previous knowledge of the case.
- 23.4 The employee will be given a minimum of 5 (and a maximum of 10) working days' written notice of the hearing and shall be informed in the same letter of:
- The fact that it is a formal hearing to make a decision about their continued employment with the Council or their dismissal
 - An opportunity to review the full history of the individual's absence
 - His/her right to be accompanied at the hearing by a trade union representative or workplace colleague. Where a trade union representative is under review, normally the full-time regional officer will be used.
 - The option to rearrange the date, should both parties be in agreement

23.5 Order of Proceedings

- 23.5.1 Details of the case will be presented by the employee's line manager/supervisor and should include:-
- detailed records of sickness absence;
 - up-to-date medical advice from the Occupational Health Provider, who will have assessed GP & Specialist reports;
 - details of meetings held and actions taken under this policy and procedure, i.e., informal meetings and formal meetings held at stage one, two and three;
 - details of other arrangements made by the line manager/supervisor to support the employee;

- any issues raised or comments expressed by the employee or his/her representative.

The employee or his/her representative will have access to all documentation to be used at the hearing.

23.5.2 The employee and/or his/her representative will have a right to address the Chairperson. In some long-term sickness absence cases, for example, where there is a case of permanent ill health, the employee can give formal notification that they agree for their representative to attend the hearing on their behalf.

23.5.3 When reaching a decision about whether or not to dismiss, the Chair person will consider issues such as:-

- nature of the illness and/or absence
- the likelihood of the illness recurring or some other illness arising
- the need for the work to be undertaken;
- the impact of the employee's absence and ill health on other employees and service delivery;
- the length of the employee's absence record
- financial and cost implications to the Council;
- representations made by the employee and/or their representative;
- what actions have been taken in an attempt to enable the employee to continue in employment;
- adoption and exercise of the Council's Sickness Absence Policy and Procedure
- medical advice received;
- the extent to which the employee is aware of how serious the Council sees the absence and what the potential implications are for the employee should their absence continue, i.e., has adequate consultation taken place?

23.5.4 This list is not exhaustive and the weight attached to each will depend upon the circumstances of the case, whilst balancing the needs of the employee and of the Council. A checklist for issues to consider at a Case Review Hearing is situated at Appendix N of this policy.

23.5.5 The Chairperson has the option to refer the process back to any of the previous stages, if they consider this to be the most appropriate course of action.

23.5.6 If the Chair person is satisfied that despite all reasonable efforts to facilitate attendance at work, the employee remains incapable of achieving and sustaining satisfactory standards, they will be dismissed *normally* by reason of capability by issue of the appropriate notice, i.e., contractual or statutory, whichever is longer.

23.5.7 Whatever the outcome of the Case Review Hearing, the employee will be informed of the decision in person and this decision will be confirmed in writing within 5 working days. Where a decision to dismiss has been made, the letter will also inform the employee of notice of termination of employment.

23.5.8 Where decisions are made regarding termination of employment, the employee will have the right of appeal against the decision. For further information, please refer to section 24.0-25.0.

24.0 Actions following decision to terminate employment

24.1 Permanent Ill health

On receipt of a permanent ill health certificate and medical report from the OH Nurse and a Case Review Hearing recommendation to dismiss, the line manager/supervisor will arrange to meet the employee (if he/she was unable to be present at the Hearing) to explain the findings of the Case Review Hearing and/or OH Physician to advise that he/she will be unable to continue in their post. The line manager/supervisor should be accompanied by a designated HR Advisor. The employee will also have the right to be accompanied by a friend, relative or a trade union representative.

24.2 The procedure to be followed will be fully explained as will the contractual benefits that are payable to the employee upon the termination of their employment. A pension estimate, where applicable, will be sought from the Payroll Section of Human Resources & Organisational Development to clarify the benefits available to the employee. The employee will be made aware of their right to appeal against the decision. If such an appeal is made, depending on the grounds for appeal, an independent medical examination may be arranged, the cost of which will be borne by the Council.

24.3 Where the employee is declared permanently medically unfit, written confirmation of the decision to terminate their employment should also be given immediately in person and confirmed in writing within 5 working days. The termination date will be determined from the date the notice is served. Notice will be paid at full pay regardless of the stage the employee is at with their sickness benefit payments.

24.4 Employees may be dismissed prior to the expiry of their contractual sick pay benefits. The decision to dismiss is separate to the payment of sick pay benefits. The provision of sick pay benefits does not give rise to a contractual right not to be dismissed.

24.5 Ill Health Retirement

Once a decision has been reached that employment can no longer be sustained, if the employee is a member of the Local Government Pension Scheme, they may be eligible for the early release of pension benefits under ill health retirement. It is advisable for the appropriate line manager/supervisor to obtain a pension quotation from the Payroll Section of Human Resources prior to meeting with an employee to discuss their termination arrangements. Adequate notice should be given to the Pensions Section at Worcestershire County Council. The decision regarding whether a member of the Pension Scheme is eligible for benefits is entirely separate to the Council's decision regarding the employee's future employment. For further advice on pension information, please refer to the Local Government Pension Scheme Handbook or, contact the Payroll Section of Human Resources.

24.6 Terminal Illness

Ill health conditions will vary in terms of severity. In the case of a terminally ill employee, there is a need to consider the person's situation and their continued

employment in a particularly sensitive way. Consideration needs to be given as to whether dismissal is appropriate in such circumstances, or whether the Council could wait so that the employee's spouse or next of kin benefits from a death-in-service payment. Consultation is a key part in determining the employee's wishes and in providing them with information on the options available.

24.7 Annual Leave

Employees will still accrue annual leave during periods of sickness absence, but will not be able to take their entitlement until they return work. For example, if an employee is absent for the first six months of the leave year, their entitlement when they return to work will still be the equivalent of a full year's leave less any leave already taken.

24.7.1 If an employee does not return to work before the end of the leave year, the entitlement to annual leave is lost, subject to the Council's carry forward provision of 5 days' annual leave entitlement.

24.7.2 If the employee is absent from work immediately prior to the termination of their contract, payment will be made for any untaken leave.

25.0 Right of Appeal

- 25.1 Where decisions are made to terminate employment under this procedure the employee has the right of appeal to the Council's Appeal Panel.
- 25.2 In order to exercise the right, the employee must write to their respective Corporate Director within 10 working days of receipt of the written notice of termination of employment. In their letter, the employee must state the grounds of appeal.
- 25.3 The Council will arrange for the appeal to be held as soon as possible following receipt of the employee's letter of appeal.
- 25.4 An external advisor to the Council will fulfil the role of Appeal Hearing Officer (for example, a professional advisor from the regional employers organisation, a chief officer [Head of Service or above] from another local authority, or a former Chief Executive not previously involved in the case).
- 25.5 The designated Appeal Hearing Officer must ensure the employee is given a minimum of 5 working days written notice of the date of the appeal hearing and be advised of the right to be accompanied by a Trade Union representative or colleague
- 25.6 Should the employee be unable or fail to attend the appeal hearing, an alternative date will be arranged. Should the employee also fail to attend this alternative date, without reasonable explanation, the appeal may be considered in their absence
- 25.7 The Appeal Hearing Panel will be advised on procedural matters by either an HR Advisor or an appropriate external adviser.
- 25.8 During the appeal hearing, both the Council and the employee will have the opportunity to state their case and provide any documentary evidence.
- 25.9 The Appeal Panel will communicate their decision in writing, within 5 working days of holding the appeal.
- 25.7 The decision of the Appeal Panel is final within the Council's internal procedures.

26.0 Special Considerations

26.1 Stress

The Health and Safety Executive (HSE) defines stress as 'the adverse reaction people have to excessive pressure.' The HSE also states that pressure can improve performance, but when demands and pressures become excessive, this can lead to stress which has a negative effect on mental and physical health.

26.2 Stress is not defined as a disability under the DDA. However, where stress leads to mental illness 'recognised by a respected body of medical opinion' and the disability has a 'substantial and long-term adverse effect on the person's ability to carry out normal day to day activities', the employee may be covered by the Act. It is important for line managers/supervisors to recognise signs of stress and/or unusual behavioural changes in their staff in order to tackle stress issues before they reach a critical point.

26.3 Every individual has their own threshold for handling stress and this threshold may vary in different situations and at different times. It is important that line managers/supervisors are alert to changes in employees that may indicate signs of stress. In addition, records on absence levels and reasons for absence may help to identify potential problems relating to stress affecting individuals. Statistics can also highlight potential areas of concern within teams across the Council. These issues can be dealt with on an individual, team or strategic basis. For further information relating to the management of stress, please consult Human Resources.

27.0 Summary of Key Responsibilities

27.1 Employees

Employees are expected to:-

- Attend work unless unfit to do so.
- Raise concerns with their manager or HR Advisor if they believe that their job is making them ill or contributing to illness.
- Report sickness absences promptly, in accordance with the sickness notification procedure in section 4.0.
- Ensure that the appropriate certifications are completed, in accordance with the procedure.
- Accept contact with their manager during periods of sickness absence.
- Cooperate fully with the Council when medical advice is required from the Occupational Health
- Ensure that medical advice and treatment is received as quickly as possible in order to facilitate a return to work
- In the case of long-term sickness absence, receive a visit at home or at a neutral venue from their line manager/supervisor or an alternative line manager/supervisor if it is not possible to come to work.

27.2 Line manager/supervisors

It is a line manager/supervisor's responsibility to actively manage attendance and to address absences. If absence is not addressed early then it may become a problem. The key responsibilities are summarised below:-

- **Maintain accurate records:** sickness reports for a manager to work from can only be produced if records are accurate. Managers must ensure that procedures are in place to record and report to Human Resources each occasion of absence. Ensuring that departmental sickness absence administrators are notified.
- **Maintain contact:** When an employee is absent from work due to sickness, it is important that regular contact is maintained between the manager and the employee.
- **Regular monitoring:** Monitoring sickness absence levels is an integral part of the line management process
- **Undertake return to work discussions** with employees after every incident of sickness absence
- **Communicate** to employees the existence of the sickness absence management policy and procedure
- **Encourage** a positive attitude to attendance at work
- **Seek help, guidance and support from the HR service** in interpreting sickness figures and finding solutions, which are consistent and fair while allowing for flexibility to individually tailor responses.

27.3 Heads of Service

- Provide clear leadership for the reduction of sickness absence levels and ensure this policy is implemented within the service
- Encourage the production of action plans to deal with areas of high sickness absence and support managers in achieving defined standards
- Receive regular information on sickness absence levels and understand its cost implications.

27.4 Human Resources

The Human Resources Division is responsible for:

- Reviewing the overall effectiveness of this policy and procedure
- Promoting health awareness
- Providing advice and support on all procedural aspects of sickness absence
- Managing the process of occupational health referrals
- Providing regular sickness absence reports

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The Disability Discrimination Act 1995 (as amended)

The Disability Discrimination Act 2005 amends the Disability Discrimination Act 1995 (DDA) by extending the provisions of the Act and the definition of disability to provide automatic coverage for people with HIV, cancer and MS from the point of diagnosis, and removes the requirement for a mental illness to be 'clinically well-recognised'. See below for further information relating to disability. The purpose of the Act is to require employers and providers of goods and services to eliminate discrimination against disabled people at all levels. The enforcement agency of the DDA is the Disability Rights Commission.

A Definition of Disability

A disability is defined under the Disability Discrimination Act 1995 (as amended) as 'a physical or mental impairment which has a substantial and long-term adverse effect on a person's ability to carry out normal day to day activities.' Many conditions with substantial, i.e., non-trivial effects are considered disabilities. For further information relating to disability, please see the Disability Rights Commission's website: www.drc-gb.org

A physical or mental impairment will be taken to affect a person's ability to carry out 'normal day-to-day activities' if it affects:

- Mobility (such as difficulty going up or down stairs)
- Manual dexterity (such as pressing buttons on a keyboard)
- Physical coordination
- Continence
- Ability to lift, carry or move everyday objects
- Speech, hearing or eyesight
- Memory or ability to concentrate, learn or understand
- Perception of the risk of physical danger

'Physical impairment': is not defined in the Act, but many conditions and illnesses may fall under the definition of disability depending always on the effects of the condition on the individual.

'Mental impairment' means an impairment resulting from or consisting of a mental illness. The criteria for a mental illness to amount to a disability are the same as for a physical illness, i.e., the illness must be one that has a substantial adverse effect on the person's ability to carry out normal day-to-day activities and must have lasted, or be expected to last, at least 12 months. This does mean that some stress related illnesses may amount to disabilities; depending on whether their effects on the person are substantial or long-term.

'Substantial long-term adverse effect': The impairment is long-term if it lasts, or is likely to last for at least 12 months, or for the rest of the disabled person's life. If an impairment is intermittent with the result that it sometimes affects the person and sometimes does not, it can still be considered as a disability, provided it is likely to recur. In these circumstances, the person with the condition will be deemed to be disabled at all times irrespective of whether the condition is affecting them at a particular time. Substantial and adverse means 'not minor or trivial' with the result that an impairment does not have to have extreme or major adverse effects on an individual in order for the condition to amount to a disability in law.

People suffering from progressive conditions such as cancer, muscular dystrophy, Alzheimer's disease and Parkinson's disease, Multiple Sclerosis and HIV infection are

covered by the definition of a disabled person, Learning difficulties and other conditions such as dyslexia may amount to disabilities. The level of adverse effect on an individual is the most relevant factor in determining whether or not the particular conditions constitute a disability. Those who have a severe disfigurement are also covered, although deliberate disfigurements such as tattoos and body piercing do not fall within the definition. Addiction to or dependencies on alcohol, nicotine or any other substance (other than those that are being medically prescribed) are specifically excluded from the definition.

Reasonable Adjustments

Under the Disability Discrimination Act 1995 (as amended), an employer is required to make suitable reasonable adjustments to any provision, criterion or practice that they apply, in order to accommodate the needs of an employee or job applicant with a disability if it is reasonable for them to have to do so in all the circumstances of the case. A list of reasonable adjustments as determined by the DDA Code of Practice is highlighted below. This is by no means an exhaustive list and advice should be sought on special cases directly by contacting an *Access to Work Adviser* at Job Centre Plus. The area Adviser, can be contacted on 01782 382148. Failure to comply with a reasonable adjustment can amount to unlawful direct discrimination.

Making adjustments to premises

An employer might have to make structural or other physical changes such as: widening a doorway, providing a ramp or moving furniture for a wheelchair user; relocating light switches, door handles or shelves for someone who has a difficulty in reaching; providing appropriate contrast in décor to help the safe mobility of a visually impaired person.

Allocating some of the disabled person's duties to another person

Minor or subsidiary duties might be reallocated to another employee if the disabled person has difficulty in doing them because of the disability. For example, if a job occasionally involves going onto the open roof of a building, an employer might have to transfer this work away from an employee whose disability involves severe vertigo.

Transferring the person to fill an existing vacancy

If an employee becomes disabled, or has a disability which worsens so he/she cannot work in the same place or under the same arrangements and there is no reasonable adjustment which would enable the employee to continue doing the current job, then he/she might have to be considered for any suitable alternative posts which are available. (Such a case might also involve reasonable training).

Altering the person's working hours

This could include allowing the disabled person to work flexible hours to enable additional breaks to overcome fatigue arising from the disability, or changing the disabled person's hours to fit with the availability of a carer.

Assigning the person to a different place of work

This could mean transferring a wheelchair user's workstation from an inaccessible third floor office to an accessible one on the ground floor. It could mean moving the person to other premises of the same employer if the first building is inaccessible.

Allowing the person to be absent during working hours for rehabilitation, assessment or treatment

For example, if a person were to become disabled, the employer might have to allow the person more time off during work, than would be allowed to non-disabled employees, to receive physiotherapy or psychoanalysis or undertake employment rehabilitation. A similar adjustment might be appropriate if a disability worsens or if a disabled person needs occasional treatment anyway.

Giving the person, or arranging for him/her to be given, training

This could be training in the use of particular pieces of equipment unique to the disabled person, or training appropriate for all employees but which needs altering for the disabled person because of the disability. For example, all employees might need to be trained in the use of a particular machine but an employer might have to provide slightly different or longer training for an employee with restricted hand or arm movements, or training in additional software for a visually impaired person so that he/she can use a computer with speech output.

Acquiring or modifying equipment

An employer might have to provide special equipment (such as adapted keyboards for a visually impaired person or someone with arthritis), or an adapted telephone for someone with a hearing impairment or modified equipment (such as longer handles on a machine). There is no requirement to provide or modify equipment for personal purposes unconnected with work, such as providing a wheelchair if a person needs one in any event but does not have one: the disadvantage in such a case does not flow from the employer's arrangements or premises.

Modifying instructions or reference manuals

The way instruction is normally given to employees might need to be revised when telling a disabled person how to do a task. The format of instructions or manuals may need to be modified (e.g., produced in Braille or on audiotape) and instructions for people with learning disabilities may need to be conveyed orally with individual demonstration.

Modifying procedures for testing or assessment

This could involve ensuring that particular tests do not adversely affect people with particular types of disability. For example, a person with restricted manual dexterity might be disadvantaged by a written test, so an employer might have to give that person an oral test.

Providing a reader or interpreter

This could involve ensuring a colleague reading mail to a person with a visual impairment at particular times during the working day or, in appropriate circumstances, the hiring of a reader or sign language interpreter.

Providing Supervision

This could involve the provision of a support worker, or help from a colleague, in appropriate circumstances, for someone whose disability leads to uncertainty or lack of confidence.

SELF-CERTIFICATION FORM

This form is to record sickness absence information and is to be completed by the employee on the first day of return to work and countersigned by your line manager. It must be completed for all periods of absence of half a day or more.

If you are absent due to illness for more than 7 consecutive calendar days, you must also provide a Doctor's certificate.

Once completed, your Line Manager will forward this form to Human Resources, where it will be held on your personal file.

Your line manager will also keep a separate record of your overall attendance, and will speak to you directly if they have any concerns.

| | |
|---|--|
| Full name of employee | |
| Date on which you first became unfit for work | |
| Total number of working days (including half-days) that you were absent due to illness | |
| Please give details of the nature of your illness or injury – please note that stating “sick”, “ill” or “unwell” is insufficient | |
| Did you visit your doctor or seek other medical advice in relation to this period of illness or injury? | YES/NO* <i>Please delete as appropriate</i> |

| | |
|--|---|
| <u>Declaration</u> | |
| I declare that the information I have given on this form is true and I confirm that I am now fit to resume work. I understand that it is a serious disciplinary offence to provide false information on this form. | |
| Name:..... (insert name of employee) | Name:..... (insert name of line manager) |
| Signed:..... | Signed:..... |
| Date:..... | Date:..... |

| |
|---|
| <p>For Admin purposes only: White copy: Line Manager copy Yellow copy: Employee copy Pink copy: Forward to HR</p> |
|---|

Management Guidance Note

Return to Work Discussions

This Guidance Note is to be read in conjunction with the Sickness Absence Policy and Procedure and provides support and advice on how to conduct return to work discussions.

- 1. Conducted by whom:**
Line manager/supervisor or designated contact officer within employee's department.

- 2. When to be conducted:**
The first day back from sickness to establish the reasons for absence and whether there is an ongoing health problem. This type of informal interview can conveniently be combined with a request to the employee to complete a self-certification form. It is acknowledged that for some categories of employee this may not be possible, i.e., certain shift workers. In such cases, the interview should be conducted at the earliest opportunity in accordance with agreed divisional procedures. It is best practice to interview all employees on their return from a period of sickness absence no matter how long they were off for.

- 3. How long should an interview be:**
There is no defined guidance regarding how long a return to work discussion should last as each circumstance is different. The interview can simply be an informal and brief acknowledgement that the employee has returned and an enquiry that they are well.

- 4. Where to be conducted:**
The meeting should be held in a quiet location, i.e., a private room or area out of earshot of other employees.

- 5. Preparation:**
Preparation is the key to the success and benefit of this meeting. The manager should prepare by ensuring that he/she has up to date factual knowledge of:
 - The employee's absence record including reason for absence and any potential underlying causes, e.g., disability or incident at work;
 - Collate any relevant correspondence, i.e., medical certificates, occupational health reports
 - Emerging trends
 - Employee's age and length of service
 - Any changes in the employee's job role or in his/her personal circumstances (if known)
 - Evidence of unexplained changes in the employee's behaviour or in the way that he/she does his/her work

Arrange a time for the discussion which should ideally be agreed with the employee in advance. Divert phones, switch off mobiles and put a do not disturb sign on the door if you are in an office.

Ensure you have a blank copy of the Self-Certification form and Return to Work Discussion form. You may also require a 'Report of an injury or dangerous occurrence', where absence is attributable to an accident at work.

Think about what you want to discuss and speak to your designated HR Advisor if you are unsure about the approach to take particularly for an ongoing issue.

6. Interview structure checklist

Opening the discussion

- Welcome employee back to work
- Ask them if they are feeling better
- Ensure employee has not returned to work too early; has the GP authorised the return (see section 4.10 of policy for further clarification)
- Check that there are no health and safety implications/risks for the return of the employee
- Tell them that they have been missed
- Bring the employee up to date with news/changes (if any) that have occurred in their absence

The following checklists are intended as a guide and may not be applicable in every case. You need only cover those you feel are relevant to the individual circumstances. Please speak to Human Resources if you are unsure of which to cover.

Identifying causes of absence

- Confirm the reasons for the absence even if it is only for part of a day
- Where absence is owing to an incident/injury at work, ensure that any relevant information has been given to the Health & Safety Advisor
- Try to find out if there is an underlying health problem
- If you have concerns, raise them
- Check and double-check your understanding of the situation
- Find out what the employee has done to correct/address the ill health issues
- Will there be a need for more time off to attend more appointments to the doctor or specialists?

Points to bear in mind when identifying causes of absence:

It is important to categorise the absence correctly and to try to establish the key reason for the absence. Reasons for absence could include the following:

- Sickness
- Disability (refer to Disability guidance and consider reasonable adjustments)
- Health and safety – work related (refer to accident reporting procedure and consider risk assessments)
- Linked to maternity
- Linked to alcohol or drug abuse
- Time off to care for dependants

- If there is no underlying health problem, establish other factors culminating in absenteeism, e.g., personal/marital problems, low morale, unhappiness at work, poor relationships with colleagues

Offering support:

- If appropriate, offer help from Occupational Health
- Do any reasonable adjustments to workloads, patterns or practices need to be made? If so, Occupational Health may need to be consulted.
- Has GP recommended a phased return to work? If so, Occupational Health referral should be made
- If health and safety at work is an issue, a risk assessment may be necessary
- Explore whether the employee is taking any medication that may affect his/her capacity and ability to work, or if he/she requires facilities to take the medicine
- Where a personal or domestic difficulty is perceived as the cause of poor attendance, sensitively discuss and encourage them to seek advice and support from the employee counselling service, available through Occupational Health
- If the employee is experiencing child care difficulties, are there any adjustments that can be made, e.g., changes to hours, start-times etc., even if only temporary to cover school holidays, partner being ill, etc.,

Closing the interview:

- Explain the importance of good attendance for the Council
- Reiterate the sickness notification and certification procedures; ensure that the employee is made aware of his/her responsibilities under the Sickness
- Absence Policy and Procedure and that he/she has a copy.
- Share with employee their sickness record.
- Ask if the employee has any further questions

7. Paperwork to complete:

- Check that you have a medical certificate signing the employee back to work (this is a national condition of service for employees who have been signed off with a GP's certificate for 14+ days)
- Complete a self-certification form and attach any medical certificates
- Ensure the self-certification form and medical certificates are sent to Human Resources for SSP purposes via departmental sickness absence administrators
- Keep a record of the interview by completing a Return to Work Discussion form. This should be shared and agreed with the employee
- Record only factual information and do not write/make assumptions
- Send a copy of the Return to Work Discussion form to HR to be held on the personnel file, give one copy of the record to the employee

8. Outcomes of the Return to Work Meeting

There are a number of possible outcomes that may arise as a consequence of the Return to Work Meeting which are summarised below:-

No further action is necessary when:

The manager is satisfied with the points discussed in the meeting. However the manager will continue to monitor sickness absence in the normal way.

An action plan should be formulated when:

The manager has identified issues relating to work, personal or domestic life that by providing appropriate support or making relevant adjustments enable the employee to improve his/her attendance at work.

A written action plan is agreed between the manager and employee including time scales, review dates and on-going monitoring. This is to ensure continued managerial support and to confirm an improvement in the standard of attendance to an acceptable level.

Where the absence has been due to a work related incident, the action plan should identify any training or other needs for the employee that have been identified as a result of the incident investigation and risk assessment review. This will include any changes to work methods and provision and use of work equipment.

A referral to Occupational Health will occur when:

The manager identifies a health-related issue that he/she needs further medical advice in order to support the employee at work or to facilitate his/her return to his/her current post or attendance has not improved to a satisfactory standard and/or is unlikely to improve. Further guidance on occupational health referrals can be found at section 15 of the Sickness Absence Policy and Procedure.

No conclusive outcome occurs when:

The meeting does not identify any underlying issues. The manager will continue to monitor sickness absence and further meetings held as necessary until either attendance improves to the required standard, or it fails to improve and further action becomes necessary. In these circumstances, managers should seek guidance from Human Resources.

9. Interview tips:

- When dealing with sickness absence, a caring approach demonstrating sympathy, compassion and understanding should be adopted at all times.
- Put the employee at ease. Help the employee feel they are free to talk
- Empathise with the employee. Try to put yourself in the employee's place so you can see their point of view.
- Try to be as neutral as possible and not jump to conclusions. This will only put the employee on the defensive
- Keep an open mind
- Deal with issues sensitively
- Keep the momentum upbeat and the atmosphere positive
- Ask open-ended questions
- Actively listen to what the employee is telling you
- Stop talking! You cannot listen if you are talking
- Show the employee that you want to listen. Look and act interested. Do not read your mail while they are talking.
- Remove distractions. Don't doodle, tap, or shuffle papers.
- Be patient. Allow plenty of time. Do not interrupt.
- Ask further probing questions to gain more information about any areas of doubt

The Officer to contact regarding this matter is

Direct Line (01527) 88

Your Ref:

My Ref:

Personal and Confidential

[insert title, name, surname]

[insert address]

[insert date]

:

Dear [name],

Home Visit

Following our recent telephone conversations, I am writing to ask if you would be kind enough to contact me with regard to arranging a home visit [time]. I will be accompanied by [designated HR Advisor name], a representative from Human Resources.

It is Council policy to keep in touch and support employees when they are absent from work with illness, and the visit will also provide an opportunity for me to answer any questions or queries you may have.

You have the right to be accompanied by a Trade Union representative or a companion if you so wish. If you are not comfortable with us meeting you in your home, then you may wish to come to us or to choose a neutral venue.

I hope you are making a recovery and look forward to hearing from you shortly.

Yours sincerely

[Name]

[Position]

Management Guidance Note

Phased Return to Work

This Guidance Note is to be read in conjunction with the Sickness Absence Policy and Procedure and provides support and advice on how to organise a phased return to work programme.

Introduction

The Council wishes to encourage employees to return to work as quickly as possible following absences due to illness or injury on the grounds that to do so would be in the best interests of the Service and the employees concerned.

Benefits to the Division

- Reduces the cost of absence
- Making use of the employee's services once again

Benefits to the employee

- Direct financial benefits in circumstances when the employee would otherwise have been on half contractual sick pay or run out of sick pay
- Helps employees to re-familiarise themselves in the work environment
- Accelerates a return to full duties; and
- An agreement with the employer to continue working on a part-time basis permanently in circumstances where the employee wishes to carry on working or is not defined as permanently unfit for work and, therefore, not entitled to ill health retirement benefits even if a member of the relevant pension scheme.

Purpose

To agree the contractual arrangement where an employee returns to work following absence due to illness or injury but is unable initially to fulfil their contracted hours of work.

Conditions

- Arrangements for a partial return to work should be made in full consultation with the employee and their trade union representative where applicable. Regular review dates should be agreed with a view to the employee gradually increasing the number of hours worked and reviewing their contracted hours as soon as practicable.
- A return to work on reduced contractual hours must be supported by a return to work certificate from the employee's GP and a written report from Occupational Health which supports the return to work on a partial basis.
- The work being undertaken will be those duties derived from and responsibilities required under the employee's existing contract of employment.
- The risks to which the employee is exposed during the course of their work may need to be reassessed in light of any physical or psychological changes that

have occurred as a result of the illness/injury. Where this review indicates that it would be inappropriate for the employee to continue carrying out the tasks, consideration should be given to a reasonable adjustment being made to either the tasks or the physical working environment.

- A return to work on a temporarily reduced hours basis must be approved by the Head of Service. Consideration should be given to the operational implications; in particular, the duties and responsibilities of the post, the ability to provide partial cover for the employee and the reasonableness of making adjustments to the physical working environment.
- The employee should be prepared to visit Occupational Health at any time at the request of the line manager/supervisor, having first sought advice from Human Resources.

Pay arrangements

- Neither SSP nor occupational sick pay will be paid to the employee during the period when reduced contractual hours are being worked.
- No state sick benefit will be claimable by the employee during the period when reduced contractual hours are being worked
- Normal pay will be paid throughout the *agreed* period of the phased return as though the employee had returned to work their normal contractual hours.
- Annual Leave may be used to extend a phased return to work programme over and above the period agreed. Any extension will need to be assessed and agreed in accordance with operational requirements.
- The arrangements set out above should not be encouraged to continue beyond the end date of the phased return to work period (for example, a 6 week programme) unless a return to *full* contractual hours is imminent. The arrangement should be reviewed at this point. Any additional phased return period should be based on the actual number of hours worked.
- The arrangements should be subject to regular review, in consultation with the employee and where applicable their trade union representative/colleague.

Checklist of issues to explore:-

- Is there a clear timetable for the phased return period – what hours are being completed when and over what period?
- Are other team members clear about the arrangements, in terms of contact with the employee and operational practicalities?
- Has the pay arrangement been made clear in writing to the employee? [see sample letter at appendix M of sickness absence policy and procedure]
- Has the payroll section been informed of any changes to the pay?
- Have the arrangements been agreed and cleared through Occupational Health?

RETURN TO WORK DISCUSSION FORM

| | | | |
|---|---------------------------|--------------------------|--|
| Name of Employee: | | | |
| Interview Conducted by | | | |
| Period of Absence | Date of First Day Absent: | Date of Last Day Absent: | |
| Total number of working days absent (Excluding actual day of return) | | | |
| Reason for Absence | | | |
| Date of this Discussion | | | |
| Is this the first or second period of absence in the last 6 months? (If this is the 3 rd or more period, please refer to trigger points in Management of Attendance Policy) | | Yes/No* | |

Areas that should be covered during Discussion, where applicable:

| | | | |
|---|---------------------|---|---------------------|
| If the absence was covered by a GP certificate, does the employee have medical clearance to carry out full duties | Yes/Not Applicable* | Update on workload and workplace developments that occurred during employee absence | Yes/Not Applicable* |
| Referred to Occupational Health via HR (discuss report received) | | | Yes/Not Applicable* |
| Discuss any information about work problems or health | Yes/Not Applicable* | Any other actions? e.g. counselling, part-time working etc | Yes/Not Applicable* |

If absence was a result of an accident:

| | | | |
|---|---------|-------------------------------------|---------|
| Was absence due to an accident at work? (attach a copy of accident report) (See Mgmt of Attendance Policy) | Yes/No* | Did the accident happen out of work | Yes/No* |
|---|---------|-------------------------------------|---------|

Details of Issues Discussed (please continue on a separate page as necessary)

Support Discussed/Offered (please continue on a separate page as necessary)

Actions Agreed (please continue on a separate page as necessary)

Notification/Certification

| | |
|---|---|
| Notification of absence received in line with Council Procedure : Please see Mgmt of Attendance Policy | Yes If No: please give details of action taken |
| Self Certification Form - Please ensure this document has been completed | |
| Confirmation of GP note covering periods beyond 7 days of absence : | Yes/Not applicable* |

Signature of Manager:

Signature of Employee:

Data Protection Act 1998 – The information on this form will be used for the control and monitoring of sickness absence. Information will be processed in accordance with the requirements of the above.

RETURN TO WORK DISCUSSION – MANAGEMENT GUIDANCE NOTES

The return to work discussion is an essential and compulsory element in the Management of Attendance and the interview should take place on the day of return, or as soon as reasonably practicable.

The reasons for undertaking a return to work discussion include:

- a. To facilitate the effective management and monitoring of sickness absence.
- b. To ensure that there is verbal and effective communication between the employee and the Manager.

The return to work discussion will vary in accordance with the reasons for the absence and any previous absences.

The following checklist indicates possible areas for discussion during this meeting:

- a. Establishing the cause of the absence.
- b. Confirming the Manager's interest in the welfare of the employee.
- c. Reinforcing the policy and confirming the Manager's role in the management of attendance.
- d. Establishing whether the employee is truly capable or fit to resume their duties, by identifying any obvious symptom, which may endanger the employee in their role at work.
- e. Allowing general discussion on the attendance record of the employee, which may include any trends or patterns of absence, any future monitoring or performance expectations.
- f. Giving the employee an opportunity, whereby, other facilities (e.g. counselling) or policies (e.g. Grievance, Stress, Drugs and Alcohol) can be instigated.
- g. Identifying any other underlying causes, e.g. Domestic Circumstances, Work Related Problems, Stress, etc.
- h. Giving an opportunity to discuss the employee's own health management.
- i. Where the absence relates to a disability, pregnancy, or a work related Injury or Ill health – gives an opportunity to explore any possible support or adjustments, which could assist the employee in the post

Further return to work information and advice for Managers is contained within the Managing of Attendance Policy and Procedure.

All contacts of this nature should be conducted confidentially with a degree of sensitivity. Line Managers must advise their Service sickness administrators on the first day of this absence.

SAMPLE LETTER

The Officer to contact regarding this matter is

Direct Line (01527) 88

Your Ref:

My Ref:

Strictly Private and Confidential

[Insert Title, First Name and
Surname]

[Insert Name]

[insert date]

Dear [insert first name]

**Re: Stage One/Stage Two - Sickness Absence Review Meeting/Stage Three – Final
Sickness Absence Review Meeting**

Further to our recent discussions/meetings regarding your sickness absence levels on [insert dates where possible], I would like to invite you to a meeting to be held in [room booking] on [date] at [time].

This meeting, which will be held in line with the Council's Sickness Absence Policy and Procedure will be an opportunity to discuss your recent absences from work due to ill health as detailed on the attached list. I am looking to find a positive way forward to provide you with the necessary support to help improve your attendance levels. [name], HR Advisor will attend the meeting to give advice and guidance.

You have the right to be represented at the meeting by your trade union representative or a work colleague. If you or your chosen companion is unable to attend this meeting, you are asked to contact {insert name} as a matter of urgency so that an alternative date and time can be scheduled.

Yours sincerely

[insert name]

Line Manager

CC: Human Resources

SAMPLE LETTER

The Officer to contact regarding this matter is

Direct Line (01527) 88

Your Ref:

My Ref:

Strictly Private and Confidential

[Insert Title, First Name and
Surname]

[insert address]

Dear [insert first name]

Re: Stage One - Sickness Absence Review Meeting

I am writing to confirm the outcome of the **sickness absence review** meeting I held with you on [date] at [time]. The purpose of the meeting was to discuss with you my concerns relating to your levels of sickness absence. Also present at this meeting was [name].

I explained that the reason for my concern was that you have had [number] days/episodes of absence during the past [number] months. I gave you a copy of your sickness absence record at the meeting.

As you are aware, we have met [number] occasions prior to this review meeting, at return to work meetings, where we have discussed your sickness absence levels, what support is available to you such as [] and what further actions to take, which have included [].

At the review meeting on [date] we discussed further your sickness absence levels and reasons for absence. Your response was []. We also discussed whether there was any additional support that could be provided to you such as [].

We agreed that the following measures would be put in place:

- Include reference to support measures agreed and targets set, with timescales
- Ddd
- Xxx
- xxx

I explained that it was important that if you continue to experience problems that affect your attendance record you discuss these with me, so that we can determine whether any further support could be made available to you.

I hope that the measures that we have agreed will help you to improve your attendance. However, if there is an insufficient improvement in your attendance levels during the next [number] months, I may need to refer this matter to [person] who may choose to meet with you for a further review meeting. If, following this review meeting there remains

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insufficient improvement in your attendance record the matter may be referred to the **Head of Service** who may choose to hold a **case review hearing** with you, where decisions may be made regarding your continuing employment.

I hope that this clarifies the points we discussed and that there is a significant and sustained improvement in your attendance level.

[if appropriate] I enclose a second copy of this letter that you might wish to pass to your representative.

Yours sincerely

[insert name]
Line Manager
CC: Human Resources

Management Guidance Note: Sickness Absence Review Meeting – checklist

Opening the meeting:

- Introduce all parties present and explain roles
- If the employee was offered trade union representation and/or to be accompanied by a work colleague (as per invitation letter) and has come to the meeting alone, confirm the employee is happy to continue without representation
- Explain that this is a formal absence review meeting in line with the Council's Sickness Absence Policy and Procedure
- Provide a copy of the Sickness Absence Policy and Procedure
- Highlight the section which is applicable to the employee
- Confirm that the employee is at stage One/Two of the procedure
- Check that the employee understands the process
- Confirm that the employee can take time out of the meeting if needed
- Whilst the meeting is part of a formal process, keep the meeting as informal as possible
- Explain that the objective of the meeting is to look at the employee's sickness absence record and to find ways of reducing the level of sickness absence to an acceptable level
- Explain that the meeting is part of a positive move to improve the employee's attendance.
- Explain that as a reasonable employer, the Council expects and tolerates a certain amount of sickness absence
- Explain the importance of Best Value Key Performance Indicators and the target average figure for days of sickness absence per employee at the Council is 9.5 days per annum
- Explain that the employee's absence is above average and very high

Review the sickness absence record:

- Examine the sickness absence record in some detail:-
 - Discuss the breakdown of absence
 - Is there a common thread?
 - Are there any underlying medical reasons for the absence?
 - Is there a pattern of absence?
 - Have the trigger points been breached as per Section 9.0 of the policy and procedure?
 - Are the absences work-related?
 - Does the employee have a disability?
- Provide the employee with an opportunity to discuss absences
- Examine the reasons for the absence
- If you have concerns, raise them
- The focus should not be on the legitimacy of the causes of sickness absence, but on the level of sickness absence

Actions to consider:

- Suggest that the employee returns to their GP if they feel that any existing medical conditions are not being managed appropriately
- Do any adjustments need to be made to workloads, patterns or practices? If so, Occupational Health may need to be consulted

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- If the employee is experiencing difficulties as a carer, are there any adjustments that can be made, e.g., changes to start times, hours etc., on a temporary/permanent basis?
- Consider whether referral to Occupational Health is necessary
 - ✓ As part of our duty of care, does the Council need to know the extent and likely duration of the condition and whether treatment and employer support will bring the absenteeism to an acceptable level?
 - ✓ Persistent short-term absences may be the result of a recurring condition or symptomatic of an underlying medical condition.
 - ✓ In this case, referral may be necessary
 - ✓ Explain the Council's duty of care to help the employee find out whether the employee has a disability

Consider whether it is appropriate to withdraw the right to self-certification

Closing the meeting and target setting:

- An improvement in attendance is required – clarify what you would expect
- Remember that the period for which improvement is needed needs to be of sufficient length to allow for adequate improvement
- Agree the arrangements for monitoring the attendance over the review period with the employee
- Explain the likely consequences of failing to achieve improvements and targets set, i.e., a possible referral to the next stage of the process
- Confirm the matters discussed and agreed in writing within 5 working days of the meeting taking place. See sample letters in Appendix H and J for further information

SAMPLE LETTER

The Officer to contact regarding this matter is

Direct Line (01527) 88

Your Ref:

My Ref:

Strictly Private and Confidential

[Insert Title, First Name and Surname]

[Insert Address]

Dear [insert first name]

Re: Stage Three - Final Sickness Absence Review Meeting

I am writing to confirm the outcome of the **final sickness absence review** meeting I held with you on [date] at [time]. The purpose of the meeting was to discuss with you my concerns relating to your levels of sickness absence. Also present at this meeting was [name].

I explained that your line manager, [name], had expressed concerns to me regarding your absence levels. The reason for these concerns was that you have had [] days/episodes/instances of absence during the past [] months. I gave you a copy of your sickness absence record at the meeting.

As you are aware, you have met with you line manager on [] occasions prior to this review meeting. At these previous meetings your absence was discussed, support was provided to you such as [] and actions were agreed such as [].

At the review meeting on [date], we discussed further your sickness absence levels and reasons for your absence. Your response was []. We also discussed whether there was any additional support that could be provided to you such as [].

We agreed that the following measures would be put in place:-
[include reference to support measures agreed and targets set, with timescales]

I reiterated that it was important that if you continue to experience problems that impact upon your attendance record you discuss these with you line manager, so that he/she can determine whether any further support could be made available to you.

I hope that the measures that we have agreed will help you to improve you attendance. However, if there is an insufficient improvement in your attendance levels during the next [] months, I may need to refer the matter to the Head of Service, [name] who may choose to hold a Case Review Hearing with you. I should warn you that one possible outcome of the Case Review Hearing is that your employment could be terminated.

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I hope that this clarifies the points we discussed and that there is a significant and sustained improvement in your attendance level.
[if appropriate] I enclose a second copy of this letter that you might wish to pass to your representative.

Yours sincerely

[insert name]
Line Manager
CC: Human Resources

STRICTLY CONFIDENTIAL

Bromsgrove District Council Referral Form

Part 1 – Information required by the OH Nurse

a) Details of Person making Referral

Name: **Position:** Human Resources Advisor
Date of referral: **Contact telephone number:** 01527 881276
Contact address: The Council House, Bromsgrove District Council, Burcot Lane, Bromsgrove, B60 1AA
Managers name if different from above:

b) Employee Details

Name: **Date of Birth:**
Job title: **Work base:**
Hours worked: per week **Work pattern:**
Employed by Authority since: **Employed in current job since:**
Contact address:
Member of the local government pension scheme?
Has the individual been referred to the OH Physician before?

c) Details of Illness/Medical Condition

Absence record

| Date | Reason |
|------|--------|
| | |
| | |
| | |

First date of current sickness absence:

Stated illness, symptoms or presenting condition:

Has the individual seen their GP and/or specialist? Is the individual awaiting the results of any treatment/tests? What has the GP/specialist advised? What treatment/medication has been prescribed?

If the illness or injury is caused by, or made worse by work, please provide details, including a copy of the accident report form and risk assessments.

d) Impact on Work

Please indicate the environment in which the individual works and any requirements that could impact on the individual's medical condition.

Please indicate whether the individual has experienced or anticipates any difficulties in managing the requirements of their job.

Bromsgrove District Council

Please indicate whether adjustments/adaptations have already been made to help the individual undertake their job.

e) Possible Options to Pursue

Has the individual made any suggestions as to what options they wish to pursue (e.g. phased return, redeployment, ill health retirement, etc)?

What is the authority's view on these options?

Bromsgrove District Council

Part 2 – Information requested of the OH Nurse (Please tick those for which information is required)

- What is the prognosis?
- Is this prognosis permanent or temporary?
- Could the condition be covered by the Disability Discrimination Act?
- Is the employee's medical condition caused or made worse by work?
- If recovery is anticipated, what is the likelihood of recurrence in the foreseeable future, what nature might this take and what impact may it have on attendance and performance? Are there any steps that the authority can take to reduce the risk?
- What is the likely timescale for the employee to return to work/recover from their condition?
- Is there any additional support that the authority could provide to the employee?
- Would a phased return to work be appropriate? If so, over what period and what measures should be put in place (e.g. reduced hours, change of duties, etc)?
- Are there any more permanent adjustments that could be made to the employee's job (e.g. reduced hours, change of duties, etc)?
- If the employee is unable to return to their current job, should medical redeployment be pursued? Please provide details of potentially suitable areas of work and whether this is a permanent or temporary change.
- If the employee is permanently incapable of returning to their current job and can not perform any comparable¹ job, should ill health retirement be pursued?

Other (please detail)

Authorisation:

I confirm that I have discussed the reasons for this referral with the employee concerned

The employee **has/has not** received a copy of this referral form.

Signed:

..... Date:.....

Printed:..... HR Advisor.....

Invoice Address: BDC PO Box 11546, Bromsgrove, B60 1YW

¹ "Comparable employment" means employment in which, when compared to the employee's current employment:

- a) the contractual provisions as to capacity either are the same or differ only to an extent that is reasonable given the nature of the employee's ill health or infirmity of mind or body, and
- b) the contractual provisions as to place of work, remuneration, hours of work, holiday entitlement, sickness or injury entitlement and other material terms do not differ substantially from those of the employee's current employment.

Rehabilitation Checklist: Is Rehabilitation within the current job feasible?

When considering rehabilitation within the current job, the general points below should be considered as well as specific issues related to the adjustment being pursued:

- ❑ Is rehabilitation a reasonable and practical option for the Council? If not, then the Council needs to have very clear justification particularly if the employee could be disabled and therefore subject to the requirements of the Disability Discrimination Act to make reasonable adjustments.
- ❑ If considering a *reduction in hours*, have all options been considered? For example, it may be possible to put in place job sharing arrangements instead of traditional part time working hours.
- ❑ If considering *changes to working practices*, has appropriate consideration been given to employing another person to undertake specific parts of a job?
- ❑ Is this a practical and cost-effective option? Is appropriate technology available to support an individual, for example, whilst home working?
- ❑ If the *adjustment is only for a specific period*, have review mechanisms been agreed and implemented? Are the Council and employee clear about the timescales? Have contingencies been worked out should plans fail? Will the review take place between the manager and the employee, or will advice also be sought from Occupational Health at appropriate points?
- ❑ If the *adjustment is permanent*, does the employee understand and agree to the implications of this, such as the impact on duties they will undertake and any changes to employment terms, i.e., reduced holiday entitlement, reduced pay, reduced pension contributions, etc.,?
- ❑ Is there documentation that needs to be completed to confirm the arrangements including confirmation for the employee? Has a variation of contract letter been issued to the employee?
- ❑ Have payroll and pensions been informed of any contractual changes to hours and/or pay?
- ❑ Will the employee require any additional support from the Council to aid their rehabilitation?
- ❑ Are there any external support mechanisms that can be investigated to help the employee or to help the Council in implementing the arrangement, for example, funding from Access To Work (see section 20.0 of policy)?
- ❑ Has the Council consulted fully with the employee and their trade union representative, if appropriate, throughout the process?

Bromsgrove District Council

- ❑ Has a risk assessment review indicated any health and safety implications for the individual or their work colleague? Are further controls required?
- ❑ Has the Council maintained accurate records of the action they have taken in trying to enable the employee to return to work?

The Officer to contact regarding this matter is

Direct Line (01527) 88

Your Ref:

My Ref:

Personal and Confidential

[Insert title, name, surname]

[insert address]

[insert date]

Dear [name],

Phased Return to Work after Sickness Absence

Further to our recent discussion, I am writing to confirm the arrangements for your return to work from sick leave.

Providing your GP agrees that you are well enough to return to work, we have agreed that you will return on [date] on a part-time basis for up to [number] weeks from the date of your return. Initially, you will work [time] gradually increasing the hours worked as you feel better. If you feel that the arrangement is either too much or too little, please let me know.

There are a number of conditions regarding your return to work on this basis which need to be specified:

1. You will return to work on [date] on a part-time basis. During your first week back I will meet with you to discuss your working arrangements and we will then meet on a regular basis to review your progress.
2. From [date] until the date you resume full-time working, you will receive your full salary irrespective of your actual work commitment.
3. Under the Benefit Agency Regulations, a person is either fit or unfit for work. Consequently, your return to work, albeit on a part-time basis, will disqualify you from receiving any State Sickness Benefit. You will of course, need to obtain a medical certificate from your GP allowing you to return to work on [date]. You will also need to complete a Self-Certification Form to confirm your actual date of return to work. The medical certificate and the Self-Certification Form should be passed to me in the usual way for signature at your return to work interview.

I am sure that everything will go smoothly in the transition back to full-time working which we hope will result in your working full time by [date]. I will meet with you on [date] to review your progress.

I trust that the contents of this letter are clear. If you have any questions or concerns relating to the conditions of your return, please do not hesitate to contact me. I should

Bromsgrove District Council

be grateful if you would confirm that you understand and accept the arrangements detailed above by signing and returning the attached duplicate copy of this letter.

With best wishes.

Yours sincerely

[Name]
[Position]

I confirm my acceptance and understanding of the arrangements for my return to work as set out above.

Signed:..... Date:.....

Case Review Hearing Checklist:

Points to consider when determining whether to dismiss:

- Has the Council followed its policies and procedures?
- Has medical advice been sought on issues such as the nature of the illness, the likelihood of it recurring or some other illness arising and the length of the absences and the periods of good health between them?
- Has the Council shown that the employee's health situation is having an adverse effect on their ability to perform their duties efficiently?
- Has the Council shown that the employee's health situation is having an adverse impact on work colleagues?
- Have alternative options been investigated to attempt to retain the employee in employment, such as reasonable adjustments, redeployment, phased returns etc?
- Is the Council clear what benefits (if any) the employee is eligible for under the Local Government Pension Scheme?
- Has the Council fully consulted with the employee and their representative if applicable?
- Has the employee been made aware that if their ill health does not improve the Council may need to make decisions about their continuing employment?

Points to consider following the decision to dismiss:

- Is the employee aware of the appeal procedures in place?
- Has the employee been provided in writing with the correct period of contractual notice of termination of employment?
- Has the Council determined whether any annual leave is due to the employee?
- Has the Council completed the necessary paperwork to ensure that pay is stopped following the employee's final date of employment?
- Have the appropriate leaver forms been issued to the pension section of the administering authority?
- Has a LGPS leaver option form been issued to the employee (if this is not done on behalf of the employer by the pension fund administering authority?)
- Will the employee require any additional support from the authority?
- Are there any external support mechanisms that can be investigated to help the employee?
- Have there been any changes in the employee's medical condition or circumstances during the notice period that may affect the Council's decision to dismiss, which should therefore, be considered before the end of the notice period?
- Has the Council maintained a record of the actions they have taken?

**Sickness Absence Policy Summary
For Employees at
Bromsgrove District Council**

January 2007

Sickness Absence Procedure - Summary

1.0 Introduction

- 1.1 This document is a summary of the Bromsgrove District Council Sickness Absence Policy and Procedure, and is intended to outline the main principles of the policy, specifically in relation to the notification of sickness. The full policy is available on the Council's intranet site and should be read in conjunction with this summary document.

2.0 Scope

- 2.1 The policy and procedure applies to all employees of Bromsgrove District Council up to and including the Chief Executive.

3.0 Sickness Notification and Certification Procedures

- 3.1 Where an employee is absent from work because of illness, the procedure below must be followed:-

3.2 First Day of Absence

Employees reporting sick must do so personally by telephone and not through a third person subject to genuine and exceptional practical constraints (e.g. if the employee is hospitalised, or unable to access a telephone.) Further advice regarding what constitutes 'exceptional' circumstances can be sought from Human Resources. Unless specific local arrangements apply, employees must notify their line manager/supervisor of sickness within one hour of their normal start time. If the immediate line manager/supervisor is not available, the absence should be reported to an equivalent or senior line manager within the Division. E-mails and text messages are not appropriate and messages must not be left with colleagues. Where contact with their line manager/supervisor or equivalent manager is not possible, employees should contact their Departmental Sickness Absence Administrator to report their sickness. If all other attempts to report absence have been exhausted, employees should leave a voicemail message on their line manager's answerphone stating their name, time, date and specific information as detailed in 3.3.

- 3.3 When reporting sick, employees must state the reason for their absence, their anticipated length of absence and where possible, work commitments (if any) that may need rearranging. Where the employee feels unable to disclose the reason for their absence to their immediate line manager/supervisor due to this being of a sensitive nature, the employee should contact Human Resources directly.
- 3.4 The first seven calendar days' absence (which includes working and nonworking days) will be covered by the Self-Certification Form which the employee will complete upon return to work in conjunction with the line manager/supervisor.
- 3.5 If contact is not made by the employee as required during a period of sickness absence and any absence is unexplained, the manager will take reasonable steps to contact the employee, i.e., by telephone or by making a home visit.
- 3.6 Where an employee starts work and then leaves early on account of sickness, there will be a requirement for the line manager/supervisor to record the absence and notify the departmental sickness absence administrator. For example, if the employee works less than 50% of the contracted hours for that day, then half a day's sickness absence will be recorded. If, however, the

employee works more than 50% of their contracted hours, no sickness absence will be recorded for that day.

3.7 Second and Third Day of Absence

No action is required unless the employee has given an indication of an expected return on the second or third day. If the employee is unable to return as indicated, they should again contact their manager to keep them informed of progress.

3.8 Fourth Day of Absence

Unless an alternative contact timescale has been agreed with the line manager, the employee wherever practicable should make further contact with their manager to provide an update on their absence. If possible, depending on the nature of the absence, they should indicate an expected date of return. Non-working days, such as rostered days off, weekends and bank holidays *are* included in calculating the 4th day of absence. Should the 4th day fall upon an individual's non-working day when the Council offices are closed, contact should be made on the next available working day.

3.9 Fifth, Sixth and Seventh Day of Absence

No action is required unless the employee has given an indication of an expected return on the 5th, 6th or 7th day. If the employee is unable to return as indicated, they should again contact their manager to keep them informed of progress.

3.10 Eighth Day of Absence

The employee must consult a doctor and obtain a medical certificate for all absences from the eighth day onwards until they return to work. The employee will contact their line manager/supervisor to inform of the reason and period for refraining from work as indicated on the medical certificate. The certificate should then be sent to the line manager/supervisor as soon as possible.

3.11 Continuing Sickness Absence

Where there is continuing sickness absence, the employee must submit consecutive medical certificates as soon as possible for each consecutive period of sickness to their manager to ensure that the whole period of absence is covered. The line manager/supervisor must also ensure that appropriate and timely certificates are received from the employee and that the departmental sickness absence administrator is notified.

3.12 On receipt of the certificate, the employee must notify the line manager/supervisor of the date given by the doctor for a return to work. If an employee is required to return to their GP at the expiry of their medical certificate, a medical certificate or statement of fitness to resume work must be obtained before the employee returns to work. Upon their return to work, the medical certificate or statement of fitness to resume work must be submitted to the line manager/supervisor at the Return to Work Discussion.

3.13 Return to work prior to expiry of Medical Certificate

In some circumstances, an employee may feel well enough to return to work prior to the expiry of the medical certificate. In such circumstances, the employee must obtain a medical certificate from their doctor before they start work stating that they are fit for work and proceed as indicated in section 3.12.

3.14 Sickness during a period of Annual Leave

If an employee becomes ill whilst on annual leave, the absence can only be recorded as sickness absence after a medical certificate has been provided.

The date of commencement of sick leave will be the date provided by the doctor on the medical certificate.

3.15 Absence related to work place injury

If the employee believes their absence may have been caused by something that happened at work they should inform the line manager/supervisor of this and the line manager should arrange for an Incident Report Form to be completed, where possible, the same day. The line manager/supervisor should ensure that the 'Report of an injury or dangerous occurrence' form is issued to the Health and Safety Adviser as soon as possible and payroll notified accordingly. For further information regarding sick pay for periods of absence related to work place injury, please refer to the full policy document.

3.16 Removal of right to self-certification

In exceptional circumstances and following discussion with the employee regarding their sickness absence levels, if the manager remains concerned at the frequency of an employee's absence, or their account for their reasons of absence, the employee may be required to submit doctor's medical certificates, rather than self-certificates, from their first day of absence. In such cases, the Council will meet the cost of any fee charged. This arrangement will be confirmed in writing to the employee.

3.17 Unauthorised Absence

If an employee is absent from work without authorisation and provides no reasonable explanation, written notice may be given to stop pay for the period of absence. Unauthorised absence may be treated as misconduct, which could result in disciplinary action. In particular, the following situations may be identified as unauthorised absences which require investigation:-

- An employee's request for leave of absence was refused, but the employee has reported in sick. In this circumstance, a GP's certificate should be requested.
- The employee has not followed the notification procedure for sickness absence for example the employee fails to submit a medical certificate to cover absence beyond the self-certification period.

4.0 Maintaining Contact

4.1 Where an employee is absent from work due to sickness, the line manager/supervisor should ensure that the employee does not feel isolated, vulnerable or out of touch. It is vital therefore that contact is maintained between the manager and employee. The line manager/supervisor also needs to ensure that work is reallocated and service delivery is maintained.

4.2 Home Visits

During the early stages of sickness absence, contact will normally be by the line manager/supervisor by telephone. However, home visits are usually preferable to telephone conversations in relation to long-term sickness absence, particularly for employees finding it difficult to leave the house, not only as a welfare check and to offer any assistance but also as a means of keeping employees informed of news within the Council. Preferably, home visits should be conducted by officers known to the employee.

4.3 The employee should be advised that they may be accompanied by a friend, relative or a Trade Union representative during a home visit. Home visits will only be undertaken with the consent of the employee other than in exceptional circumstances, e.g., where reasonable attempts to contact the employee have failed or where there are concerns for the safety of an employee who lives alone. In exceptional circumstances where no prior

consent has been given for a home visit, line managers/supervisors should not make unaccompanied visits to the homes of employees. Before making a home visit, line managers/supervisors should seek advice from Human Resources. Home visits are not to be used as a tool to aid discipline, but to act as a positive support to the employee.

4.4 Follow up meetings and regularity of contact

Other appropriate meeting venues may be agreed and, at certain stages of recovery, site-based meetings can assist employees in preparing for a return to work. The manager should seek agreement with the employee as to the means and the timing of contact, but it must be regular, e.g., weekly or fortnightly, or as appropriate to the individual case.

- 4.5 If the employee wishes for a point of contact other than their line manager/supervisor, then an alternative manager, or a Human Resources Advisor, will be nominated. If an employee expresses a wish not to be contacted, or if attempts to make contact fail, the manager or Human Resources Advisor should write to him/her setting out the actions they intend to take and any options available to the employee. This will take account of all the 'known' circumstances relating to the case. Where possible, the trade union representative should normally be informed in advance of the letter being sent.

5.0 Medical Appointments

- 5.1 Routine appointments, *initiated by the employee*, to the optician, dentist or GP should be made outside of normal working time. Where this is not possible, appointments should be made at the beginning or end of the working day, or near to a lunch period to minimise disruption and the period of time away from the workplace. Employees will be required to make up the time lost. Where employees enjoy the benefits of the Flexi Time Scheme, appointments should be made outside of core hours. Appointments, that are not possible except in core time for unavoidable reasons, will normally be debited against the time record and thus be treated as debit hours.
- 5.2 Medical appointments with consultants *following a referral by the GP, hospital, dentist or opticians* to deal with health problems for diagnosis and/or treatment and/or prevention (e.g., screening) of physical or psychological health problems, should also be made *where possible* outside of normal working hours/core time (if subject to the flexi scheme). However, in exceptional circumstances where this is not practical, subject to the approving line manager/supervisor giving prior authorisation, reasonable leave with pay to attend such appointments will be granted. The employee should give their manager reasonable notice of the appointment and if requested provide evidence of each appointment.

6.0 Return to Work Discussions

- 6.1 Following every period of absence, a return to work discussion will be carried out by the line manager/supervisor on a one to one basis regardless of the nature and length of absence.
- 6.2 The interview should take place on the day the employee returns to work. However, it is acknowledged that for some categories of employee this may not be possible, e.g., certain shift workers. In such cases, the interview should be conducted at the earliest opportunity.
- 6.3 The salient points of the interview will be recorded on the Return to Work Discussion form, a copy of which will be retained by the employee. The return to work discussion and record will become a component of the employee's health record and will be retained on his/her personnel file.

- 6.4 Where a line manager/supervisor is concerned about an employee's sickness absence levels, or, where a trigger point has been reached, a separate Informal Meeting may be held in addition to a Return to Work Discussion.

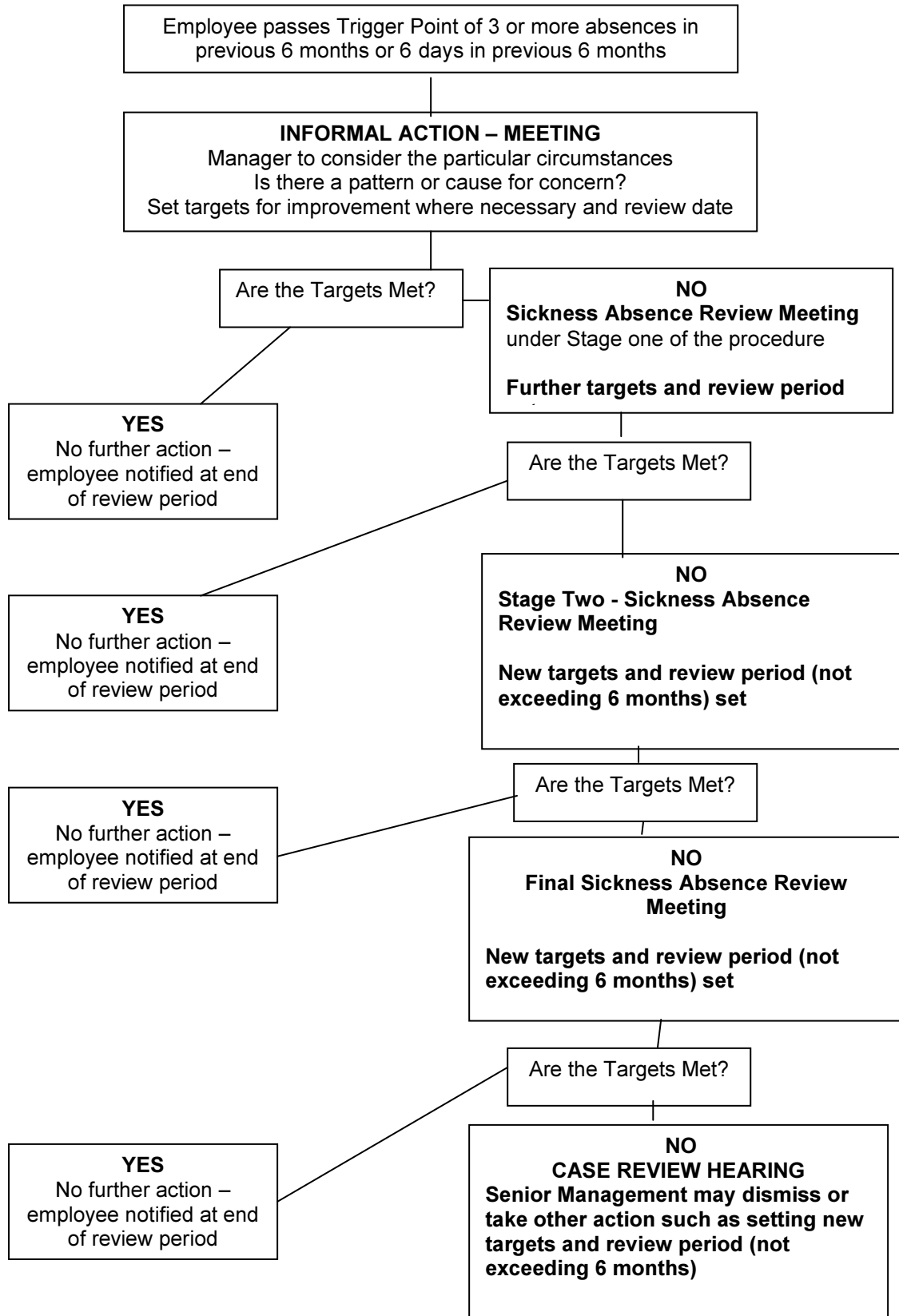
7.0 Trigger Points

- 7.1 Trigger points have been identified which highlight to managers those employees whose attendance records require further consideration. As a guide, line managers/supervisors are asked to consider the following triggers and potential follow up actions in the circumstances outlined below:
- 7.1.1 **Persistent short-term absence (includes both self-certificated and GP certificated absence):** where an employee has **three or more periods of absence in any 6 month rolling period**, or if the total absence (whether reckoned in a single absence or by adding together a number of separate absences) extends to **6 working days or more in any 6 month rolling period**, an informal meeting should take place. This meeting is separate to a Return to Work Discussion.
- 7.1.2 In addition, certain **patterns of absence**, e.g., absences immediately before or immediately after annual leave, the weekend or a bank holiday may also trigger the need for informal action meetings.
- 7.2 Trigger points are intended as guidance only and are neither exclusive nor exhaustive and any record giving rise to concern should be reviewed. Each case will be considered on its own merits by the line manager in consultation with Human Resources.
- 7.3 It is important that the circumstances of each case are taken into account, as there may be cases where action should be taken before a trigger point is reached, or no action is taken despite a trigger point being reached.

Notes On Flowchart On Following Page:

- This is a simplified representation of the Process, for full details refer to the full Policy Document
- Line Managers must ensure that the departmental sickness absence administrator is informed of the employee's absence on the first day of sickness
- A Return to Work Discussion must take place following every period of absence.
- In coming to a decision the Manager must consider all the information supplied and options available.
- There is a right of Appeal at all formal stages – to the Chief Executive for Dismissal or to the Head of Service for action less than dismissal.
- Employees have the right to representation at all formal stages
- Records of all decisions made must be kept at each stage

SHORT TERM SICKNESS ABSENCE – FLOWCHART



8.0 Informal Action

- 8.1 Where a trigger point has been reached, or where an employee's record of attendance is giving cause for concern, informal action should be taken and a meeting held. This is an informal part of the sickness management process and the main purpose of the meeting is to help improve attendance by reiterating the Council's policy on sickness attendance and to remind the employee of their individual absence record.
- 8.2 This meeting should seek to explore any possible underlying medical or work-related reasons for the level of sickness absence, including any relation to a disability and any assistance that may be required. Any patterns of absence, which might be evident, will be discussed. The meeting is not designed to challenge whether the sickness absence is genuine or not but to focus on the level of sickness absence.
- 8.3 The meeting should conclude with an explanation as to the future procedure, where appropriate, if there is no improvement in the sickness absence and a review date will be set.

For further information on informal action, please refer to the full policy document.

9.0 Formal Sickness Absence Review Meetings (Stages One, Two & Three)

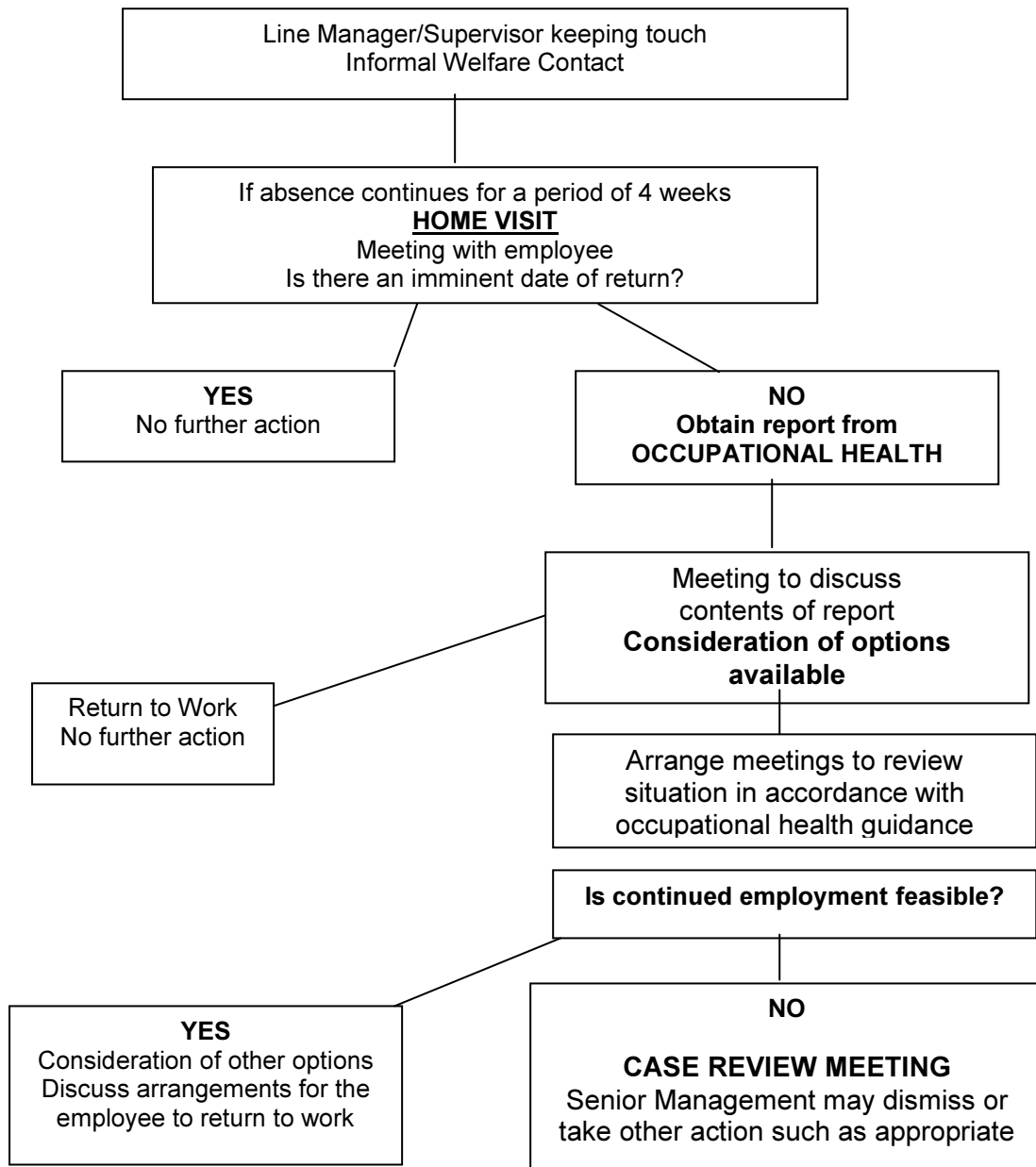
- 9.1 Where there are continuing management concerns relating to persistent and/or intermittent sickness absences and informal mechanisms for dealing with the problem have proved unsatisfactory or have been exhausted, formal Sickness Absence Review Meetings will be conducted over three stages.
- 9.2 The employee will be advised of their right to be accompanied/represented by a Trade Union representative or a work colleague.
- 9.3 These review meetings will consider the levels of absence and/or the pattern of the individual and the reasons given for absence. The reasons will be discussed in an attempt to identify any underlying causes. The employee will be advised that level of attendance is considered to be unsatisfactory and that improvement is needed over a relevant and reasonable review period.
- 9.4 The outcomes of all review meetings held will be confirmed in writing.
- 9.5 If monitoring during the review period shows that the employee's attendance is no longer a cause for concern, the employee will be notified of this *in writing* at the end of the review period.
- 9.6 If at any stage within the review period, there has been insufficient improvement in the employee's attendance and there are no exceptional circumstances meriting extensions to the review periods, the matter will be referred to the next stage of the procedure, until the third and final sickness review meeting.
- 9.7 At this third stage meeting, if there is no sustained improvement, then a possible recommendation to dismiss on grounds of capability could be made to the Head of Service and a Case Review Hearing convened.

The full Sickness Absence Policy outlines in more detail the procedure for the Review meetings with further help, advice and guidance available from Human Resources in relation to the application of the policy.

10.0 Long-term Sickness Cases

10.1 Continuous absence for more than 4 weeks (28 days) is classified as long-term and will be managed accordingly.

LONG TERM SICKNESS ABSENCE – FLOWCHART



Notes on Flow Chart:

- This is a simplified representation of the Process, for full details refer to the full Policy Document
- Line Managers must ensure that the departmental sickness absence administrator is informed of the employee's absence on the first day of sickness
- Contact must be maintained with the employee during the absence.
- In coming to a decision the Manager must consider all the information supplied and options available.
- There is a right of Appeal at all formal stages – to the Chief Executive Officer for Dismissal or to the Head of Service for action less than dismissal.
- Employees have the right to representation at all formal stages
- Records of all decisions made must be kept at each stage

- 10.2 Where an employee is absent for 4 continuous weeks or more, the line manager/supervisor will meet with the employee *normally* at home to discuss the absence and the prospect of a return to work. This meeting will facilitate consideration of the following points:-
- What progress the employee is making in terms of becoming well enough to return to work. In some circumstances, where it is clearly evident that the employee will not return to work in the near future, the discussion may focus on the general well-being of the employee; progress to date, sick pay benefits and medical evidence.
 - Whether the absence is influenced by working conditions or arrangements, together with an examination of whether any changes can take place which might help the employee return to work. This will be particularly relevant where absences are related to disability;
 - Whether the Council can in any way assist with or influence any external contributors to the employee's absence.
 - In the event that the employee does not return to work in the next two weeks, i.e., after 6 weeks' absence, the likelihood of a referral to the Council's Occupational Health Adviser who will, in turn, advise the Council accordingly.
- 10.3 The line manager/supervisor will maintain regular contact with an employee who is absent due to long-term sickness. The frequency and form of this contact e.g., telephone calls; home visits will depend on the circumstances and the health requirements of the individual and may vary from case to case.
- 10.4 A home visit will normally be carried out before a referral to the Occupational Health Adviser is recommended. Depending on the circumstances, however, this may not always be practicable, and in some cases referral to Occupational Health may be recommended earlier or later.
- 10.5 Any action taken regarding a long-term absent employee will be with due regard to the advice from Occupational Health and Human Resources and will depend on the individual circumstances of the case.
- 10.6 Even where absence is clearly genuine, long-term absence cannot be sustained indefinitely and where there is no reasonable prospect of a return to work in the foreseeable future; if after following the procedure and all available options for the employee to return to work have been exhausted, the manager will usually need to recommend a Case Review Hearing to consider termination of employment.
- 10.7 Where decisions are made to terminate employment under this procedure the employee has the right of appeal to the Council's Appeal Panel. Further details can be found in the full policy document.

11.0 The Role of Occupational Health

- 11.1 The Council has an occupational health contract with Performance Through Health Group Limited (PTH). Appointments with the OH Nurse are normally held at Banham Court, Hanbury Road, Stoke Prior, Bromsgrove, B60 4JZ. Generally, referrals to Occupational Health have a dual purpose:-
- To support the employee by providing specialist medical advice with regard to protecting their health in relation to their job (rather than the more general role of a GP)

- To provide managers with information to enable decision-making with regard to what action and support is required or reasonable adjustments

11.2 Referrals to Occupational Health will normally occur when one of the following applies:

- Where an employee is indicating that they are having particular problems affecting their job, which are related to a medical condition, *referrals can be made immediately*. The employee may not necessarily have had any sickness absence and this referral will be proactive;
- Where an employee is on long-term absence, *a referral will normally take place after 4-6 weeks' continuous absence*. However, if the absences are related to major surgery, serious fracture, etc., and the expected absence exceeds 4 weeks, a referral at 4 weeks would be unlikely to provide any useful information. It may be appropriate to make the referral at a later date or if the employee does not return to work after the expected recovery period.
- Where it is indicated that an employee may not be able to resume normal work activities due to a period of illness or medical treatment, *a referral should be made*.
- Where there is a problem of persistent short-term absence and the employee or manager knows or suspects that an underlying medical problem is a contributory factor, then *a referral is likely to follow one of the meetings held under the procedure for return to work discussions or the management of short-term sickness absence*.

11.3 The question of whether a referral takes place depends on the circumstances of the individual case and will be discussed with the employee prior to the referral being made.

12.0 Acting on Medical Advice

12.1 Some of the key potential outcomes in relation to acting on medical advice can be found in the full policy document. These include:

- Rehabilitation to work within the current role – general
- Phased Return to work
- Reasonable adjustments to the post
- Redeployment to alternative work within the Council
- Permanent Ill-health

13.0 Summary of Key Responsibilities

13.1 Employees

Employees are expected to:-

- Attend work unless unfit to do so.
- Raise concerns with their manager or HR Advisor if they believe that their job is making them ill or contributing to illness.
- Report sickness absences promptly, in accordance with the sickness notification procedure.
- Ensure that the appropriate certifications are completed, in accordance with the procedure.
- Accept contact with their manager during periods of sickness absence.
- Cooperate fully with the Council when medical advice is required from the Occupational Health
- Ensure that medical advice and treatment is received as quickly as possible in order to facilitate a return to work

- In the case of long-term sickness absence, receive a visit at home or at a neutral venue from their line manager/supervisor or an alternative line manager/supervisor if it is not possible to come to work.

13.2 Line manager/supervisors

It is a line manager/supervisor's responsibility to actively manage attendance and to address absences. If absence is not addressed early then it may become a problem. The key responsibilities are summarised below:-

- **Maintain accurate records:** sickness reports for a manager to work from can only be produced if records are accurate. Managers must ensure that procedures are in place to record and report to Human Resources each occasion of absence. Ensuring that departmental sickness absence administrators are notified.
- **Maintain contact:** When an employee is absent from work due to sickness, it is important that regular contact is maintained between the manager and the employee.
- **Regular monitoring:** Monitoring sickness absence levels is an integral part of the line management process
- **Undertake return to work discussions** with employees after every incident of sickness absence
- **Communicate** to employees the existence of the sickness absence management policy and procedure
- **Encourage** a positive attitude to attendance at work
- **Seek help, guidance and support from the HR service** in interpreting sickness figures and finding solutions, which are consistent and fair while allowing for flexibility to individually tailor responses.

13.3 Heads of Service

- Provide clear leadership for the reduction of sickness absence levels and ensure this policy is implemented within the service
- Encourage the production of action plans to deal with areas of high sickness absence and support managers in achieving defined standards
- Receive regular information on sickness absence levels and understand its cost implications.

13.4 Human Resources

The Human Resources Division is responsible for:

- Reviewing the overall effectiveness of this policy and procedure
- Promoting health awareness
- Providing advice and support on all procedural aspects of sickness absence
- Managing the process of occupational health referrals
- Providing regular sickness absence reports

SICKNESS REPORTING PROCEDURE

We have drawn up a simple chart showing the procedure to be followed if you are unable to attend work through illness.

| | EMPLOYEE ACTION |
|---------------------------------------|---|
| Day One | <ul style="list-style-type: none"> • You must telephone your line manager to advise them that you will be absent, stating the reason for your absence and how long you think it may be before you return. This should be within one hour of normal start time (unless specific local arrangements apply). • Emails and text messages are not appropriate and messages must not be left with colleagues. • If you are unable to contact your immediate line manager/supervisor, equivalent manager or departmental sickness absence administrator, you should leave a voice mail message on your line manager's answerphone stating your name, time, date, reason for absence, anticipated length of absence and where possible, work commitments which may need re-arranging. • If you feel unable to disclose the reason for your absence due to this being of a sensitive nature, you should contact Human Resources directly. |
| Days 2 & 3 | <ul style="list-style-type: none"> • No action is required unless you have given an indication of expected return to work on the second or third day. • If you are unable to return as indicated, you should contact your line manager to keep them informed of progress. |
| Day 4 | <ul style="list-style-type: none"> • Unless an alternative contact timescale has been agreed with the line manager, wherever practicable you should make further contact with your line manager to provide an update on your absence. • If possible, depending on nature of absence, you should indicate an expected day of return. • Non-working days, such as rostered days off, weekends and bank holidays ARE included in calculating the 4th day of absence. • Should the 4th day fall on a non-working day when the Council Offices are closed, you should make contact on the next available working day. |
| Days 5, 6 & 7 | <ul style="list-style-type: none"> • No action is required unless you have given an indication of expected return to work on the fifth, sixth or seventh day. • If you are unable to return as indicated, you should contact your line manager to keep them informed of progress. |
| Day 8 & Continuing Absence | <ul style="list-style-type: none"> • You must consult a doctor and obtain a medical certificate for all absences from the 8th day onwards until you return to work. You must ensure your medical certificates cover your entire period of absence. These certificates should be sent to your line manager/supervisor as soon as possible. • You should contact your line manager/supervisor to inform of the reason and period for refraining from work, as indicated on the medical certificate. • You must notify your line manager/supervisor of the date given by the doctor for a return to work. • It is vital that contact is maintained between you and your manager. Your manager will discuss the timing of contact with you, but it will be regular, e.g. weekly or fortnightly, or as appropriate to the individual case. • If you are required to return to your GP at the expiry of your medical certificate, a medical certificate or statement of fitness to resume work must be obtained before you return to work. • When you return to work, the medical certificate or statement of fitness to resume work must be submitted to your line manager/supervisor at the Return to Work Discussion. |
| Medical Certificates | <ul style="list-style-type: none"> • You may feel well enough to return to work prior to the expiry of the medical certificate. In these circumstances you must obtain a medical certificate from your GP before returning, stating that you are fit for work. • If you are sick whilst on annual leave, the absence can only be recorded as sickness after a medical certificate has been provided. |

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BROMSGROVE DISTRICT COUNCIL

19 FEBRUARY 2008

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

- 1.1 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. A progress report was submitted to the Board in November 2007, at which meeting a further update was requested for February 2008.

4. DATA QUALITY STRATEGY ACTION PLAN

- 4.1 As reported in the last update, a new set of performance indicators (the National Indicator (NI) set) is to be introduced by DCLG in April 2008, replacing the BVPI set. The implications of this on the Data Quality Strategy have now been identified and actions varied accordingly. The key change is that whereas it was previously planned to produce PI procedure notes for all BVPI's this action has now been changed to produce PI procedure notes for the new NI's on a phased timetable, depending on when these are to be collected for the first time.
- 4.2 Also the recommendations of the internal audit of the Data Quality Strategy have been agreed and the implications of these have been considered. As a result two new actions have been added to the action plan (coded A1 and A2, at the end of the list in the appendix).

4.3 As part of their annual audit, the external auditors, KMPG, have reviewed a number of performance indicators and also our data management arrangements. The final report is yet to be published, but the draft report shows we have increased our score from 1 to 2.

4.4 As can be seen all actions bar three are either completed or on target. Three are red, because they will now be completed later than originally planned.

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 | Yes |
| Acting Chief Executive | Yes (at CMT) |
| Corporate Director (Services) | Yes (at CMT) |
| Assistant Chief Executive | Yes |

| | |
|---|--------------|
| Head of Service | Yes (at CMT) |
| Head of Financial Services | Yes (at CMT) |
| Head of Legal & Democratic Services | Yes (at CMT) |
| Head of Organisational Development & HR | Yes (at CMT) |
| Corporate Procurement Team | No |

12. APPENDICES

Data Quality Strategy action plan update


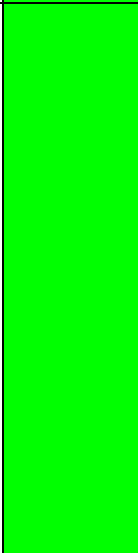
13. BACKGROUND PAPERS

None

CONTACT OFFICER

Name: John Outhwaite, Interim Senior Policy & Performance Officer
E Mail: j.outhwaite@bromsgrove.gov.uk
Tel: (01527) 881602

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| No | Action | How | Who | When | Priority | Current position & proposed actions | 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 | Advice from HROD to defer modifications to job descriptions until after the implementation of JE is being followed, so it is now planned to re-start this action in Q2 2008/09. Advice on the inclusion of data quality objectives & targets in PDRs (where relevant) will be provided as part of the PDR guidance to be issued for the 2008 round of PDR's. sample PDR's will be reviewed in Q1 2008/09, following the completion of the PDR process. |  |
| 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 Further training sessions will be arranged for staff that fail to attend initial training sessions and | Communications, Policy and Performance team with HR | Quarter 2 2007/08 onwards | M | Six courses were held in November and 61 people were trained. Eleven members of the target audience did not attend for a variety of reasons. Further training sessions will be scheduled in 2008/09 to cover these people and also for any staff newly nominated to roles with a performance data element. Attendance will be determined following the nomination of PI owners and deputies for the new set of National Indicators and new local indicators that will be |  |

DATA QUALITY STRATEGY ACTION PLAN PROGRESS UPDATE FEBRUARY 2008

APPENDIX 1

| No | Action | How | Who | When | Priority | Current position & proposed actions | Traffic Light |
|----|--|---|--|---|----------|--|---------------|
| | | for staff newly nominated to the role of PI owner or deputy and/or take on roles that have some involvement with performance data | | | | used from 2008/09 onwards. | |
| 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 FEBRUARY 2008

APPENDIX 1

| No | Action | How | Who | When | Priority | Current position & proposed actions | 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 and 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 | <p>Guidance will be provided by CCPP team (in conjunction with ICT).</p> <p>Undertake an audit to ensure that:-</p> <p>a)PI owners have documented procedures. b) Review asample of procedures to</p> | <p>PI data quality lead</p> <p>J Outhwaite Senior Policy & Performance Officer</p> | <p>By end Q3 2007/08</p> <p>March 08</p> | H | <p>Training in the use of the procedure note was included in the Data Quality awareness training course.</p> <p>PI procedure notes will be compiled for all new NI's that relate to District Councils plus all local indicators that will be corporately reported (these will be defined in the Council Plan) from 2008/09 onwards. It is planned to complete the procedure notes by the end of March 2008.</p> <p>Following completion of the PI</p> | |

DATA QUALITY STRATEGY ACTION PLAN PROGRESS UPDATE FEBRUARY 2008

APPENDIX 1

| No | Action | How | Who | When | Priority | Current position & proposed actions | Traffic Light |
|----|--|--|--|----------------|----------|---|---------------|
| | | review to ensure that they are fit for purpose | | | | procedure notes the audit will then be undertaken in Q1 & Q2 of 2008/09 | |
| 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 | See number 8 below | |
| 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 | Discussions have been held with the Procurement Manager. Guidance and procedures to ensure that performance information requirements are built into contract specifications and that due regard is given to the suppliers ability to supply information of adequate quality. This will be incorporated into a | |

DATA QUALITY STRATEGY ACTION PLAN PROGRESS UPDATE FEBRUARY 2008

APPENDIX 1

| No | Action | How | Who | When | Priority | Current position & proposed actions | Traffic Light |
|----|---|---|--|------------------------------|----------|--|--------------------|
| | | | | | | revised set of Procurement guidance & procedures due to be approved in March 2008. | |
| 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 | The Internal Audit of the Data Quality Strategy made more specific recommendations on this action. This action is now replaced by item number A1 (at the end of the list) | Now not applicable |
| 10 | Ensure that data controls are robust. | Specific measures will depend on the system and will be the responsibility of the data quality lead for each system to address. | All PI compilers and those responsible for PI data quality supported by Internal Audit & Communications, Policy and Performance team | July 07 and ongoing | M | The Internal Audit of the Data Quality Strategy made more specific recommendations on this action. This action is now replaced by item number A1 (at the end of the list) | Now not applicable |
| 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. However due to the significant changes in National Indicators introduced by DCLG the list of PI's and owners/deputies need to be revised. This will be done by end March 2008. | |

DATA QUALITY STRATEGY ACTION PLAN PROGRESS UPDATE FEBRUARY 2008

APPENDIX 1

| No | Action | How | Who | When | Priority | Current position & proposed actions | Traffic Light |
|----|--|-------------------------------|--|--|----------|--|---------------|
| 12 | <p>Undertake an annual risk assessment of PI's.</p> <p>Develop an appropriate programme of improvement</p> | Council risk methodology | <p>Communications, Policy and Performance team with PI data quality leads.</p> <p>Relevant PI data quality leads</p> | <p>Sep to Oct each Year</p> <p>Ongoing</p> | H | <p>There were no problems reported by the external auditors in their audit of selected PI's. There were no changes to BVPI definitions during the year and no problems arose during the preparation of PI certificates. Hence there were no PI's judged to be 'at risk' in 2007/08. The position for 2008/09 is likely to be somewhat different – with the introduction of the new National Indicator set. The action numbered A1 will address this in 2008/09</p> | |
| 13 | <p>Ensure that appropriate scrutiny of PI's is undertaken at, for instance, DMT's, prior to submission of performance information to CMT</p> | Visits and briefings at DMT's | DMT's visited/supported by Communications, Policy and Performance team | April 07 and ongoing | M | <p>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.</p> | |

DATA QUALITY STRATEGY ACTION PLAN PROGRESS UPDATE FEBRUARY 2008

APPENDIX 1

| No | Action | How | Who | When | Priority | Current position & proposed actions | Traffic Light |
|----|--|--|--|---|----------|---|---------------|
| 14 | Ensure that PI certificates are completed for all PI's | <p>Guidance already issued – implemented in 2006 supported by workshops</p> <p>Ensure records of certificate review are maintained</p> | <p>All PI compilers/reviewers and PI data quality leads supported by Communications, Policy and Performance team</p> <p>J Outhwaite, Senior Policy & Performance Officer</p> | April 07 – June 07 and subsequent years | H | <p>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.</p> <p>PI certificates will be completed for all BVPI's and corporately reported local PIs for the end of 2007/08 – by end May 2008</p> | |

DATA QUALITY STRATEGY ACTION PLAN PROGRESS UPDATE FEBRUARY 2008

APPENDIX 1

| No | Action | How | Who | When | Priority | Current position & proposed actions | Traffic Light |
|----|---|---|--|--|----------|---|---------------|
| A1 | Undertake a formal programme of data quality review that challenges both the integrity of data and compliance with departmental procedures. | Development of a programme of reviews, based on risk assessment. Approval of review programme. Undertake reviews and record outcomes. Review outcomes of reviews and report to those charged with governance | J. Outhwaite (Senior Policy & Performance Officer) H. Bennett (Assistant Chief Executive) J. Outhwaite (Senior Policy & Performance Officer) H. Bennett (Assistant Chief Executive) | Jun. '08 Jun. '08 Mar. '09 Mar. '09 | H | Following the implementation of the new National Indicator set in April 2008 the risk assessment will be completed and the reviews scheduled. | |
| A2 | Spreadsheets used for the production of PI data are adequately protected. | Access to spreadsheets is limited to authorised users Access rights are reviewed regularly | J. Outhwaite (Senior Policy & Performance Officer) | Mar. '08 Jun. '08 ongoing | H | Action completed | COMPLETE D |

BROMSGROVE DISTRICT COUNCIL

PERFORMANCE MANAGEMENT BOARD

19 FEBRUARY 2008

CUSTOMER FIRST STRATEGY REVIEW

| | |
|------------------------------|---|
| Responsible Portfolio Holder | Mike Webb, Portfolio for Customer Care and Customer Service, and Revenue Generation |
| Responsible Head of Service | Hugh Bennett, Assistant Chief Executive and Deb Poole, Head of E-Government and Customer Services |

1. SUMMARY

- 1.1 The report provides a review of the Council's customer performance since the Strategy was agreed in March 2006, a review of the strategic action plan and an updated action plan for the next three years.

2. RECOMMENDATION

- 2.1 It is recommended that the Board:-

1. Note the improving customer performance of the Council (3.4, Appendix 1 Section 3).
2. Recognise that whilst the Council has made significant progress since the Strategy was approved in March 2006 much remains to be done to deliver excellent customer service.
3. Consider the Strategy's priorities for the year ahead and detailed action plan to support the delivery of these priorities (Appendix 1 Section 7).

3. BACKGROUND

- 3.1 In March 2006 the Cabinet approved a Customer First Strategy for Bromsgrove District Council. At the time (and still) the primary focus of the Council has been to improve its basic performance, in particular, its Best Value performance indicators, which are critical to achieving a rating of "Fair" from the Audit Commission, when the Council is re-inspected in the Autumn of 2008. Nevertheless, the Strategy recognised that the long term ambition of the Council is to deliver both excellent performance, but also an excellent customer experience, comparable to the best in the private sector.
- 3.2 The Strategy took a holistic approach, based on international private

sector best practice, and looked to ensure there were actions designed to improve the customer service and culture of the Council across 12 themes.

3.3 A Specific, Measurable, Agreed, Realistic and Timebound (SMART) strategic action plan was agreed by Cabinet for these 12 themes. Progress against the action plan is reviewed in section 6 of the Strategy (Appendix 1). Besides progress against the action plan there have been a number of national developments since the Strategy was introduced, significantly, from April 2009, the Council will be subject to a new inspection framework – Comprehensive Area Assessment. The Council has also undergone a first Comprehensive Performance Assessment, a peer review from the I&DeA and has started to produce a range of customer satisfaction survey data, to compliment the already extensive customer data from the Customer Service Centre. Finally, Cabinet has taken the decision (with cross party support) to make a £6.7m investment in ICT to bring the Council's ICT up to the requirements of the Government's e-Government standard. All of this information is reviewed in the Strategy, before being brought together in an updated Customer First Strategic Action Plan (Appendix 1 Section 8).

3.4 The Council has made considerable progress since March 2006 including:-

- Customer First being one of the Council's four values and also one of the Council's five priorities;
- Improved performance at the Customer Service Centre, including a call resolution at the first point of contact now above 90% (November 2007).
- 72% of CSC customer would recommend the CSC to a friend (Customer Panel July 2007);
- 65% of customers were satisfied with the service received at the CSC (Customer Panel July 2007);
- a re-launched Council website;
- Customer First training for all staff (with a second wave taking place in February and March 2008);
- the roll out of complaints software across the Council;
- the introduction of a Customer Manual for all staff;
- the launch of the Council's All Inclusive Equalities Scheme, Equalities and Diversity Forum and Disabled User Group;
- staff recognition for customer service and improvement;

- senior management attendance at PACT meetings and the piloting of two area committees;
 - a budget aligned to feedback received from residents; and
 - performance for our Best Value performance indicators now being around the average for an English district council.
- 3.5 Despite these improvements, we are starting from a low base. Overall resident satisfaction has improved, but remains too low at 51% (Best Value Satisfaction Survey 2007).
- 3.6 Through the new Comprehensive Area Assessment (CAA), that replaces Comprehensive Performance Assessment (CPA) in April 2009, and the Local Government and Public Involvement in Health Bill, we can expect an increased emphasis on “citizens”, “users” and “non-users” from Central Government and a new “duty of involvement”; however, none of these seem to really get to the heart of the often intangible ways an organisation works i.e. the mindset of the Council, which really deliver the level of customer care we aspire to.
- 3.7 Rather than look to the Government’s regulatory framework for local government for incentivisation, the Council needs to find its own approach. There does not seem to be an obvious and simple solution to achieving excellence in customer service; however, the original approach adopted in the Customer First Strategy of looking to ensure Customer First feeds through every aspect of the Council (in the 12 themes identified), underpinned by investment in ICT and a long term commitment to customer service from Members and senior management appears to be the correct way forward.
- 3.8 Finally, by the end of 2008/2009, the Council should have in place all the major processes required to deliver excellent customer service. The step change from average to excellence is likely to be less dramatic than the previous few years and more subtle, requiring us to maintain a strategic focus, but also ensure we make lots of small changes that improve customer service, along with embedding and refining our customer processes.

4. FINANCIAL IMPLICATIONS

- 4.1 Some of the proposed actions will require business cases and budget bids for the 2009/2010 budget cycle. These are likely to be relatively small, apart from community transport.

5. LEGAL IMPLICATIONS

- 5.1 A new “duty to involve” the public will apply from 01 April 2009 (see Appendix 1 2.3).

6. COUNCIL OBJECTIVES

- 6.1 Council Objective – Improvement and Council Priority – Customer

Service.

7. RISK MANAGEMENT

7.1 The main risks associated with the details included in this report are:
(list by bullet points up to a maximum of 3 as per the following example)

- Delivery of benefits and savings from Spatial Project.
- Successful roll out of complaints software.
- Responding to requirements of new regulatory framework for local government and Local Government and Public Involvement in Health Act 2007.

7.2 These risks are being managed as follows:

- Delivery of benefits and savings from Spatial Project.

Risk Register: E-Government and Customer Services
Key Objective Ref No: 1
Key Objective: Spatial Project

- Successful roll out of complaints software.

Risk Register: Corporate Communications, Policy and Performance
Key Objective Ref No: 2
Key Objective: Effective Customer First Strategy

- Responding to requirements of new regulatory framework for local government and Local Government and Public Involvement in Health Act 2007:

Risk Register: *Corporate Communications, Policy and Performance*
Key Objective Ref No: -
Key Objective: -

7.3 The third risk is not currently included in the Corporate Communications, Policy and Performance risk register and needs to be added and cross checked to the corporate risk register.

8 CUSTOMER IMPLICATIONS

8.1 The Strategy is designed to improve customer service and care to our customers. The Council has a media plan for customer service, which includes press coverage on the launch of the Council's customer standards and complaints software.

Staff have been briefed about Customer First and all staff are being trained on Customer First Part 2 by 31 March 2008.

9. EQUALITIES AND DIVERSITY IMPLICATIONS

9.1 Equalities and Diversity are an integral part of the Council’s approach to customer service and the Strategy includes a number of actions to improve our customer service in this respect.

10. VALUE FOR MONEY IMPLICATIONS

10.1 The Strategy is consistent with the Council’s VFM Strategy, in particular:-

- The Customer Panel will offer services increasing amounts of data on customer satisfaction which needs to be taken into account in any assessment of value for money; and
- Business cases will be required for a number of proposals in the Strategy e.g. community transport links, expansion of area committees.

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: Yes, community transport and future Customer Panel contract. |
| Personnel Issues: Yes, making the recruitment process more orientated to recruiting employees with a customer service aptitude. |
| Governance/Performance Management: Yes, more customer service measures in the corporate performance indicator set. |
| Community Safety including Section 17 of Crime & Disorder Act 1988: Yes, continued support for PACT and potential expansion of area committees. |
| Policy: None. |
| Environmental: Community transport is more environmentally friendly than individual taxis. |

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 | Yes. |
| Chief Executive | Yes. |
| Executive Director (Partnerships & Projects) | Yes. |

| | |
|--|--------|
| Executive Director (Services) | Yes. |
| Assistant Chief Executive | Author |
| Head of Financial Services <i>(must approve Financial Implications before report submitted to Leader's Group)</i> | Yes. |
| Head of Legal, Equalities & Democratic Services <i>(for approval of any significant legal implications)</i> | Yes. |
| Head of Organisational Development & HR <i>(for approval of any significant HR implications)</i> | Yes. |
| Corporate Procurement Team <i>(for approval of any procurement implications)</i> | No. |

13. WARDS AFFECTED

'All Wards'.

14. APPENDICES

Please list the appendices attached to the report as shown in the example below.

Appendix 1 Customer First Strategy for Bromsgrove District, Customer First Strategy Review, January 2008.

15. BACKGROUND PAPERS

Customer First Strategy, Bromsgrove District Council, Cabinet March 2006.

Comprehensive Area Assessment, Joint Consultation, Audit Commission, November 2007.

Creating Strong, Safe and Prosperous Communities: Statutory Guidance: Draft for Consultation, Department of Communities and Local Government, November 2007.

Contact officer

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Mail:

Tel: (01527) 881242.



Customer First Strategy for Bromsgrove District

Customer First Strategy Review

January 2008



Bromsgrove
District Council
www.bromsgrove.gov.uk



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1. Forward by Councillor Mike Webb, Portfolio for Customer Care and Customer Service, and Revenue Generation

Excellent customer service is a priority for the Council.

Since the original Customer First Strategy was agreed in March 2006, the Council has come a long way on its journey to deliver this priority. The Council's performance is now consistent with a "Fair" rated authority and we expect this to be confirmed when we undergo our second Comprehensive Performance Assessment, by the Audit Commission in late 2008. I am particularly pleased that the average speed of answering at our customer service centre is now improving and that over 90% of calls are resolved at the first point of contact. This is down to the hard work of the managers and staff at the Council. I am also really pleased to see senior officer commitment to the PACT process, to area committees, "back to the floor" and "walking the wards". It is really important that both Members and officers really understand the District and residents we serve and provide leadership to the rest of the organisation.

2008 will be a critical year in the Council's journey towards excellent customer service. In January, we launched our customer feedback system, customer manual for staff and customer standards. We will also be putting all staff through a second wave of customer first training. Later in the year, we should see the completion of the delivery of the spatial project, which will see the introduction of eleven new integrated IT systems. These systems will deliver financial savings, put us at the forefront of the Government's drive for electronic government, but most importantly deliver improved services to our customers. We will also see the Council start working towards level 3 of the local government equalities standard and start delivering equalities outcomes.

This review and updated strategic action plan sets out in detail these key actions, but also a whole host of smaller actions across 12 themes. The idea is that customer first, runs through all that we do, so that staff, from the moment they join the organisation and through all they deliver, understand the importance of customer service. As the 12 themes suggest, there is no single solution to achieving excellent customer service. We need to be ambitious, but also understand that this is about forming new and positive habits, about changing the psychology of the Council, something we cannot achieve overnight.

I look forward to reporting further progress to you in a year's time.

Councillor Mike Webb
Portfolio for Customer Care and Customer Service, and Revenue Generation

2. Introduction

- 2.1 In March 2006 the Cabinet approved a Customer First Strategy for Bromsgrove District Council. At the time (and still) the primary focus of the Council has been to improve its basic performance, in particular, its Best Value performance indicators, which are critical to achieving a rating of “Fair” from the Audit Commission, when the Council is re-inspected in the Autumn of 2008. Nevertheless, the Strategy recognised that the long term ambition of the Council is to deliver both excellent performance, but also an excellent customer experience, comparable to the best in the private sector.
- 2.2 The Strategy took a holistic approach, based on international private sector best practice, and looked to ensure there were actions designed to improve the customer service and culture of the Council across 12 themes. On the advice of the I&DeA Peer Review we have added a thirteenth theme, customer access:-
- ✚ organisational strategy and a compelling vision;
 - ✚ customer need research (listen to our customers);
 - ✚ organisation structure;
 - ✚ service delivery process;
 - ✚ management practices;
 - ✚ measurements;
 - ✚ training and management development;
 - ✚ internal team building;
 - ✚ customer education;
 - ✚ customer environment;
 - ✚ communications – internal and external;
 - ✚ managing the change; and
 - ✚ customer access.
- 2.3 A Specific, Measurable, Agreed, Realistic and Timebound (SMART) strategic action plan was agreed by Cabinet for these 12 themes. Progress against the action plan is reviewed in section 6. Besides progress against the action plan there have been a number of national developments since the Strategy was introduced, significantly, from April 2009, the Council will be subject to a new inspection framework – Comprehensive Area Assessment. The Council has also undergone a first Comprehensive Performance Assessment, a peer review from the I&DeA and has started to produce a range of customer satisfaction survey data, to compliment the already extensive customer data from the Customer Service Centre. Finally, Cabinet has taken the decision (with cross party support)

to make a £6.7m investment in ICT to bring the Council's ICT up to the requirements of the Government's e-Government standard. All of this information is reviewed in the following sections, before being brought together in an updated Customer First Strategic Action Plan.

3. National Developments

Comprehensive Area Assessment

3.1 The key national development is the planned replacement of Comprehensive Performance Assessment (CPA), with Comprehensive Area Assessment (CAA). The new approach to regulating the work of local authorities is still being consulted on and will start in April 2009; however, a number of important changes can be identified at this stage:-

- ✚ There is going to be a much stronger emphasis on the “experience of citizens, people who use services and local taxpayers.
- ✚ A reduced focus on looking into councils’ processes and a much stronger emphasis on looking at why councils have taken particular decisions (the customer evidence for these decisions) and the outcomes achieved.
- ✚ Continued emphasis on understanding the diverse needs of our communities, in particular, listening and responding to the needs of the more vulnerable in our communities.
- ✚ A new national indicator set, which will replace the existing Best Value performance indicators. These have now been published and will be used to update the Council Plan. There are more perception indicators than previously seen under the Best Value regime and these will be measured by a new “Place Survey”, which will replace the Best Value satisfaction survey.
- ✚ There will be a “duty to cooperate” placed on all key public bodies in an area, so this will add some much needed statutory teeth to the Local Strategic Partnership
- ✚ There will be more room for councils to use local performance measures, but the Audit Commission will expect an increased emphasis on data quality (the Council is improving in this area and has recently moved its score from 1 out of 4 to 2 out of 4).

3.2 These changes are being much heralded by Government, but the overall approach seems complex and the terms “customer” and “customer experience” are absent from the language of CAA; however, the shift towards measuring perception and greater freedom to use local measures is welcomed.

Local Government and Public Involvement in Health Act 2007

3.3 In terms of this Act’s impact on the Council’s approach to Customer First, the clue is very much in the title. The word “involvement” is a step change from the previous focus in the Local Government Act 1999, which used the term “consultation”. Under the Act, the Council will have a specific “duty to involve”. The Government is concerned that the current levels of consultation and civic participation are not bringing about a sufficient understanding of the difficulties politicians face in balancing the competing needs of communities and this is

driving an increasing dissatisfaction with public services at a time when they are actually improving.

3.4 The new duty will come into force on 01 April 2009. The duty is likely to impact on the Customer First Strategy as follows:-

- ✚ Consultation will need to provide “genuine opportunities” for people to be involved, so councils will want to draw on widespread evidence of what constitutes good practice in consultation. The Council undertook a number of benchmarking visits on performance management during 2007, which have benefited the Council. In 2008 we will need to undertake similar visits on “involvement” in order to sharpen up our practice.
- ✚ An expectation that we undertake “participatory budgeting” and “citizen juries”. The Assistant Chief Executive attended a course on these earlier in the year, which has given the Council a number of best practice examples. Such approaches are designed to increase dialogue and understanding on the issues the Council faces. They are resource intensive.
- ✚ The co-design of services i.e. where local people play an active role in the commissioning of services. The town centre redevelopment offers such an opportunity, while the work on transport e.g. community transport and railway station also offer possibilities.
- ✚ Co-produce or carry out some aspects of customer delivery for themselves. The Act particularly focuses on the transfer of assets and community centres. The Artrix is such an example. This part of the Act is unlikely to have much impact on the Council due to the low level of buildings we own.
- ✚ Residents work with Council on assessing services e.g. citizens acting as mystery shoppers. A local RSL recently won the public sector award for customer service with The Times newspaper. The RSL used this approach. It has been something the Council has discussed before. Such an approach does involve resource and at this stage, we are still rectifying basic performance and customer service issues; however, we should look to adopt such an approach in the medium term, perhaps in 2009.

3.5 All of the above come with resource implications. The Corporate Communications, Policy and Performance Team has less resource than either Wychavon or Redditch district councils, but a larger improvement agenda, given our current CPA rating; conversely, the Council’s support for PACT, two area committees, “Chats with the Chief”, investment in the Customer Panel and establishment of the Equalities and Diversity Forum means the Council is comparatively well placed to respond to this agenda.

3.6 The Statutory Guidance on the “duty to involve” clearly states (2.22, page 25) that:-

“authorities should consider the predicted benefits of informing, consulting and/or involving against the costs of that involvement”.

- 3.7 So, the Council should look to build the “duty to involve” into the Customer First Strategy, but consider carefully the resource implications. The strategic action plan for the Strategy has been updated accordingly.

Varney Report

- 3.8 Plans to transform services are supported by the December 2006 Service Transformation Report (Sir David Varney) – the key themes of which have been incorporated into this our approach to telephony, face to face and e-government access channel design. The Spatial Project is critical to delivering this vision for local government.

Local Area Agreement

- 3.9 The County Local Strategic Partnership is currently working on a new Local Area Agreement for Worcestershire. This agreement will go live in April 2009. Most of the draft targets focus around service outcomes e.g. reduced crime, reduced CO2 emissions, but one target does relate to this Strategy:-
- 3.10 Empower local people to have a greater choice and influence over local decision making and a greater role in public service delivery.
- 3.11 It is unclear how this target will be delivered in Worcestershire at this stage; however, the Council’s support for PACT, two pilot area committees and the proposed review of the need for community transport, working alongside the Equalities and Diversity Forum and Disabled Users Group.

4. Customer Feedback and Performance Indicators

4.1 Customer feedback and performance indicators are a key aspect of any improvement agenda. The Council now has in place a proper corporate performance management framework, including two customer panel surveys per annum, which was supplemented this year by the Best Value satisfaction survey (the Council also surveys its own staff every year). The Council is also about to introduce a complaints software package across the Council, which will provide further analysis on the nature of our complaints. The Council has also been producing good quality performance data for the Customer Service Centre since its inception.

Best Value Satisfaction Survey

4.2 A detailed report on the Survey's results was taken to the Performance Management Board in September 2007 and the information was also used in the Council Plan 2008/2011 Part 1, which provided the strategic backdrop to the medium term financial plan. The overall results, compared to the last survey/quartile and then with the other Worcestershire Districts are set out in the two tables below.

Table 1 - Overall satisfaction survey results

| Ref | Description | 2003/04 Result | 2006/07 Result | Quartile |
|-------------------------------------|---|----------------|----------------|----------|
| Corporate Health | | | | |
| BV3 | Overall Satisfaction with the way the authority runs things | 48% | 51% | 3 |
| BV4 | Satisfaction with complaint handling. | 25% | 31% | 4 |
| Environment | | | | |
| BV89 | Satisfaction with street cleanliness | 61% | 62% | 4 |
| BV90a | Satisfaction with waste collection. | 83% | 76% | 3 |
| BV90b | Satisfaction with waste recycling (local facilities) | 71% | 76% | 1 |
| Culture | | | | |
| BV119a | Satisfaction with sports and leisure facilities | 45% | 53% | 4 |
| BV119b | Satisfaction with libraries | n/a | 72% | 3 |
| BV119c | Satisfaction with museums / galleries | 25% | 27% | 3 |
| BV119d | Satisfaction with theatres / concert halls | n/a | 33% | 3 |
| BV119e | Satisfaction with parks and open spaces | 71% | 76% | 2 |
| Planning Satisfaction survey | | | | |
| BV111 | Satisfaction with planning service by those making a planning application | 69% | 56% | n/a |
| Benefits Satisfaction Survey | | | | |

| Ref | Description | 2003/04 Result | 2006/07 Result | Quartile |
|-------|---|----------------|----------------|----------|
| BV80a | Satisfaction with contact with the office | 78% | 79% | n/a |
| BV80b | Satisfaction with service in the office | 78% | 83% | n/a |
| BV80c | Satisfaction with the telephone service | 73% | 72% | n/a |
| BV80d | Satisfaction with staff in the office | 83% | 84% | n/a |
| BV80e | Satisfaction with forms | 62% | 61% | n/a |
| BV80f | Satisfaction with speed of the service | 78% | 74% | n/a |
| BV80g | Overall Satisfaction with the service | 82% | 82% | n/a |

4.3 Through the 2008/2011 medium term financial plan, the Council can point to investment in most of the underperforming issues identified above e.g. customer complaints system, street cleanliness, street theatre, leisure facilities and disinvestment where a decision has been made not to make an area a local priority e.g. the museum. It is interesting to note that the satisfaction with waste recycling is top quartile. This service, along with waste collection and the Customer Service Centre is probably the most visible of the Council's activities. It has received investment and the high level of service being offered clearly has been recognised by the public. The investment in the CSC also appears to have been recognised by the public (see Customer Panel section). The waste collection service is an area that despite operational improvements this year, is likely to need a more fundamental investment in both vehicles and ICT to deliver a very high quality service level, which we should aim for on our most visible services.

Table 2 - Comparison of satisfaction survey results with other authorities in the county

| BVPI No. | 1.1 Description | Bromsgrove | Malvern Hills | Wychavon | Worcester City | Redditch | Wyre Forest |
|-------------------------|---|------------|---------------|----------|----------------|----------|-------------|
| CORPORATE HEALTH | | | | | | | |
| 3 | Overall Satisfaction with the way the authority runs things | 51% | 57% | 65% | 61% | 54% | 50% |
| 4 | Satisfaction with complaint handling | 31% | 36% | 45% | 42% | 35% | 37% |
| ENVIRONMENT | | | | | | | |
| 89 | Satisfaction with street cleanliness | 62% | 74% | 77% | 69% | 72% | 62% |
| 90a | Satisfaction with waste collection | 76% | 87% | 84% | 79% | 87% | 67% |
| 90b | Satisfaction with waste recycling (local facilities) | 76% | 86% | 80% | 72% | 79% | 73% |
| 1.2 CULTURE | | | | | | | |
| 119a | Satisfaction with sports and leisure facilities | 53% | 61% | 66% | 66% | 56% | 65% |
| 119b | Satisfaction with libraries | 72% | - | 80% | 75% | - | 82% |
| 119c | Satisfaction with museums / galleries | 27% | 49% | 37% | 60% | 33% | 42% |
| 119d | Satisfaction with theatres / concert halls | 33% | 79% | 38% | 57% | 53% | 32% |
| 119e | Satisfaction with parks and open spaces | 76% | 85% | 81% | 74% | 78% | 76% |

- 4.4 For most of the satisfaction indicators the trend for Bromsgrove has been favourable, overall satisfaction increased, compared to an average decrease nationally. Where the national trend increased Bromsgrove results, in most cases, increased by a bigger margin. Likewise, where the national trend was a decrease then Bromsgrove results usually decreased by a lesser amount. The only two indicators where Bromsgrove trend was worse than the national trend was BV 89 – street cleanliness and BV90a – waste collection; however, celebrations about Bromsgrove results bettering the national trend need to be tempered by the fact that for most of the satisfaction indicators Bromsgrove was starting from a very low base, two exceptions being BV90b – recycling (top quartile) and BV119e – parks and open spaces (2nd quartile).

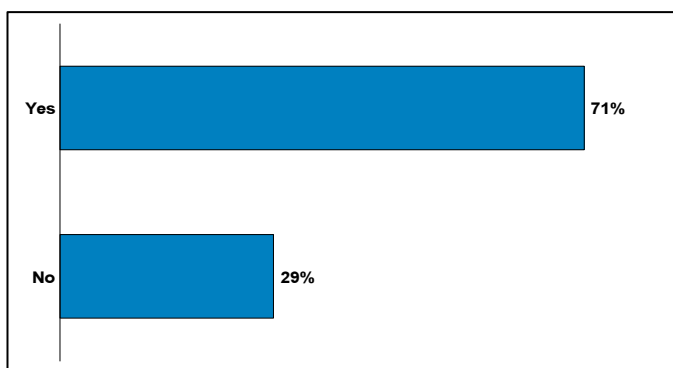
Customer Panel

- 4.5 Bromsgrove District Council commissioned Snap SurveyShop to assist with our Customer Panel Survey 2007. Unlike the Best Value satisfaction survey, the Customer Panel allows us to ask specific questions about our services i.e. it can be more specific. The Council has also recently undertaken two focus groups on the 2008/09 budget round which also provided some feedback to the Council on its customer's experience. Overall, the feedback from the Customer Panel and the budget focus groups with regard to customer service is increasingly positive; however, there is still considerable room for improvement. The following are key extracts from the Customer Panel survey:-

Ease of accessing the Customer Service Centre

- 4.6 71% found accessing the Customer Service Centre easy. Less than half (47%) of under 35s found access easy, compared to three quarters (76%) of those in the 55 or older age group. Ease of access varied by working status too, 61% of workers finding access to be easy compared to 79% of non workers.

Do you find the Customer Service Centre easy to access?



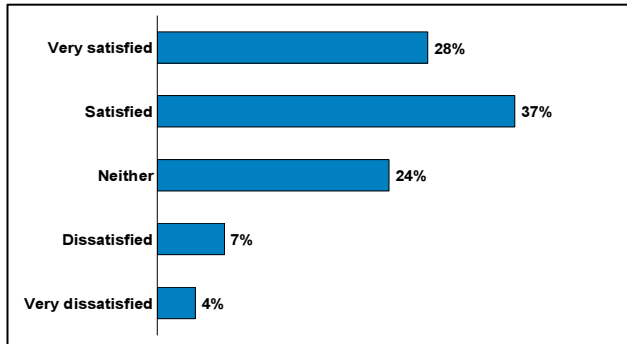
- 4.7 What is surprising about this result is that older residents seem to find the CSC easier to use than under 35s which is perhaps unusual as call centres are a relatively new way of doing business and something that under 35s are more familiar with. A focus group made up of under 35s may be required to find out what exactly is the issue here. Another issue that could not be identified from the analysis is whether there is any difference in satisfaction with access to the CSC by geographic area. Given that private sector companies operate national call centres, this should not be the case; however, a number of focus groups for residents in locations like Hagley, Alvechurch and Wythall, could prove useful in

identifying whether there is a need to offer a different form of customer service to these areas e.g. additional CSC offices, a CSC bus etc.

Satisfaction with service received

4.8 Two thirds (65%) were satisfied with the service they received. Satisfaction varied from 58% in males to 73% in females, 49% in 35 to 54s to 71% in 55 or older and 53% in workers to 73% in non workers.

Satisfaction with service received

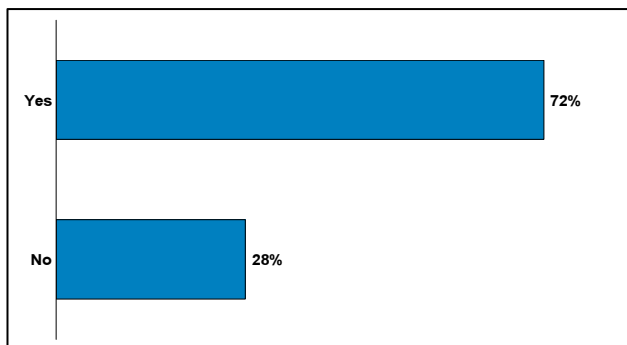


4.9 Again, it is surprising that the under 35s seem to be the least satisfied. As per the previous graph, a focus group may be required to find out the exact nature of the problem. It may be a perception issue. Given that not everyone will, by the nature of what the Council does, get the answer they want from the CSC, a figure of only 11% dissatisfied or very dissatisfied is very low. Senior managers have gone “back to the floor” and listened in to calls at the CSC and the level of service given by the operatives is excellent. We have started to do this with Members now and again, are getting very positive results.

Recommending the use of the Centre

4.10 Three quarters (72%) would recommend the use of the Centre to a friend, ranging from 68% in males to 78% in females, and 65% in 35 to 54 to 91% in under 35s.

Would you recommend the use of the Customer Service Centre to a friend?



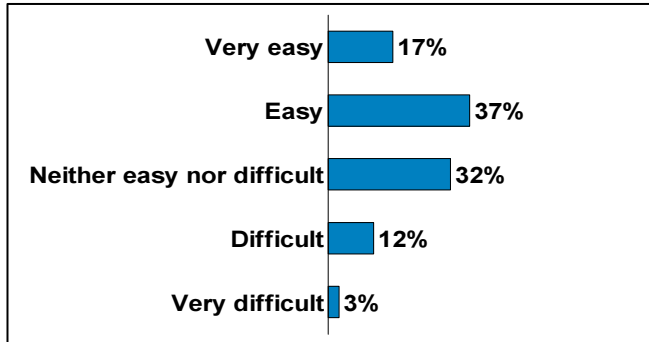
4.11 This survey measure has been recommended for the corporate performance indicator set, as this is perhaps the ultimate test of the effectiveness of the Council’s customer experience. It is also interesting to note that in the case of

the under 35s, 91% would recommend the CSC, despite their dissatisfaction with accessing it which suggests an issue with the figures.

Ease of contacting the Council

4.12 Over half (54%) found it easy to contact the Council. Ease dropped to 47% in males and under 35s, rising to 58% in the 55 or older age group and 59% in females.

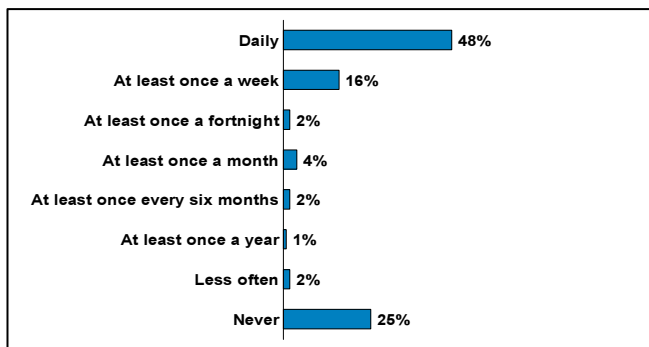
Ease of contacting the Council



Frequency of Internet use

4.13 About half (48%) used the internet on a daily basis and a further 16% at least once a week. One quarter (25%) never used the internet, varying from 6% amongst those working and 3% in under 35s, to 39% in the 55 or older age group and 45% in those not working.

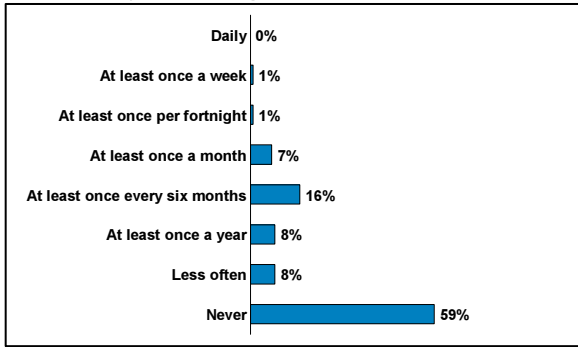
Frequency of internet use



Frequency of visiting Council's website

4.14 2 out of 5 residents (41%) had visited BDC's website. Two thirds (66%) of those in the 35 to 54 age group had visited the website, but only 29% in the 55 or overs and 26% amongst those not working.

Frequency of visiting BDC's website

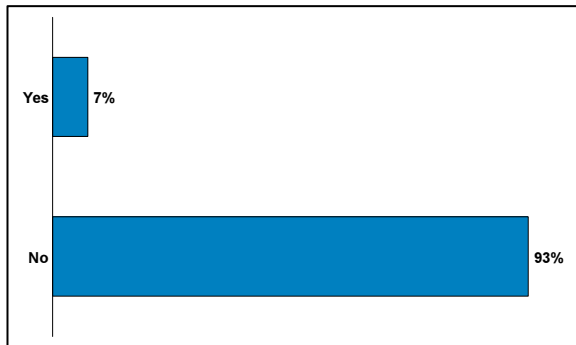


4.15 59% may not be a problem, if they have not needed to look, but we did not ask how easy those who accessed the site, found it, something we need to ask in the 2008 Customer Panel survey.

Awareness of text messaging and email alert system

4.16 Only 7% were aware of the text messaging and email alert system.

Are you aware of the service?



Budget Focus Groups

4.17 Feedback from residents on the CSC as part of the budget consultation (residents were asked about their attitude to investing in more CSC advisers), few claimed to have had any problems actually getting in contact with the council:-

“Pleased with call centre service. Do not see a need.” – Female 35-44

“Not had any problems” Female 65+

“Service delivery and customer service has been good” – Male 35-44

4.18 Most who had contacted the council claimed that the problem was not accessing a council employee it was getting that employee to take ownership of the issue and/or call them back:-

“Try and improve internal efficiencies”

4.19 A few said it was easier to contact the council than their bank. One respondent also mentioned that they expect a wait when they contact the Council; however, it

was noted that customer service is important and that it was good that the council recognised this:

“Look after your customers! Should look to identify peak times that staff will be needed” – Male 35-44

- 4.20 The key issue here is the interface between the CSC and “back office”. This needs further management attention in 2008. The proposed appointment of a Change Manager with business process re-engineering skills will be an important resource to help facilitate this change.

Performance Indicators

- 4.21 Overall, the Council’s performance is improving at a rapid rate. In 2005/06 only 21% of the Council’s indicators were better than the national average. The conservative estimate for 2007/08 is that this figure will have increased to 60% (using 2006/07 quartile information). This is a significant improvement and should be recognised as such; however, this level of performance only gets the Council to approximately the average for a district council, when we aspire to excellence, so we will need to maintain our focus for at least the next three years in order to achieve the equivalent of an excellent rating in the new CAA framework. The Council has improved its performance largely through a focus on performance, that was previously absent; however, this approach has its limitations, with further change needed a combination of investment and more radical changes to the way things are done e.g. business process re-engineering linked to ICT. Three things are now critical to the continued improvement:-

- ✚ Continuing to ensure there is a very strong alignment between the budget and the Council’s priorities (which in turned are underpinned by performance and customer information);
- ✚ Completion of the Spatial Business Project; and
- ✚ Undertaking business process re-engineering work through the appointment of a Change Manager (externally funded).

- 4.22 Local indicators have also seen a gradual improvement; in particular, the CSC (see overleaf) is now achieving its targets for average speed of answer and calls answered whilst continuing to achieve a 90% plus resolution at the first point of contact. The targets for the average speed of answer and calls answered were reduced in July to 35 seconds and 75%, from 20 seconds and 85% respectively. This was on the advice of the then Improvement Director and for a six month period. Current performance is achieving the revised targets and the original targets.

Customer First Strategy

| Ref | Description | Freq | C or S | | Apr. | May. | Jun. | Jul. | Aug. | Sep. | Oct. | Nov. |
|-----|--|------|--------|--------|-------|-------|-------|-------|-------|-------|-------|-------|
| CSC | Monthly Call Volumes Customer Contact Centre | M | S | Target | | | | | | | | |
| | | | | Actual | 8,410 | 6,399 | 7,628 | 7,819 | 8,855 | 7,483 | 7,676 | 7,089 |
| CSC | Monthly Call Volume Council Switchboard | M | S | Target | | | | | | | | |
| | | | | Actual | 7,718 | 7,310 | 7,060 | 7,270 | 6,995 | 5,888 | 5,946 | 5,573 |
| CSC | Resolution at First Point of Contact all services (percentage) | M | S | Target | 85.00 | 85.00 | 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 | 86.40 | 95.00 |
| CSC | Average Speed of Answer (seconds) | M | S | Target | 20.00 | 20.00 | 20.00 | 35.00 | 35.00 | 35.00 | 35.00 | 35.00 |
| | | | | Actual | 67.00 | 47.00 | 53.00 | 48.00 | 55.00 | 53.00 | 31.00 | 31.00 |
| CSC | % of Calls Answered | M | S | Target | 85.00 | 85.00 | 85.00 | 75.00 | 75.00 | 75.00 | 80.00 | 80.00 |
| | | | | Actual | 60.00 | 81.00 | 79.00 | 80.00 | 77.00 | 79.00 | 86.00 | 86.00 |

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5. Comprehensive Performance Assessment and Peer Review

Comprehensive Performance Assessment

- 5.1 Placing the customer at the heart of Council activity was the first key recommendation from the Council's first Comprehensive Performance Assessment. In order to do this, the Audit Commission recommended that:-
- ✚ The Council base service planning and delivery on the outcomes of both evidence based needs assessment and inclusive consultation; and
 - ✚ Make customer satisfaction a key deliverable for all managers and staff and take robust and timely action to address dissatisfaction.
- 5.2 A key point to emerge from the CPA was the Audit Commission's view that while senior management and front line staff at the CSC were committed to Customer First, there is "still too much complacency from the rest of the organisation to the changes that need to be implemented".
- 5.3 The uplift in the Council's performance does suggest that complacency can quickly be removed by the old adage, "what gets measured, gets done"; however, a key problem for the Council is how to measure customer satisfaction for some services (not all are suitable for measuring through the Customer Panel) and how to track the 10% of CSC calls that are put through to the "back office". There is no simple solution to these problems; however, concentrated senior management focus (and the CSC manager) on operational issues is probably the only solution. The review of the team action plans should enable the Assistant Chief Executive to check how each team is measuring customer satisfaction, while customer clinics for issues identified by the CSC and analysis of the information from the complaints software are also important. We also need to maintain a focus on a small set of customer indicators, as there is a tendency to set too many in surveys, which leads to a loss of focus.

I&DeA Peer Review

- 5.4 The Council underwent an I&DeA Peer Review in May 2007. The peer review team made 12 recommendations. The Council's Corporate Management Team accepted most of these recommendations; however, all the recommendations focused on process and there were not specific recommendations (based on good practice from other authorities) on how to improve customer service. This was disappointing. These and the Council's response to them are set out on the following page:-

| Ref. | Recommendation | Response |
|-------|--|---|
| 4.4.1 | Prioritise initiatives in the Council. There was evidence that a great deal had been achieved, but the pace of change is fast and it is unlikely that it can be continued at the same pace without impacting on key people in the Council. | The Council will have an opportunity to update its Improvement Plan again for July 2008 Cabinet. The Council should achieve a rating of Fair during 2008. The Council has also recently recruited an Executive Director Services. The target of achieving 5 CharterMarks by March 2010 has also been dropped. All four of these actions, should enable some reduction in the pace to a more acceptable level. |
| 4.4.2 | Clarify the roles of all Members in implementing the Customer First Strategy | The peer review team suggested that the Customer First Board include Members. The Portfolio Holder for Customer Services was invited to attend the Board; however, this would have meant another evening meeting. The Portfolio Holder already meets with Assistant Chief Executive and Head of E-Government and Customer Service each month and received a copy of the minutes from the Board. In addition, the Council has a Cabinet, PMB, Scrutiny model which is functioning better and better; focus should be maintained on improving the effectiveness of these formal committees. This recommendation was rejected; however, Members of PMB will be going "back to the floor" to listen to calls at the CSC in January. If this pilot proves successful "back to the floor" could be rolled out to all Members. We also need to increase all Member involvement in the next budget round (from the beginning of the process). |
| 4.4.3 | Define a Customer Access Strategy for Bromsgrove which meets the needs and aspirations of the Members and the community; this should consider the use of all channels and | Satellite CSCs around the District is an expensive approach and the need is not proven and needs a business case with clear evidence of a market or need before investment is |

| | | |
|-------|---|---|
| | be used to inform discussions in the Worcestershire Hub partnership. | made. Section 3.7 identified that the under 35s had an issue with accessing the CSC. They are a more mobile age group, which suggests the access issue is less about location. We will need to undertake some survey and focus group work in 2008 to determine the access issues we face. |
| 4.4.4 | Produce a Consultation Strategy which includes a feedback process. | Updated Strategy agreed at November 2007 Cabinet. Each consultation is different, so there cannot be a standard way of feeding back; however, we should look to feedback to the public on every consultation exercise undertaken. |
| 4.4.5 | Implement a corporate complaints process and purchase a system. | Purchased and due to be implemented on 31 January 2008. |
| 4.4.6 | Establish a programme and project management framework for the Improvement Plan which is consistently applied across the Council and can be utilised to direct the Customer First programme. | Bid made to Capacity Building Fund for Change Manager in Corporate Communications, Policy and Performance Team. This bid, if successful, should provide sufficient resource to complete this work. |
| 4.4.7 | Review the Spatial project to ensure that it is still fit for purpose, that the Council will achieve the benefits set out in the business case and identify any areas of the project which will provide early returns. The review team believe it might be advisable to split it more clearly into discrete work elements with very overt milestones so that it might be more easily managed and monitored. | Project has been reviewed and new supplier procured. |
| 4.4.8 | Improve front office/back office working to ensure that the customer receives best possible service. This requires open, two way communications, will include work to improve system interfaces and recognise the need to be | The Customer First Board are now undertaking a range of customer clinics to provide senior management focus on some of the organisational sticking points that are causing problems. Also, the Change Manager post (above) should |

| | | |
|--------|--|--|
| | explicit about ownership of requests and enquiries. | be able to undertake some business process re-engineering work on these issues. Asking the CSC to maintain a log of some of the calls put through to the “back office” and then spot checking what happened to these requests may also increase the organisational discipline required to deliver better customer service. |
| 4.4.9 | Develop a Bromsgrove position on shared services and communicate this to key stakeholders to ensure that Bromsgrove is in control of its own destiny. | The Council is increasingly working with Redditch. This work needs to progress further, so that it can be evaluated, before the Council can determine whether this is the right approach or whether the Council needs to consider that shared services model being considered by the three southern districts. The Council’s basic position is clear. If the business case makes sense, the Council will sign up. The recent “business case” for a shared service model of “the Hub” was only an outline proposal and needed further work. |
| 4.4.10 | Introduce a process to evaluate the effectiveness of the Customer First training that had been and will be delivered. | The Customer First Board has agreed that members of the Corporate Communications, Policy and Performance Team will do spot checks on compliance with the Customer Manual. |
| 4.4.11 | Ensure that internal communications are relevant in terms of content and language and continue to drive both internal and external communications. | The Council’s communications is much improved; however, too much language is still in a professional versus customer style. Every manager to go through Plain English training and introduce Plain English clinics. |
| 4.4.12 | Enhance the performance management framework to include customer service metrics, satisfaction levels and complaints. Ensure that the improvements that are delivered can be clearly demonstrated. | More customer service performance indicators are being introduced through the 2008/2011 Council Plan. Further changes will be made each year as the Customer Panel survey is refined. |

6. Spatial Project

Background Information

- 6.1 In 2005 a wide ranging investigation was carried out in conjunction with various organisations into the efficiency and effectiveness of the Council's service delivery and business processes. The findings of this investigation are detailed separately in the Spatial Business Case. The business case was approved by Council in August 2006. The project started at the beginning of October 2006 and is scheduled to close in October 2008.
- 6.2 The Spatial Project is a transforming and modernising programme aimed at providing staff with the systems, processes and tools to change and improve the way services are delivered to BDC customers. The project will deliver the following:
- Corporate Gazetteer
 - Gazetteer Management system aka LLPG – Local Land and Property Gazetteer.
The LLPG will be used to provide data updates to the NLPG – National 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
- 6.3 The key stages of the project are outlined below. These stages are not sequential and share dependencies. As such, many of the stages will run in parallel or at the very least will temporarily overlap.
- Data cleansing – Gazetteer, other departmental data sets
 - Back office systems and software installations inc IDOX and Anite applications and Business Process Mapping.
 - Support contract with MDA initiated for systems in 'live'
 - Corporate document management rollout
 - Integration with core back office applications

Planned Benefits and Improvements

6.4 Corporate Gazetteer and Gazetteer Management

- An accurate, recognised national property reference number (UPRN) for every property that can link into all Council systems such as Council Tax and Business Rates.
- Linking to the Revenues and Benefits system will standardise address information and reduce incidences of wrongly addressed information being sent to customers.
- One central council address database instead of numerous ones
- Electoral roll data accuracy

6.5 Environmental Health

- Sharing of information across all departments for items such as records of properties where hazardous waste is generated.
- Link to Customer Relationship Management System will reduce the amount of re-keying when customers make enquiries or order services.
- Online applications will reduce the amount of data re-keying and speed up turn around times for customers.
- Making the public registers available online will increase public access to statutory information.
- Mobile working enabling officers to deliver environmental services at the required point of delivery without having to come back to the office.

6.6 Estate/Asset Management

- Core information for all asset control and property management that is up to date and available
- Linking to the LLPG will correctly reference addresses and will improve information flow.

6.7 Planning

- Customers will have access to on-line planning applications and automated land searches.
- GIS will improve accuracy of planning applications and turn around times.
- Automated searches will speed up search times for customers.
- Mobile working will increase staff efficiency and potentially speed up processing.
- Workflow will improve efficiency of the current process, reduce the amount of paper-based memos leading to better customer service.
- Accurate on-line licensing applications and control to automatically update systems and records

6.8 Electoral Management

- Accurate electoral data with integration to the LLPG for addressing data.
- Electronic signature recognition
- Improved quality of output both hardcopy and electronic.

Business Transformation – a definition

6.9 Transformation alters the culture of an institution by changing select underlying assumptions and institutional behaviours, processes, and products: is deep and pervasive, affecting the whole organisation: is intentional and occurs over time

(American Council on Education (ACoE))

The transformation element of the spatial project will involve radical change to the following areas of the Council:

| Areas of Transformation | Bromsgrove Spatial Project |
|---|--|
| <p>Our culture and behaviour:- how we treat service users, how we work with each other and with suppliers and partners</p> | <ul style="list-style-type: none"> • Providing access to accurate data • Sharing data across directorates to better serve the customer • Linking to the CRM will reduce re-keying of customer data, reduce errors and speed up transactions. |
| <p>The services themselves:- what it is that we deliver to the service user, how we make it available</p> | <ul style="list-style-type: none"> • Provision of public access to corporate data eg: planning applications available and searchable on the Council's website. • Ability to submit Planning Applications online and pay for them at the same time. • Mobile workforce delivering services direct to the customer. • Online licensing applications. |
| <p>Our processes and systems:- manual procedures, IT systems, work flow</p> | <ul style="list-style-type: none"> • Faster processing of Land Charges requests. • Integrated systems with data flowing between them. • Document management across the organisation. |
| <p>Our organisational structures:- restructuring, joint delivery with public sector partners, joint delivery with private sector partners, outsourcing</p> | <ul style="list-style-type: none"> • Delivery of Planning Services at the Customer Service Centre (CSC). • Easier access to data at the CSC • More services available at the CSC • Development of shared services with partners. |

7. Review of Strategic Action Plan

Note: the references relate to the paragraph of the original Customer First Strategy.

| Ref | Action | Measures of Success (SMART) | Start Date | Finish Date | Comments |
|---|--|---|------------|-------------|---|
| Organisational Strategy and Vision | | | | | |
| 6.4 | Agree customer vision and Customer Charter at Cabinet. | Vision agreed and communicated to staff. | 15.03.06 | 30.04.06 | Agreed. |
| 6.6 | Develop the Vision further as part of the fundamental review of the corporate plan. | Vision further expanded upon by measures and actions through use of balanced scorecard. | 15.03.06 | 30.09.06 | Council Plan 2007/2010 and draft 2008/2011. |
| Customer Need Research | | | | | |
| 7.5 | Establish and outsourced customer panel. | Panel established and providing feedback. | 15.03.06 | 30.09.06 | Outsourced to SNAP Surveys. |
| 7.6 | Survey customers twice a year to find out what they think of our services (only one survey in 2006/07 due to set up time). | Surveys completed and reported to CMT and Performance Management Board. | 01.10.06 | 31.03.07 | Survey one completed and second survey in draft. |
| 7.7 | Hold focus groups, one for each service area to identify what drives customer satisfaction in each area. | Short list of drivers of customer satisfaction identified for each area. | 01.09.06 | 30.09.06 | Focus groups were undertaken on customer service, but more specific ones required on aspects of our service delivery during 2008. |
| 7.8 | CMT members to "walk the wards" once a year with Members. | Short list of actions arising delivered. | 01.08.06 | 31.12.06 | These are now taking place. |
| 7.9 | CMT (and Members) to undertake "back to the floor" days. | Press coverage and internal coverage. | 01.04.06 | 31.07.06 | CMT members have completed these. Very positive feedback during CPA. |

| | | | | | |
|------|--|--|----------|----------|--|
| 7.10 | CMT meeting on "back to the floor" to agree actions. | Short list of agreed actions, which are delivered. | 01.07.06 | 31.07.06 | Information was brought back to CMT, but agreed that this approach did not work. Completion of days is monitored and issues picked up are dealt with by managers outside of CMT. |
|------|--|--|----------|----------|--|

| Ref | Action | Measures of Success (SMART) | Start Date | Finish Date | |
|-----|--------|-----------------------------|------------|-------------|--|
|-----|--------|-----------------------------|------------|-------------|--|

| | | | | | |
|---------------|--|---|----------|----------|--|
| 7.11 | Attend a regular industry association meeting to find out what other councils are doing. | New ideas obtained and built in to Strategy. | 01.04.06 | 31.03.07 | Council has joined a professional body, but has not attended a regular meeting. |
| 7.12 11.22 | Review the PACT and Spotlight meeting minutes once per annum for trends. | Trends reported to PMB. PMB to make recommendations to Cabinet. | 01.01.07 | 31.12.07 | PACT meetings do not produce minutes, only three priorities. These have not been reported to PMB/Cabinet, but everyone is aware of issues e.g. speeding, ASB, youth. |
| 7.12 11.25 | Review corporate complaints and compliments once per annum to review trends. | Trends reported to PMB. PMB to make recommendations to Cabinet. | 01.01.07 | 31.12.07 | Not completed as system not yet introduced. Will go live in January. |

Organisational Structure

| | | | | | |
|-----|---|--|----------|----------|--|
| 8.2 | Ensure the impact on the customer is a key criteria in any decisions about future structures. | Clear evidence of benefit to customer from decisions. | On-going | On-going | 2008/09 budget aligned to priorities which include customer service. |
| 8.3 | Cabinet report template to include a standard heading on "customer impact". | Template updated and being used. | 01.04.06 | 31.05.06 | Completed. |
| 8.4 | Council's project management methodology includes a strong focus on the customer. | Documentation has clear process for considering the customer in any decisions/actions. | 15.03.06 | 30.04.06 | Completed. |

| Ref | Action | Measures of Success (SMART) | Start Date | Finish Date | |
|---------------------------------|--|--|-------------------|-------------------|--|
| Service Delivery Process | | | | | |
| 9.4 | All documentation reviewed to ensure customer friendly (after all services have migrated to Customer Service Centre). | All documents mapped. Consistent house style. Plain English. | Year 2 | Year 2 | Some documentation has been reviewed and customer clinics have also recently looked at this issue; however, signage and documentation still comparatively poor. |
| 9.5 | Key service delivery processes identified and re-engineered to ensure customer benefit. | Services mapped and re-engineered. | 01.04.06 | 31.10.07 | Completed as part of Spatial Project. |
| 9.6, 9.7 & 9.8 | Develop customer benefits statements for each service delivery area. | See above. | 01.04.06 | 31.10.07 | Benefits statements for the spatial project are an area we would like to complete, but capacity is not available until the Change Manager starts in CCPP Team. |
| 9.9 & 9.10 | Establish formal service level agreements between the Customer Service Centre and each service area. | Agreements in place, adhered too and actively supported by SMT member attendance. | Already in place. | Already in place. | A performance clinic held by the Improvement Director found that only one Resource Level Agreement is actually signed off. This is an area of focus for 2008/09. |
| 9.11 | Ensure all contracts include a section on the customer and how it is addressed through the particular service purchased. | Procurement guidance and advice reflects this action. Possible coverage as part of Internal Audit work. | 01.04.06 | 30.06.06 | This has not been actioned. |

| Ref | Action | Measures of Success (SMART) | Start Date | Finish Date | |
|------|--|--|------------|-------------|---|
| 9.12 | Internet/Intranet upgrade to focus on improvements for customer. | Content updated and migrated to new County platform. | 01.03.06 | 31.05.06 | The Council has moved to the County Council platform and while content needs to be kept up to date, the website is much improved. |
| | | Positive feedback from public through survey. | 01.01.07 | 31.03.07 | |

Management Practices

| | | | | | |
|------|--|--|-----------------|-----------------|---|
| 10.2 | All team meetings to have a standard item on customer issues/feedback once a month. | Minutes of feedback and delivered actions of improvement. | 01.05.06 | On-going | Just introduced as part of monthly DMT performance pro-forma. |
| 10.3 | PDR format to include sections on customer service and behaviours. | Agreed approach built into 2007/08 PDR approach (this is subject to discussion with new Head of HR). | 01.04.06 | 30.09.06 | Not introduced due to scale of change going on with PDRs. Currently being reviewed. |
| 10.4 | All new job descriptions to have a standard agreed opening duty on customer service. | Standard duty in place (this is subject to discussion with new Head of HR). | 01.04.06 | 31.08.06 | As above. Currently being reviewed. |
| 10.5 | Introduce a range of activities that communicate the importance of the customer. | See 7.7 to 7.9. | See 7.7 to 7.9. | See 7.7 to 7.9. | Clear leadership from both Members and CEO about importance of customer. |
| 10.6 | Customer Board to include two representatives from front line staff. | Realistic actions that reflect what is happening in the Council. | 01.04.06 | 30.06.06 | CSC and complaints manager represented. |
| 10.7 | Staff suggestion scheme on customer improvement. | Scheme operational and audit trail of improvements actioned. | 01.04.06 | 30.06.06 | Introduced with good suggestions. |

| Ref | Action | Measures of Success (SMART) | Start Date | Finish Date | |
|-----|--------|-----------------------------|------------|-------------|--|
|-----|--------|-----------------------------|------------|-------------|--|

Measurements

| | | | | | |
|---------------------------|---|--|----------|----------|---|
| 11.13 | Undertake the ODPM Satisfaction Survey. | Survey completed to required ODPM standard and results sent to ODPM. | 01.04.06 | 31.03.07 | Completed and reported to PMB. |
| 11.14, 11.15, 11.16 | Finalise and roll out the customer charter. | Charter developed by staff. Charter published. Press coverage. | 01.04.06 | 31.07.06 | Agreed and will be re-launched with Customer Manual in January 2008. |
| 11.17, 11.18, 11.19 | Organise focus groups with the public. | See 7.7. | See 7.7. | See 7.7. | Completed, but more required to understand some of the issues customers have. |
| 11.19 | Measure customer standards and charter through customer panel survey. | See 7.6. | See 7.6. | See 7.6. | Useful survey completed and reported in July 2007. |
| 11.20 | Undertake mystery shopper surveys. | Undertake surveys, received feedback and take corrective actions. | 01.09.06 | 30.06.07 | Unsuccessful budget bid, so not progressed. |
| 11.21 | Review the need for separate Spotlight and PACT meetings. | Agreed approach with partners. | 13.03.06 | 31.05.06 | Spotlight meetings stopped. |
| 11.23 11.24 | Develop customer feedback policy and system (ICT) | New policy and process in place. | 01.04.06 | 31.10.06 | Policy agreed and system will go live in January 2008. |

| Ref | Action | Measures of Success (SMART) | Start Date | Finish Date | |
|-------|--|---|------------|-------------|--|
| 11.26 | CharterMark one area of the Council outside of the recovery plan. | Charter Mark obtained. | Year 2 | Year 2 | Unsuccessful budget bid, so not clear that there will be any further action in 2008; however, this route will drive a much stronger customer focus, so the long term ambition should be to CharterMark every team. |
| 11.27 | Review the Charter Mark process and decide on whether to Charter Mark the whole Council. | Charter Mark obtained | Year 3 | Year 3 | See above. |
| 11.28 | Ensure residents obtain feedback from Spotlight/PACT meetings. | Feedback provided in suitable media e.g. Parish Magazines, next PACT meeting for residents. | On-going | On-going | PACT process ensures regular feedback to public. |

Training and Development

| | | | | | |
|------|---|---|----------|----------|---|
| 12.2 | Ensure the "Top Team" programme includes a focus on the customer. | Training contains customer focus. | 13.03.06 | 31.10.06 | Top Team produced corporate priorities which included customer service. |
| 12.3 | All staff to go through customer training which will focus on interpersonal skills. | 95% of staff attended training. | 01.04.06 | 31.07.06 | Customer First Part 1 completed with Part 2 due to be completed by 31 March 2008. |
| 12.4 | Middle Managers course to include stronger focus on customer service. | All middle managers to have attended "handling difficult customer situations" and "interpersonal communication skills". | TBD | TBD | Being actioned through Customer First Part 2 training and all managers going on handling difficult customers in June. |

| Ref | Action | Measures of Success (SMART) | Start Date | Finish Date | |
|------|--|--|------------|-------------|--|
| 12.5 | Subscribe to a professional organisation that deals with customer service. | New ideas fed into the Strategy. | 01.04.06 | 30.06.06 | CCPP has joined an organisation. |
| 12.6 | Develop a customer satisfaction manual | Clear procedures for staff on best practice for customer care. | Year 2 | Year 2 | Manual will be launched in January 2008. |

Internal Team Building

| | | | | | |
|------|---|---|----------|----------|--|
| 13.3 | Service business planning to be cascaded to a team level. | Staff involvement, measured through annual staff survey. | 01.09.06 | 31.03.07 | Cascaded with Assistant Chief Executive due to review all team plans by 31 May 2008. |
| 13.4 | PDR process to follow business planning with staff putting forward their actions to improve customer service. | 100% of PDRs completed. Positive feedback on process through annual staff survey. | 01.09.06 | 31.03.07 | Successfully introduced with 99% of staff receiving PDR. |
| 13.5 | Job rotation and procedure manuals in place for key customer processes. | Internal audit check that suitable arrangements in place (subject to agreement with IA Manager for 2007/08 audit plan). | Year 2 | Year 2 | No further action planned at this stage. |
| 13.6 | SMT member to attend one team meeting per year. | Standard met. | 01.04.06 | 31.03.07 | Achieved. |
| 13.7 | Staff social events (other than Christmas). | Improved morale measured through annual staff survey. | On-going | On-going | Xmas Party and BBQ a success. Need to consider holding these outside 9 to 5 to encourage customer culture and attendance from all staff. |

| Ref | Action | Measures of Success (SMART) | Start Date | Finish Date | |
|-----|--------|-----------------------------|------------|-------------|--|
|-----|--------|-----------------------------|------------|-------------|--|

Customer Environment

| | | | | | |
|------|---|--------------------------------|----------|----------|--|
| 14.3 | Customer friendly layout in Council House reception and Member's area. | New reception open. | On-going | 31.05.06 | Council House reception much improved. |
| 14.4 | Review all customer areas for their physical suitability for our customers. | See 14.5 | Year 2 | Year 2 | Council undertaking DDA compliance work. |
| 14.5 | Obtain customer feedback from the public through the customer panel on the suitability of our premises. | Positive feedback from survey. | Year 2 | Year 2 | Will need to survey in next round of Customer Panel. |

Communications – Internal and External

| | | | | | |
|------|---|---|----------|----------|---|
| 15.4 | Undertake visible leadership events. | Minimum two events per year. | 01.04.06 | 31.03.07 | Staff Forums every quarter. |
| 15.5 | Ensure the editorial policies for Grapevine and Council Chat include a strong customer focus. | Updated policies in place. | 01.04.06 | 31.08.06 | Both "Connect" and "Together Bromsgrove" has a customer/performance focus. |
| 15.6 | Ensure a strong focus on the customer through internal communications. | Regular articles on the customer in the various communications. | On-going | On-going | Council has won an award for its internal communications. |
| 15.7 | Remind senior managers to thank staff personally. | Positive feedback through staff survey. | On-going | On-going | There is a good culture of recognising staff and rewarding them through Team of the Month etc. |
| 15.8 | Introduce team and individual customer service awards. | Quarterly awards. Reported in Grapevine. | 01.04.06 | 31.03.07 | Successfully introduced (at least that is how the winners view it). |
| 15.9 | Retain copies of positive letters and display at reception points. | Copies in all reception points. | 01.05.06 | 30.06.06 | We did attempt this, but finding a positive letter was not easy 18 months ago. We should now re-launch this idea. |

| Ref | Action | Measures of Success (SMART) | Start Date | Finish Date | |
|-------|---|--|------------|-------------|---|
| 15.10 | Continue to publish our press releases via e-mail, on staff notice boards and at the customer service centre. | Displayed. | On-going | On-going | On-going. |
| 15.11 | Develop a customer service poster. | Poster displayed around Council buildings. | 01.05.06 | 31.08.06 | Poster for Customer First value agreed and launched. |
| 15.12 | Review the corporate image of the Council, in particular, reprographics and our corporate rules for colours, lettering etc. | Standards agreed and operational. | 01.07.06 | 31.12.06 | New Corporate Style Guide due to be launched in January 2008. |

Managing the Change

| | | | | | |
|---------------|---|---|----------|----------|--|
| 16.4, 16.5 | Establish a Customer Service Project Board. | Board established. Detailed project plan, similar to the Recovery Plan in place to support delivery of Strategy. | 01.05.06 | 31.05.06 | Established during 2007 with CEO as Chair. |
|---------------|---|---|----------|----------|--|

| Ref | Action | Measures of Success (SMART) | Start Date | Finish Date | |
|---|--|---|------------|-------------|------------------------------|
| Other Actions In Support of Strategy | | | | | |
| All | Recruit to vacant Customer First Post (one year fixed contract). | Post filled | 15.03.06 | 31.07.06 | Now a permanent appointment. |
| 4.6 | Complete equalities impact assessment of Strategy. | Assessment completed and action plan in place. | 01.05.06 | 31.07.06 | Completed. |
| 7.7 | Train members of Corporate Communications, Policy and Performance Team in focus group facilitation skills. | Training undertaken and used to facilitate focus groups, particularly, for support services to help identify customer measures. | 01.04.06 | 31.07.06 | Training completed. |

8. Priorities for the Year Ahead

- 8.1 The same 12 themes are still valid; however, we have added a 13th theme, access, on the advice of the I&DeA. There are six priorities within these themes, set out below. A revised action plan is included overleaf.

Service Delivery Process

- 8.2 Information Communication Technology

- Implement spatial project.
- Complete roll out of customer complaints system.
- Undertake review of waste collection vehicles and ICT requirements.

- 8.3 Improve links between CSC and “back office”

- Appoint Change Manager to Corporate Communications, Policy and Performance Team (funded from central government Capacity Building Fund).
- Complete Resource Level Agreements between each department and CSC.
- Undertake business process re-engineering work on interfaces between CSC and “back office”.
- Continue with “customer clinics”.
- Align all staff holidays to CSC opening hours through Single Status.

Training and Management Development

- 8.4. Customer First Training Parts 2 and 3 (and evaluation)

- Complete Customer First Training Part 2.
- Continue with annual training on customer service e.g. Customer First Part 3 etc.
- Introduce intensive customer care coaching for specifically identified managers and staff.
- Plain English training for all managers.

Measurements

8.5. Customer Performance Measures

- Review customer standards.
- Review customer metrics in each team action plan.
- Undertake and refine second annual Customer Panel survey with focus on customer standards and satisfaction.
- Increase customer measures in corporate performance indicator set.
- Undertake internal customer survey.
- Charter Mark CCPP team.

Communications – Internal and External

8.6. “One Council” Communications, Corporate Message and Style.

- Increase awareness of text messaging service.
- Continue to improve the Council’s website.
- Maintain the corporate communications planner.
- Identify communication projects in departments and ensure compliance with style guide.

Customer Needs Research

8.7. Community Involvement.

- Continued attendance of senior managers at PACT meetings, but widen this to Corporate Management Team.
- Complete external review of Area Committees and agree way forward, including review of need for area offices.
- Introduce a participatory budget approach for children and young people and build on approach piloted this year with Equalities and Diversity Forum.
- Undertake a series of focus groups on service design, with a particular focus on non-users and user groups that are dissatisfied.

- Develop a Customer Access Strategy.

Customer Access

8.8 Customer Access

- Review the need for community transport and extending shopmobility hours.
- Continue to work with the Citizen's Advice Bureau and develop the role of the Welfare Officer in Revenues and Benefits.
- Carry out a review of resident's access requirements and determine whether there is a need to develop area offices for the CSC and/or extend the officer opening hours of the CSC.
- Undertake a benchmarking visit to a high performing Council to look at their approach to access.
- Continue to work towards Level 3 of the equalities standard for local government, in particular, start to deliver service outcomes.
- Continue to work on the Council's communications, to ensure residents are aware of the services we provide and how to contact us; and continue to ensure a consistent brand for the Council and improve the Council's website.
- Work towards ensuring full DDA compliance for all our buildings.

8.9 Section 8 provides a scorecard of measures for this Strategy, drawn from the service business plans. The specific dates for delivering these are set out in Section 9, which is the updated action plan for this Strategy.

9. Strategy Scorecard

| | |
|---|--|
| <p>Customer Measures</p> <p>Improve overall satisfaction with the Council.</p> <p>Improve satisfaction with refuse collection.</p> <p>Improve % of residents recommending CSC to a friend.</p> <p>Improve satisfaction with Council website.</p> <p>Number of complaints resolved at stage 1</p> | <p>Process Measures</p> <p>Improve average answer times at the CSC.</p> <p>Improve call resolution at first point of contact at CSC</p> <p>Charter Mark the CCPP team in 2008/2009.</p> <p>Achieve Level 3 of the LG equalities standard.</p> <p>Reduce the number of missed bins.</p> |
| <p>Staff Measures</p> <p>% of staff completing the Customer First (Pt 2) training.</p> <p>Reduce sickness absence.</p> <p>Improved Employee Survey measures.</p> <p>Compliance with corporate customer standards.</p> <p>Plain English (or similar) training for staff.</p> | <p>Finance Measures</p> <p>£300,000 annual saving from Spatial project.</p> <p>Delivery of departmental VFM action plans.</p> <p>Successful bid to Capacity Building Fund for change manager.</p> <p>Equalities and Diversity forum budget bids for 2009/2010.</p> <p>Successful bids for other customer service improvements (based on identified need).</p> |

10. Feb 08 – Jan 11 Action Plan

| Ref | Action | Measures of Success (SMART) | Start Date | Finish Date | Resource | Lead | Priority |
|-----|--------|-----------------------------|------------|-------------|----------|------|----------|
|-----|--------|-----------------------------|------------|-------------|----------|------|----------|

Organisational Strategy and Vision

No further actions on this theme.

Customer Need Research

| | | | | | | | |
|---------|--|---|----------|----------|-----------------------|----|---|
| 3.5 | Annual review of outsourced customer panel. | Panel established and providing feedback. | 01.09.08 | 31.10.08 | £20,000 | HB | M |
| 3.5 | Survey customers twice a year to find out what they think of our services (one "place" type survey and one customer standards survey). | Surveys completed and reported to CMT and Performance Management Board. | 01.02.08 | 31.01.09 | As above | HB | M |
| 3.7 | Hold a series of focus groups to determine customer access needs and how customers measure satisfaction. | Information used to inform Customer Access Strategy. | 01.04.08 | 31.07.08 | Improvement Fund | HB | H |
| 6 (7.8) | CEO to continue with the "walk the wards" programme. | Short list of actions arising delivered. | On-going | On-going | CEO | KD | M |
| 6 (7.9) | CMT to undertake "back to the floor" days. | Issues identified and resolved and staff updated on Intranet. | On-going | On-going | CMT | SS | M |
| 4.4.2 | Members to go "back to the floor". | Short list of agreed actions, which are delivered. | 01.07.08 | 31.01.09 | Customer First Office | SS | M |
| | Staff "job swap" | Positive feedback in employee survey. | 01.10.08 | On-going | Customer First Office | SS | M |

| Ref | Action | Measures of Success (SMART) | Start Date | Finish Date | Resource | Lead | Priority |
|-----|--|---|-----------------------|-----------------------|------------------------------------|----------|----------|
| 2.4 | Expand participatory budget pilots | <ul style="list-style-type: none"> Equalities and Diversity Forum to submit bids. Children and Young People Forum to submit bids against agreed budget. Citizen's Jury to follow budget process. | Budget Cycle Timeline | Budget Cycle Timeline | 2009/2010 Approved Budget | JM | H |
| - | Annual Review of consultation strategy | Strategy approved by Cabinet. | 01.09.08 | 01.11.08 | CCPP Team | JM | M |
| - | Co-ordinate community engagement and consultation across the council | Co-ordinated programme of work agreed and delivered. | 01.04.08 | 31.03.09 | CCPP Team | JM | M |
| 3.3 | Establish an annual internal customer survey – before March 2008 | Survey conducted and results used in service business plans. | 01.02.08 | 31.03.08 | CCPP Team | JM | M |
| 3.4 | Establish an annual member survey – to be reviewed next year. | Survey conducted and results used in service business plans. | 01.02.08 | 31.03.08 | CCPP Team | JM | M |
| | Ensure the customer service improvements identified through scrutiny (and approved by Cabinet) are actioned. | Recommendations tracker reported to Scrutiny Steering Board. | On-going | On-going | Legal and Democratic Team | CF | M |
| | Introduce a scheme for “adopting” parish plans and continue to develop e-link for parish councils. | Approach agreed by all stakeholders and up and running. | 01.02.08 | 30.06.08 | CCPP Team and Legal and Democratic | HB CF | M |

| Ref | Action | Measures of Success (SMART) | Start Date | Finish Date | Resource | Lead | Priority |
|-----|--------|-----------------------------|------------|-------------|----------|------|----------|
|-----|--------|-----------------------------|------------|-------------|----------|------|----------|

Organisational Structure

| | | | | | | | |
|---------|--|---|----------|----------|-----|----|---|
| 6 (8.2) | Ensure the impact on the customer is a key criteria in any decisions about future structures of the Council. | Clear evidence of benefit to customer from decisions. | On-going | On-going | CEO | KD | H |
|---------|--|---|----------|----------|-----|----|---|

Service Delivery Process

| | | | | | | | |
|------------|---|--|----------|----------|----------------|----|---|
| 3.21 5. | Key ICT systems introduced as part of Spatial Project and processes re-engineered to ensure customer benefit. | Services mapped and re-engineered. | 01.09.07 | 31.10.08 | £6.7m | DP | H |
| 6 (9.6) | Develop customer benefits statements for each part of the Spatial Project. | See above. | 01.04.08 | 31.05.08 | Change Manager | HB | H |
| 6 (9.9) | Ensure formal Resource Level Agreements between the Customer Service Centre and each service area are in place (and migration plans). | Agree schedule to complete them. Completed RLAs | 01.02.08 | 29.02.08 | CSC Manager | RH | H |
| 6 (9.11) | Ensure all contracts include a section on the customer and how it will be addressed through the particular service purchased. | Procurement guidance and advice reflects this action. Possible coverage as part of Internal Audit work. | 01.04.06 | 30.06.06 | Procure Team | JP | M |

| Ref | Action | Measures of Success (SMART) | Start Date | Finish Date | Resource | Lead | Priority |
|------|---|--|------------|---------------------|------------------------------|-------|----------|
| 4.3 | Undertake Customer Clinics | Identified improvements delivered. | 01.12.07 | On-going | Customer First Board | KD | H |
| 3.20 | Additional BPR work with Change Manager post, on interface issues between CSC and "back office. | Identified improvements delivered. | 01.05.08 | 30.09.09 | Capacity Building Fund | HB | H |
| 3.3 | Review equipment and ICT requirements for SSWM Department, in particular, waste collection. | Service requirements and costs identified for 2009/2012 MTFS | 01.12.07 | 31.07.08? | SSWM/E-Gov&Cust | MB/DP | H |
| 11.1 | CSC to identify a list of customer issues each month for the Board to look at. | .Issues referred to customer clinics and improvements made. | 01.08.07 | Review in 12 months | CSC Customer First Board | KD/RH | H |
| 3.14 | Focus group on Internet to understand customer issues. | Improvements identified. Positive feedback from public through customer survey. | 01.07.08 | 30.09.08 | E-Gov & Customer Serv / CCPP | DP | M |

Management Practices

| | | | | | | | |
|----------|--|---|----------|----------|-------|----|---|
| 4.3 | All DMT meetings to have a standard item on customer issues/feedback once a month. | Minutes of feedback and delivered actions of improvement. | 01.02.08 | 31.01.09 | CMT | HB | M |
| 6 (10.3) | PDR format to include sections on customer service and behaviours for all staff. | Agreed approach built into 2009/10 PDR approach. | 01.09.08 | 31.12.08 | HR&OD | JP | H |

| Ref | Action | Measures of Success (SMART) | Start Date | Finish Date | Resource | Lead | Priority |
|----------|--|---|------------|-------------|----------------------|------|----------|
| 6 (10.4) | All new job descriptions to have a standard agreed opening duty on customer service. | Standard duty in place (this is subject to discussion with new Head of HR). | 01.02.08 | 31.05.08 | HR&OD | JP | M |
| 6 (10.7) | Continue with "Bright Ideas" staff suggestion scheme on customer improvement. | Quarterly reporting of what CMT has done with suggestions. | On-going | On-going | CCPP | SS | M |
| 2.4 | Undertake benchmarking visits to at least 2 councils recognised for best practice on customer service. | Ideas brought back and implemented. | 01.02.08 | 31.01.09 | Customer First Board | KD | M |

Measurements

| | | | | | | | |
|-----------------|---|---|-----------|-----------|--------------------------|----|---------------|
| 2.1 | Undertake the DCLG Place Survey. | Survey completed to required DCLG standard, results sent to DCLG and results used in future decision-making of the Council. | ? | ? | Will require budget bid. | HB | H (statutory) |
| 6 (11.19) | Measure customer standards and charter through customer panel survey. | Improved performance compared to 2007 survey. | 01.04.08 | 31.07.08 | £20,000 | HB | M |
| 6 (11.20) & 2.4 | Introduce resident mystery shopper surveys. | Undertake surveys, received feedback and take corrective actions. | 2009/2010 | 2009/2010 | CCPP/CSC | SS | M |

| Ref | Action | Measures of Success (SMART) | Start Date | Finish Date | Resource | Lead | Priority |
|--------|--|--|------------|-------------|----------------------|----------|----------|
| 4.4.5 | Undertake annual review of complaints system as part of review of Customer First Strategy. Review complaints and compliments data at monthly performance CMT. | Approved by Cabinet. | 01.12.08 | 06.02.09 | Customer First Board | HB | M |
| 4.4.10 | Customer Manual spot checks | Customer Manual being complied with. | Quarterly | Quarterly | Customer First Board | SS/HB/AM | M |
| 4.4.8 | Spot check service requests put through to the "back office". | Identify service failures to Customer First Board and rectify. | 01.05.08 | On-going | Change Manager | HB | H |
| 4.4.12 | Update corporate performance indicator set each annum with customer measures. | Agreed by Cabinet as part of Council Plan. | 01.12.08 | 20.02.09 | CCPP | JO | M |

Measurements (continued)

| | | | | | | | |
|-----------|--|------------------------|-----------|-----------|----------------------|----|---|
| 6 (11.26) | CharterMark the CCPP Team. | Charter Mark obtained. | 01.04.08 | 31.03.09 | Existing budget. | SS | M |
| 6 (11.26) | CharterMark the Elections Team. | Charter Mark obtained. | 2009/2010 | 2009/2010 | 2009/2010 budget bid | SS | M |
| 6 (11.27) | Review the Charter Mark process and decide on whether to Charter Mark the whole Council. | Charter Mark obtained | 01.04.10 | 30.09.11 | CCPP | SS | M |

| Ref | Action | Measures of Success (SMART) | Start Date | Finish Date | Resource | Lead | Priority |
|-----------|--|--|----------------|----------------|-----------------------|------|----------|
| 6 (11.28) | Ensure residents obtain feedback from PACT meetings and pilot Area Committees. | Feedback provided in suitable media e.g. next PACT meeting for residents, Together Bromsgrove. | On-going | On-going | Community Safety Team | GR | M |
| | Invite PACT chairs to budget focus group to obtain customer service ideas. | | Sept Each Year | Sept Each Year | CCPP | JM | M |

Training and Development

| | | | | | | | |
|----------|--|---|-------------------|-------------------|---------------------------|-------|---|
| 6 (12.2) | Ensure the "Top Team" programme includes a focus on the customer. | Agreed training content includes customer service. | ? | ? | Improvement Fund | KD | H |
| 6 (12.3) | All staff to go through annual Customer First Training each year. | 95% of staff attended training. | Jan-Mar each year | Jan-Mar each year | Corporate Training Budget | HB/JP | H |
| 6 (12.4) | Identify coaching for middle managers including a focus on customer service and interpersonal skills | All middle managers to have attended "handling difficult customer situations" and "interpersonal communication skills". | 01.01.08 | 31.03.8 | Corporate Training Budget | JP | H |
| 6 (12.5) | Continue to subscribe to a professional organisation that deals with customer service. | New ideas fed into the Strategy. Attendance at professional events. | On-going | On-going | CCPP Budget | HB | M |

| Ref | Action | Measures of Success (SMART) | Start Date | Finish Date | Resource | Lead | Priority |
|----------|--|---|-------------------|-------------------|--------------|-------|----------|
| 6 (12.6) | Review customer manual | Quarterly spot checks by CCPP team. Annual review of Manual | 2009/2010 | 2009/2010 | CCPP | SS | M |
| 9.2 | Develop a process to evaluate the effectiveness of the customer first training | Successful evaluation. Agree approach as part of each round of training. | Jan-Mar each year | Jan-Mar each year | CCPP & HR&OD | HB&JP | M |

Internal Team Building

| | | | | | | | |
|----------|---|--|------------------|------------------|------|----|---|
| 6 (13.3) | Service business planning to be cascaded to a team level. | Staff involvement, measured through annual staff survey. | 31 May Each Year | 31 May Each Year | CCPP | HB | M |
|----------|---|--|------------------|------------------|------|----|---|

Internal Team Building

| | | | | | | | |
|----------|---|--|------------------|------------------|-------|----|---|
| 6 (13.4) | PDR process to follow business planning. | 100% of PDRs completed. Positive feedback on process through annual staff survey. | 31 May Each Year | 31 May Each Year | HR&OD | JP | H |
| 6 (13.5) | Job rotation and procedure manuals in place for key customer processes. | Internal audit check that suitable arrangements in place (subject to agreement with IA Manager for 2008/09 audit plan). Determine SMART measure as part of audit plan. | 01.04.08 | 31.03.09 | IA | JP | L |

| Ref | Action | Measures of Success (SMART) | Start Date | Finish Date | Resource | Lead | Priority |
|----------|---|---|------------|-------------|---------------|-------|----------|
| 6 (13.6) | CEO DMT member to regularly attend team meeting. | Each manager to attend one meeting per quarter. | 01.04.06 | 31.03.07 | CEO DMT | CEO | M |
| 6 (13.7) | Hold BBQ at Council House and Depot. Hold Xmas meal for all staff (after office hours). | Improved morale measured through annual staff survey. | 01.07.08 | 01.12.08 | £2,000 | HB | M |
| | Establish a project managers group. | Group established and making better connections between projects. | 01.02.08 | 30.06.08 | Within Budget | TB/HB | M |

Customer Environment

| | | | | | | | |
|----------|---|--|-----------|----------|------------|----|---|
| 6 (14.3) | Review customer friendly layout in Council House reception and CSC prior to CPA inspection. | Positive feedback in Customer Panel survey and CPA site visit. | 01.04.08 | 31.07.08 | CSC | RH | M |
| 6 (14.4) | Review all customer areas for their physical suitability for our customers. | DDA Compliance target. | 01.07.08? | 31.03.09 | DDA budget | CF | H |
| 6 (14.5) | Obtain customer feedback from the public through the customer panel on the suitability of our premises. | Positive feedback from survey. | 01.05.08 | 31.07.08 | £20,000 | HB | M |

| Ref | Action | Measures of Success (SMART) | Start Date | Finish Date | Resource | Lead | Priority |
|-----|--------|-----------------------------|------------|-------------|----------|------|----------|
|-----|--------|-----------------------------|------------|-------------|----------|------|----------|

Customer Environment (continued)

| | | | | | | | |
|------------------|---|-----------------------|----------|----------|-----|----|---|
| Staff Suggestion | Introduce modern customer friendly name badges for every member of staff. | Badges for all staff. | 01.04.08 | 30.06.08 | CEO | HB | m |
|------------------|---|-----------------------|----------|----------|-----|----|---|

Communications – Internal and External

| | | | | | | | |
|----------|--|---|-------------------|----------|------|-----|---|
| 6 (15.4) | Continue to undertake visible leadership events. | Six monthly staff forums. | 01.12.08 | On-going | CEO | KD | H |
| 6 (15.5) | Continue to ensure the editorial policies for Connect and Together Bromsgrove include a strong customer focus. | Positive feedback from Members and Customer Panel. | On-going | On-going | CCPP | AMD | M |
| 6 (15.6) | Continue to ensure a strong focus on the customer through internal communications. | Regular articles on the customer in the various communications. | On-going | On-going | CCPP | AMD | M |
| 6 (15.8) | Continue team and individual customer service awards. | Monthly award. Posters for each award. Xmas awards. | On-going | On-going | CCPP | AMD | M |
| 6 (15.9) | Retain copies of positive letters and display at reception points. | Copies in all reception points. | Start in May 2008 | On-going | CCPP | SS | M |
| 3.16 | Increase awareness and use of Council's text messaging service. | Customer Panel indicator. | On-going | On-going | CCPP | HB | M |

| Ref | Action | Measures of Success (SMART) | Start Date | Finish Date | Resource | Lead | Priority |
|-----|---|--|------------|-------------|---------------------------------------|------|----------|
| 9.1 | Improve customer communication by ensuring all written correspondence is customer focused, clear and easy to understand | Plain English or similar training for all middle managers. | 2008/2009 | 2008/2009 | Awaiting report on approach and costs | AMD | M |

Communications – Internal and External (continued)

| | | | | | | | |
|-----------|---|---|----------|----------|----------------------------|-----|---|
| 6 (15.10) | Continue to publish our press releases via e-mail, on staff notice boards and at the customer service centre. | Visual check round the building that they are displayed. | 01.04.08 | On-going | CCPP | AMD | M |
| 6 (15.12) | Completed review of external communications to check compliance with style guide. | Document work programme for Corporate Communications Working Group on target. | 01.02.08 | 31.01.11 | CCPP and graphics contract | AMD | M |

Managing the Change

| | | | | | | | |
|---------------|---|--|------------------------------|------------------------------|--|----|---|
| 16.4, 16.5 | Customer First Board to meet regularly. | Every month. Progress against Customer First Strategy Action Plan reviewed at each meeting. | On-going | On-going | CEO, CCPP, SSWM, E- Gov./Cust | KD | H |
| - | Undertake annual review of Customer First Strategy. | Review completed and reported to Cabinet and PMB. | Feb. Cabinet each year | Feb. Cabinet each year | As above. | HB | M |

| Ref | Action | Measures of Success (SMART) | Start Date | Finish Date | Resource | Lead | Priority |
|-------|---|--|------------|-------------|-----------------------|------|----------|
| 4.4.6 | Introduce a programme management structure to support the Improvement Plan and project management methodology of the Council. | Documentation has clear process for considering the customer in any decisions/actions. | 01.04.08 | 30.06.08 | Change Manager | HB | H |
| All | Recruit Change Manager to CCPP Team (18 month fixed contract). | Post filled by 01.04.08 and delivering actions set out in strategy. | 01.02.08 | 30.09.09 | Capacity Building Bid | HB | H |

Customer Access

| Ref | Action | Measures of Success (SMART) | Start Date | Finish Date | Resource | Lead | Priority |
|-----|---|---|------------|-------------|---|----------|----------|
| | Review the need for community transport and extending shopmobility hours. | Service up and running and shopmobility hours extended if need identified. | 01.02.08 | 01.04.09 | 2009/2010 Budget Bids | HB MB | H |
| | Respond to the County consultation on transport and ensure future transport developments e.g. railway station, interchange in town centre, improve customer access to council facilities. | Satisfaction measure in Customer Panel. | 01.02.08 | 30.09.09 | Network Rail and County Council Funding | HB MB | H |
| | Continue to work with the Citizen's Advice Bureau and develop the role of the Welfare Officer in Revenues and Benefits. | Increase in take up of benefits claimants. Improved debt advice for residents. | On-going | On-going | Within Approved Budget | JP | M |
| | Carry out a review of resident's access requirements and determine whether there is a need to develop area offices for the CSC and/or extend the officer opening hours of the CSC. | Business case as part of 2009/2010 budget and start of any agreed changes in 2009/2010. | 01.02.08 | 01.04.09 | 2009/2010 Budget Bids | HB DP | H |
| | Undertake a benchmarking visit to a high performing Council to look at their approach to access | New ideas built into future Strategy update. | 01.04.08 | 30.09.08 | Officer Time | HB DP | M |

| Ref | Action | Measures of Success (SMART) | Start Date | Finish Date | Resource | Lead | Priority |
|-----|--|--|------------|-------------|--------------------|------|----------|
| | Continue to work towards Level 3 of the equalities standard for local government, in particular, start to deliver service outcomes. | Equality outcomes built into 2008/2009 improvement plan and separate corporate equalities action plan on target. | 01.02.08 | 31.07.08 | Equalities Officer | FS | H |
| | Continue to work on the Council's communications, to ensure residents are aware of the services we provide and how to contact us; and continue to ensure a consistent brand for the Council and improve the Council's website. | Customer Panel measures on awareness of services and ease of access the Council. | 01.02.08 | 31.07.08 | Equalities Officer | FS | H |
| | Work towards ensuring full DDA compliance for our buildings | % of Authority buildings' public areas that are suitable and accessible to the disabled (BV156) | On-going | On-going | Approved Budget | CF | H |
| | Continue to work with the Equalities and Diversity Forum and Disabled Users Group. | Identification of service gaps. Annual review/survey on Forum and Group's satisfaction. | On-going | On-going | Equalities Officer | FS | H |

11. Conclusions

- 9.1 The Council is now improving at a rapid speed and expects to achieve a CPA rating of fair in the Autumn 2008. The Council has robust processes in place which should enable it to achieve an excellent rating in the new CAA framework; however, the Council aspires to achieve excellence in customer service and this still does not feel central to either CPA or CAA whose lexicon is one of “citizens”, “users” and “non-users” rather than “customer”. In addition, the focus on process and measurement means that the often intangible parts of an organisation i.e. the mindset of the Council, is absent from the Government’s thinking, which is still too producer focused.
- 9.2 Rather than look to the Government’s regulatory framework for local government for incentivisation, the Council needs to find its own approach. There does not seem to be an obvious and simple solution to achieving excellence in customer service; however, the original approach adopted in the Customer First Strategy of looking to ensure Customer First feeds through every aspect of the Council (in the 12 themes identified), underpinned by investment in ICT and a long term commitment to customer service from Members and senior management appears a reasonable way forward.
- 9.3 Finally, by the end of 2008/2009, the Council should have in place all the major processes required to deliver excellent customer service. The step change from average to excellence is likely to be less dramatic than the previous few years, requiring us to maintain a strategic focus, but also ensure we make lots of small changes that improve customer service, along with embedding and refining our customer processes.

12. Contacts

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13. Appendices

Appendix 1 - Bromsgrove District Council, Customer Services Peer Review, I&DeA, (May 2007) (Available on request).

BROMSGROVE DISTRICT COUNCIL

19 FEBRUARY 2008

PERFORMANCE MANAGEMENT BOARD

IMPROVEMENT PLAN EXCEPTION REPORT [DECEMBER 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 December 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 Performance Management Board notes that for the 147 actions highlighted for December within the plan 82.3% percent of the Improvement Plan is on target [green], 11.6% percent is one month behind [amber] and 2.0% percent is over one month behind [red]. 4.1% percent of actions have been rescheduled [or suspended] with approval.

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 DECEMBER 2007

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

November 2007

December 2007

| | | | | | |
|---------------------|------------|--------------|---------------------|------------|--------------|
| RED | 5 | 3.1% | RED | 3 | 2.0% |
| AMBER | 11 | 7.0% | AMBER | 17 | 11.6% |
| GREEN | 138 | 86.9% | GREEN | 121 | 82.3% |
| REPROGRAMMED | 5 | 3.1% | REPROGRAMMED | 6 | 4.1% |

Where: -

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

- 4.2 Out of the total of 147 actions for the month, 14 actions have been deleted, suspended or the timescales have been extended. This amounts to 9.5 percent of the plan. These actions are: Work Commenced (1.2); Longbridge (2.4); Overall Customer Satisfaction x2 (4.1); Three Charter Marks (5.2); Review Annual Business Cycle (6.4); Parish Council Influence (7.5); Satisfaction with Artrix (8.2) Maintain Greenbelt (10.1); Revisit Planning Moratorium (10.4); Improvements in Use of Resources score in relation to VFM (11.3); Improve Member Capacity (16.4); Better understanding of Spatial Project (17.1); Performance Management Arrangements for CMT (22.6)
- 4.3 An Exception Report detailing corrective actions being undertaken 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. COUNCIL OBJECTIVES

- 7.1 The Improvement Plan relates to all of the Council's four objectives and five priorities.

8. RISK MANAGEMENT

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

9. CUSTOMER IMPLICATIONS

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

10. EQUALITIES AND DIVERSITY IMPLICATIONS

10.1 Please see section 3 of the Improvement Plan

11. VALUE FOR MONEY IMPLICATIONS

11.1 See section 11 of the Improvement Plan

12. 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. |

13. OTHERS CONSULTED ON THE REPORT

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

14. WARDS AFFECTED

14.1 All wards

15. APPENDICES

15.1 Appendix 1 Improvement Plan Exception Report December 2007

16. BACKGROUND PAPERS:

16.1 Full Improvement Plan for December will be e- mailed to all Members of the Corporate Management Team and can be found at 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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| CP1: Town Centre | | | | | | | | | | | | | | | | |
|------------------|------------------------------|--------|---|------|------|------|------|------|------|------|------|------|-----|------|-------------------|--|
| Ref | December 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 | |
| 1.2.2 | Consultation with community. | | Start date remains further delayed until January 2008 due to reconsidered approach. | | | | | | | | | | | PS | Sept-07 | Jan-08 |
| 1.2 | Work Commenced | | | | | | | | | | | | | | | |
| 1.2.2 | Consultation with community. | PS | | | | | | | | | | | | | | Meeting with consultants took place in December. Further work will be undertaken to prepare the Area Action Plan in January which will include seeking the views of the community. This will then form the basis of an issues and options document which will go out for wider consultation. |

| CP4: Customer Service | | | | | | | | | | | | | | | | | |
|------------------------------|--------------------------------------|------|--------|------|--------------------------------|------|------|------|------|------|------|------|-----|------|-------------------|--|--------------|
| Ref | December 2007 Action | | Colour | | Corrective Action | | | | | | | | | | Who | Original Date | Revised Date |
| 4.1.1 | Agree customer survey | | | | Will be agreed in January 2008 | | | | | | | | | | HB | Oct-07 | Jan-08 |
| Ref. | Action | Lead | July | Aug. | Sep. | Oct. | Nov. | Dec. | Jan. | Feb. | Mar. | Apr. | May | June | Corrective Action | | |
| 4.1. | Overall Customer satisfaction | | | | | | | | | | | | | | | | |
| 4.1.1 | Agree customer survey | HB | | | | | | | | | | | | | | Delayed due protracted negotiations. The questions are now in draft, and survey design will be completed in January due to other competing priorities. | |

| CP4: Customer Service | | | | | | | | | | | | | | | | | |
|------------------------------|--------------------------------------|------|--------|------|-------------------------------------|------|------|------|------|------|------|------|-----|------|-------------------|--|--------------|
| Ref | December 2007 Action | | Colour | | Corrective Action | | | | | | | | | | Who | Original Date | Revised Date |
| 4.1.2 | Undertake survey | | | | Survey will go out in February 2008 | | | | | | | | | | HB | Nov-07 | Feb-08 |
| Ref. | Action | Lead | July | Aug. | Sep. | Oct. | Nov. | Dec. | Jan. | Feb. | Mar. | Apr. | May | June | Corrective Action | | |
| 4.1. | Overall Customer satisfaction | | | | | | | | | | | | | | | | |
| 4.1.2 | Undertake survey | HB | | | | | | | | | | | | | | Due to the delay in the negotiations in 4.1.1, the survey will take place later than originally planned and will go out in February 2008 | |

| CP4: Customer Service | | | | | | | | | | | | | | | | | |
|-----------------------|---------------------------------------|------|--------|------|---------------------------------------|------|------|------|------|------|------|------|-----|------|---|---------------|--------------|
| Ref | December 2007 Action | | Colour | | Corrective Action | | | | | | | | | | Who | Original Date | Revised Date |
| 4.1.6 | Develop posters for internal display. | | | | Posters will be produced in February. | | | | | | | | | | HB | Dec-07 | Feb-08 |
| Ref. | Action | Lead | July | Aug. | Sep. | Oct. | Nov. | Dec. | Jan. | Feb. | Mar. | Apr. | May | June | Corrective Action | | |
| 4.1. | Overall Customer satisfaction | | | | | | | | | | | | | | | | |
| 4.1.6 | Develop posters for internal display. | HB | | | | | | | | | | | | | Other work within the customer feedback software project has been given priority. Posters will be produced in February. | | |

| CP4: Customer Service | | | | | | | | | | | | | | | | | |
|-----------------------|---------------------------------|------|--------|------|---------------------------------|------|------|------|------|------|------|------|-----|------|---|---------------|--------------|
| Ref | December 2007 Action | | Colour | | Corrective Action | | | | | | | | | | Who | Original Date | Revised Date |
| 4.1.7 | Launch with press and Internet. | | | | Launch arranged for 31 January. | | | | | | | | | | HB | Dec-07 | Jan-08 |
| Ref. | Action | Lead | July | Aug. | Sep. | Oct. | Nov. | Dec. | Jan. | Feb. | Mar. | Apr. | May | June | Corrective Action | | |
| 4.1. | Overall Customer satisfaction | | | | | | | | | | | | | | | | |
| 4.1.7 | Launch with press and Internet. | HB | | | | | | | | | | | | | Slightly delayed. Launch arranged for 31 January. | | |

| CP4: Customer Service | | | | | | | | | | | | | | | | | | | |
|-----------------------|---|--------|---|------|------|------|------|------|------|------|------|------|-----|------|-------------------|--|-----|---------------|--------------|
| Ref | December 2007 Action | Colour | Corrective Action | | | | | | | | | | | | | | Who | Original Date | Revised Date |
| 4.1.11 | Customer Service Peer Review and Update of Customer First Strategy. | | Will be reported to February 08 Cabinet | | | | | | | | | | | | | | KD | Oct-07 | Feb-08 |
| Ref. | Action | Lead | July | Aug. | Sep. | Oct. | Nov. | Dec. | Jan. | Feb. | Mar. | Apr. | May | June | Corrective Action | | | | |
| 4.1. | Overall Customer satisfaction | | | | | | | | | | | | | | | | | | |
| 4.1.11 | Customer Service Peer Review and Update of Customer First Strategy. | KD | | | | | | | | | | | | | | Delayed due to capacity issues. Now in draft form. Will be reported to February 08 Cabinet | | | |

| CP6: Performance | | | | | | | | | | | | | | | | | | | |
|-------------------------|---|--------|--|------|------|------|------|------|------|------|------|------|-----|------|-------------------|--|---|---------------|--------------|
| Ref | December 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 | | | | |
| 6.4.1 | Undertake review of annual business cycle and reports, with particular focus on CMT, PMB and Cabinet. | | This delay is due to sickness of ACE and annual leave. A review of all the dates for next year was completed in December and this will be reported to February CMT | | | | | | | | | | | | | | HB | Nov-07 | Feb-08 |
| 6.4 | Review Annual Business Cycle (and reinforce business planning cycle) | | | | | | | | | | | | | | | | | | |
| 6.4.1 | Undertake review of annual business cycle and reports, with particular focus on CMT, PMB and Cabinet. | BR/HB | | | | | | | | | | | | | | | No capacity to undertake review. Also, initial feedback from the Audit Commission indicates our performance management processes are robust. A review of all the dates for next year was completed in December and this will be reported to February CMT. A key issue is greater middle manager involvement | | |

| CP7: Community Influence | | | | | | | | | | | | | | | | | |
|---------------------------------|--|------|--------|------|---|------|------|------|------|------|------|------|-----|------|---|---------------|--------------|
| Ref | December 2007 Action | | Colour | | Corrective Action | | | | | | | | | | Who | Original Date | Revised Date |
| 7.1.1 | Capacity Building evaluation. | | | | Work being undertaken by consultant, but delays created through illness. Report received Jan 08 | | | | | | | | | | HB | Dec-07 | Jan-08 |
| Ref. | Action | Lead | July | Aug. | Sep. | Oct. | Nov. | Dec. | Jan. | Feb. | Mar. | Apr. | May | June | Corrective Action | | |
| 7.1 | Area Committee pilots (probable expansion of two) | | | | | | | | | | | | | | | | |
| 7.1.1 | Capacity Building evaluation. | HB | | | | | | | | | | | | | Report was not received until January 08 which has delayed project. | | |

| CP7: Community Influence | | | | | | | | | | | | | | | | | |
|---------------------------------|--|------|--------|------|-----------------------------------|------|------|------|------|------|------|------|-----|------|--|---------------|--------------|
| Ref | December 2007 Action | | Colour | | Corrective Action | | | | | | | | | | Who | Original Date | Revised Date |
| 7.5.2 | Guidance for “adoption” of Parish Plans developed and approach to Charter. | | | | Draft to be completed in January. | | | | | | | | | | HB | Nov-07 | Jan-08 |
| Ref. | Action | Lead | July | Aug. | Sep. | Oct. | Nov. | Dec. | Jan. | Feb. | Mar. | Apr. | May | June | Corrective Action | | |
| 7.5 | Parish Council Influence (and Parish Council Charter) | | | | | | | | | | | | | | | | |
| 7.5.2 | Guidance for “adoption” of Parish Plans developed and approach to Charter. | HB | | | | | | | | | | | | | Lead member of staff have been ill and this has caused 6 days to be lost in November which has put the project back. | | |

| CP9: Clean District | | | | | | | | | | | | | | | | | |
|----------------------------|---|------|--------|--|------|------|------|------|------|------|------|------|-----|------|-------------------|---|--------------|
| Ref | December 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 | | |
| 9.2.2 | Development of Policy Document | | | Policy document may miss target slightly but is close to completion. | | | | | | | | | | | MB | Dec-07 | Jan-08 |
| 9.2 | Improve Customer Perception of Cleanliness | | | | | | | | | | | | | | | | |
| 9.2.2 | Development of Policy Document | MB | | | | | | | | | | | | | | The Policy document will set out the Council's approach to improving customer perception of cleanliness. Policy may miss target slightly but is close to completion | |

| FP1: Value for Money | | | | | | | | | | | | | | | | | | |
|----------------------|---|--------|--|------|------|------|------|------|------|------|------|------|-----|------|-------------------|--|---------------|--------------|
| Ref | December 2007 Action | Colour | Corrective Action | | | | | | | | | | | | | Who | Original Date | Revised Date |
| 11.1.3 | Quarterly report to PMB to assess the effectiveness of the alternative methods of service delivery eg- transfer to leisure trust, payroll service provision | | Services will not be transferred until April 08. | | | | | | | | | | | | | JP | Dec-07 | April-08 |
| Ref. | Action | Lead | July | Aug. | Sep. | Oct. | Nov. | Dec. | Jan. | Feb. | Mar. | Apr. | May | June | Corrective Action | | | |
| 11.1 | Realisation of cashable savings by alternative methods of service delivery | | | | | | | | | | | | | | | | | |
| 11.1.3 | Quarterly report to PMB to assess the effectiveness of the alternative methods of service delivery eg- transfer to leisure trust, payroll service provision | JP | | | | | | | | | | | | | | Services will not be transferred until April 08. | | |

| FP1: Value for Money | | | | | | | | | | | | | | | | | |
|-----------------------------|--|--------|---|------|------|------|------|------|------|------|------|------|-----|------|-------------------|---|--------------|
| Ref | December 2007 Action | Colour | Corrective Action | | | | | | | | | | | | Who | Original Date | Revised Date |
| 11.3.5 | Identify services for detailed benchmarking & cost analysis to be undertaken | | New accountancy manager will start work in Feb 08 to drive this work forward. | | | | | | | | | | | | JP | Aug-07 | Feb-08 |
| Ref. | Action | Lead | July | Aug. | Sep. | Oct. | Nov. | Dec. | Jan. | Feb. | Mar. | Apr. | May | June | Corrective Action | | |
| 11.3 | Improvements in Use of Resources scoring in relation to VFM | | | | | | | | | | | | | | | | |
| 11.3.5 | Identify services for detailed benchmarking & cost analysis to be undertaken | JP | | | | | | | | | | | | | | VFM action plan and report presented to Cabinet in November. Initial cost analysis being undertaken – report to be taken to CMT to identify the areas for further analysis. | |

| FP2: Financial Management | | | | | | | | | | | | | | | | | |
|----------------------------------|---|--------|---|------|------|------|------|------|------|------|------|------|-----|------|-------------------|--|--------------|
| Ref | December 2007 Action | Colour | Corrective Action | | | | | | | | | | | | Who | Original Date | Revised Date |
| 12.1.1 | Implementation of the POP project to account for commitments & accruals on the Agresso system | | Roll out to Customer Service Centre and Revenues and Benefits section will take place in January 08 | | | | | | | | | | | | JP | July-07 | Mar-08 |
| Ref. | Action | Lead | July | Aug. | Sep. | Oct. | Nov. | Dec. | Jan. | Feb. | Mar. | Apr. | May | June | Corrective Action | | |
| 12.1 | Improved Financial Management by budget holders | | | | | | | | | | | | | | | | |
| 12.1.1 | Implementation of the POP project to account for commitments & accruals on the Agresso system | JP | | | | | | | | | | | | | | Upgrades have been tested and implemented. | |

Exception Report for December 2007 Improvement Plan

Appendix 1

| FP2: Financial Management | | | | | | | | | | | | | | | | | | |
|----------------------------------|--|------|--------|------|-------------------|------|------|------|------|------|------|------|-----|------|-------------------|-----|--|--------------|
| Ref | December 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 | | | |
| 12.1.3 | Train all managers to use web access for Agresso reporting | | | | | | | | | | | | | | | JP | Sept-07 | Mar-08 |
| 12.1 | Improved Financial Management by budget holders | | | | | | | | | | | | | | | | | |
| 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. New upgrades have been implemented. Accountancy Manager post to start in March 08 and to plan a proposed start date for the remainder of the Council. | |

| FP2: Financial Management | | | | | | | | | | | | | | | | | |
|----------------------------------|---|------|--------|------|--|------|------|------|------|------|------|------|-----|------|-------------------|--|--------------|
| Ref | December 2007 Action | | Colour | | Corrective Action | | | | | | | | | | Who | Original Date | Revised Date |
| 12.4.3 | Undertake programme. | | | | Audit Commission focus on preparation for year end – workshops on final accounts arranged by AC for BDC staff. | | | | | | | | | | JP | Sept-07 | Mar-08 |
| Ref. | Action | Lead | July | Aug. | Sep. | Oct. | Nov. | Dec. | Jan. | Feb. | Mar. | Apr. | May | June | Corrective Action | | |
| 12.4 | Increase Benefit from External Audit | | | | | | | | | | | | | | | | |
| 12.4.3 | Undertake programme. | JP | | | | | | | | | | | | | | Audit Commission focus on preparation for year end – workshops on final accounts arranged by AC for BDC staff. Other support to be reviewed once final accounts completed (August 08) | |

| PR2: Improved Governance | | | | | | | | | | | | | | | | | |
|---------------------------------|---|------|--------|------|--|------|------|------|------|------|------|------|-----|------|-------------------|---|--------------|
| Ref | December 2007 Action | | Colour | | Corrective Action | | | | | | | | | | Who | Original Date | Revised Date |
| 16.4.1 | Develop and run a training and development programme for Cabinet Members. | | | | Project planning will commence in January and the first Cabinet session will take place in March | | | | | | | | | | CF | Dec-07 | Jan-08 |
| Ref. | Action | Lead | July | Aug. | Sep. | Oct. | Nov. | Dec. | Jan. | Feb. | Mar. | Apr. | May | June | Corrective Action | | |
| 16.4 | Improve Member Capacity | | | | | | | | | | | | | | | | |
| 16.4.1 | Develop & run a training & development programme for Cabinet Members. | CF | | | | | | | | | | | | | | Met with Leader and identified training need and training provider. | |

| PR2: Improved Governance | | | | | | | | | | | | | | | | | | |
|--------------------------|--|--------|---|------|------|------|------|------|------|------|------|------|-----|------|-------------------|--|---------------|--------------|
| Ref | December 2007 Action | Colour | Corrective Action | | | | | | | | | | | | | Who | Original Date | Revised Date |
| 16.4.2 | Identify peer mentors for the Leader (and Cabinet Members) and the Leader of the Opposition. | | Mentoring to commence in January. The first session will be facilitated with the Cabinet in March | | | | | | | | | | | | | CF | Oct-07 | Jan-08 |
| Ref. | Action | Lead | July | Aug. | Sep. | Oct. | Nov. | Dec. | Jan. | Feb. | Mar. | Apr. | May | June | Corrective Action | | | |
| 16.4 | Improve Member Capacity | | | | | | | | | | | | | | | | | |
| 16.4.2 | Identify peer mentors for the Leader (and Cabinet Members) and the Leader of the Opposition. | CF | | | | | | | | | | | | | | Mentors have been identified. Mentoring was due to start in September, but will now commence in January. The first session will be facilitated with the Cabinet in March | | |

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| PR2: Improved Governance | | | | | | | | | | | | | | | | | | |
|--------------------------|--|--------|--|------|------|------|------|------|------|------|------|------|-----|------|-------------------|--|---------------|--------------|
| Ref | December 2007 Action | Colour | Corrective Action | | | | | | | | | | | | | Who | Original Date | Revised Date |
| 16.4.5 | Top Team development day to strengthen the relationship between new Cabinet and CMT. | | The first planning session is scheduled for January with a facilitated Cabinet session in March. | | | | | | | | | | | | | CF | Dec-07 | Jan-08 |
| Ref. | Action | Lead | July | Aug. | Sep. | Oct. | Nov. | Dec. | Jan. | Feb. | Mar. | Apr. | May | June | Corrective Action | | | |
| 16.4 | Improve Member Capacity | | | | | | | | | | | | | | | | | |
| 16.4.5 | Top Team development day to strengthen the relationship between new Cabinet and CMT. | CF | | | | | | | | | | | | | | Programme has been determined and the first planning session is scheduled for January with a facilitated Cabinet session in March. | | |

| HR&OD2: Modernisation | | | | | | | | | | | | | | | | | |
|----------------------------------|--|------|--------|------|--|------|------|------|------|------|------|------|-----|------|-------------------|--|--------------|
| Ref | December 2007 Action | | Colour | | Corrective Action | | | | | | | | | | Who | Original Date | Revised Date |
| 20.3.1 | Review, develop, consult, train and Implement on all HR policies and procedures as detailed in the People Strategy | | | | HR policy review programme has slowed down as a result of other organisational priorities (e.g. HR implications of the budget) and case management. This will be picked up again in the new Business Planning year | | | | | | | | | | JP | Dec-07 | April-08 |
| Ref. | Action | Lead | July | Aug. | Sep. | Oct. | Nov. | Dec. | Jan. | Feb. | Mar. | Apr. | May | June | Corrective Action | | |
| 20.3 | Policy Development | | | | | | | | | | | | | | | | |
| 20.3.1 | Review, develop, consult, train and Implement on all HR policies and procedures as detailed in the People Strategy | JP | | | | | | | | | | | | | | Health and Safety policies have been subject to review during this period and updated accordingly. HR policy review programme has slowed down as a result of other organisational priorities (e.g. HR implications of the budget) and case management. This will be picked up again in the new Business Planning year. | |

| HR&OD3: Positive Employee Climate | | | | | | | | | | | | | | | | | |
|-----------------------------------|-----------------------|--------|---|------|------|------|------|------|------|------|------|------|-----|------|-------------------|---|--------------|
| Ref | December 2007 Action | Colour | Corrective Action | | | | | | | | | | | | Who | Original Date | Revised Date |
| 21.1.6 | Implement Action Plan | | Action Plan implementation delayed by delayed publication of results. Report will go to CMT in Jan 08 | | | | | | | | | | | | JP | Aug-07 | Jan-08 |
| Ref. | Action | Lead | July | Aug. | Sep. | Oct. | Nov. | Dec. | Jan. | Feb. | Mar. | Apr. | May | June | Corrective Action | | |
| 21.1 | Employee satisfaction | | | | | | | | | | | | | | | | |
| 21.1.6 | Implement Action Plan | JP | | | | | | | | | | | | | | Employee Focus Groups were held in November to look at how to address the issues raised and determine an action plan. | |

BROMSGROVE DISTRICT COUNCIL

19 FEBRUARY 2008

PERFORMANCE MANAGEMENT BOARD

PMB RECOMMENDATIONS TRACKER

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

1. SUMMARY

- 1.1 To report to Performance Management Board on progress of resolutions and recommendations made by the Board from the April 2007 to December 2007 meeting.

2. RECOMMENDATIONS

- 2.1 That The Board notes the attached update

3. BACKGROUND

- 3.1 This is the second tracker report; the first was submitted to the October 2007 meeting.
- 3.2 Resolutions and recommendations that were reported as fully completed on the last report have been deleted from the document. Any recommendations that were reported as partially complete are shown with those elements previously reported as complete greyed out. Resolutions and recommendations up to and including the December meeting of the Board have been added. Progress on all outstanding actions is shown in ***bold italic*** text, preceded by the date code ***01/08***. Information from previous reports is shown in normal text, so that Members can see the history for each item. Items that are shown as completed in this report will be removed from the next version of the report.

4. FINANCIAL IMPLICATIONS

4. There are no financial implications
1

5. LEGAL IMPLICATIONS

5. There are no legal implications.
1

6. COUNCIL OBJECTIVES

6. Tracking of recommendations links to the Improvement objective
1

7. RISK MANAGEMENT

7.1 There are no risks associated with this report

8 CUSTOMER IMPLICATIONS

8.1 Performance Improvement is a Council Objective

9. EQUALITIES AND DIVERSITY IMPLICATIONS

9.1 There are no implications for the Council's Equalities and Diversity Policies.

10. VALUE FOR MONEY IMPLICATIONS

10. ■ There are no VFM implications
1

11. OTHER IMPLICATIONS

| |
|---|
| Procurement Issues None |
| Personnel Issues None |
| Governance/Performance Management – |
| Community Safety including Section 17 of Crime & Disorder Act 1988 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 | No |
| Chief Executive | No |
| Executive Director (Partnerships & Projects) | No |
| Executive Director (Services) | No |
| Assistant Chief Executive | Yes |
| Head of Service | No |
| Head of Financial Services | No |
| Head of Legal, Equalities & Democratic Services | No |

| | |
|---|----|
| Head of Organisational Development & HR | No |
| Corporate Procurement Team | No |

13. WARDS AFFECTED

All Wards'.

14. APPENDICES

Appendix 1 Recommendations Tracker

15. BACKGROUND PAPERS

None

Contact officer

Name: John Outhwaite, Senior Policy & Performance Officer

email: j.outhwaite@bromsgrove.gov.uk

Tel: (01527) 881602

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| Meeting date & minute ref | Minute & Action | Progress update | PMB Comment |
|---------------------------|---|---|-------------|
| 13 April 2007 | | | |
| 83/06 | <p>HOUSING STRATEGY ACTION PLAN 2006-2011 - PROGRESS REPORT</p> <p>RECOMMENDED: that, on future reports, actions should be prioritised (perhaps by the inclusion of an additional column showing High, Medium or Low Priority).</p> | <p>The updated action plan which to be produced in November will include H,M,L priority classification</p> <p>01/08 – Action plan now includes priority classifications COMPLETED</p> | |
| 22 May 2007 | | | |
| 3/07 | <p>DATA QUALITY STRATEGY</p> <p>RESOLVED:</p> <p>(a) that the Data Quality Strategy and Action Plan be noted, but that, if possible, a report be submitted to the next meeting of the Board setting out an “in-house” assessment of the current levels of performance;</p> <p>(c) that future copies of the report should include an additional (end) column outlining the current status of the various Items/Themes; and</p> <p>(d) that the Assistant Chief Executive be requested to discuss prioritisation of Themes within the document with the Council’s Auditors in due course.</p> | <p>Self assessment of position against the “key Lines of Enquiry (KLOE)” was submitted to the Board at the June Meeting.</p> <p>COMPLETED</p> <p>Six monthly progress reports on the DQS action plan programmed into PMB work schedule. This will include status information as requested. First progress report scheduled for PMB meeting in November.</p> | |

| Meeting date & minute ref | Minute & Action | Progress update | PMB Comment |
|---------------------------|--|--|-------------|
| | | <p>01/08 Progress report was submitted to November 2007 meeting. Second progress report due to be submitted to February 2008 meeting. COMPLETED</p> <p>It is planned to discuss prioritisation of Themes following the achievement of a "2" score for Data Quality</p> <p>01/08 The draft audit report from KPMG shows that the Council was successful in securing an improved score of 2 for data Quality arrangements. Theme prioritisation will now be considered</p> | |
| 19 June 2007 | | | |
| 11/07 | <p>PERFORMANCE REPORT - APRIL 2007 (PERIOD 1, 2007-08)</p> <p>RESOLVED</p> <p>(5) that the report submitted to the Corporate Management Team meeting held earlier today by the Customer Services Manager, which incorporated a number of statistics relating to the Centre, be forwarded to the Members of the Board for information.</p> <p>RECOMMENDED: that Cabinet be requested, along with the appropriate Portfolio Holder, to work on the introduction of an Action Plan to</p> | <p>The CSC report was circulated and an Action Plan has been developed and reported to CMT</p> <p>Recommendation approved at Cabinet on 10 July.</p> | |

| Meeting date & minute ref | Minute & Action | Progress update | PMB Comment |
|---------------------------|---|---|-------------|
| | address the problem issues surrounding the Customer Service Centre, i.e., capacity, service failure and customer expectation. | <p>01/08 progress is as follows:-</p> <ul style="list-style-type: none"> • Revised telephony PI's have been introduced which are constructively linked to where Bromsgrove Council is in its continual journey of improvement and consequently mean more realistic targets for the Customer Service Centre • Individual performance targets for telephony have been set and are monitored for Customer Service Advisors. This action has been beneficial for performance and individual staff members as it supported their own personal development. • Resource level agreements have been signed off and become operational documents for both the Revenues and Benefits services • Overall performance of the Customer Contact Centre has improved during the period August – December 2008 and for the last three months (October, November, | |

| Meeting date & minute ref | Minute & Action | Progress update | PMB Comment |
|---------------------------|---|---|-------------|
| | | <p><i>and December) of the year all telephony performance targets have been exceeded.</i></p> <ul style="list-style-type: none"> • <i>Customer First Board – meeting on regular basis to deal with customer service issues at a corporate and strategic level</i> | |
| 17 July 2007 | | | |
| 17/07 | <p>STRATEGIC HOUSING INSPECTION ACTION PLAN</p> <p>RECOMMENDED that the Cabinet (via the appropriate Portfolio holder) explore the possibility of carrying out a “peer review” in October 2007, in support of the aim of achieving a 1-star standard by the time of the next review, to be held in February 2008.</p> | <p>Internal Audit are auditing the action plan and Strategic Housing team are engaging Housing Quality Network to carry out the Peer Review by 1st December</p> <p>01/08 Action plan was audited and the Peer review was completed by 21st December. Any outstanding actions not covered elsewhere in our strategy action plans has been included in an action plan formulated from the HQN work carried out and now forms a part of the Inspection self assessment. COMPLETED</p> | |
| 19/07 | <p>COMPREHENSIVE PERFORMANCE ASSESSMENT AND IMPROVEMENT PLAN</p> | | |

| Meeting date & minute ref | Minute & Action | Progress update | PMB Comment |
|------------------------------|--|--|-------------|
| | <p>2007-08 RECOMMENDED: (a) that, insofar as paragraph 63 of the Corporate Performance Assessment document was concerned (Performance Management of Corporate Projects), the Cabinet be requested to submit a briefing note on how the implementation of the Spatial Project was progressing to date, and that the appropriate Portfolio holder and relevant Head of Service be invited to address the Board at their next meeting in this regard;</p> <p>(b) that, at future meetings, when considering a report on a relevant topic, the appropriate Portfolio holder should be invited to address the Board and be fully briefed by the appropriate officer(s).</p> | <p>Cabinet, on 1 August, agreed that the portfolio holder would report to the Board, supported by the Head of Service where required. At the September PMB meeting the Board agreed to receive this report at the meeting in November (minute 33/07 refers – see below). <i>01/08 A Spatial Strategy report was submitted to the November meeting. COMPLETED</i></p> <p>The chairman has reminded Portfolio holders of the need to be available and attend if requested. <i>01/08 Portfolio holders have attended subsequent meetings. COMPLETED</i></p> | |
| <p>21 August 2007</p> | | | |
| <p>25/07</p> | <p>SUSTAINABLE COMMUNITY STRATEGY - DRAFT RESPONSE RESOLVED: (c) that the performance management arrangements for the Sustainable Community</p> | <p>Resolution noted and will be carried forward for inclusion when the 2008 work</p> | |

| Meeting date & minute ref | Minute & Action | Progress update | PMB Comment |
|---------------------------|--|--|-------------|
| | Strategy be included in the Board's work programme for review in March 2008. | programme is drafted. TO BE REVISITED when 2008 programme is being developed <i>01/08 This will be included in the work programme of the Board which will be reported to the March 2008 meeting.</i> | |
| 27/07 | BUSINESS PLANNING TEMPLATES 2008-09 RESOLVED: (b) that a completed set of templates be sought from the Head of Street Scene and Waste Management for consideration by the Board at its November 2007 meeting (f) that, in view of the fact that the Council does not have established customer standards, information from customer satisfaction data (survey results) be brought to the next meeting of the Board for members information | This is in the work programme for the November meeting. <i>01/08 Report submitted to November 2007 meeting. COMPLETED</i> Reports on the Triennial Best Value Customer satisfaction survey and the first Customer Panel survey were brought to the September meeting. COMPLETED | |
| 29/07 | INTEGRATED FINANCIAL/PERFORMANCE REPORT - QUARTER 1, 2007-08 RESOLVED . | | |
| | (e) in view of the details referred to in (a) above, a | | |

| Meeting date & minute ref | Minute & Action | Progress update | PMB Comment |
|---------------------------|---|---|-------------|
| | report be submitted to the next meeting of the Board on the reason(s) for the apparent reduction in the number of indicators that were improving or stable in June, compared to May. | Details Included with the subsequent report to the Board. COMPLETED | |
| | RECOMMENDED that Cabinet be requested to instruct the appropriate Portfolio Holder to work closely with relevant senior managers to speed up the process of dealing with requests/payments for Disabled Facilities Grants | <p>Proposals will be made to increase the level of admin support for processing of DFG's. In addition a contract framework arrangement is being pursued via the Procurement manager. It is intended that this will be with 3 or 4 contractors who we can then call off for each grant job, this will significantly reduce the time it takes to source contractors to do the work.</p> <p><i>01/08 Admin support for processing of DFG's has been increased, the two part time staff have been made full time on a temporary basis, which has resulted in improvements in the processing of DFGs. No significant progress has been made in letting a suitable framework contract.</i></p> | |

| Meeting date & minute ref | Minute & Action | Progress update | PMB Comment |
|---------------------------|---|--|-------------|
| 18 September 2007 | | | |
| 33/07 | <p><u>CUSTOMER SATISFACTION DATA</u></p> <p><u>RESOLVED:</u></p> <p>(b) that, in future analyses of such surveys, officers be requested to consider factoring in additional breakdowns to include sub-district responses (i.e., by ward boundary), by urban/rural area , by age, disability, etc; and</p> <p>(c) that the relevant Portfolio holder, together with the Head of Street Scene and Waste Management, be requested to look into the reasons why indicators BV89 (Street Cleanliness) and BV90a (Waste Collection) were worse than the national trend, and report their findings to the next meeting of the Board, and that, in connection</p> | <p>The Assistant Chief Executive will ensure that additional breakdowns are included in the requirements for future surveys</p> <p><i>01/08 The contract for the Customer Panel has been re-negotiated. A ward analysis was not possible (too expensive), but we have agreed to split the District into 4 areas, which should enable us to see whether there is a difference in satisfaction between areas. COMPLETED</i></p> <p>Report due to come to October meeting. <i>01/08 Report submitted to October 2007 meeting, which resulted in a further recommendation (see 42/07 below). COMPLETED</i></p> | |

| Meeting date & minute ref | Minute & Action | Progress update | PMB Comment |
|---------------------------|--|---|-------------|
| | with BV89, Members be advised of the criteria of the "Apple Award" recently attained by the Council. | | |
| 34/07 | MONTHLY PERFORMANCE REPORT - PERIOD 4 (JULY 2007) | | |
| | <p><u>RECOMMENDED:</u> (a) that Cabinet be informed of the Board's concern over the significant increase in sickness absence over the previous month's figures, and recommend that they carry out a benchmarking exercise with a better performing neighbouring authority to compare and contrast respective practices and procedures in place, and that their findings be submitted to the next meeting of the Board;</p> | <p>Raised at Cabinet. Twenty high performing authorities, particularly those that have recently made significant improvement have been identified for benchmarking purposes. A report will be brought to the November Board meeting.</p> <p><i>01/08 Debate developed since November with feedback to the Board on comparison with CIPD annual Absence Survey report and the ideas of either withholding pay for initial days of absence, or awarding additional pay for "excellent attendance". We have inspected more closely the attitude towards sickness absence of the former manual worker staff group (traditionally the staff group where absence levels are the highest) specifically, and</i></p> | |

| Meeting date & minute ref | Minute & Action | Progress update | PMB Comment |
|---------------------------|---|--|-------------|
| | <p>(b) that, with regard to performance indicators BV78a (speed of processing new claims for Housing/Council Tax benefit) and BV8 (Invoices), the relevant portfolio holders be reminded of the need for a sustained performance above target in these two areas in order to meet the required outturn; and</p> | <p><i>interventions that other employers put in place to reduce absence levels here. It is most commonly the reduction in pay, but this is not commonly applied in local government. With-holding pay is seen as a double negative to staff and therefore is not implemented in most authorities. The effect on morale is felt to outweigh the benefits. We will however provide the data on the performance of the other Council's for completeness.</i></p> <p>Raised at Cabinet. 01/08 Performance as at end of November has improved to an extent that both BV78a and BV8 are 'Green', i.e. projected to meet their targets. COMPLETED</p> | |
| | <p>(c) that the Chairman write to all portfolio holders reminding them of the dates of the meetings of this Performance Management Board, and requesting that they make every effort to attend (if the timescales allow).</p> | <p>COMPLETED</p> | |

| Meeting date & minute ref | Minute & Action | Progress update | PMB Comment |
|---------------------------|--|--|-------------|
| 36/07 | CUSTOMER PANEL SURVEY | | |
| | RECOMMENDED: that Portfolio holders work with their respective Heads of Service to ensure that all relevant key issues are taken back and included in the various Business Plans to further the Council's progress. | <i>01/08 Recommendation noted and approved at October 2007 Cabinet meeting. COMPLETED</i> | |
| 37/07 | WORK PROGRAMME | | |
| | RESOLVED: that, subject to the following amendments, the work programme for 2007/08, be noted and approved:- Staff Survey 2007 Results – move to October 2007 Quarterly Review of referrals to Cabinet – to commence in October 2007 Spatial Strategy Report – consider in November 2007 Performance Management Strategy – consider in March 2008 | The Assistant Chief Executive will revise the work programme accordingly <i>01/08 All of these resolutions have been built into the Board's work programme. COMPLETED</i> | |
| 23 October 2007 | | | |
| 41/07 | RECOMMENDATIONS TRACKER | | |
| | RESOLVED that the Assistant Chief Executive be requested to liaise with the Customer Services Centre Manager to arrange a visit to the Centre | <i>01/08 Invites have been sent out to Board Members.</i> | |

| Meeting date & minute ref | Minute & Action | Progress update | PMB Comment |
|---------------------------|--|---|-------------|
| | by Members of the Board. | | |
| 42/07 | SATISFACTION SURVEY - STREET SCENE AND WASTE MANAGEMENT SERVICES | | |
| | 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. | <i>01/08 Recommendation approved at November 2007 Cabinet meeting Mike Bell has discussed this with relevant managers at County Council with a view to co-ordinating mowing and litter picking. Awaiting information. Further discussed mowing contract and option for BDC to undertake this.</i> | |
| 43/07 | EMPLOYEE SURVEY RESULTS 2007 | | |
| | RESOLVED that, when complete, the Stress Audit be built into the future work programme and brought before the Board. | <i>01/08 The Stress Audit will be brought to the March Board meeting</i> | |
| 44/07 | MONTHLY PERFORMANCE REPORT - PERIOD 5 (AUGUST 2007) | | |
| | RESOLVED: that the Board examine the predicted outturn of all BVPI's at Period 6, and thereafter at six-monthly intervals | <i>01/08 Period 6 performance was presented and discussed at the November 2007 meeting. COMPLETED</i> | |

| Meeting date & minute ref | Minute & Action | Progress update | PMB Comment |
|---------------------------|--|---|-------------|
| 45/07 | NEW IMPROVEMENT PLAN EXCEPTION REPORT - PERIOD 5 (AUGUST 2007) | | |
| | <p>RECOMMENDED:</p> <p>(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</p> <p>(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.</p> | <p><i>01/08 Recommendations approved at the November 2007 Cabinet Meeting. This is consistent with the Council's approved Consultation Policy and no further action is required beyond monitoring that the Policy is complied with. COMPLETED</i></p> | |
| 20 November 2007 | | | |
| 50/07 | BROMSGROVE ARTS CENTRE (ARTRIX) - ANNUAL REPORT | | |
| | <p>RESOLVED</p> <p>(b) that the draft service level agreement, when completed, be considered by the Board following submission to the Leader's Group but prior to</p> | <p><i>01/08 The SLA is in final deft format prior to beginning review by the legal section. Once completed in will be submitted to</i></p> | |

| Meeting date & minute ref | Minute & Action | Progress update | PMB Comment |
|---------------------------|--|---|-------------|
| | <p>consideration by the Cabinet; and</p> <p>(c) that the Trustees be advised that the Board expressed some concern over the viability of the cinema operations (costs/attendances).</p> <p>RECOMMENDED that Councillor Mrs. J. M. L. A. Griffiths, as both relevant Portfolio Holder and a Trustee of the Bromsgrove Arts Centre Operating Trust, hold discussions with relevant representatives of the North East Worcestershire (NEW) College, to enquire whether the College would also be willing to set up a service level agreement with the Artrix along similar lines to that of the Council.</p> | <p><i>CMT, Leader's group and then be presented to PMB for review/comment.</i></p> <p><i>01/08 Cllr Griffiths has raised this issue on behalf of PMB at the Operating Trust meeting and asked they review the operation of the service. The SLA will enable this to be reviewed in future years as part of the annual performance review.</i></p> | |
| 51/07 | SPATIAL STRATEGY REPORT | | |
| | <p>RESOLVED: that a further progress report be submitted to the February 2008 meeting of the Board, and that the Board's work programme be amended accordingly.</p> | <p><i>01/08 Spatial Project is on the agenda for the February meeting of the Board</i></p> | |
| 53/07 | QUARTER 2 (07-08 YEAR END) INTEGRATED FINANCE AND PERFORMANCE REPORT | | |

| Meeting date & minute ref | Minute & Action | Progress update | PMB Comment |
|---------------------------|---|---|-------------|
| | <p>RESOLVED: (b) that an evaluation of the Area Committee approach, currently being trialled in Alvechurch and Rubery, be considered at the February 2008 meeting of the Board, and that the work programme be amended accordingly; and</p> <p>(c) that a report relating to the increase in the number of violent robberies across the district be submitted to the January meeting of the Board, and that, in this regard, Chief Inspector Tony Love be invited to attend such meeting.</p> | <p><i>01/08 The evaluation report has only just been received from the consultants, so the report will now need to come to the March meeting</i></p> <p><i>01/08 Ch Insp Tony Love attended the January Board meeting COMPLETED</i></p> | |
| 54/07 | DATA QUALITY STRATEGY ACTION PLAN UPDATE | | |
| | RESOLVED that a further report on this matter be submitted to the Board early in the new year, and that the work programme be varied accordingly. | <i>01/08 A further report is due to be submitted to the February 2008 Board meeting</i> | |
| | | | |
| 18 December 2007 | | | |
| 62/07 | BDC HOUSING STRATEGY ACTION PLAN - PROGRESS REPORT | | |

| Meeting date & minute ref | Minute & Action | Progress update | PMB Comment |
|---------------------------|---|---|-------------|
| | <p>RECOMMENDED</p> <p>(a) that the Cabinet be requested to instruct the Portfolio Holder for Strategic Housing to work with the Strategic Housing Manager to develop and bring forward to Cabinet a report on the introduction of an Enforcement Policy and fee structure in relation to Houses in Multiple Occupation and other regulatory issues;</p> <p>(b) that with regard to the action involving research into the health needs of homeless people and their ability to access health services, a further request be made to the Primary Care Trust for a representative of the Trust to become a member of the Homelessness Strategy Steering Group and the issue also be referred to the Health and Wellbeing Group of the Local Strategic Partnership with a request that they work in conjunction with the Steering Group on this matter.</p> | <p><i>01/08 recommendations agreed at cabinet meeting of 9 Jan 2008.</i></p> <p><i>Mr John Crawford of the PCT is invited to the group meetings, but was unable to come to the last meeting. He has confirmed that he will try to attend future meetings.</i></p> | |
| 63/07 | <p>MONTHLY PERFORMANCE REPORT - PERIOD 7 (OCTOBER 2007)</p> | | |
| | <p>RESOLVED</p> <p>(f) that with regard to the indicator BV12 relating to the level of sickness absence, the outcome of</p> | <p><i>01/08 Details included in the November performance report considered by the</i></p> | |

| Meeting date & minute ref | Minute & Action | Progress update | PMB Comment |
|---------------------------|--|---|-------------|
| | <p>the proposed the Performance Clinic and discussions at Corporate Management Team be incorporated into this report for discussion at the next meeting;</p> <p>(g) that with regard to indicators BV127a and BV127b relating to violent crimes and robberies, Chief Inspector Tony Love be invited to attend the next meeting together with the Community Services Manager.</p> | <p><i>Board at the January 2008 meeting. COMPLETED</i></p> <p><i>01/08 Ch Insp Love attended the January Board meeting. COMPLETED</i></p> | |
| 64/07 | NEW IMPROVEMENT PLAN EXCEPTION REPORT - PERIOD 7 (OCTOBER 2007) | | |
| | <p>RESOLVED</p> <p>(c) that in relation to the Customer Service Centre, additional information be sought regarding the operation and duration of the recorded message facility</p> <p>(d) that the action plan drawn up to address issues raised through the Employee Survey be considered by the Board in February.</p> | <p><i>01/08 The recorded message detailing waste collection arrangements was in place over the Christmas period. People ringing the CSC did not have to listen to this message each time they called, it was only played to callers if they selected the relevant option from the menu presented to them</i></p> | |

| Meeting date & minute ref | Minute & Action | Progress update | PMB Comment |
|---------------------------|--|--|-------------|
| 66/07 | WORK PROGRAMME | | |
| | RESOLVED that subject to (i) the inclusion of consideration of the Value for Money Strategy in January 2008, (ii) consideration of the Spatial Strategy and the Data Quality Strategy in February 2008; and (iii) consideration of the Customer First Strategy Review in March 2008, the report be approved. | <i>01/08 The Board's work programme has been amended accordingly. COMPLETED</i> | |
| 67/07 | LICENSING REVIEW | | |
| | RESOLVED that the Assistant Chief Executive be requested to report on this issue to a future meeting of the Board. | <i>01/08 HoS Planning & Environment will bring a report to the April 2008 meeting</i> | |

BROMSGROVE DISTRICT COUNCIL

PERFORMANCE MANAGEMENT BOARD

19 FEBRUARY 2008

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 December 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

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

11. APPENDICES

Appendix 1 – PMB Work Programme 2007/08 (December 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 |
|-------------|--|
| 23 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 |
| 13 April 07 | Period 11 06/07 Performance report Period 11 06/07 Improvement Plan progress/exception report |
| 18 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 |
| 19 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 |
| 17 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? |
| 21 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). |

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| | Community Plan Annual Report 2006/07 |
| 18 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> |
| 23 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> |
| 20 Nov 07 | <p>Quarter 2 07/08 (year end) integrated finance & 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> |
| 18 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>Housing Strategy Update</p> <p>BDHT Performance</p> |

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| | PMB Work Programme. |
| 22 Jan 08 | <p>Period 8 07/08 performance report (including violent crime and sickness absence performance clinics)</p> <p>Period 8 07/08 Improvement Plan progress report.</p> <p>Value for Money Action Plan</p> <p>PMB Work Programme.</p> |
| 19 Feb 08 | <p>Quarter 3 07/08 (integrated finance & performance report).</p> <p>Council Plan 2008-2011 and Medium Term Financial Plan (deferred to March as special budget Cabinet cancelled, so Plan has not yet been considered by Leader's).</p> <p>Stress Survey Results (deferred to March).</p> <p>Customer First Strategy Review.</p> <p>Data Quality Strategy Review.</p> <p>Spatial Strategy Review.</p> <p>Sickness absence policy.</p> <p>Period 9 07/08 Improvement Plan Mark 2 progress report.</p> <p>Quarterly Recommendation Tracker (deferred from January meeting).</p> <p>PMB Work Programme.</p> <p>Evaluation of Area Committee Pilots (deferred to March as report from consultants delayed and therefore Leader and Leader of Opposition have not yet seen report).</p> |
| 18 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>Employee Survey Action Plan?</p> <p>Performance Management Strategy?</p> <p>PMB Work Programme 2008/2009.</p> |

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| 22 Apr 08 | Period 11 07/08 performance report. Period 11 07/08 Improvement Plan Mark 2 progress report. Housing Strategy Action Plan Update. Quarterly Recommendation Tracker. VFM Licensing Review. PMB Work Programme. |
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