



BROMSGROVE DISTRICT COUNCIL

MEETING OF THE PERFORMANCE MANAGEMENT BOARD

TUESDAY, 18TH MARCH, 2008 AT 6.00 P.M.

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 19th February 2008 (Pages 1 - 4)
4. Audit Commission Direction of Travel Report (Pages 5 - 28)
5. External Audit Report (Pages 29 - 52)
6. Employee Stress Survey Results (Pages 53 - 60)
7. Council Plan 2008-2011 (Pages 61 - 134)
8. Monthly Performance Report - Period 10 (January 2008) (Pages 135 - 154)
9. Improvement Plan Exception Report - Period 10 (January 2008) (Pages 155 - 170)
10. Work Programme (Pages 171 - 176)
11. To consider any other business, details of which have been notified to the Head of Legal, Equalities and Democratic Services prior to the

commencement of the meeting and which the Chairman, by reason of special circumstances, considers to be of so urgent a nature that it cannot wait until the next meeting

K. DICKS
Chief Executive

The Council House
Burcot Lane
BROMSGROVE
Worcestershire
B60 1AA

7th March 2008

Agenda Item 3

BROMSGROVE DISTRICT COUNCIL

MEETING OF THE PERFORMANCE MANAGEMENT BOARD

TUESDAY, 19TH FEBRUARY 2008, AT 6.00 P.M.

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

Observers: Councillors Dr. D. W. P. Booth J. P., G. N. Denaro and R. D. Smith (Portfolio Holders)

Officers: Mr. K. Dicks, Mr. T. Beirne, Mr. H. Bennett, Ms. J. Pickering, Ms. J. Pitman, Ms. D. Poole and Ms. R. Cole.

75/07 APOLOGIES

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

76/07 DECLARATIONS OF INTEREST

No declarations of interest were received.

77/07 MINUTES

The minutes of the meeting of the Performance Management Board held on 22nd January 2008 were submitted.

RESOLVED that the minutes be approved as a correct record.

78/07 SPATIAL STRATEGY REVIEW

The Executive Director - Services gave a brief presentation on the Spatial Strategy Review. The presentation re-iterated the background to the Spatial Project and the benefits it would provide. In addition the Board was updated on the current satisfactory position regarding the introduction of various elements of the Project.

A number of questions from members were answered and the Executive Director - Services undertook to circulate a copy of the presentation to all members of the Council, together with estimated details of the alternative IT costs which would still have been incurred in order to maintain and improve Council services if the Spatial Project had not gone ahead.

RESOLVED that the presentation be noted.

79/07 INTEGRATED FINANCE AND PERFORMANCE REPORT (QUARTER 3 DECEMBER 2007)

The Board considered a quarterly integrated finance and performance report on the position as at 31st December 2007.

RESOLVED:

- (a) that it be noted that 55% of indicators are improving or stable compared to 83% at quarter 2;
- (b) that it be noted that 73% of indicators are achieving their year to date target compared to 72% at quarter 2;
- (c) that it be noted that 75% of indicators are predicted to met their target at year end compared to 79% at quarter 2 ;
- (d) that the quarter 2 revenue and capital underspends of £198,000 and £840,000 respectively be noted; and
- (e) that consideration be given to ways of improving the level of attendance by members at organised training events

RECOMMENDED:

- (a) that the Cabinet be requested to approve the carry forward of the estimated underspent capital budgets of £2.25 million from 2007/08 to 2008/09 as set out in Appendix 5 to the report;
- (b) that in the light of the outcome of a recent legal case involving the refuse collection service at Coventry City Council, the Portfolio Holder for Street Scene and Recycling be requested to hold discussions with the Head of Street Scene and Waste Management as a matter of priority to determine whether there are any implications for this Authority which need to be addressed following the introduction of two man working on the majority of refuse rounds in Bromsgrove.

80/07 **SICKNESS ABSENCE MANAGEMENT POLICY**

The Board considered a report on the Council's Sickness Absence Management Policy together with the accompanying documentation which supported the policy, including management guidance on implementation and summary documents on procedures to be followed. There was a detailed discussion on the operation of the policy which had been introduced in January 2007 and the relationship to the provisions of the National Conditions of Service. Possible methods of improving performance and reducing levels of sickness absence were considered.

RESOLVED:

- (a) that in view of the relatively short period since the introduction of the new policy and the improvements which had been achieved so far, the Sickness Absence Management Policy together with the accompanying documents be noted: and
- (b) that the Board continue to monitor sickness absence levels and that the Sickness Absence Policy be revisited if the current downward trend is not maintained.

81/07 **DATA QUALITY STRATEGY REVIEW**

The Board gave consideration to the progress report regarding the implementation of the Data Quality Strategy Action Plan and in particular noted the significant improvement to 2 out of 4 for the Council's Data Quality.

RESOLVED that the report be noted and the Board continue to receive progress reports on a six monthly basis.

82/07 **CUSTOMER FIRST STRATEGY REVIEW**

Consideration was given to the report reviewing the Council's customer performance since the approval of the Customer First Strategy in March 2006, together with a review of the strategic action plan and an updated action plan covering the next three years.

RESOLVED:

- (a) that the improving customer performance of the Council as set out in section 3.4 of the report be noted;
- (b) that it be acknowledged that whilst significant progress has been made since the approval of the strategy in March 2006, further improvements are required in order to deliver excellent customer service; and
- (c) that the priorities for the year ahead together with the detailed action plan supporting the delivery of those priorities, as set out in sections 8 and 10 of the strategy, be approved.

83/07 **IMPROVEMENT PLAN EXCEPTION REPORT (DECEMBER 2007)**

Consideration was given to the Improvement Plan Exception report for December 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;
- (b) that it be noted that for the 147 actions highlighted for December within the plan 82.3% were on target (green), 11.6% were one month behind (amber) and 2% were over one month behind (red). 4.1% of actions had been rescheduled (or suspended) with approval.

84/07 **PMB RECOMMENDATIONS TRACKER**

Consideration was given to the report tracking progress on recommendations and decisions made by the Board from April to December 2007.

RESOLVED:

- (a) that further information be sought regarding any progress on item 50/07 relating to the possibility of North East Worcestershire College setting up a service level agreement with the Artrix; and
- (b) that the remainder of the report be noted.

85/07 **WORK PROGRAMME**

Consideration was given to the report on the Board's updated work programme for 2007/08.

RESOLVED that subject to the inclusion of (i) Council Plan 2008-2010 and (ii) Employee Stress Survey in the work programme for the March meeting, the report be approved.

The meeting closed at 7.55 p.m.

Chairman

Agenda Item 4

BROMSGROVE DISTRICT COUNCIL

PERFORMANCE MANAGEMENT BOARD

18th MARCH 2008

AUDIT COMMISSION – DIRECTION OF TRAVEL REPORT

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

1. SUMMARY

- 1.1 To seek the views of the Board on the recent Direction of Travel assessment undertaken by the Audit Commission

2. RECOMMENDATIONS

- 2.1 It is recommended that the Board considers the report (Appendix 1) and makes any recommendations to Cabinet as it sees fit.

3. BACKGROUND

- 3.1 The Council underwent its first CPA in February 2007 and received a Poor rating. The Council has significantly improved its governance, management processes and performance since then. As part of its standard programme of audit work for every council, the Audit Commission undertakes an annual Direction of Travel assessment. The on site work was conducted in November 2007. The report is attached and Gary Stevens, the Audit Commission's Relationship Manager for Bromsgrove District will be attending the meeting to take questions from the Board.

4. FINANCIAL IMPLICATIONS

- 4.1 There are no financial implications

5. LEGAL IMPLICATIONS

- 5.1 There are no legal implications.

6. COUNCIL OBJECTIVES

- 6.1 Improvement is a Council Objective. The Direction of Travel offers an external assessment of our rate of improvement.

7. RISK MANAGEMENT

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

- Loss of reputation.

- Not taking the last opportunity to remove the tag of Poor before we enter a new inspection regime.

7.2 These risks are being managed as follows:

- Setting up a project group and ensuring sufficient preparation.
- Requesting a CPA for later this year.

8 CUSTOMER IMPLICATIONS

8.1 Obtaining a better rating, gives the public an assurance that the Council has sound governance and is well managed.

9. EQUALITIES AND DIVERSITY IMPLICATIONS

9.1 The good work undertaken by the Council in this area should help us achieve the required rating.

10. VALUE FOR MONEY IMPLICATIONS

10.1 The CPA should provide further assessment of our progress in this area.

11. OTHER IMPLICATIONS

Procurement Issues - the CPA will assess our arrangements in this respect.
Personnel Issues - the CPA will assess our arrangements in this respect.
Governance/Performance Management – the CPA will assess our arrangements in this respect.
Community Safety including Section 17 of Crime & Disorder Act 1988 - the CPA will assess our arrangements in this respect.
Policy - the CPA will assess our arrangements in this respect.
Environmental - the CPA will assess our arrangements in this respect.

12. OTHERS CONSULTED ON THE REPORT

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

13. WARDS AFFECTED

All Wards'.

14. APPENDICES

Appendix 1 Direction of Travel, Audit Commission

15. BACKGROUND PAPERS

Bromsgrove District Council, CPA Report (June 2007).

Contact officer

Name: Hugh Bennett, Assistant Chief Executive
email: h.bennett@bromsgrove.gov.uk
Tel: (01527) 881430

This page is intentionally left blank



Annual Audit and Inspection Letter

Bromsgrove District Council

- Audit Commission descriptor to be inserted by Publishing-

Document Control

Author

Gary Stevens

Filename

Bromsgrove Annual Audit and Inspection Letter v2.doc

Status of our reports

This report provides an overall summary of the Audit Commission's assessment of the Council, drawing on audit, inspection and performance assessment work and is prepared by your Relationship Manager.

In this report, the Commission summarises findings and conclusions from the statutory audit, which have previously been reported to you by your appointed auditor. Appointed auditors act separately from the Commission and, in meeting their statutory responsibilities, are required to exercise their professional judgement independently of the Commission (and the audited body). The findings and conclusions therefore remain those of the appointed auditor and should be considered within the context of the Statement of Responsibilities of Auditors and Audited Bodies issued by the Audit Commission.

Reports prepared by appointed auditors are:

- prepared in the context of the Statement of Responsibilities of Auditors and Audited Bodies issued by the Audit Commission; and
- addressed to members or officers and prepared for the sole use of the audited body; no responsibility is taken by auditors to any member or officer in their individual capacity, or to any third party.

Copies of this report

If you require further copies of this report, or a copy in large print, in Braille, on tape, or in a language other than English, please call 0844 798 7070.

© Audit Commission 2007

For further information on the work of the Commission please contact:

Audit Commission, 1st Floor, Millbank Tower, Millbank, London SW1P 4HQ

Tel: 020 7828 1212 Fax: 020 7976 6187 Textphone (minicom): 020 7630 0421

www.audit-commission.gov.uk

Contents

Key messages	4
Action needed by the Council	4
Purpose, responsibilities and scope	6
How is Bromsgrove District Council performing?	7
The improvement since last year - our Direction of Travel report	7
What evidence is there of the Council improving outcomes?	7
Progress on implementing improvement plans to sustain future improvement	11
Inspections	12
The audit of the accounts and value for money	14
Looking ahead	17
Closing remarks	18
Availability of this letter	18

DRAFT

Key messages

- 1 Overall, Council services are improving. The Council is improving at a faster rate than other councils over the last year but from a low base. Based on a sample of performance indicators (PIs) from the Audit Commission, 63 per cent of PIs improved in 2006/07. The first quarter performance in 2006/7 was disappointing so this good performance is due to significant improvements in the second third and fourth quarters. However, only six per cent of PIs were among the best performing councils compared with the national average of 33 per cent. Overall customer satisfaction with the Council was below average and had not improved.
- 2 Until recently, the Council's focus has by need been largely internal, to rebuild itself and meet the requirements of its improvement plan. It is now shifting its attention more to external, public facing services. It is starting to take effective action to improve priority services such as on recycling, planning and housing and is increasing capacity through effective partnership work. It is delivering improvements in line with most of its plans. It has a robust improvement plan, focused on areas raised in the corporate assessment and linked to priorities. The Council has yet to sustain these improvements and embed the recent changes.

Action needed by the Council

- 3 The Council has to sustain these improvement and embed the recent changes. It needs to continue to respond positively to the recommendations set out in the corporate assessment published in June 2007. These are set out in the Inspections section below. In particular it needs to;
 - continue to improve priority services such as refuse collection to provide a value for money service;
 - embed VFM mechanisms so the Council can build and develop a value for money and efficiency culture;
 - keep focussed and develop robust plans to deliver against its priorities in the Town Centre and Logbridge areas. This is challenging agenda and the Council needs to ensure it has assessed its current capacity and what it needs to deliver;
 - boost capacity through considering the business case for shared services with partners and more innovative funding such as sponsorship;
 - continue to manage the Spatial project closely;
 - embed the changes that are helping to improve member capacity and decision making to ensure the Bromsgrove agenda can be delivered effectively; and
 - respond positively to the findings of the ongoing reinspection of the Council's housing services in February 2008.

- 4 The Council should also respond to the recommendations set out in the Annual External Audit Report 2006/07 dated 29 January 2008. In particular, to further improve value for money the Council should now analyse and report on the links between costs and performance across its services. The Council should align these reports to its corporate priorities. The Council should build and develop the VFM and efficiency culture by involving the understanding and ownership of Members.

DRAFT

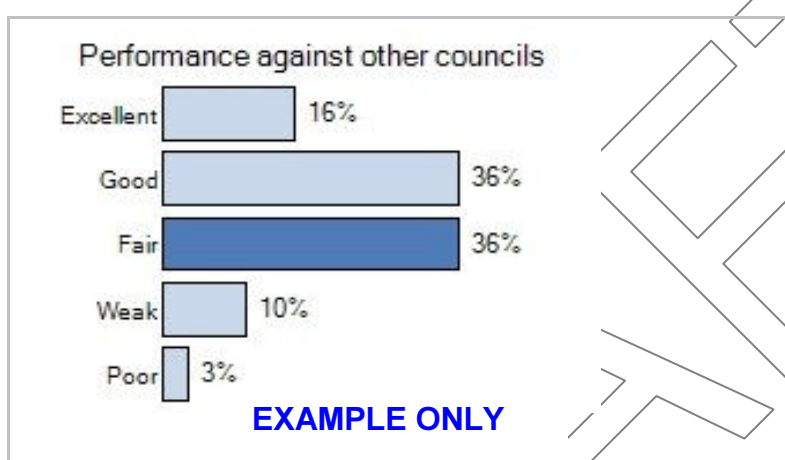
Purpose, responsibilities and scope

- 5 This report provides an overall summary of the Audit Commission's assessment of the Council. It draws on the most recent Comprehensive Performance Assessment (CPA), the findings and conclusions from the audit of the Council for 2006/07 and from any inspections undertaken since the last Annual Audit and Inspection Letter.
- 6 We have addressed this letter to members as it is the responsibility of the Council to ensure that proper arrangements are in place for the conduct of its business and that it safeguards and properly accounts for public money. We have made recommendations to help the Council in meeting its responsibilities.
- 7 This letter also communicates the significant issues to key external stakeholders, including members of the public. We will publish this letter on the Audit Commission website at www.audit-commission.gov.uk. [In addition the Council is planning to publish it on its website].
- 8 Your appointed auditor is responsible for planning and carrying out an audit that meets the requirements of the Audit Commission's Code of Audit Practice (the Code). Under the Code, the auditor reviews and reports on:
 - the Council's accounts;
 - whether the Council has made proper arrangements for securing economy, efficiency and effectiveness in its use of resources (value for money conclusion); and
 - whether the Council's best value performance plan has been prepared and published in line with legislation and statutory guidance.
- 9 This letter includes the latest assessment on the Council's performance under the CPA framework, including our Direction of Travel report, and the results of any inspections carried out by the Audit Commission under section 10 of the Local Government Act 1999. It summarises the key issues arising from the CPA and any such inspections. Inspection reports are issued in accordance with the Audit Commission's duty under section 13 of the 1999 Act.
- 10 We have listed the reports issued to the Council relating to 2006/07 audit and inspection work at the end of this letter.

How is Bromsgrove District Council performing?

- 11 Bromsgrove District Council was assessed as Poor in the Comprehensive Performance Assessment carried out in 2007. These assessments have been completed in all district councils and we are now updating these assessments, through an updated corporate assessment, in councils where there is evidence of change. The following chart is the latest position across all district councils.

Figure 1 Overall performance of district councils in CPA



[Note: The relevant chart will be added by the Publishing Team based on the information given in paragraph 5. There is no need for authors to add the chart themselves].

Source: Audit Commission

The improvement since last year - our Direction of Travel report

What evidence is there of the Council improving outcomes?

Housing

- 12 Performance on Housing was poor in 2006/07. There was an increasing use of poor quality temporary accommodation, putting the Council's performance among the worst 25 per cent of councils, and a lack of affordable housing for local people. Performance on housing is now improving. Following its housing inspection in 2006, the Council has made positive progress to improve housing services which needs sustaining. The Audit Commission will reinspect the Council's housing services in February 2008. This will provide an in depth assessment of progress made.

- 13 Early signs are that it is taking an improved approach on homelessness with partners, providing more support and mediation, particularly for young people and their families. This has reduced the number of homeless people needing accommodation. One hostel has closed and another two are due to close shortly, and no people are in bed and breakfast. The Council has provided 35 self-contained units throughout the community over the last year and is bringing empty homes back into use faster. Better signposting of housing services on the website and in the Customer Service Centre and faster processing of housing benefit applications has improved service. Consultation with the more vulnerable such as homeless, disabled people and hard to reach groups such as gypsies and travellers on their needs, and customer care training for staff has also improved.
- 14 However, although the Council is increasing the supply of affordable housing from a low base, there are some significant challenges in this area for the future particularly given the settlement currently set out in the draft Regional Spatial Strategy. The Council is delivering around 75 new affordable homes a year, just under target, but is constrained by its share of affordable housing over the next twenty years and a high proportion of green belt land. In an area of high house prices this may place pressure on individuals and families seeking to buy affordable houses in Bromsgrove.

A Clean District

- 15 The Council has made good progress on recycling, but refuse collection and street cleanliness were not performing to an adequate standard in 2006/07. Over 40 per cent of household waste was recycled in 2006/07 which is among the top performing councils and satisfaction was high at nearly 80 per cent. Satisfaction with parks and open spaces was high and improving, but performance on street cleaning, a Council priority, was poor. The Council has recently improved street cleansing, such as providing more equipment and 'Hit squads'.
- 16 Refuse collection is high cost and satisfaction is low. Recent performance has improved with fewer missed bins, but the Council needs to continue to improve this area to provide a value for money service, including a review of the fleet of refuse collection vehicles.

Planning

- 17 Planning performance was poor in 2006/07 but has improved recently. Staff have been recruited and teams restructured to provide a better service for customers. The time taken to determine planning applications has improved and is now at 100 per cent for major applications (Council data). There is better access to planning services with surgeries held three days a week where officers are available for drop in sessions.

Customer Service, Reputation and Performance

- 18 Access to Council services is improving but much remains to be done. The Council has made progress on the e-government agenda, with a new Customer Service Centre (CSC) and an improved website which allows payments online. There is a greater customer focus emerging across the Council with staff training, better signposting of services in the CSC and on the website and face-to-face meetings available on Planning and waste services. Processing of housing benefits has improved according to recent Council data. The Council has achieved level 2 of the Equality Standard for local government.
- 19 However, there are still weaknesses in customer service. Overall customer satisfaction with the Council was below average in 2006 at 51 per cent¹. The Council is not meeting its target for answering and handling customer calls. The Council is working to improve these areas to provide a joined-up, efficient and customer focused service. A recent customer survey showed that 71 per cent of people found accessing the Customer Service Centre easy. The Council plans to introduce a new complaints handling system, service standards and further customer care training for staff in 2008. It is also investing £6 million over the next seven years on improving systems and processes which are central to improving customer service as part of the Spatial Project.
- 20 The Council is engaging positively with the public including the vulnerable to improve services. It holds Partners and Communities Together (PACT) neighbourhood meetings, a disabled user group and an equalities forum. These all provide valuable feedback to help the Council shape its services such as on parking and regenerating the town centre. The Council has also employed an outreach worker to work with people in the disabled community to find out their needs, and centres for reporting hate crime have been set up across the district. Because of these initiatives, the Council is gaining a better understanding of the needs of local people.

Community influence and Partnership Working

- 21 The Council is starting to make a greater contribution to wider community outcomes. It plays an active role on the Bromsgrove partnership, such as helping to improve the health of local people and providing activities for young people. Activities for young people include a skate park, play areas, events during school holidays, and sport sessions provided by neighbourhood wardens. The work of the crime and disorder reduction partnership has contributed to reducing overall levels of crime and fear of crime over the last three years.
- 22 Community leadership is improving. The Council is providing greater leadership in the community and is using customer feedback more to deliver improved services. Following feedback from PACT meetings it has set up 'Hit Squads' to target street cleansing, and neighbourhood wardens are working more closely with the Police on reducing anti-social behaviour.

¹ based on 2006 Best Value User Satisfaction Survey.

- 23 Alongside the improvements in community leadership, political and managerial leadership are also improving. The current leadership are well thought of internally and externally. They are taking a strong lead in Bromsgrove's recovery and maintaining a good profile locally in communities and increasingly in the region.
- 24 Discussions continue to be held about shared services, primarily with Redditch, to progress various issues and while none have been delivered so far good progress is now being made on several areas. Work also continues with Worcestershire County Council on Town Centre and Asset Management and Wychavon Leisure Trust on Leisure Services.
- 25 Key areas of focus for shared working where tangible progress has been made are;
- procurement with the Council now providing procurement services to RBC and Wychavon District Council;
 - payroll – agreement as part of report on Medium Term Financial Plan (MTFP) to transfer service to Redditch;
 - elections – proposal submitted to RBC for BDC to run both authorities elections; and
 - CDRP – the merger of North Worcestershire CDRPs being progressed for completion in early 2008/09. The host authority is to be decided.

Town centre and Longbridge

- 26 The Council has a clear understanding of what it wants to achieve in the area, but detailed plans are yet to be developed. It is making positive progress on plans with partners to regenerate the town centre and Longbridge, but it is too soon to see any outcomes from this work. The Council needs to keep focussed and develop robust plans to deliver against its priorities in these areas. This is challenging agenda and the Council needs to ensure it has assessed its current capacity and what it needs to deliver.

Improving Value for Money

- 27 The Council's approach to value for money is developing. The recent assessment of Use of Resources found the Council was not delivering adequate value for money but processes had improved. Costs were above or at average and performance was often below average, such as on refuse collection.
- 28 Processes for improving value for money in the future are in place. The Council now has a value for money strategy and action plan to improve its performance. There is a procurement steering group to help drive efficiency and reduce costs, a more robust performance management framework under a Performance Management Board (PMB), and better use of benchmarking information. Investment for 2008/09 is targeted at Council priorities and savings are being identified in non-priority areas. These mechanisms need to be fully embedded so the Council can build and develop a value for money and efficiency culture.

Progress on implementing improvement plans to sustain future improvement

- 29** The Council is delivering improvements in line with most of its plans. It has a robust improvement plan, focused on areas raised in the corporate assessment and linked to priorities. It is detailed, SMART¹ and closely monitored. Most areas are on track and key milestones have been met. Positive progress is being made on the housing action plan with nearly 90 per cent of actions complete. Implementing the housing strategy is on track, although the issues around affordable housing need addressing particularly given the settlement currently set out in the draft Regional Spatial Strategy.
- 30** The Council is developing plans for the longer term to sustain future improvements, but these are not yet fully developed and embedded. It has reduced its priorities to focus on five key areas in its Council Plan for 2008-11, and financial planning is being aligned to these areas. A new Community Strategy has been prepared with partners with which the Council Plan has been aligned. This outlines shared aspirations for the district for the next 10 years. The Council is playing an active role in regenerating the town centre and Longbridge with neighbouring authorities, but detailed plans are yet to be developed.
- 31** The Council is increasing capacity through effective partnership work. For example, better partnership working on housing is improving homelessness services, and work on the Crime and Disorder Reduction Partnership has contributed to reducing crime. However, the Council can do more to boost capacity through considering the business case for shared services with partners and more innovative funding such as sponsorship.
- 32** A robust performance management framework is in place and is becoming embedded through the Council. Regular performance monitoring is well established at various levels with individual staff targets, and performance reports are clear and focused. Performance is being managed more effectively, with quarterly reports to cabinet and performance clinics have improved areas such as sickness absence and paying invoices. Benchmarking with excellent authorities has begun. The Council now has a data quality strategy in place and risk management has improved. However, there is no standard approach to managing projects, apart from ICT projects, which is a risk in delivering the Council's plans.
- 33** The Council has effective mechanisms in place for communicating progress on plans and performance. It has won an award on internal communications. Communication with staff has improved including back to the floor visits by managers. There is good coverage on performance development reviews in all departments, targets are linked to priorities and training needs identified. This is helping to engage staff in the Council's improvement agenda.

¹ SMART: specific, measurable, achievable, realistic and time-bound.

- 34 The Council generally has the capacity to deliver its plans but there is uncertainty in some areas. Capacity has been strengthened through restructuring the senior management team with a permanent chief executive and executive director, training for middle managers and members and reducing sickness absence. Staff morale has improved, but concerns about job security with future budget cuts and job evaluation need to be managed to avoid any impact on corporate performance. There is also some uncertainty over the deliverability of the ambitious Spatial Project, a major change programme and IT project. However the Council are managing the project closely. Although the project is four months behind, the delay is almost entirely down to a conscious decision to change supplier to ensure the project delivers the benefits the Council needs.
- 35 Member capacity and working relationships have improved. A comprehensive member training programme has helped members have a better understanding of their role and the workings of the Council. Scrutiny has been strengthened and mentors assigned for the cabinet. But although member training continues in accordance with set timescales, poor attendance issues have been raised. It has now been decided that catch up sessions would be arranged for those members who had been unable to attend earlier sessions. It is believed the inclusion of all group leaders on the board is having a positive effect on the programme and attendance.
- 36 The Council has made good progress on improving its governance arrangements, but changes need to be fully embedded. There is a new Code of Conduct and a broad member development programme. New members have brought new skills to the Council and have undergone an induction programme. The constitution has been updated with a smaller Board and more specific roles and responsibilities and the role of the Standards Committee has been strengthened. These changes are helping to improve member capacity and decision making but need to be fully embedded to ensure the Bromsgrove agenda can be delivered effectively.

Inspections

- 37 The Council's first full CPA was conducted in 2007. The CPA assessment was on site in February 2007 and was published in June 2007 and this resulted in a categorisation of "poor". The key strengths in the Council's performance included;
- council leadership has a clear idea about what it wants to achieve and is self aware about the scale of the task required if the Council is to achieve minimum standards;
 - some recent positive progress in addressing area of poor performance; and
 - significant improvement in financial management.
- 38 At the time of the inspection, there were some important areas for improvement in the Council's performance and there was too much complacency about the changes needed to achieve the required improvements in performance. These included:

- overall performance remained below acceptable standards - service performance is poor and recent improvements in some areas have yet to be experienced by the public;
- there is not yet an adequate vision for the area in place and stakeholders (partners, councillors, partners and the wider public) are not clear about the Council's aims;
- the relationship with the County Council is not effective;
- priorities are not sufficiently specific and limited progress in using these to allocate resources;
- many councillors have a poor understanding of their role, a lack of trust between some councillors and staff and this has had a destabilising effect and has damaged the Council's reputation;
- over reliance on key senior individuals to provide leadership resulting in significant risks to the sustainability of capacity; and
- performance management is not yet embedded and there are no processes in place for managing partnerships. The quality of management information is poor and the processes for ensuring value for money are not robust.

39 However, since the publication of the report there has been steady progress and many changes. These include;

- the improvement plan is being implemented successfully;
- a senior management restructure to increase capacity at a senior level and the Council has set up an extensive training programme for members;
- performance indicators for 2006/7 show that Bromsgrove is improving faster than other councils;
- inter authority working is moving forward; and
- the 2006/07 accounts have been closed on time with an unqualified opinion but VFM will have a qualified opinion.

The audit of the accounts and value for money

- 40 Your appointed auditors have issued an Annual External Audit Report which sets out the findings of work completed in the past year. Your auditors also issued the following opinions:
- an audit report, comprising an opinion on your accounts and a conclusion on your use of resources, issued on 24 September 2007; and
 - a report on the Best Value Performance Plan confirming that the Plan has been audited and complies with statutory requirements.
- 41 The opinion on your accounts was unqualified, but the use of resources conclusion reported that arrangements in place are adequate except in respect of three areas, as described further below.
- 42 At the same time as giving an opinion on the Authority's accounts, your auditors issued an audit certificate, which marks the conclusion of their statutory responsibilities for the year. Your auditors also reviewed the Authority's WGA submission and concluded that it was consistent with the statutory accounts.
- 43 In 2007, your auditors completed the second review of data quality at the Authority using a methodology developed by the Audit Commission. They considered the Authority's arrangements to be adequate overall. This marks significant progress over last year's assessment when the Authority's arrangements were judged inadequate overall. Their Annual External Audit Report provides further detail on the findings and recommendations arising from the audit.

Use of Resources

- 44 The findings of the auditor are an important component of the CPA framework described above. In particular the Use of Resources score is derived from the assessments made by the auditor in the following areas.
- Financial reporting (including the preparation of the accounts of the Council and the way these are presented to the public).
 - Financial management (including how the financial management is integrated with strategy to support council priorities).
 - Financial standing (including the strength of the Council's financial position).
 - Internal control (including how effectively the Council maintains proper stewardship and control of its finances).
 - Value for money (including an assessment of how well the Council balances the costs and quality of its services).

- 45 Between August and October 2007, your auditors completed the third scored judgement on the Authority's use of resources. This assesses the Authority against Key Lines of Enquiry (KLOEs) specified by the Audit Commission, on which the Authority is scored on a scale between 1 (below minimum requirements) and 4 (performing strongly). The scores were reviewed by both KPMG's local and national quality control processes and then by the Audit Commission to ensure consistency in scoring with other auditors and authorities.
- 46 Your auditors assessed the Authority's arrangements as adequate, giving an overall score of 2. This sustains the good performance of the previous year's assessment. Your auditors noted clear improvements in a number of areas of the assessment, including the Authority's medium term financial strategy and budget monitoring arrangements. Your auditors have summarised the findings and conclusions in section 3 of their report with a summary of our recommendations included in Appendix A. They also reconsidered all recommendations made in the previous year and have reiterated those that they consider significant within this year's recommendations.
- 47 Your auditors reported their conclusion on the Authority's use of resources alongside the accounts opinion on 24 September 2007. The conclusion is based on to the extent to the Authority meets 12 criteria specified by the Audit Commission which link to the other audit work – for example, on Use of Resources scored judgement and Data Quality. It is unqualified where these are all met and qualified if there are areas where the minimum standards are not fully addressed.
- 48 Your auditors concluded the Authority has made proper arrangements to secure economy, efficiency and effectiveness on 9 of 12 criteria determined by the Audit Commission. The Authority was not able to meet 3 criteria as follows:
- setting strategic and operational objectives,
 - consultation with stakeholders, and
 - monitoring and scrutiny of performance.
- 49 This represents an improvement from last year when the Authority failed to achieve 8 of the 12 Audit Commission criteria. Your auditors reported the findings in the report to those charged with governance (ISA 260) in September 2007.
- 50 For the purposes of the CPA your auditor has assessed the Council's arrangements for use of resources in these five areas as follows.

Table 1

Element	Assessment
Financial reporting	2 out of 4
Financial management	2 out of 4

Element	Assessment
Financial standing	2 out of 4
Internal control	2 out of 4
Value for money	1 out of 4
Overall assessment of the Audit Commission	2 out of 4

(Note: 1 = lowest, 4 = highest)

The key issues arising from the audit

[This section should include key issues relating to any aspect of the auditor's responsibilities, potentially also including the pension fund audit and WGA. If the vfm conclusion was qualified explain the reasons for this, which will be related to the criteria for which the Council did not have proper arrangements. Explain the basis for any qualification of the Council's accounts. Comment on significant issues reported to those charged with governance that should be brought to the attention of the Council. Highlight additional issues arising from work on the Use of Resources.

Also include reference, where appropriate and using appropriate headings, to the National Fraud Initiative and the audit of grant claims and any other specific audit work that includes issues that need to be brought to members' attention.

In particular focus on:

- aspects of the Council's performance that are recognised to be good practice/have improved considerably in the last year;
- the main areas where further development is required by the Council; and
- any specific work undertaken linked to vfm conclusion/UoR/SIC/accounts that warrants the high level attention of the Council.]

Looking ahead

- 51 The public service inspectorates are currently developing a new performance assessment framework, the Comprehensive Area Assessment (CAA). CAA will provide the first holistic independent assessment of the prospects for local areas and the quality of life for people living there. It will put the experience of citizens, people who use services and local tax payers at the centre of the new local assessment framework, with a particular focus on the needs of those whose circumstances make them vulnerable. It will recognise the importance of effective local partnership working, the enhanced role of Sustainable Communities Strategies and Local Area Agreements and the importance of councils in leading and shaping the communities they serve.
- 52 CAA will result in reduced levels of inspection and better coordination of inspection activity. The key components of CAA will be a joint inspectorate annual area risk assessment and reporting performance on the new national indicator set, together with a joint inspectorate annual direction of travel assessment and an annual use of resources assessment. The auditors' use of resources judgements will therefore continue, but their scope will be widened to cover issues such as commissioning and the sustainable use of resources.
- 53 The first results of our work on CAA will be published in the autumn of 2009. This will include the performance data from 2008/09, the first year of the new Local Area Agreements.

DRAFT

Closing remarks

- 54 This letter has been discussed and agreed with xxx. A copy of the letter will be presented at the [audit committee/ cabinet/ full council] on xx xxx 2008. Copies need to be provided all Council members.
- 55 Further detailed findings, conclusions and recommendations on the areas covered by audit and inspection work are included in the reports issued to the Council during the year.

Table 2 Reports issued

Report	Date of issue
Audit and inspection plan	March 2006
Role of the Monitoring Officer	June 2007
Report to those charged with governance	September 2007
Opinion on financial statements	September 2007
Value for money conclusion	September 2007
Annual External Audit Report	January 2008
Corporate Performance Assessment Report	June 2007
Annual audit and inspection letter	March 2008

- 56 The Council has taken a positive and constructive approach to audit and inspection work, and I wish to thank the Council's staff for their support and cooperation during the audit.

Availability of this letter

- 57 This letter will be published on the Audit Commission's website at www.audit-commission.gov.uk, and also on the Council's website.

Name [do not sign]
Relationship Manager

Date

DRAFT

This page is intentionally left blank

BROMSGROVE DISTRICT COUNCIL
PERFORMANCE MANAGEMENT BOARD

18th MARCH 2008

ANNUAL EXTERNAL AUDIT REPORT 2006/07

Responsible Portfolio Holder	Councillor Geoff Denaro
Responsible Head of Service	Head of Financial Services

1. SUMMARY

- 1.1 The Council's previous External Auditor (KPMG LLP) has issued the Annual External Audit Report for 2006/07 (Appendix A). This was issued to Officers of the Council in draft form at the end of December and has been amended to take account of the majority of those comments. It also includes the management response to the recommendations.

2. RECOMMENDATION

- 2.1 The Board is asked to consider the Annual External Audit Report for 2006/07 and make any recommendations required to Cabinet.
- 2.2 The Board is asked to endorse the management response to the Annual External Audit Report for the 2006/07 recommendations.

3. BACKGROUND

- 3.1 Attached at Appendix A is the Annual External Audit Report for 2006/07 which reports the significant findings from work undertaken by KPMG LLP (the Council's appointed auditors for 2006/07) as part of the 2006/07 Audit and Inspection Plan. The report focuses on the following main areas:

- Audit of Accounts
- Audit of Use of Resources

- 3.2 The report also includes:

- Data Quality
- Follow up of previous years Annual Audit and Inspection Letter recommendations
- Statutory report on Best Value Performance Plan
- Summary of audit reports issued during the year

- 3.3 The findings of the report include the demonstration of clear improvements in a number of areas including the Medium Term Financial Strategy and budget monitoring arrangements. The score of 2 in relation to Use of Resources shows the

Council is sustains its improvements in Financial Management and has the procedures in place to improve in the future.

3.4 From the 12 criteria that the Council is assessed on the auditors concluded that we met 9 of the criteria. This is an improvement on the 2005/06 judgement of 4 out of the 12 criteria being met.

3.5 The areas where the Council did not meet the criteria were:

- Setting strategic and operational objectives
- Consultation with stakeholders
- Monitoring and Scrutiny of performance.

3.6 It is considered by officers that the above areas have been addressed during 2007/08 and further improvements have been identified in the Management Response to the recommendations as identified by KPMG in the report.

4. FINANCIAL IMPLICATIONS

4.1 None

5. LEGAL IMPLICATIONS

5.1 The presentation of the Annual Report is a responsibility of the External Auditors under the Audit Commissions Code of Practice

6. COUNCIL OBJECTIVES

6.1 Council Objective 02: Improvement.

7. RISK MANAGEMENT

7.1 Addressing the recommendations identified will further support the Councils Use of Resources scoring in ensuring that we have a robust internal control and financial management framework for officers to work within.

8. CUSTOMER IMPLICATIONS

8.1 No customer implications.

9. EQUALITIES AND DIVERSITY IMPLICATIONS

9.1 No equalities and diversity issues.

10. OTHER IMPLICATIONS

Procurement Issues: None
Personnel Implications: None

Governance/Performance Management: Effective governance process.
Community Safety including Section 17 of Crime and Disorder Act 1998: None
Policy: None
Environmental: None

11. **OTHERS CONSULTED ON THE REPORT**

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

12. **APPENDICES**

12.1 Appendix A – External Audit Report.

13. **BACKGROUND PAPERS**

13.1 None.

CONTACT OFFICER

Jayne Pickering – Head of Financial Services
E Mail: j.pickering@bromsgrove.gov.uk
Tel: (01527) 881207

This page is intentionally left blank



INFRASTRUCTURE, GOVERNMENT
& HEALTHCARE

Annual External Audit Report

2006/07

**Bromsgrove District
Council**

January 2008

AUDIT

The contacts at KPMG LLP in connection with this report are:

Jon Gorrie
Director
KPMG LLP (UK)

Tel: 0121 335 2367
Fax: 0121 232 3578
jonathan.gorrie@kpmg.co.uk

Andrew Cardoza
Senior Manager
KPMG LLP (UK)

Tel: 0121 232 3694
Fax: 0121 232 3578
andrew.cardoza@kpmg.co.uk

Tim Pearce
Audit Manager
KPMG LLP (UK)

Tel: 0121 232 3694
Fax: 0121 232 3578
timothy.pearce@kpmg.co.uk

Nasir Rafiq
Assistant Manager
KPMG LLP (UK)

Tel: 0121 232 3694
Fax: 0121 232 3578
nasir.rafiq@kpmg.co.uk

Executive summary 2

- 1.1 Scope of this report
- 1.2 Summary of findings
- 1.3 Looking forward
- 1.4 Acknowledgements

Accounts and Statement on Internal Control 4

- 2.1 Audit of the Authority's accounts
- 2.2 Certification of grant claims and returns
- 2.3 Questions and objections from electors

Use of Resources 6

- 3.1 Use of Resources scored judgment
- 3.2 Audit of data quality
- 3.3 Best Value Performance Plan

Appendices

- Appendix A: Summary of 2006/07 recommendations and action plan
- Appendix B: Audit reports issued
- Appendix C: Fee summary

This report is addressed to the Authority and has been prepared for the sole use of Bromsgrove District Council ("the Authority"). We take no responsibility to any member of staff acting in their individual capacities, or to third parties. The Audit Commission has issued a document entitled: *Statement of Responsibilities of Auditors and Audited Bodies*. This summarises where the responsibilities of auditors begin and end and what is expected from the audited body. We draw your attention to this document.

External auditors do not act as a substitute for the audited body's own responsibility for putting in place proper arrangements to ensure that public business is conducted in accordance with the law and proper standards, and that public money is safeguarded and properly accounted for, and used economically, efficiently and effectively.

If you have any concerns or are dissatisfied with any part of KPMG LLP's work, in the first instance you should contact Jon Gorrie who is the engagement director to the Authority, telephone 0121 335 2741 email : jonathan.gorrie@kpmg.co.uk who will try to resolve your complaint. If you are dissatisfied with your response please contact Trevor Rees on 0161 246 4000, e-mail trevor.rees@kpmg.co.uk , who is the national contact partner for all of KPMG's work with the Audit Commission. After this, if you are still dissatisfied with how your complaint has been handled you can access the Audit Commission's complaints procedure. Put your complaint in writing to the Complaints Team, Nicholson House, Lime Kiln Close, Stoke Gifford, Bristol, BS34 8SU or by e-mail to: complaints@audit-commission.gov.uk. Their telephone number is 0117 975 3131, textphone (minicom) 020 7630 0421.

Section 1

Executive summary

1.1 Scope of this report

This report summarises the 2006/07 external audit work carried out by KPMG LLP ("KPMG") at Bromsgrove District Council ("the Authority") with regards to the areas of our audit responsibility under the Audit Commission's *Code of Audit Practice* ("the Code"). Under the Code we are required to review and report on two specific areas which we have used to structure this report. In particular, this report includes our findings in relation to the:

- audit of accounts (section 2) and
- audit of Use of Resources (section 3).

1.2 Summary of findings

Accounts and Statement of Internal Control

This area is concerned with the accounts production process and the associated opinions that we provide on the Authority's financial statements and the Whole of Government Accounts (WGA) submission (section 2).

To bring local government into line with other parts of the public sector, the timetable for preparation and publication of accounts has been gradually brought forward. For 2006/07, the accounts needed to be prepared by the end of June 2007 and published by the end of September 2007. Whilst this is not formally an audit deadline, it is desirable for the accounts to be published with the audit opinion included, so we plan our audit work to deliver the opinion by this date.

We issued our unqualified opinion on 24 September 2007.

At the same time as giving our opinion on the Authority's accounts, we issued our audit certificate, which marks the conclusion of our statutory responsibilities for the year. We also reviewed the Authority's WGA submission and concluded that it was consistent with the statutory accounts.

Use of resources

Between August and October 2007, we completed our third scored judgement on the Authority's use of resources. This assesses the Authority against Key Lines of Enquiry (KLOEs) specified by the Audit Commission, on which the Authority is scored on a scale between 1 (below minimum requirements) and 4 (performing strongly). The scores were reviewed by both KPMG's local and national quality control processes and then by the Audit Commission to ensure consistency in scoring with other auditors and authorities.

We assessed the Authority's arrangements as adequate, giving an overall score of 2. This sustains the good performance of the previous year's assessment. We noted clear improvements in a number of areas of the assessment, including the Authority's medium term financial strategy and budget monitoring arrangements. We have summarised our findings and conclusions in section 3 with a summary of our recommendations included in Appendix A. We also reconsidered all our recommendations made in the previous year and have reiterated those that we consider significant within this year's recommendations.

We reported our conclusion on the Authority's use of resources alongside our accounts opinion on 24 September 2007. The conclusion is based on to the extent to the Authority meets 12 criteria specified by the Audit Commission which link to our other audit work – for example, on Use of Resources scored judgement and Data Quality. It is unqualified where these are all met and qualified if there are areas where the minimum standards are not fully addressed.

We concluded that the Authority has made proper arrangements to secure economy, efficiency and effectiveness on 9 of 12 criteria determined by the Audit Commission. The Authority was not able to meet 3 criteria as follows: setting strategic and operational objectives, consultation with stakeholders and monitoring and scrutiny of performance. This represents an improvement from last year as the Authority failed to achieve 8 of the 12 Audit Commission criteria last year. We reported our findings in the report to those charged with governance (ISA 260) in September 2007.

Audit of data quality

In 2007, we completed our second review of data quality at the Authority using a methodology developed by the Audit Commission. We considered the Authority's arrangements to be adequate overall. This marks significant progress over last year's assessment when the Authority's arrangements were judged inadequate overall. We have reported in detail on our findings and made appropriate recommendations in section 3.

Section 1

Executive summary

1.3 Looking Forward

Section 4 of this report includes an outline of the changes that are anticipated as a result of both the implementation of the Statement of Recommended Practice (SORP) and the potential introduction of International Financial Reporting Standards (IFRS). In light of the difficulties experienced this year with the changes arising in the 2006/07 SORP, the Council should monitor these 2007/08 changes carefully .

1.4 Acknowledgements

We would like to take this opportunity to thank officers and Members for their continuing help and co-operation throughout our audit work.

Section 2

Accounts and Statement on Internal Control

Our *Report to Those Charged with Governance 2006/07* (“ISA 260 report”) detailed our findings and initial conclusions in relation to the Authority’s 2006/07 accounts and set out our findings in relation to the Authority’s controls and internal audit function.

This report summarises our findings from the audit of the accounts and Statement on Internal Control for 2006/07, including the submission process for Whole of Government Accounts (WGA).

2.1 Audit of the Authority’s accounts

Opinion and certificate

We issued an unqualified opinion on the accounts on 24 September 2007. Our audit report also incorporated a conclusion on the Authority’s use of resources. This is discussed in more detail in section 3 and in our *Report to Those Charged with Governance*, issued on 10 September 2007.

The Authority coped well with the additional challenges in the accounts process this year. The requirements of the SORP changed significantly for the 2006/07 year which resulted in more adjustments being required than in 2005/06. However, in other respects, the Authority has improved its accounts production process over prior years – for example, the accounts were supported by clear working papers from the outset.

A number of adjustments were required to the accounts to ensure compliance with the SORP. None of these however, were considered to be material. There was one uncorrected error, where the Authority was not able to provide sufficient evidence to support a VAT creditor balance. We therefore agreed that an adjustment was not required and this did not impact our proposed unqualified audit opinion.

The Statement on Internal Control

We also reviewed the information supporting the Authority’s Statement on Internal Control for 2006/07. The statement was amended to include a clear reference to the Authority’s improvement plan. Once amended we concluded that it was consistent with our understanding of the Authority.

Evaluation of Internal Audit

We also concluded that we were able to place reliance on the work of Internal Audit in 2006/07. We noted that Internal Audit raised a number of recommendations aimed at improving the Authority’s financial controls throughout the year and we continue to support Internal Audit in raising these issues and recommendations.

We have also assessed the Authority’s Internal Audit function as part of the Internal Control Use of Resources KLOE. We concluded that the Authority has adequate arrangements in place to maintain a sound system of internal control. For further detail see section 3.

Whole of government accounts opinion

Whole of Government Accounts (“WGA”) are accounts that cover the whole of the public sector and include some 1,300 separate bodies. Each of these bodies is required to submit a consolidation pack which is based on, but separate from, their statutory accounts.

The 2006/07 year was the year of full “live” consolidation for the WGA process, and as auditors we were required to review and report on the WGA consolidation pack.

We submitted the Authority’s WGA pack to the Department for Communities and Local Government (DCLG) within the Government deadline. In our opinion, the consolidation pack, with the adjustments schedule addendum, is consistent with the statement of accounts for the year ended 31 March 2007.

Summary of issues arising

We reported our performance improvement observations relating to the accounts production process in our *Report to Those Charged with Governance*, issued on 10 September 2007. We have no further issues to report which have not already been addressed in sufficient detail in that document.

The Authority’s accounts production process is also assessed as part of our Use of Resources assessment. As part of our feedback on this process we have also considered the production process against the Financial Reporting Key line of Enquiry in section 3 of this report (Section 3.1).

Section 2

Accounts and Statement on Internal Control

Future accounting developments

Further changes to accounting requirements take effect in 2007/08. The 2007 SORP incorporates the provisions of FRS 25 (Financial instruments: disclosure and presentation), FRS 26 (Financial instruments: recognition and measurement) and FRS 29 (Financial instruments: disclosure).

The new requirement for a Revaluation Reserve and Capital Adjustment Account will significantly alter capital accounting requirements. They are expected to prove challenging for many authorities – this change was originally to be brought in for 2006/07 but was postponed to allow more preparation time, given that significant changes will be required to fixed asset records going forward.

In the March 2007 Budget, the Chancellor confirmed that central government bodies would be required to adopt International Financial Reporting Standards (IFRS), adapted as necessary for the public sector. The timetable announced by the Government is that adoption will be required for 2008/09. This will require the 2007/08 accounts to be restated for comparative purposes.

In local government, the transition to IFRS is not expected before 2009/10, although the Whole of Government Accounts returns for 2008/09 will have to be prepared under IFRS.

CIPFA has published an analysis of the key differences between the SORP and IFRS and the key issues for local government (accounting for PFI/PPP schemes, leases and accounting for infrastructure) will be the subject of Treasury guidance which is expected to be issued soon.

Given that extensive changes may be required when IFRS is introduced, we believe that the extension of the period available to local government to prepare for IFRS must be used wisely if some of the problems experienced by companies in moving to IFRS are avoided and we would be happy to work with you to identify the key areas where progress really needs to be made.

2.2 Certification of grant claims and returns

We have now certified all applicable grant claims and returns for the financial year 2006/07. No amendments to, or qualifications of, these claims were required.

2.3 Questions and objections from electors

Electors of the Authority can raise with the auditor questions or objections to items of account. Any such queries can then require us to investigate the issue raised.

We did not receive any such questions or objections during the 2006/07 audited year.

Section 3

Use of Resources

The following section comments on our work on the Use of Resources scored judgement, and makes links to the risk areas we have identified in our 2006/07 Audit Plan where relevant.

3.1 Use of Resources scored judgement

The Use of Resources assessment is based around five Key Lines of Enquiry (KLOEs): Financial Management, Financial Standing, Financial Reporting, Internal Control and Value for Money.

The Authority prepared a self assessment against the five KLOEs to help inform our review. We formulated our judgement against the KLOEs by considering the evidence in the self assessment, holding interviews with the Authority's Officers and Members and through consideration of evidence from our other audit work. Following internal quality control processes by KPMG at both a local and national level, the draft scores were submitted to the Audit Commission to ensure comparability of scoring with other audit suppliers, and have now been approved. The 2007 scores for the five individual KLOEs for the Authority are:

KLOE	2007	2006
Financial Reporting	2	2
Financial Management	2	2
Financial Standing	2	2
Internal Control	2	2
Value for Money	1	1
Overall Score	2	2

Improvement opportunities within each KLOE assessment area are detailed in the following sections.

KLOE 1: Financial Reporting

KLOE	Score
1.1: Production of statutory annual accounts	2
1.2: Promoting external accountability	2
Overall score for KLOE 1	2

The overall aim of the financial reporting assessment is to understand how effective the Authority's arrangements are for producing and publicising its annual accounts in accordance with relevant standards and timetables.

The accounts were prepared and published in accordance with statutory requirements and made available to audit within the agreed timetable. The accounts presented for audit were supported by adequate quality working papers and were provided at the start of the audit.

The accounts were presented to the Audit Board and were subject to Member scrutiny before approval.

All adjustments identified by audit were agreed by management and corrected in the final version of the accounts with one exception, where the Authority was not able to provide sufficient evidence to support a VAT creditor balance. This did not impact the proposed unqualified audit opinion.

In order to improve its score, the Authority should further refine its quality assurance procedures to reduce the level of adjustments needed to the accounts. As noted in section 4, given that there are further changes in accounting standards in 2007/08, it may be beneficial to engage with the Authority's new auditors at an early stage to establish a dialogue over how these changes should be interpreted.

Section 3

Use of Resources

In recent months, the Authority has consulted with the public on whether it should produce an annual report. The Authority can demonstrate the impact of this consultation by implementing its findings, producing an annual report which meets users' requirements.

Summary of recommendations on KLOE 1:

Recommendation 1: The Authority should seek to refine the quality assurance procedures over the accounts further to reduce the level of adjustments needed through the audit process. In relation to new accounting requirements in particular, the Authority should engage early with its external auditors to establish a dialogue over the implications of the changes.

Recommendation 2: The Authority should follow through the results of its public consultation exercise on reporting by publishing an annual report which addresses users' requirements.

KLOE 2: Financial Management

KLOE	Score
2.1: Financial planning and budget setting	2
2.2: Managing performance against budgets	2
2.3: Asset management	2
Overall score for KLOE 2	2

The aim of the Financial Management assessment is to understand how effectively the Authority plans its finances and delivers on these plans.

The Authority's arrangements for financial and service planning have become more established since our previous assessment. For example, in terms of its budget setting arrangements (**KLOE 2.1**), the Authority has made progress by explicitly linking top-level priorities to individual objectives and budgetary pressures for both revenue and capital expenditure. It is easier to see how corporate objectives and the Medium Term Financial Plan drive service plans. The links between risk and finance have also been made clearer.

At present, the Medium Term Financial Plan does not explicitly refer to other strategies, such as HR and IT. This presents the risk that other strategies may propose developments for which the costs and potential savings are not incorporated into medium term financial plans.

All organisations face financial uncertainties – Single Status, as referred to in section 2, is just one example. It is important to have mechanisms in place to ensure that financial planning takes account of these uncertainties – sensitivity analysis is one way to do this.

Broadly, sensitivity analysis sets out to consider the effect of financial uncertainties by considering various scenarios – for example, considering the effect of different pay models under Single Status, or of varying inflation assumptions – and calculating the effect on the Authority's financial position in the medium term.

Officers take account of past history in setting budgets to ensure that they reflect experience, but it would be beneficial to consider known risk factors more formally, as described above. Similarly, there would be scope to provide a greater focus on risk in monitoring budgets – for example, using a "traffic light" system to show clearly the budgets which need the greatest focus from officers and Members.

As shown above, the Authority has made strides in improving its financial management arrangements, there are benefits to performing a comprehensive review – for example, using the CIPFA Financial Management model – to capture all improvement opportunities in a single action plan.

To improve decision making, it is important that not only accountants receive finance training. Service managers and Members should also be trained in the issues which affect the decisions they need to make in their respective roles. This should then be supported by periodic reviews of the training to ensure that it achieves its objectives.

The Authority has improved its asset management arrangements (**KLOE 2.3**) in a number of respects. For example, it has recently introduced a revised Asset Management Plan and established an Asset Management Group to implement and monitor the Asset Management plan.

Section 3

Use of Resources

To demonstrate the effectiveness of these arrangements, the Authority needs to ensure that the actions in the Asset Management Plan are fully implemented and that Members are fully involved in scrutinising the management of the Authority's asset base.

Summary of recommendations on KLOE 2:

Recommendation 3: The Authority should ensure that the medium term financial plan explicitly refers to and reflects the implications of key strategies, such as HR and IT.

Recommendation 4: The Authority should make use of sensitivity analysis for key risks in the medium term financial planning process and should ensure that budget monitoring also focuses on areas of risk.

Recommendation 5: The Authority should perform an overall review of its financial management arrangements to create an action plan for improvement. The action plan should be monitored by an appropriate Member committee.

Recommendation 6: The Authority should ensure that appropriate finance training is provided to Members and service managers, and should periodically evaluate the training programme to determine its effectiveness.

Recommendation 7: The Authority should ensure that the actions set out in its Asset Management Plan are fully implemented and should involve Members in scrutinising the management of the Authority's asset base.

KLOE 3: Financial Standing

KLOE	Score
3.1: Managing spending within available resources	2

The aim of the Financial Standing assessment is to evaluate how the Authority ensures that its finances are sustainable.

The Authority's policy is to maintain reserve levels above £0.6m. As at 31 March 2007, the General Fund balance stood at £1.8m, so the targeted level is achieved at present.

However, in considering the sustainability of these arrangements, it is important to consider whether the target level of reserves is, in fact, appropriate. This should be done by quantifying the financial implications of the risks to which the Authority is exposed. This should be set out in budget setting reports to Members.

The Authority has made progress in managing its budget during 2006/07. Despite overspends in the Street Scene and Waste Management service areas, the Authority balanced its budget overall, achieving a small underspend at a corporate level.

The overall underspend was achieved through management of staff vacancies and investment income exceeding budget because of variations in interest rates. However, as these factors are not within the Authority's control, they cannot be relied upon to achieve financial balance. Therefore, the Authority should continue to work to refine budget setting and management to ensure that the overall budget is achieved in a controlled and managed fashion. The recommendations on budget setting and monitoring above should help to achieve this.

Summary of recommendations from KLOE 3:

Recommendation 8: The Authority should review the financial impact of the risks it faces. This should be used to compute a fully risk-based target reserve level. The risk assessment and resulting reserves policy should be reported to Members on an annual basis.

Section 3

Use of Resources

KLOE 4: Internal Control

KLOE	Score
4.1: Risk management	2
4.2: Internal control	2
4.3: Ethics and conduct	2
Overall score for KLOE 4	2

The aim of the Internal Control assessment is to understand the Authority's governance and control arrangements, encompassing risk management, the internal control framework and how the Authority ensures a high standard of conduct by Members and officers.

The Authority has made some refinements to the arrangements in place and has, as a result, sustained the scores from the previous assessment.

We confirmed that the Authority has an approved and risk management strategy in place. During 2006/07, the Audit Board reviewed and approved the Statement on Internal Control, the risk management process and the systems of internal control. The Authority also has a fully resourced internal audit function that operates in accordance with the CIPFA *Code of Practice for Internal Audit in Local Government*. The Authority has adopted a formal codes of conduct for Members and officers. The Standards Committee's membership and functions accord with the requirements of the Local Government Act 2000. The Authority also has an appropriate anti fraud corruption policy in place.

To develop its risk management arrangements (**KLOE 4.1**) further, the Authority needs to demonstrate that the risk management process is embedded within the Authority and is integral to how the organisation is run – for example, consideration of risk should be pervasive in financial management. The Authority can take steps to achieve this by providing regular risk management training to officers and risk awareness training to Members.

The Authority needs to consider risks in relation to partnerships explicitly to ensure that these are always considered and managed. It should revisit its corporate risks at least twice a year and ensure that Members are kept informed and also have the opportunity to input actively into identifying and managing risks themselves.

In recent years, significant improvements in internal control (**KLOE 4.2**) have been achieved. These can now be further refined. For example, the Authority now has well-established procedure notes and manuals for key systems; to maintain the usefulness of these documents, they should now be subject to scheduled, periodic review and updating.

The Audit Board has now been in place for some time. The next step is for it to demonstrate its own effectiveness more clearly; it should be evident how the Board has successfully influenced management. For example, we would expect that the Board would regularly call service managers to account where prompt action has not been taken to address weaknesses, such as where the recommendations of Internal Audit have not been implemented in a timely fashion.

To improve the score in relation to ethical conduct (**KLOE 4.3**), the Authority needs to enhance its arrangements for ensuring high standards of conduct – such as through regular ethics training – but also to demonstrate the effectiveness of these arrangements. This could be achieved through surveying Members and officers on their understanding and compliance with ethical codes. The Audit Commission's Ethical Governance Toolkit is one way to facilitate this assessment.

There is also more scope for proactive counter fraud and corruption work to provide assurance that potential fraud risk areas are adequately controlled.

Section 3

Use of Resources

Summary of recommendations on KLOE 4

Recommendation 9: The Authority should introduce a programme of regular risk management training to officers and risk awareness training to Members.

Recommendation 10: The Authority should ensure that its risk register explicitly considers risks arising from its significant partnerships.

Recommendation 11: The Audit Board should consider further how it can demonstrate its effectiveness and, where necessary, strengthen its working practices – for example, calling managers to account for weaknesses identified by internal and external audit which have not been addressed by the due date.

Recommendation 12: The Authority should ensure that the procedure notes and manuals for key systems remain up to date.

Recommendation 13: The Authority should further develop its arrangements which ensure ethical conduct through the provision of training to Members and officers and through proactive counter fraud audit work. It should review the effectiveness of these arrangements by assessing officers' and Members' views on ethical behaviour – for example, by applying the Audit Commission Ethical Governance Toolkit.

KLOE 5: Value for Money

KLOE	Score
5.1: Achievement of value for money	1
5.2: Processes to improve value for money	2
Overall score for KLOE 5	1

The Authority has now continued to strengthen its arrangements for managing and improving its value for money (**KLOE 5.2**) during 2006/07 and there is a much stronger understanding of the Authority's costs and performance. The Authority's new performance management system has helped it to produce quarterly performance reports for its Performance Management Board. This together with its Procurement Steering Group has helped to deliver efficiencies and reduced costs.

However, in terms of achievement of value for money (**KLOE 5.1**), the Authority recognises that there are further improvements required to improve its value for money, such as reducing costs whilst improving performance compared to similar authorities. This will need to be addressed through the use of more formalised benchmarking in a consistent and robust manner.

At the time of our review, there was not clear evidence that a culture of value for money exists, though we noted increased awareness of performance information, amongst both middle managers and other staff.

In order to improve the score for value for money, the Authority should now analyse and report on the links between costs and performance across its services. The Authority should align these reports to its corporate priorities. The Authority should build and develop the VFM and efficiency culture by involving the understanding and ownership of Members.

Summary of recommendations for KLOE 5:

Recommendation 14: The Authority should further develop how performance and financial information is reported through to Members together and should ensure that formal benchmarking is in place to drive action to improve performance or reduce costs.

Section 3

Use of Resources

3.2 Audit of data quality

Scope of our work

This is the second review of data quality using a methodology set out by the Audit Commission.

Data quality is important because of the reliance on information for decision-making and performance management, so the accuracy of the information is vital for effective management of the organisation. Data is also important to external stakeholders wishing to review authorities' performance. Our work includes the validation of certain indicators to assist the Audit Commission with the CPA process.

Our review of data quality was performed following Audit Guides specified by the Audit Commission. These divide our work into three phases.

- **Stage 1: Review of management arrangements.** We consider the arrangements in place by which the Authority defines its objectives for data quality and aims to achieve them. The conclusion of this work also decides if the Authority has met the criterion relating to data quality out of the 12 for our Use of Resources Conclusion.
- **Stage 2: Comparison to other authorities.** This step involves high-level validation of a selection of indicators, considering factors such as variances year on year and disparities with the values reported by the Authority's peers. This includes considering questions raised by the Audit Commission and responding with our findings.
- **Stage 3: Data testing.** We perform sample testing on some indicators from a list selected by the Audit Commission, carrying out the tests specified in the Audit Guide. The number of indicators tested is dependent upon our assessment of the adequacy of arrangements in Stage 1 and any areas of concern raised at Stage 2.

This section of the report sets out our findings from each of these three stages.

Summary of our assessment

Stage 1: Following our review of the management arrangements over data quality we passed the Authority on the related Audit Commission criteria for our Use of Resources Conclusion issued in September 2007. This shows a clear improvement from last year as the Authority failed to meet this criterion.

We have made a number of recommendations these will provide the Authority with an opportunity to improve its arrangements in the coming year. The recommendations are set out overleaf and summarised in Appendix A.

Stage 2: We followed up questions raised by the Audit Commission on eight indicators and found all variances as real and consistent with our understanding of the Authority's performance.

Stage 3: Based on our risk assessment on indicators selected by the Audit Commission, we selected BV82a Recycling performance, BV82b Composting performance and non BVPI HIP HSSA private sector Percentage of total private sector homes vacant for more than six months to test. We found all indicators to be fairly stated.

Governance arrangements

This section of our management arrangements review covered the Authority's leadership over data quality, including:

- its top level commitment to data quality;
- how responsibilities for data quality are defined and communicated;
- its data quality objectives in place; and
- how standards for data quality are monitored and reviewed.

This area is important because it defines what is expected from staff and how officers and Members will ensure that this is achieved.

Section 3

Use of Resources

The Authority's governance arrangements for data quality have improved from the time of our previous assessment. The Authority has now employed a Performance Policy officer who has helped to improve the arrangements in place for data quality. The 'Council Results' document now clearly refers to the importance of data quality. Data quality also features in the corporate risk register.

Individual service plans for service areas specify the officer responsible for the calculation of each performance indicator. The Performance Policy officer reviews the performance indicators submitted to him and feeds back data quality issues to Heads of Service.

From a leadership perspective, the Assistant Chief Executive leads on data quality, though the nature of this role has not been formally defined. At the time of our review, a Member lead for data quality had not been established. Formally defining these roles would help to raise the profile of data quality amongst Members and senior officers; this should help improve the robustness of the performance management framework.

Recommendation 15: The Authority should nominate Member and officer leads for data quality to reinforce the importance of data quality within the performance management framework.

The policy framework for data quality

This review area considered the Authority's policies in relation to data quality and how they are implemented.

The Authority now has a data quality strategy in place approved by the Cabinet in June 2007. The strategy sets out an action plan to embed the arrangements over data quality. The action plan covers important aspects of data quality such as data quality training.

In order to improve the arrangements the Authority needs to ensure that the action plan approved as part of the data quality strategy is implemented and progress reported to Members.

Recommendation 16: The Member and officer leads for data quality should take an ongoing role in monitoring progress with the data quality action plans.

Information systems and processes

Fundamental to the reliability of the Authority's information is the robustness of the systems which store the underlying data. This section of the management arrangements review considers the robustness of the systems in place, including management's action in relation to previously identified weaknesses, and consideration of data security and integrity. It also considers the systems for collating indicators and sharing information.

The Corporate Communication Policy and Performance Team is responsible for collating and reporting on performance indicators. The team was fully resourced during the year. The Authority's Internal Audit function has been involved in collating performance indicators and performing a high level review of performance indicators. The Authority is in the process of implementing the LAMP (Local Authority Modernisation Project) project which will result in data cleansing, updating and linking of data, covering multiple data sets produced and maintained by the Authority.

We did not identify weaknesses in the systems used for producing indicators for those where we performed in-depth work at Stage 3.

In some cases, the Authority is dependent on other organisations to provide it with cost or performance data, so it is more difficult to be certain of the quality of this data. It is considered good practice to have protocols in place with these third parties to obtain assurance over the data which the Authority would wish to rely on. Introducing such protocols across key partnerships, including the Local Area Agreement, would help ensure consistency in the quality of all performance information, whatever its source.

Recommendation 17: The Authority needs to ensure that formal protocols and standards are developed to ensure data quality is achieved for all instances of internal and external data sharing.

Section 3

Use of Resources

People and skills

The sections set out above require a range of skills for successful implementation – whether knowledge of information systems or the knowledge of processes to ensure that they are appropriately designed to deliver high-quality data. It is, therefore, important that the Authority considers the skills it needs to deliver its data quality objectives. Once these have been identified, it will be necessary for the Authority to implement training programmes and briefings in order to fully develop these skills.

The IT department has facilitated workshops to introduce staff to the LAMP project explaining how the project will ensure clean, current and up to date data.

We noted that the new Performance Plus User Group, attended by departmental performance officers plays an effective role in debriefing and sharing good practice and in highlighting potential issues/problems.

The data quality strategy action plan includes an action point relating to data quality training. The strategy also requires roles and responsibilities regarding data quality to be written in job descriptions of officers who deal with data.

All staff are aware of their roles and responsibilities; performance appraisals provide an opportunity to reinforce these. Any issues in relation to data quality training can also be highlighted. However, there would be scope to formalise further how officers' performance in achieving data quality is measured. In particular for "transactional" areas of service, such as processing benefit claims, council tax details or creditor payments, it would be possible to set performance targets for each indicator, cascaded through to each individual. This would allow the achievement of data quality to be monitored and also linked into individual performance.

Recommendation 18: The Authority needs to develop data quality targets and indicators to measure data quality. The performance of the staff responsible for data quality should be assessed against these targets.

Using data effectively

Performance data should be used by Members to inform decision-making and improvement. In order to facilitate this, performance information should be appropriate, timely and subject to a thorough review by senior staff before used by Members.

The Authority reports to the Performance Monitoring Board and staff against a 'basket' of 45 performance indicators on a quarterly basis. Reports are produced on an exception basis, to focus Member and senior officer attention on areas where clear action is required. Reported data is submitted back to heads of services where performance is discussed in department management team meetings. Performance review clinics led by the Director of Improvement are held for areas where performance is below target.

The Senior Policy and Performance officer maintains a file of indicators which includes evidence of the reports used to compile each performance indicator with background information on its compilation and explanations for variances.

3.3 Best Value Performance Plan

We are required to audit the Authority's Best Value Performance Plan to ensure that its contents comply with statutory requirements. We issued an unqualified opinion on the 2007/08 Plan on 3 December 2007. There are no issues arising from our work which we wish to bring to Members' attention.

Section 4

Accounting Policies

4.1 Financial Reporting Requirements

Further changes to accounting requirements take effect in 2007/08, a result of the 2007 SORP, including a new requirement for a Revaluation Reserve and Capital Adjustment Account will significantly alter capital accounting requirements. They are expected to prove challenging for many authorities – this change was originally to be brought in for 2006/07 but was postponed to allow more preparation time, given that significant changes will be required to fixed asset records going forward. We will evaluate the impact of any other changes and liaise with the Authority accordingly.

- In a statement in the March 2007 budget, the Chancellor confirmed that Central Government bodies covered by the FReM would be required to adopt International Financial Reporting Standards (IFRS), adapted as necessary for the public sector. The timetable announced by the Government is that adoption will be required for 2008/09. This will require the 2007/08 accounts to be restated for comparative purposes.
- The CIPFA/LASAAC Joint Committee which is responsible for the LA SORP has indicated that IFRS will not be adopted in the local government sector until 2009/10, at the earliest, although the WGA returns for 2008/09 will have to be prepared under IFRS. CIPFA has published an analysis of the key differences between the SORP and IFRS and two of the key issues for local government (accounting for PFI/PPP schemes and accounting for infrastructure) will be the subject of Treasury guidance to be issued before the end of 2007.
- As we get more guidance as to how IFRS are to be adapted for the public sector we will liaise with the Authority's finance team to ensure that they have appropriate plans in place to manage the transition. We are also working closely with our private sector IFRS team to ensure we benefit from our experience of the IFRS convergence process and we will work closely with you to ensure that we can transfer those benefits to you in the period leading up to full adoption. We also believe that the extension of the period available to local government to prepare for IFRS must be used wisely if some of the problems experienced by companies in moving to IFRS are avoided and we would be happy to work with you to identify the key areas where progress really needs to be made.

Appendices

Appendix A: Summary of 2006/07 recommendations and action plan

No.	Recommendation	Priority	Management response	Timescale
1	The Authority should seek to refine the quality assurance procedures over the accounts further to reduce the level of adjustments needed through the audit process. In relation to new accounting requirements in particular, the Authority should engage early with its external auditors to establish a dialogue over the implications of the changes.	High	Discussions commenced with new external auditors in relation to quality assurance an implications of new SORP. Workshops arranged with Audit Commission for accountancy staff to attend to ensure consistency of approach	Feb–March 2008
2	The Authority should follow through the results of its public consultation exercise on reporting by publishing an annual report which addresses users' requirements.	High	Annual report to be prepared following public consultation in July 08.	July 2008
3	The Authority should ensure that the medium term financial plan explicitly refers to and reflects the implications of key strategies, such as HR and IT.	Medium	Plan to be specific in inclusion of reference to other strategies.	Dec 2008
4	The Authority should make use of sensitivity analysis for key risks in the medium term financial planning process and should ensure that budget monitoring also focuses on areas of risk.	High	Key risks included in the MTFP. Budget monitoring for 2008/09 to be reviewed in relation to higher risk areas.	Quarterly 2008/09
5	The Authority should perform an overall review of its financial management arrangements to create an action plan for improvement. The action plan should be monitored by an appropriate Member committee.	High	Initial action plan in respect of improvements to Use of Resources including financial management prepared. Council has now recruited to the post of Accountancy Services Manager with effect from March 2008. This post will drive the improvements required to improve financial management at the Council.	April-June 2008
6	The Authority should ensure that appropriate finance training is provided to Members and service managers, and should periodically evaluate the training programme to determine its effectiveness.	High	Finance training included in the corporate training directory and the member development programme.	Scheduled during 2008/09
7	The Authority should ensure that the actions set out in its Asset Management Plan are fully implemented and should involve Members in scrutinising the management of the Authority's asset base.	High	Asset Management Plan under review by lead officer (Head of Legal & Democratic Services)	Action plan during 2008/09

Appendices

Appendix A: Summary of 2006/07 recommendations and action plan

No.	Recommendation	Priority	Management response	Timescale
8	The Authority should review the financial impact of the risks it faces. This should be used to compute a fully risk-based target reserve level. The risk assessment and resulting reserves policy should be reported to Members on an annual basis.	Medium	MTFP includes assessment of balances based on % of budget. Risk Registers highlight the financial risk and are reviewed monthly at DMT and Audit Board.	Quarterly during 2008/09
9	The Authority should introduce a programme of regular risk management training to officers and risk awareness training to Members.	High	Risk Management Training for staff being undertaken. Training for members to be arranged as part of member development programme.	Quarterly during 2008/09
10	The Authority should ensure that its risk register explicitly considers risks arising from its significant partnerships.	High	Corporate Risk Registers detail impact of partnership arrangements – monitored monthly at DMT and quarterly at Audit Board.	Quarterly during 2008/09
11	The Audit Board should consider further how it can demonstrate its effectiveness and, where necessary, strengthen its working practices – for example, calling managers to account for weaknesses identified by internal and external audit which have not been addressed by the due date.	High	Recommendation tracker reviewed by Audit Board quarterly – HOS attend meetings with Board to address issues of weakness.	Quarterly during 2008/09
12	The Authority should ensure that the procedure notes and manuals for key systems remain up to date.	High	Included in PDR targets to prepare the system notes for systems.	Per PDR reviews. Monthly reviewed by line manager and 6 month formal reviews together with annual review
13	The Authority should further develop its arrangements which ensure ethical conduct through the provision of training to Members and officers and through proactive counter fraud audit work. It should review the effectiveness of these arrangements by assessing officers' and Members' views on ethical behaviour – for example, by applying the Audit Commission Ethical Governance Toolkit.	High	In January 2007 IDEA undertook an Ethical Governance Review of the Council. An action plan was developed to redress issues identified within this audit and all actions continue within timescales. The actions are mapped and monitored through the Council's Improvement Plan and regular reports to the Government Monitoring Board. A fraud news letter is issued quarterly to officers and Members.	To continue throughout 2008/9

Appendices

Appendix A: Summary of 2006/07 recommendations and action plan

No.	Recommendation	Priority	Management response	Timescale
14	The Authority should further develop how performance and financial information is reported through to Members together and should ensure that formal benchmarking is in place to drive action to improve performance or reduce costs.	High	Performance reported monthly to PMB and quarterly as an integrated report with finance to PMB and Cabinet. Benchmarking to be used to inform reports presented to members from June 2008.	June 2008 and quarterly to members from that date
15	The Authority should nominate Member and officer leads for data quality to reinforce the importance of data quality within the performance management framework.	High	Officer lead Assistant CEO – Hugh Bennett. Member lead Roger Hollingworth. Data quality action plan reported to Performance Management Board quarterly.	Completed and reported monthly and quarterly to members
16	The Member and officer leads for data quality should take an ongoing role in monitoring progress with the data quality action plans.	High	Lead officer reports to members via monthly report to PMB and quarterly to Cabinet.	Completed and reported monthly and quarterly to members
17	The Authority needs to ensure that formal protocols and standards are developed to ensure data quality is achieved for all instances of internal and external data sharing.	High	Data Quality strategy prepared. Includes protocols and standards in respect of data. Procurement code to include responsibility for data quality.	Completed and reviewed annually
18	The Authority needs to develop data quality targets and indicators to measure data quality. The performance of the staff responsible for data quality should be assessed against these targets.	High	Personal Development reviews (PDRs) to include specific target re data quality on relevant individual PDR.	To be actioned by April 2008

Appendices

Appendix B: Audit reports issued

This appendix sets out the reports that we issued during the year.

Report title	Date issued
Annual Audit and Inspection Plan 2006/07	March 2006
Report to Those Charged with Governance 2006/07	September 2007
Auditors' report on 2006/07 accounts	September 2007
Whole of Government Accounts opinion 2006/07	October 2007
Auditors' report on the Best Value Performance Plan 2007/08	December 2007
Annual Audit and Inspection Letter 2006/07	Pending (Scheduled for March 2008)

Appendix C: Fee summary

The table below summarises our fees for the 2006/07 audit.

Area of audit work	Planned fee /£	Actual fee /£
Audit of accounts	52,000	52,000
Use of Resources	42,000	42,000
Grant claim certification	12,000	15,370
Total	106,000	109,370

BROMSGROVE DISTRICT COUNCIL

PERFORMANCE MANAGEMENT BOARD

18th March 2008

Staff Work Related Stress Survey Results

Responsible Portfolio Holder	Councillor Roger Smith – Portfolio Holder for Human Resources and Legal and Democratic Services
Responsible Head of Service	Jo Pitman - Head of HR&OD

1. SUMMARY

- 1.1 The purpose of this report is to convey the results of the work related stress audit to PMB which was carried out as part of the risk assessment process and strategic framework to identify areas of potential risk, and, if proven, to take appropriate action.

The framework was designed to both support other interventions in relation to reduction of sickness absence, and also respond to the Health and Safety Executives (HSE) suggestion that we should undertake action to identify whether the Council had a problem with work related stress.

2. RECOMMENDATION

- 2.1.1 It is recommended that PMB:

2.2 Note the content of the survey recommendations and action plans.

3. BACKGROUND

- 3.1 Following the Chancellors review of Long Term Sickness and absence in the Public Sector, and the Health and Safety Commissions (HSC) “Revitalising Health and Safety” targets, the Council met with the HSE to pledge its commitment to ill Health Management, along with minimising health and safety risks, which have been identified as one of the key ways of improving effectiveness and efficiency.

To bring about the necessary reduction in sickness absence, evidence suggests that major gains can be made by addressing key underlying work related causes in addition to some of the other strategic interventions that are currently being (or have been) addressed by the Council. One of the major areas of interest to the HSE associated with such key underlying work related causes was, unsurprisingly, the subject of work related stress.

What is Stress?

The HSE defines stress as “the adverse reaction people have to excessive pressures or other types of demand placed on them”.

There is a clear distinction between pressure, which can be a motivating factor, and stress, which can occur when this pressure becomes excessive.

Why Does Stress Have to Be Tackled ?

About 1 in 5 people say that they find work either very, or extremely, stressful, and over half a million people report experiencing work related stress at a level they believe has actually made them ill. Each case of stress leads to an average of 29 days lost.

What Did The Council Do

Under Health and Safety law, employers have a duty to ensure, so far as is reasonably practicable, that their workplaces are safe and healthy. Ill health resulting from stress caused at work has to be treated the same way as ill health due to other physical causes present in the workplaces.

Following discussions with the HSE about how the Council might move forward positively in its approach to identifying (and addressing) work related stress, the HSE recommended undertaking an employee Stress Audit as part of the risk assessment process, and to also create an organisational culture that is aware of the causes of stress, and to take action to avoid them.

The HSE also indicated that it would like to see evidence of positive action towards the management of employee stress by April 2009. Plans were therefore put in place to ensure that we demonstrated such positive action through a Stress Audit Programme comprising the following elements:

- September 2007 Forming a Steering Group
- September 2007 Promoting the work related stress programme
- October 2007 Conducting an employee stress survey
- November 2007 Analysing the findings of the survey
- November 2007 Introducing focus groups
- December 2007 Presentation/Report to CMT
- December 2007 Feed resource implications into budget preparation process for 2008/9
- February 2008 Develop action plans at both corporate and individual service level
- June 2008 Quarterly progress update to CMT
- September 2008 “ “ “ “
- December 2008 “ “ “ “
- March 2009 “ “ “ “

External partner

In order to provide a guarantee of anonymity, objectivity and expertise for the stress survey, an external partner was engaged to facilitate this process.

Work Related Stress Survey Results

The survey questionnaire related to six prime stressors identified by the HSE “Management Standards” on Work Related Stress. The questionnaire was completed by 62% of Council employees and was analysed by the external partner who produced a final report which contained the recommendations for the corporate action plan, and the key themes arising from them. These recommendations do, in part, form the basis of the individual service action plans which all heads of service have discussed with the external partner. These action plans will start to be implemented in 2008/9.

Summary of Findings

The findings from the questionnaire benchmarked the perceived stress levels in each category against the HSE’s target standards as follows.

- 75% of employees said they were coping with the demands of the day to day work (**HSE Target 85%**)
- 78% of employees said they were happy with the nature of the work (**HSE Target 85%**)
- 76% of employees said they were happy with the support they receive at work (**HSE Target 85%**)
- 75% of employees said they were happy with the way their colleagues behave (**HSE Target 65%**)
- 74% of employees said they were happy with their roles and responsibilities at work (**HSE Target 65%**)
- 67% of employees said they could cope when change happens at work (**HSE Target 65%**)

The Council exceeded the HSE Targets in 3 of 6 stressor areas, and while we did not quite hit the target in the other 3, we were very close, and now have a base from which we can aim to improve.

These findings were validated by the focus groups attended by both managers and staff in separate groups.

What Staff Told Us

There is a wide range of experiences depending where individuals work within the council. Most said they were not stressed by their employment at the Council, although there is still room for improvement.

Recommendations for the Corporate Action Plan

- Consider at corporate level the stress levels stressors and agree appropriate priorities and action at strategic level.

- Identify the actions to take within each service in order to effect improvement e.g. to inform, communicate, train and coach
- Cascade those recommendations for action by individual managers.
- Identify training and development needs, also taking into account the results from the staff survey, actions already underway for Investors in People and individual PDR's. These should be considered by Service and nature of job
- Publish a summary of findings for distribution to staff.
- A further audit to benchmark progress to be undertaken within an agreed timeframe such as 12 – 18 months
- Create action plans identifying that which will be done with clear dates for implementation.

The Key Areas from the Detailed Recommendations

The key themes from the recommendations in the final report were to:

- Ensure that policies, procedures and systems to support staff are more effectively communicated and understood
- Reinforce the message to staff so that they are able to seek support from line managers and by using the systems in place
- Emphasise the use of the PDR process to give feedback to discuss training and development needs, give support and to actively deal with any issues of concern
- Address the issue of public and customer behaviour and where this cannot be changed, ensure that training has been given, that the demands of the job are not excessive and that appropriate escalation procedures are in place
- Continue to improve the management of change
- Consider mounting some health awareness campaigns to promote healthy lifestyles

Conclusions

The purpose of the audit was threefold –

- To identify issues and behaviours that are to be further supported and reinforced
- To identify those issues and behaviours which need to be improved
- To conduct a formal stress risk assessment

All of these purposes have been served.

Overall the results are credible when benchmarked against the HSE target scores, with no major problems identified. However, the journey is not yet at an end, managers are now in a position to –

- Determine priorities and to take action bases upon relevant and up to date information

- Monitor and assess progress towards improvement where they deem this to be necessary.

When the action plans have been completed, a further assessment to benchmark progress in a period such as 12 – 18 months should be carried out.

4. FINANCIAL IMPLICATIONS

- 4.1 The survey itself was funded from the Corporate Organisational Development budget.

5. LEGAL IMPLICATIONS

- 5.1 None directly arising from this report, but failure to manage known work related stress/stressors can lead to employment tribunal claims associated with breaches of health and safety legislation, and/or constructive dismissal.

6. COUNCIL OBJECTIVES

- 6.1 This will help address the Councils priority of improvement in corporate governance.

7. RISK MANAGEMENT

- 7.1 It has been established from the survey that there are no major risks. The risks associated with this report have been identified in the survey itself and contained in the report. Now that the survey has been completed, action plans have been produced from the recommendations submitted in a report to CMT. However, it is also reasonable to say that now the survey is completed, CMT must demonstrate that it is committed to taking the action to address the specific issues that have emerged from the report if we are to maintain the confidence of our staff and ensure a safe and healthy environment. Once health and safety risks are identified it is particularly important that the Council is able to demonstrate that appropriate managerial remedial action is being taken.

8. CUSTOMER IMPLICATIONS

- 8.1 Now that we have established that there are no major problems with work related stress within the organisation, we will be able to concentrate on implementing appropriate remedial action to the areas that have been highlighted in the survey. This in turn will help contribute to a reduction in sickness absence levels which will ultimately enhance our productivity rate and improve customer service.

9. EQUALITIES AND DIVERSITY IMPLICATIONS

- 9.1 None arising directly from this report.

10. VALUE FOR MONEY IMPLICATIONS

10.1 None arising directly from this report.

11. OTHER IMPLICATIONS

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

12. OTHERS CONSULTED ON THE REPORT

Portfolio Holder	Yes
Chief Executive	Yes
Executive Director (Partnerships and Projects)	Yes
Executive 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	Yes

13. WARDS AFFECTED

All

14. APPENDICES

None

15. BACKGROUND PAPERS

- The monthly sickness absence statistics
- Final report on the 2007 Stress Survey

CONTACT OFFICER

Name: Mike Cartwright Health and Safety Advisor
E Mail: m.cartwright@bromsgrove.gov.uk
Tel: (01527) 881399

This page is intentionally left blank

BROMSGROVE DISTRICT COUNCIL
PERFORMANCE MANAGEMENT BOARD

18 MARCH 2008

COUNCIL PLAN 2008-2011 PART 2

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

1. SUMMARY

- 1.1 To agree the draft Council Plan for 2008-2011, including a high level action plan for the Council's priorities for 2008/2011.

2. RECOMMENDATION

- 2.1 That the Performance Management Board:-

- i. Approves the draft Council Plan 2008-2011 **attached at Appendix 1**, paying particular attention to the new Balanced Scorecard for the Council on page 16 and the Council's Strategic Action Plan 2008/2011 (page 17).

3. BACKGROUND

- 3.1 Cabinet and Full Council re-confirmed the Vision, Council objectives and reduced the number of priorities from ten to five in September 2007. The five priorities are:-

- A thriving market town.
- Clean streets and recycling.
- Customer Service
- Sense of Community
- Housing

- 3.2 Following a similar process to that used to develop the last Council Plan, the Council again must focus service activity on its priorities, convert the priorities into a measurable set of outcomes and activities, establish a system for measuring progress and link these activities to financial planning

to ensure they are appropriately resourced. The Council's balanced scorecard has therefore been updated and sets out the five Council priorities in the customer perspective, supported by a range of priorities for each of the other three perspectives: financial, process and human resources and organisational development. Planning, which was formerly a priority in its own right, has now been included within the process perspective as PR5.

- 3.3 A key aspect of the Audit Commission's Comprehensive Performance Assessment model is the ability of councils to convert ambition into service outcomes. The Council Plan 2008-2011 sets out a Specific Measurable Agreed, Realistic and Time bound (SMART) Strategic Action Plan that identifies the outcomes we are trying to achieve for each key deliverable, how we will know that we are progressing towards these outcomes, projects and resources in support of the outcomes, when we expect to deliver them and who is responsible.
- 3.4 The Council Plan will need further detail in order for the Performance Management Board to oversee progress against it. The key to this will be the development of our next detailed Improvement Plan which will be based on the Council Plan. This work is due to take place between March and June 2008 and will draw information from the Service Business Plans. Besides measuring progress on projects, the Performance Management Board will also need to monitor progress on key indicators that relate to our priorities. A set of new National Indicators that will replace existing Best Value Performance Indicators will be introduced in April 2008 (please see section 46 in Appendix 1 for the new corporate indicators). These indicators will be monitored through progress reports throughout 2008/09.
- 3.5 A Key Line of Enquiry in the Audit Commission's CPA model is whether councils have sufficient capacity to realise their ambitions and priorities. For Bromsgrove District Council, the key to this is ensuring the budget follows the priorities and key deliverables of the Council Plan. The budget bids and savings received from Heads of Service in Autumn/ Winter 2007 were ranked according to their contribution to the Council's priorities and the Medium Term Financial Plan was approved by Full Council on 16th January 2008.

4. FINANCIAL IMPLICATIONS

- 4.1 As set out in the Medium Term Financial Plan.

5. LEGAL IMPLICATIONS

- 5.1 There are no legal implications to this report.

6. COUNCIL OBJECTIVES

6.1 The existing corporate objectives have been expanded on through the development of the Council Plan 2008-2011.

7. RISK MANAGEMENT

7.1 The Council Plan 2008-2011 will be supported by the Council's Strategic Risk Register.

8. CUSTOMER IMPLICATIONS

8.1 The Council Plan 2008-2011 will guide the Council's future service delivery and will therefore have a direct impact on the Customer. Specific Customer Implications are covered in CP3 and PR1 in Appendix 1.

9. EQUALITIES AND DIVERSITY IMPLICATIONS

9.1 Please see CP3 and CP4 in Appendix 1

10. VALUE FOR MONEY IMPLICATIONS

10.1 Please see FP1 in Appendix 1

11. OTHER IMPLICATIONS

<p>Procurement Issues A number of the strategic actions have procurement issues. These include; market testing services, shared services and a preferred partner for the town centre.</p>
<p>Personnel Implications The HR&OD perspective details the HR&OD strategic support activities to deliver the Council Plan 2008/2011.</p>
<p>Governance/Performance Management The report outlines arrangements for performance managing the Council Plan. Improved Governance is considered a key process development (see PR2).</p>
<p>Community Safety including Section 17 of Crime and Disorder Act 1998 Community Safety is not a stated priority for improvement by the Council, but is an important aspect of the Sense of Community priority (CP4) and the Strategic Action Plan includes actions relating to Community Safety.</p>
<p>Policy The Council Plan takes account of the recent Local Government Act 2007 and the Council Plan Part 1 referred to a range of policy documents. As the Council comes out of recovery it will have more</p>

opportunity to consider longer term policy outcomes.
Environmental See CP5 and PR5 in Appendix 1

12. OTHERS CONSULTED ON THE REPORT

Portfolio Holder	Yes
Chief Executive	Yes
Executive Director (Partnerships and Projects)	Yes
Executive Director (Services)	Yes
Assistant Chief Executive	Yes
Head of Service <i>(i.e. your own HoS)</i>	Yes
Head of Financial Services <i>(<u>must</u> 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

Appendix 1 Council Plan 2008-2011

15. BACKGROUND PAPERS

Cabinet Report, Council Plan 2008/2011 Part 1, Bromsgrove District Council (September 2007).

CONTACT OFFICER

Name : Jenny McNicol (Senior Policy and Performance Officer)
E Mail: j.mcnicol@bromsgrove.gov.uk
Tel: (01527) 881631



Bromsgrove District

Council Plan 2008-2011

“Working together to build a district where people are proud to live and work, through community leadership and excellent services”.



Bromsgrove
District Council

www.bromsgrove.gov.uk



CONTENTS

PAGE

1. Introduction from the Leader of the Council	3
2. About Bromsgrove District	5
3. Strategic Partnership Working	9
4. Setting the Council’s Priorities	11
5. Our Vision, Values, Council Objectives and Priorities	13
6. Council’s Balanced Scorecard	16
7. Strategic Action Plan	17
8. Corporate Performance Indicators	46
9. Medium Term Financial Plan 2007/2010	50
10. Value for Money Strategy	61
11. Council’s Performance Management Arrangements	63
12. Glossary of Terms	65

If you require this document in large print, Braille or audio tape, please contact:

Fiona Scott, Equalities Officer,
The Council House, Burcot Lane, Bromsgrove, B60 1AA
Tel: 01527 881719, email: f.scott@bromsgrove.gov.uk

Need help with English? Ethnic Access Link Tel: 01905 25121

'Potrzebujesz pomocy z Angielskim – skontaktuj się z Ethnic Access
Tel: 01905 25121'

Potrebujete pomôct's angličtinou? Kontaktujte etnickú prístupovú linku
na telefómom čísle 01905 25121

„Aveți nevoie de ajutor cu engleza? Contactați Ethnic Access la numărul
de telefon: 01905 25121.”

क्या अंग्रेजी में सहायता चाहिए? ऐथनिक ऐक्सेस लिंक [Ethnic Access Link]
से फोन: 01905 25121 पर संपर्क करें

[Ethnic Access] آپ انگریزی میں مدد چاہتے ہیں۔ نسلیاتی رسائی سے رابطہ کریں ٹیلیفون: 01905 25121

1. Introduction from the Leader of the Council



Welcome to the Bromsgrove District Council Plan. The Plan sets out a “road map” for the Council’s work between now and 2011, by which time we will be a modern council, at least CPA rated “Fair” and well on our way to “Excellent”, under the new area-based inspection regime.

The Council operates in a complex environment, having to balance public expectation of the

Council’s services alongside the Government’s shared priorities for local government, the County wide Local Area Agreement, protecting the small number of vulnerable people in our communities and understanding the demographic issues we face, in particular, a commuting workforce and an ageing population. If this is not enough, the local government expenditure environment is likely to become tighter over the next few years due to Central Government spending pressures, so value for money will become even more important.

The Council Plan brings together all this different information and through using the balanced scorecard technique, articulates our ambitions for the Council and the District into measures of success we understand and can work toward. The Council Plan is the starting point for driving the Council’s performance management framework, medium term financial

plan, annual budgets and corporate risk register. As a result, we do not expect the Plan to be left on a dusty book shelf, but to be a living document, that decision-makers at both a Member and officer level refer to in order to provide a strategic direction and to help take some of the undoubtedly difficult decisions we will have to make over the next three years.

The Council has made significant progress over the last 12 months and we were rated as “Poor” when our CPA rating was published in June 2007, as we had expected. Based on the progress we are continuing to make we expect to be CPA rated “Fair” when we are next assessed in late 2008. We have a resourced Improvement Plan that is focused on identified performance issues, improved Member/Member and Member/officer relations and leadership from both Members and senior management, something the Council has been lacking in the past.

The Council has a Vision for the District and the Council, one that we all understand and own, and the Council Plan expands this Vision:-

“Working together to build a district where people are proud to live and work, through community leadership and excellent services”.

Working together is critical to delivering this vision. In the past, the Council has not worked as a team. Proper political debate, robust scrutiny, Member ambition and officer advice all have their place within a modern council, but this must happen within a framework of respect and recognition that we are all here to serve our communities. Community leadership is also vital. As Members we have a duty to work with and understand our communities; being elected every four years is not enough. We need to engage regularly with our communities, in order to represent them.



The main issues we face as a District are detailed in the next section of the Plan. These include the need to regenerate our town centre so that it reflects the wealth of the District and ensuring we have sufficient affordable housing. We have brought these, plus our other three priorities and the work we

are undertaking to develop the Council together under the “Building Pride” banner:-



The Council Plan was developed by Members and officers considering a range of information from residents including the Customer Panel, Best Value Satisfaction Survey results, PACT meeting feedback, Area Committee feedback as well as considering our current performance, national legislation, the County and District Community Strategies and our financial position. I very much hope that the Plan reflects the best part of local, county, regional and national aspirations for our District. I want this to become an on-going process, one of dialogue. With this in mind, every year we will refresh the Council Plan to ensure we are listening and reflecting the views of our communities.

Roger Hollingworth
Leader of the Council

Kevin Dicks
Chief Executive

An electronic version of this plan can be found on our website:

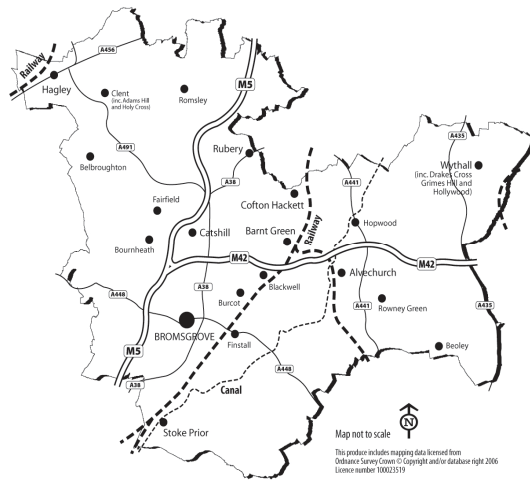
www.bromsgrove.gov.uk

2. About Bromsgrove District

Location

Bromsgrove District is in north Worcestershire, covering a large area of approximately 83.9 square miles. Whilst only 14 miles from the centre of Birmingham, the Lickey Hills country park provides an important dividing line between the urban West Midlands Conurbation and the rural landscape of north Worcestershire. Ninety percent of the District is greenbelt which causes problems for housing policy. Four radial routes pass through the District, each served by railway lines and major roads, including the M5 running north and south, the M42 running east and west, with further links to the M40 and M6.

Map of Bromsgrove District



Data suggests that 16,643 people travel into the District for work, with 26,112 (29%) of the population travelling out, a net commute out of 9,469. Our main communities are detailed in the map (left). The District has no wards in the top 20% most deprived in England.

Population

The population of the District is 91,600 and the Office for National Statistics predicts that this will increase by 15.3% over the next 30 years to 104,600 in 2029. The current review of the Regional Spatial Strategy is likely to require homes for 3,000-7,000 households to be built in the District in the next 25 years and there is also the possibility that the District may have to take on some of Redditch Borough Council's housing allocation.

The black and minority ethnic population (BME) is only 3.3%, which is low for the region and nationally. This BME % comprises 1% Irish, 0.8% Asian, 0.8% mixed, 0.4% black and 0.3% Chinese. There are 37,798 households in the District. Over 25% of households contain only one older person. An estimated 6,964 households in the District have one or more members in an identified special needs group. This is 19.1% of all households in the District, well above the national average; of these 56.7% have a physical disability and 37% are frail elderly. The elderly population is predicted to expand as a proportion of the overall District population, with the over 80s population estimated to increase by 123.3% by 2029.

Economy

The economic picture of the District is generally very positive. The mean household income is £36,906, which is the highest in the County (the County average is £34,737). There are three major areas of economic regeneration within the District: the Longbridge site, Bromsgrove town centre and Bromsgrove railway station. In April 2005, parts of Phoenix Venture Holdings (PVH), most significantly MG Rover and PowerTrain entered administration, resulting in the closure of the Longbridge car plant. These parts of the Group employed around 5,850 people in the West Midlands and an estimated £410m was spent with firms based in the West Midlands as part of the supply chain. Whilst unemployment levels naturally increased with the closure, the District's unemployment levels have returned to very low levels (2.5%). Bromsgrove town centre needs a major overhaul to encourage local shopping and compete with neighbouring shopping centres. Bromsgrove station is the third area of concern. The current station facilities are not considered fit for purpose and a feasibility study is currently being carried out on the possible redesign of the station so that it can take bigger trains and more passengers and anywhere between an increase of 70 to 300 additional car parking spaces. This would help "future proof" the station against any changes to transport charges that may affect Birmingham city centre.

Sustainable Development

A healthy natural environment is vital to our existence. We need clean air to breathe, water to drink and food to eat. The past twenty years have seen a growing realisation that the current model of development is unsustainable. Our way of life

is placing an increasing burden on the planet. In other words, we are living beyond our means. We need to make a decisive move toward more sustainable development, not just because it is the right thing to do, but also because it is in our own long-term best interests. By thinking about the way in which we do things and becoming more sustainable, we can meet our own needs without compromising the ability of future generations to meet their needs. This is the concept of sustainable development, and must underpin all of our actions.

We already have a number of initiatives in place to help improve our sustainability. The Council House is in the process of switching to 100% green electricity, and part of our power comes from solar panels on our roof. We use 100% recycled paper, and encourage recycling in house and in the wider District. We are signed up to the Worcestershire car sharing scheme. The Local Strategic Partnership's Better Environment Group has a number of projects underway aiming to reduce our carbon footprint, help conserve and enhance our biodiversity, and reduce pollution.

Affordable Housing

One of the biggest issues facing the District is affordable housing: 83.4% of households are owner occupied, the 11th highest figure in England and Wales, and house prices are rising faster than the national average, with the average house price being £240,867. The Council is currently operating a planning moratorium with only affordable housing developments being built. The Housing Strategy has a target of 80 units of affordable housing a year for the next four years.

Education, Deprivation and Health

The percentage of the population qualified to NVQ Level 4 is significantly higher than average. GCSE results gained at local authority schools and colleges in Worcestershire in 2006 were amongst the highest in the country (56.3% achieved five or more GCSEs at A*-C). The District ranks 299th out of 354 councils on the national index of multiple deprivation 2007 (where one is the most deprived), making the District one of the least deprived nationally. Only 4,456 households are in receipt of housing or council tax benefits in the District, one of the lowest figures in Worcestershire. As a result, identifying the vulnerable within our communities is more difficult than a district with geographic areas of deprivation.

Generally, the District's population is healthier than the regional average. Young people (18-24) have a high risk status being the most likely to smoke, binge drink and not take exercise. Potentially, we could be storing up problems in our young people. The most recent Primary Care Trust (PCT) annual report noted that our children's health is good, but there is a need for more child and adolescent mental health services. The PCT retain a concern (shared by the Council's own Community Safety Team) that domestic violence remains "common place". The rate of teenage pregnancies in Bromsgrove in 2004 was 22.4 conceptions per 1,000 females, which is almost half that of the England average. The rate has also decreased in Bromsgrove from 26.7 in 1997.

Crime and Fear of Crime

There has been a 31.9% reduction in headline comparator crime figures for the District over the last three years. This, together with the Partners and Communities Together meetings, has had a very positive impact on fear of crime in the District: 98% of residents feel safe in their neighbourhood during daytime and 73% after dark. Low level issues like anti-social behaviour, litter, rubbish, "young people hanging around", vandalism and criminal damage remain an issue. Drug offences are low.

Regulatory, Political, Managerial and Financial Context

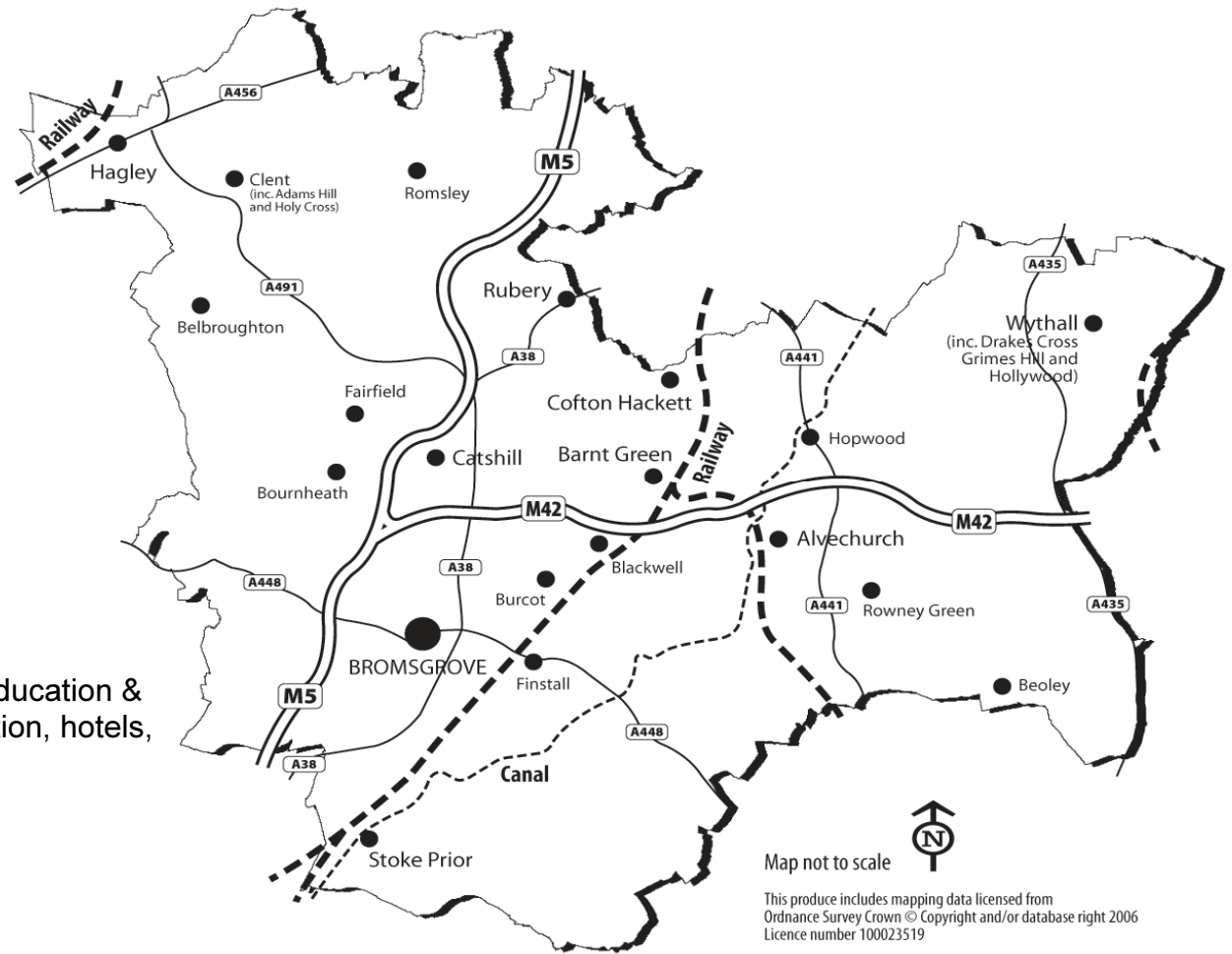
The Council has a majority Conservative administration, with 26 Conservatives, six Labour, four Independents, and two Wythall Residents Association. A further seat is subject to a forthcoming by-election in spring 2008. The Council operates a modernised political structure with the Leader/Cabinet model, supported by three non-Executive Boards: Audit Board, Scrutiny Steering Board and Performance Management Board. There is also a Planning Committee, Standards Committee and Licensing Committee. The Council has a new Corporate Management Team (CMT) and a new Chief Executive, Kevin Dicks.

The Council has a net budget of £11.733m (2008/09), a planned Council Tax increase of 4.45% and Government Grant of £4.858m. The Council employs 454 staff.

Table 3 - About Bromsgrove District



Size Area:	83.9 square miles
Population:	91,600
Households:	37,798
Towns and large villages:	Bromsgrove, Hagley, Rubery, Wythall
Main Employment:	Public Administration, Education & Health (25.5%); distribution, hotels, & Restaurants (21.2%)
Unemployment:	2.5%
Ethnicity:	3.3%
Deprivation Ranking:	299 out of 354



3. Strategic Partnership Working

Bromsgrove Partnership

The Bromsgrove Partnership (the District's Local Strategic Partnership) consists of key public, private and voluntary sector organisations operating within the District. The purpose of the Board is to work together on a range of issues that require joined up thinking to deliver joined up solutions for our residents. In March 2006, the Board agreed to reduce in number and focus around a new set of priorities. The role of Elected Members has been strengthened by ensuring that the Leader of the Council sits on the Board and acts as Vice-Chairman as well as a county councillor and a parish council representative. The Board continues to be chaired by a private sector representative, Mark Weaver.

Sustainable Community Strategy 2007-2010

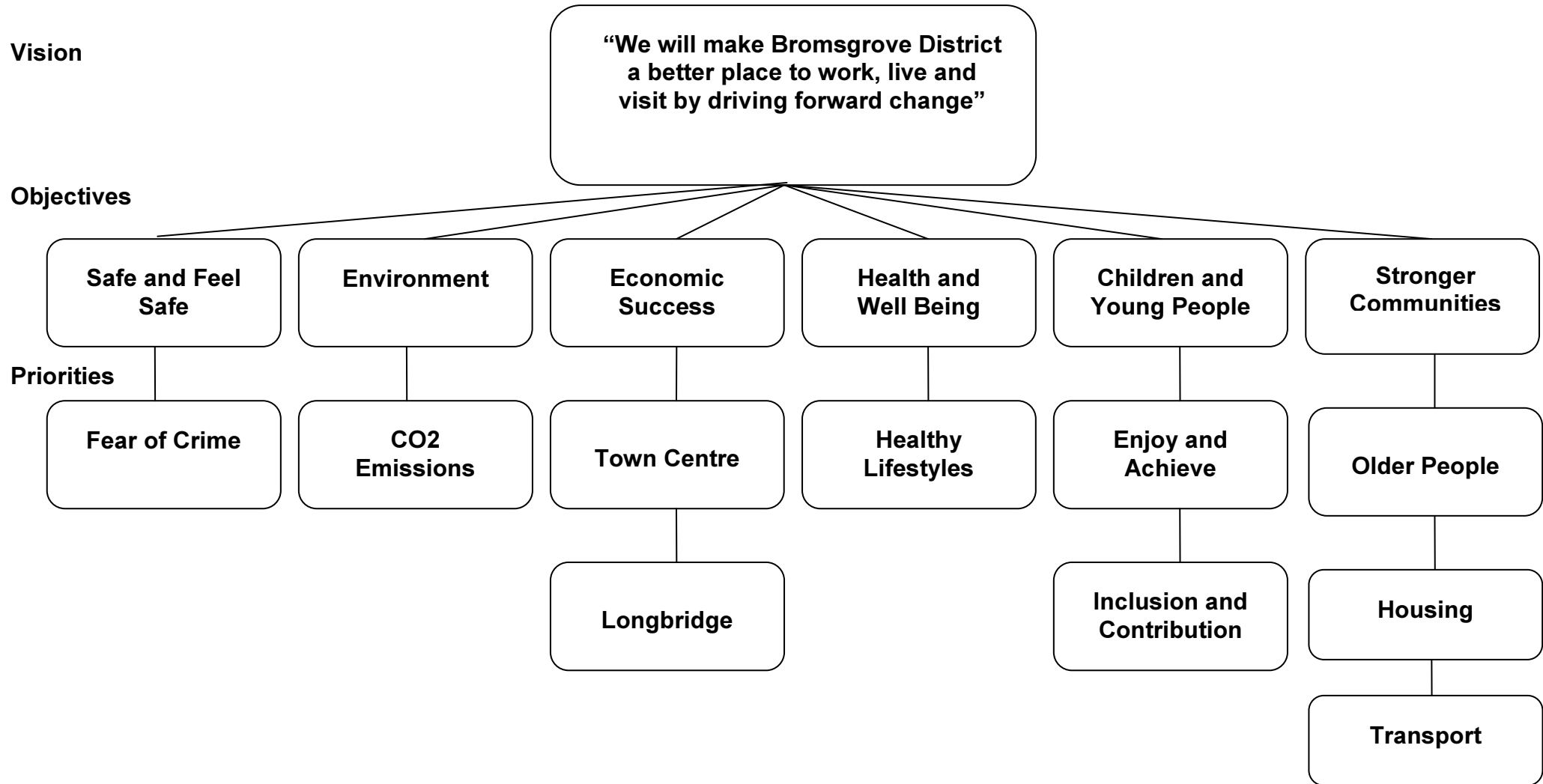
The Sustainable Community Strategy sets out a vision for the District and is concerned with addressing issues important to residents, the business community and visitors to the District. It is based on an understanding of the available evidence and focuses on the way in which services are delivered and how they can be improved for everyone's benefit. The Strategy is a developmental, rolling document and the priorities identified may change over time as improvements are realised and new issues emerge. The aims and objectives of the Strategy are to provide a co-ordinated approach to improving the quality of life for everyone in the District and is in effect a business plan for the Local Strategic Partnership Board to manage against and be held accountable on (Full Council receive an annual report from the Board).

Worcestershire Local Area Agreement 2006-2009

In April 2006 Central Government and Worcestershire County Council, as the accountable body for the Worcestershire LSP, signed a Local Area Agreement (LAA) covering the period 1st April 2006 to 31st March 2009. A new LAA is currently being negotiated for 2008-2011. The agreement is a form of contract with six objectives and a range of targets in support of them. Some of the targets attract a "pump priming grant" from the Government in support of the delivery of a range of "stretch targets". If these are delivered the Government will pay a "reward grant". Just like the Bromsgrove Partnership wants organisations operating within the District to align their business plans to the District's Community Strategy, the Worcestershire LSP expects District LSPs to align their community strategies to the LAA. As a result, Bromsgrove Partnership has adopted the six objectives the LAA as its six objectives and the District LSP targets are cross referenced to the LAA targets in the District Sustainable Community Strategy. However, it is recognised that there are some projects which are very important at a district level which are not reflected in the LAA, for example, the regeneration of Bromsgrove town centre, Longbridge and Bromsgrove railway station. In these instances the Bromsgrove Partnership is still seeking to work in partnership with all the relevant organisations in order to deliver joined up solutions for local people.

The County LSP has consulted on the draft County Sustainable Community Strategy 2008-2011 and the District has responded to the draft.

Table 4 – Bromsgrove Partnership Objectives and Priorities



4. Setting the Council's Priorities

The Council Plan

The Council Plan brings together national and community priorities and ensures that the Council has a structured approach to providing quality services and adding value for local people. The Plan sits at the top of the Council's strategic planning and performance management systems. It ensures that we take co-ordinated action to address the agreed four Council Objectives (COs) and five Priorities. These are essential to the delivery of our Vision and Values. The Council Plan sits within a wider strategic framework formed by the District Sustainable Community Strategy and Countywide Sustainable Community Strategy. The relationship between the Council Plan and other key plans is set out on page 63.

The key features of the Council Plan and associated plans are as follows:-

- The **Council Plan** sits below the national priorities and Sustainable Community Strategy for the whole of the District and above the Council's Improvement Plan, Departmental Service Business Plans and Action Plans. The Council Plan is a three year document.
- The Council Plan acts as a high level 'map'. Each Council Objective and Priority has a reference number and these are tracked into Departmental Service Business Plans, Team Plans and individual Personal Development Reviews, to create a 'golden thread'. By creating this 'thread' we become more efficient, concentrating our resources and energy on those things that really matter.
- The three year Council Plan is supported each year by an annual **Improvement Plan**, which provides Members and senior management with a focus on those actions which are considered key to driving improvement in the Council's performance.
- Alongside the Improvement Plan sits a set of Corporate Performance Indicators, approximately 25-30 in total and based on the Council's Priorities. Again, these are designed to provide Members and senior management with a focus on improving those performance indicators which are considered key to driving improvement in the Council's service delivery.
- The Council Plan is underpinned by the three year **Medium Term Financial Strategy** and the annual **Budget Plan**. These ensure that resources follow the stated priorities of the Council.
- The risks associated with the delivery of the Council Plan are managed through the **Corporate Risk Register** and Action Plan.
- The Council's overall financial and service delivery performance are set out in the Council's **Annual Report** and a summary published in "Together Bromsgrove", the Council's residents' magazine.

How the Council Plan Influences the Budget

The Council has improved the linkages between consultation, performance and the annual and three year budget process with the development of an integrated forward plan. Customer Panel surveys are used to test our priorities with residents and to ascertain their satisfaction levels. In addition to those submitted by each Council service, the Council's Equality and Diversity Forum and our Staff Champions group were also asked to submit a number of budget bids to be considered in the 2008/09 budget round.

Building on the experience of the last Council Plan, the Council has held a number of focus groups asking residents what they thought of the budget bids submitted for the 2008/09 budget round. The Council also provided residents with an online facility for the public to comment on the budget and this information was taken to Cabinet as part of the budget deliberations and will be repeated for the 2009/10 budget. The development of these budget bids was set within the strong strategic framework of the Council Plan and its objectives and priorities.

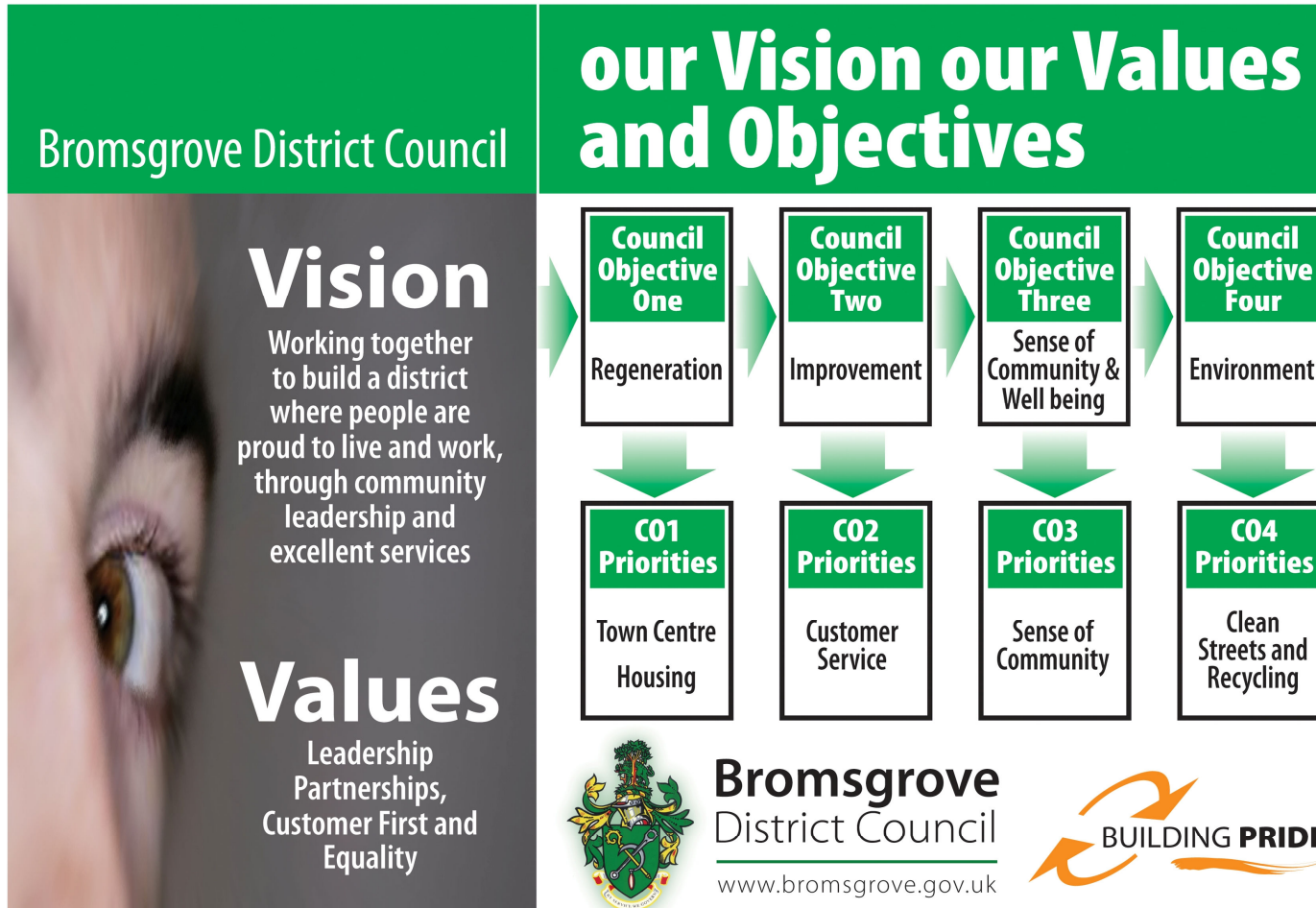
Further Information

Electronic versions of the key documents mentioned earlier can be found on our website at:






www.bromsgrove.gov.uk



5. Our Vision, Values, Council Objectives and Priorities:-

Page 80



We have further articulated each of our Values as follows:-

Demonstrating Leadership	
	
	
<p>Who are our Leaders ? everyone can lead by example and inspire others</p> <p>What is our Leadership Vision ? visible leadership</p>	
<p>We will do this by</p> <ul style="list-style-type: none"> ● setting an example ● communicating positively ● building trust ● living and breathing the Bromsgrove way 	
 <p>Bromsgrove District Council www.bromsgrove.gov.uk</p> 	

Promoting Equality	
	
	
<p>Who is affected by Equality ? all of us</p> <p>What is our vision for Equality ? to eliminate discrimination and promote equality</p>	
<p>We will do this by</p> <ul style="list-style-type: none"> ● treating everyone as an individual ● understanding their particular needs ● involving them in shaping our services ● monitoring our progress 	
 <p>Bromsgrove District Council www.bromsgrove.gov.uk</p> 	

Putting the Customer First



Who are our Customers ?
everyone we come into contact with

What is our Vision for Customer Service ?
to exceed expectations and delight our Customers



- We will do this by**
- treating customers as individuals
 - listening carefully to our customers
 - taking ownership of problems
 - doing the little things - they matter !

Working in Partnership



Who are our Partners ?
everyone with a shared desire to build strong and prosperous communities

What is our Partnership Vision ?
to work together to build a district that people are proud to live and work in



- We will do this by**
- understanding our communities
 - working towards a common goal
 - sharing resources
 - making things happen

6. Council's Balanced Scorecard

The Council has a balanced scorecard for the Council's five priorities, which were approved by Full Council on 19th September 2007. The scorecard identifies the key support service activities required to deliver the priorities. A Specific, Measurable, Agreed, Realistic and Targeted (SMART) strategic action plan for the balanced scorecard has also been agreed (see pages 17 to 45).

Customer Perspective (CP)	Town Centre (CP1)	Housing (CP2)	Customer Service (CP3)	Sense of Community (CP4)	Clean Streets and Recycling (CP5)
Financial Perspective (FP)	Value for Money (FP1)	Financial Management (FP2)	Financial Strategy (FP3)	Financial and Performance Reporting (FP4)	
Process Perspective (PR)	Customer Processes (PR1)	Improved Governance (PR2)	Spatial Business Project (PR3)	Improved Partnership Working (PR4)	Planning (PR5)
Human Resources and Organisational Development Perspective (HROD)	Learning and Development (HROD1)	Human Resource Modernisation (HROD2)	Positive Employee Climate (HROD3)	Performance Culture (HROD4)	

7. Strategic Action Plan

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
Town Centre (CP1)	Regenerate the town centre	Public support for plans	Area action plan: Issues and options stage completed	Town Centre Project Plan	31 October 2008	Planning and Environment Services	Leader of the Council
			Move towards preferred options stage	Town Centre Project Plan	31 March 2011		
		Work commenced	Procure preferred partner	Town Centre Project Plan	30 June 2008	Planning and Environment Services	Leader of the Council
			Public (and trader) consultation on plans	Area Action Plan	31 Mar 2010		
Agree sites for relocation of public sector partners	Identification and discussion with Fire and Rescue, Police and WCC about potential sites for relocation	Town Centre Project Plan	31 March 09	Planning and Environment Services; WCC Police, Fire and Rescue Service	Leader of the Council		

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
Town Centre (CP1) continued		Reach agreement on redevelopment of the market hall site	Hold discussions with retailer Close market hall and relocate market to an outdoor site on the high street	Town Centre Project Plan Town Centre Project Plan	31 December 2008 31 March 2009	Planning and Environment Services/ Retailer and Develop resources	Leader of the Council
		Redevelop public toilet facilities in town centre	Commission architect and builder and commence work	Capital Programme	30 April 2009	Capital Programme	Leader of the Council
		High street enhancement through improved high street events and Christmas lights	Hold discussions with sponsors and businesses to agree enhancements	Town Centre Project Plan	31 December 2008	Attraction of Sponsorship Planning and Environment Services	Leader of the Council

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
Housing (CP2)	Delivery of Affordable Housing target (Housing Strategy)	240 units of affordable housing built	80 units per year	Support applications for or to consider future of affordable housing on areas of development restraint	On-going	Strategic Housing/ Principle RSL Partner Consultation Group	Portfolio Holder for Planning
				Commission housing needs survey to provide basis of affordable housing need in the district	31 July 2008	Strategic Housing/ Principle RSL Partner Consultation Group	Portfolio Holder for Planning
				Encourage maximum potential of Affordable Housing through the RSS allocation	31 March 2011	Strategic Housing/ Principle RSL Partner Consultation Group	Portfolio Holder for Planning

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
Housing (CP2) continued				Use of existing public sector sites e.g. Council House	Ongoing Local Area Agreement target to 31 March 2009	Strategic Housing/ Principle RSL Partner Consultation Group Asset Management Strategy	Portfolio Holder for Finance
	Homelessness prevention and reduction in the use of temporary accommodation	50% reduction in people housed in temporary accommodation	Year on year reduction (down to 34 individuals by 2011)	Implementation of new homelessness and prevention support services	31 March 2010	Strategic Housing Team/ BDHT Housing Agency agreement	Portfolio Holder for Strategic Housing and Portfolio Holder for Planning
				Additional staff resource to carry out home visit/ mediation implementation of rent deposit/ bond and a spend to save scheme	31 March 2010 31 March 2010	Strategic Housing Team/ BDHT Housing Agency agreement Strategic Housing Team/ BDHT Housing Agency agreement	Portfolio Holder for Strategic Housing and Portfolio Holder for Planning Portfolio Holder for Strategic Housing and Portfolio Holder for Planning

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
Housing (CP2) continued				Re-negotiated SLA with BDHT to provide management of 'move on' from temporary accommodation	31 March 2010	Strategic Housing Team/ BDHT Housing Agency agreement	Portfolio Holder for Strategic Housing and Portfolio Holder for Planning
	Improved housing service	Achieve 2* Housing Audit rating	Development of improvement plan and implementation of actions	Develop and agree draft improvement plan Implement and monitor improvement actions Undergo Housing Inspection	30 September 2008 From 30 September 2008 onwards 31 March 2011	Strategic Housing Team	Portfolio Holder for Strategic Housing

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
Customer Service (CP3)	Overall customer satisfaction with Council	Achieve 60% customer satisfaction with Council by 2011 [Customer Panel survey - baseline 51%]	Annual customer panel survey	Annual review of Customer Panel contract	31 October 2008	Approved budget	Portfolio Holder for Customer Care and Customer Service, and Revenue Generation
			Customer feedback	Monthly reporting of customer feedback information to CMT	Every month	Tagish software	
			Improvements to performance indicators that drive customer perception	Annual review of corporate indicator set	01 April 2008 and annually thereafter	Service Business Plans linked to budget process	
			Annual review of Council's Customer Standards	Series of focus groups with customers and non-customers	31 December 2008 and annually thereafter	CCPP Team and Improvement Plan fund	
			PACT meetings	CMT to attend programme of pact meetings	Annual programme	Ward Members, CMT and Police	Deputy Leader and Portfolio Holder for Community Safety and Leisure Services

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
Customer Service (CP3) continued	Customer satisfaction with the Customer Service Centre	Achieve 85% of Customer Panel who would recommend the CSC to a friend [Customer Panel survey - baseline 72%]	Annual Customer Panel survey	Collate results of satisfaction survey	30 September 2008 and annually thereafter	Approved budget	Portfolio Holder for Customer Care and Customer Service, and Revenue Generation
			Quarterly telephone survey	Customer Service Centre team plan	Every quarter 2008-2011	Customer Service Centre staff	
			A5 feedback sheets	Customer Service Centre team plan	Every quarter 2008-2011	Customer Service Centre staff	
			Improvements to performance indicators that drive customer perception	continued monitoring against corporate indicator set	01 April 2008 (and review each year)	Service Business Plan linked to budget process	
			Customer Service Board continuing to deliver the Customer Peer Review action plan	Customer First Strategy action plan	Annual review reported to February Cabinet each year	Customer First Board	

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
Customer Service (CP3) continued	Customer satisfaction of minority groups with the Council	Annual satisfaction survey of the Equality and Diversity Forum	Quarterly feedback from Equality and Diversity Forum (minutes to CMT)	Track Council responses to issues raised through annual report	31 Dec 2008 (and every year thereafter)	Equalities Officer Capacity Building Funding	Portfolio Holder for Human Resources and Legal and Democratic Services
	Satisfaction of people with disabilities	Annual satisfaction survey of Disabled User's Group	Quarterly feedback from Disabled User's Group	Track Council responses to issues raised through annual report	30 June 2009 (and every year thereafter)	Equalities Officer Capacity Building Funding	Portfolio Holder for Human Resources and Legal and Democratic Services)

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
Sense of Community (CP4)	Neighbourhood management	Achieve 35% of residents who feel they can influence decisions in their area [Customer Panel survey – baseline 31%]	2 x pilot Area Committees Develop action plan for Board on agreed way forward PACT meetings	Extend evaluation of two pilots and agreement on way forward Action plan on target CDRP tasking meetings	31 March 2009 31 March 2011 68 PACT meetings over 12 months, repeated annually	Learning to Deliver grant Possible 2009-2010 budget Members, Senior Officers and Community Safety Team	Leader of the Council Deputy Leader and Portfolio Holder for Community Safety and Leisure Services
		Reduce the fear of crime perception within the District by 4% (baseline to be established following annual satisfaction survey)	Additional Neighbourhood Wardens	Budget bid for increased number of Neighbourhood Wardens	Implementation from 1 st April 2008	Budget bid 2008/09	Deputy Leader and Portfolio Holder for Community Safety and Leisure Services

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
Sense of Community (CP4) continued	Equalities	% increase in minority groups' ability to influence council and % increase in minorities' positive perception of the council	Local Government Equalities Standard (BV2a) Level 3 Number of budget bids submitted to Equality and Diversity Forum	Equalities Action Plan 2009-10 Budget Consultation Plan	31 March 2010 31 January 2009 and annually thereafter	Capacity Building Fund Equality and Diversity Forum Disabled Users' Group Bromsgrove Black History Society CCPP Team, Legal, Equalities and Democratic Services, Financial Services	Portfolio Holder for Human Resources and Legal and Democratic Services)
	Popularity of events programme	% satisfaction with overall cultural offer	Annual Customer Panel survey 2% per annum growth in participation rates	Increased number of facilitated events throughout District	Implementation from 1 st April 2008.	2008/09 budget	Deputy Leader and Portfolio Holder for Community Safety and Leisure Services

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
Sense of Community (CP4) continued		% Residents' satisfaction with Artrix (baseline 2007 46%)	Increased usage figures for Artrix	Increase influence on Artrix Board	30 September 2007	Culture and Community Services	Deputy Leader and Portfolio Holder for Community Safety and Leisure Services

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
Clean Streets and Recycling (CP5)	Reduce levels of unacceptable detritus	High quartile outturns across BV199a-d (now LPIs)	Annual targets (see Corporate Performance Indicators)	Programmed clean according to environmental protection act	On-going	Approved Budget	Portfolio Holder for Street Scene and Recycling
			Rapid response hit squad	Budget bid for development of fast response squad for detritus issues	Implementation from 01 April 2008	2008/09 Budget Bid	
				Gradual increase in enforcement activity		Implementation 01 April 2008	2008/09 Budget Bid
	Improved customer perception of cleanliness	Achieve 70% public satisfaction with cleanliness of District [Customer Panel survey, baseline 62%]	Annual Customer Panel survey questions	Annual review of Customer Panel contract	31 October 2008	Approved Budget	Portfolio Holder for Street Scene and Recycling

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
Value for Money (FP1)	Delivery of agreed savings	Cashable savings as per Medium Term Financial Strategy	Quarterly updates on VFM action plans	VFM Strategy	31 March 2011	Procurement Manager Additional resource may be required	Portfolio Holder for Finance
	Alternative methods of service delivery, to include revisiting the shared services/ joint working agenda	Cashable savings and improved services	Completion of project plans	Development of project plans based on VFM assessments by departments	31 March 2011	Procurement Manager and Heads of Service	Portfolio Holder for Finance
	Improved procurement	Fewer suppliers and efficiency savings	Monthly procurement report	Procurement Action Plan	31 March 2011	Procurement Manager and Heads of Service	Portfolio Holder for Finance
	VFM ratings	75% of services scoring 2 or above	Quarterly updates on VFM action plans	VFM Strategy	31 March 2011	Procurement Manager Additional Resource Maybe Required	Portfolio Holder for Finance

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
Financial Management (FP2)	Financial management	Budget to profile throughout year	Quarterly reporting of budget to actual to Cabinet and PMB	Monthly budget reports to cost centre managers and portfolio holders	31 March 2011	Service Accountants and Budget Holders	Portfolio Holder for Finance
	Integrated financial and performance	Budget aligned to priorities Corrective actions based on integrated information	Quarterly integrated reports to Cabinet and PMB	Integrated financial and performance management timetable	31 March 2011	Head of Financial Services and Assistant Chief Executive	Portfolio Holder for Finance
	Improved asset management	Re-configured property stock that matches Council priorities (including decision on future of Council House)	Asset Management Plan on target	Development of property register Stock assessed against corporate priorities	31 December 2008 31 December 2008	Assets Management Group	Portfolio Holder for Finance and Portfolio Holder for Human Resources and Legal and Democratic Services)

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
Financial Strategy (FP3)	Treasury management	% return on investment until funds no longer available	Quarterly monitoring	Market test delivery of function	31 March 2010	Finance team	Portfolio Holder for Finance
		Borrow at an appropriate level	Deliver Treasury Management Strategy	Annual review	From 31 March 2010	Financial Services department	
	Implementation of the Purchase Ordering Processing system	Enable online ordering and efficiency savings	POP implementation plan	Implementation of the POP system	31 March 2009	Financial Services department	Portfolio Holder for Finance
	Risk management	Risks successfully managed	Quarterly review of corporate risk register	Risk management strategy action plan	31 March 2011	Internal Audit	Portfolio Holder for Finance

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
Financial and Performance Reporting (FP4)	Budget consultation	% of residents who understand the choices the Council has to make (no baseline available)	Annual Customer Panel questions	Development of high profile method of explaining budget and enabling public feedback	31 January 2008 and annually thereafter	Corporate Communications and Customer First Manager	Portfolio Holder for Finance
	Integrated annual report	<p>Achieve 60% of residents who remember receiving Together Bromsgrove (Customer Panel survey – baseline 49%]</p> <p>Achieve 65% of those who found it useful (baseline 60%)</p> <p>Achieve 75% of residents who remember receiving Council Tax leaflet</p>	Positive feedback from Audit Commission	<p>Production of single Council annual report</p> <p>Condensed version produced for July “Council Chat”</p>	<p>30 June 2008 and annually thereafter</p> <p>31 July 2008 and annually thereafter</p>	Financial Services Department and CCPP team	Portfolio Holder for Finance and Leader of the Council

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
Financial and Performance Reporting (FP4) continued		(baseline 70%) Achieve 78% of those who found it useful (baseline 73%)					
	Performance management	Attain score of 3 for CPA KLOE for performance	Feedback from Audit Commission	Undergo CPA inspection in Autumn 2008	31 Dec 2008	CCPP Team	Leader of the Council
		Attain 75% of NIs above the median	Feedback from Audit Commission	Regular performance clinics and monthly reporting against PIs	31 March 2011	CCPP Team	Leader of the Council

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
Customer Processes (PR1)	Customer feedback system	% of complaints referred to Ombudsman % of compliments received (no baseline)	% of complaints resolved (no baseline)	Maintain customer feedback system Monthly reporting of feedback and annual review of system	Ongoing 1 st April 2008 and monthly thereafter	Approved budget E-Government and Customer Services Department	Portfolio Holder for Customer Care and Customer Service, and Revenue Generation
	Achieve 90% resolution of customer queries at first point of contact by March 2011 Achieve 15 second average speed of answering customer calls (baseline 31 seconds)	Reduced demand for face to face contact through improved service delivery	Increased website usage Increased automated payments Increase speed of answering customer calls through additional staff (budget bid)	Re-engineering of customer processes Roll out of remainder of resource level agreements	31 March 2009 31 March 2009	E-Government and Customer Services Department	Portfolio Holder for Customer Care and Customer Service, and Revenue Generation

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
Improved Governance (PR2)	Overview and Scrutiny	Policy changes as a result of Scrutiny	Better reports Pre-check and presentation by portfolio holder	Ethical governance review and toolkit Scrutiny training programme	31 March 2009 30 September 2009	Legal and Democratic Services Department HR&OD Department	Portfolio Holder for Human Resources and Legal and Democratic Services
	Member standards	Reduction in cases reported	Issuing of guidance and training based on identified issues	Standards Committee	31 March 2008	Legal and Democratic Services Department	Portfolio Holder for Human Resources and Legal and Democratic Services
	Member/Member, Member/Officer relations	% of Members and Officers who feel political climate is appropriate	Improved member conduct, attendance at training and briefing sessions	Regular training and briefing sessions on conduct, behaviour, bias and pre-determination	31 March 2009 and annually thereafter	Approved Budget	Portfolio Holder for Human Resources and Legal and Democratic Services)
	Elections	Election delivered to statutory standards	Election action plan	Strand system installed and operational	31 May 2008	Approved Budget	Portfolio Holder for Human Resources and Legal and Democratic Services

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
Spatial Business Project (PR3)	New system installation and integration of these to existing core applications: Phases 1 and 2	Installation of Environmental Health systems; Estate & asset management module; Building & Development Control modules; Electoral management systems; Housing module; Licensing module; Land Charges module; Document management system; Business process mapping. Integration of new systems to existing applications	Monitoring of milestones against Implementation Plan	On-target with Implementation Plan	31 December 2008	Approved Budget Contract with MDA £300,000 Annual Saving	Portfolio Holder for ICT and Spatial Project

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
Spatial Business Project (PR3) continued	Speed of processing customer queries	New and better Customer Standards	Monitoring of milestones against Implementation Plan	On-target with Implementation Plan	30 September 2008	Approved budget Contract with MDA £300,000 annual saving	Portfolio Holder for ICT and Spatial Project
	Continue to maintain accuracy of Council data	Fewer complaints caused by poor data	Monitoring of milestones against Implementation Plan; Customer Feedback System	On-target with Implementation Plan	30 September 2008	Approved budget Contract with MDA £300,000 annual saving	Portfolio Holder for ICT and Spatial Project

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
Improved Partnership Working (PR4)	Introduce co-mingled recyclables collection	Reduced number of operator accidents; efficiency savings	New collection starts in autumn 2009	Construction of site Redesign of routes/purchase of vehicles	31 March 2009 31 October 2009	Worcestershire County Council Approved budget	Portfolio Holder for Street Scene and Recycling
	Delivery of Bromsgrove Sustainable Community Strategy, 2007-2010	70% of targets achieved	Bi-monthly reporting to the LSP Board	Delivery of Community Improvement Plan Full review of Sustainable Community Strategy	31 March 2008 31 March 2010	Bromsgrove Partnership Bromsgrove Partnership	Leader of the Council

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
Planning (PR5)	Longbridge	Agreed plans	Planning application submitted and considered by Planning Committee	Negotiate improvements to project plan and planning application Secure community benefits via s.106 agreements	31 July 2008 31 July 2008	Development Control and Strategic Planning Policy	Portfolio Holder for Planning
	Regional Spatial Strategy 2	Agreement of appropriate housing figures	Agreement of allocations for next 20 years	Examination in Public	From 30 September 2008 – 31 March 2009	Strategic Planning Policy	Portfolio Holder for Planning
	Rolling vision of the District	Local Development Scheme (LDS)	LDS on target timescales	Submission of LDS timetable	To be agreed with GOWM	Strategic Planning Policy	Portfolio Holder for Planning
	Town centre	Delivery of Area Action Plan	Appoint consultants to draft evidence for town centre Area Action Plan	Assess Issues and Options paper Evidence gathering	30 June 2008 31 October 2008	Strategic Planning Policy Strategic Planning Policy	Portfolio Holder for Planning and Leader of the Council

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
Planning (PR5) continued				Draft Preferred Options Document prepared	31 March 2011	Strategic Planning Policy	Portfolio Holder for Planning and Leader of the Council
	Maintain green belt	90% green belt maintained	Enforcement Number of appeals upheld	Consistency of decision-making Use of Government guidelines Informed Planning Committee	Ongoing	Partially funded through Housing and Planning Delivery Grant Resource implications to be kept under review	Portfolio Holder for Planning
	Speed of processing planning applications	Top quartile NI157 (see Corporate PIs)	Annual targets (see Corporate PIs)	Recruitment and retention of staff (workforce planning)	31 December 2008 and annually thereafter	Partially funded through Housing and Planning Delivery Grant Resource implications to be kept under review	Portfolio Holder for Planning

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
Learning and Development (HR&OD1)	Member development	Evaluation of Modern Councillor Programme against agreed criteria	Completion of Modern Councillor Programme	Training Needs Analysis Delivery of mandatory and priority elements	31 Dec 2008 30 June 2008	Member Training approved budget Capacity Building Fund	Portfolio Holder for Human Resources and Legal and Democratic Services
	Management Development Strategy	Improvements in five determinants of job satisfaction (Employee Survey) IIP Report	Completion of mandatory element of training All managers have Personal and Skills Development Plans in place	Training directory established Modern Manager Skills Audit Completed	On-going 30 April 2008 (annually)	Approved corporate training budget All Managers	Portfolio Holder for Human Resources and Legal and Democratic Services
	Investors in People (IIP) accreditation	IIP Re-accreditation achieved	IIP Action Plan on target	IIP Action Plan	30 April 2008	Named individuals in plan	Portfolio Holder for Human Resources and Legal and Democratic Services

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
HR Modernisation (HR&OD2)	Workforce planning	Alignment of people to service objectives	Service workforce plans reviewed by HR&OD	Development of service workforce plans	30 September 2009 (plans reviewed every two years)	Approved corporate training budget Service Managers	Portfolio Holder for Human Resources and Legal and Democratic Services
	Single status	Equal pay for equal work	Proposed new pay structure and terms and conditions developed	Single Status action plan	30 April 2008 (subject to negotiations)	Approved Single Status budget WMLGA Trade Unions	Portfolio Holder for Human Resources and Legal and Democratic Services
	Policy development	Consistency in people management (Employee Survey)	Fewer grievances Fewer complaints	Delivery of people strategy (timetable for review of core policies)	31 October 2009	Human Resources and Organisational Development Team	Portfolio Holder for Human Resources and Legal and Democratic Services

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
HR Modernisation (HR&OD2) continued	Recruitment and retention	Increase in successful recruitment at first attempt	Increase in applications	Revision of advertising image and forms	Ongoing	Human Resources and Organisational Development team	Portfolio Holder for Human Resources and Legal and Democratic Services
		Workforce more representative of population	Increase in applications	Management reports on nature of applicants	Ongoing		
		Reduced turnover	% of staff who have applied for job outside of the Council in last year (Employee Survey)	People Strategy and Management Development Strategy	31 March 2009		

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
Positive Employee Climate (HR&OD3)	Employee satisfaction	Improvements in five determinants of job satisfaction (Employee Survey); IIP report	IIP Re-accreditation Staff Forums	IIP action plan Develop satisfaction measuring at forums	31 April 2008 Date TBC following decision on date for the Employee Survey 2008	HR&OD Department	Portfolio Holder for Human Resources and Legal and Democratic Services
	Industrial relations	No industrial action	Climate questionnaire to Union Liaison Group	Monthly meeting with Unions attended by senior managers Annual review of JCC arrangements	On-going 30 November 2008	Human Resources and Organisational Development Department	Portfolio Holder for Human Resources and Legal and Democratic Services

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
Performance Culture (HR&OD4)	Personal Development Review (PDR) process	Achieve 85% of staff who understand what they are contributing to Council objectives [baseline 74%]	100% of PDRs completed	PDR Timetable Annual Review of PDR Process	30 April 2008 30 November 2008	Human Resources and Organisational Development Department	Portfolio Holder for Human Resources and Legal and Democratic Services
	Team action planning	Achieve 85% of staff who understand what their teams are contributing to Council objectives (employee survey – baseline 74%)	100% team action plans completed	ACE to attend every DMT Quality check of each Business Plan Annual review of Team Plans.	31 September 2008 and annually 30 November 2008 and annually 31 May 2009	Corporate Communications, Policy and Performance team	Leader of the Council
	Development of core competencies for all staff	% of staff meeting core competencies	% of employees who understand what is expected	Launch of core competencies (linked to PDRs)	Date subject to review by CMT	Human Resources and Organisational Development Department	Portfolio Holder for Human Resources and Legal and Democratic Services

8. Corporate Performance Indicators

The Council's set of Corporate Performance Indicators has been revised to take account of the reduction in the number of Council priorities from ten to five and also to take account of the new set of National Indicators (NIs) that will be introduced in April 2008. These will replace the Best Value Performance Indicators (BVPIs) which have been in use since 2000 and will be used as part of the judgements to be made in Comprehensive Area Assessments, which are due to commence in 2009.

A total of 198 new National Indicators (NIs) will be used with effect from April 2008, replacing the BVPI set. Of the 198 indicators only 64 apply at the District Council level and of those there are only 17 that are collected by district councils. This significant reduction gives us the opportunity to focus our attention on local performance measures that better reflect our priorities.

Targets and reporting frequencies have been set for all corporately approved performance indicators (where practical). Where 'TBC' is used in the table below, the Council is waiting for confirmation of the indicator meaning and information from other organisations before a meaningful target can be set. For new indicators, performance information will be captured in 2008/09 to establish a baseline, from which targets can be set for 2009/10 onwards.

PI Ref	PI description	Link to Corporate Priority	HoS	Set targets or baseline in 2008?	Reporting Frequency	Targets		
						08/09	09/10	10/11
NI 5 (place indicator)	Overall / general satisfaction with local area	All	Kevin Dicks	B	Annually	tbc	tbc	tbc
NI 179	Value for Money – total net value of ongoing cash-releasing value for money gains that have impacted since the start of the 2008-09 financial year	All	Jayne Pickering	T	Quarterly	£230k	£240k	£250k
NI 4 (place indicator)	% of people who feel they can influence decisions in their locality	All	Kevin Dicks	B	Annually	n/a	n/a	n/a

PI Ref	PI description	Link to Corporate Priority	HoS	Set targets or baseline in 2008?	Reporting Frequency	Targets		
						08/09	09/10	10/11
New LPI	% of residents satisfied with retail & leisure facilities offered in the town centre	CP1	Phil Street	B	Annually	n/a	n/a	n/a
New LPI	% of residents satisfied with transport links to and from the town centre.	CP1	Phil Street	B	Annually	n/a	n/a	n/a
NI 155	Number of affordable homes delivered	CP2	Dave Hammond	T	Quarterly	80	80	80
NI 156	Number of households occupying temporary accommodation	CP2	Dave Hammond	T	Quarterly	34	34	34
New LPI	% of customer panel who would recommend the CSC to a friend	CP3	Deb Poole	B	Annually	75	80	85
New LPI	Number of complaints received	CP3	Hugh Bennett	B	Monthly	n/a	n/a	n/a
New LPI	% of complaints resolved at each stage	CP3	Hugh Bennett	B	Monthly	n/a	n/a	n/a
New LPI	% of complaints dealt with inside response time standard (10 days)	CP3	Hugh Bennett	B	Monthly	n/a	n/a	n/a
LPI	% of staff who are satisfied with their level of involvement in decision making that affects their work & performance	CP3	Jo Pitman	T	Annually	70%	75%	80%
LPI	Sickness absence (local PI to replace BV12)	CP3	Jo Pitman	T	Monthly	8.75 days	8.5 days	8 days
LPI	Monthly call volumes CSC (activity measure)	CP3	Deb Poole	n/a	Monthly	n/a	n/a	n/a
LPI	Monthly call volumes switchboard (activity measure)	CP3	Deb Poole	n/a	Monthly	n/a	n/a	n/a
LPI	Resolution at first point of contact – all services	CP3	Deb Poole	T	Monthly	90%	95%	95%
LPI	Average speed of answer (in seconds)	CP3	Deb Poole	T	Monthly	35 secs	30 secs	25 secs
LPI	% of calls answered	CP3	Deb Poole	T	Monthly	80%	85%	90%
NI 181	Time taken to process HB/CT benefit new claims or change events	CP3	Jayne Pickering	T	Monthly	15.7	15.7	15.7

Council Plan 2008/2011

PI Ref	PI description	Link to Corporate Priority	HoS	Set targets or baseline in 2008?	Reporting Frequency	Targets		
						08/09	09/10	10/11
LPI	Percentage of invoices paid on time	CP3	Jayne Pickering	T	Monthly	98%	98%	98%
NI 157	Processing of major, minor and other planning applications <ul style="list-style-type: none"> ➤ Major ➤ Minor ➤ Other 	CP3	Dave Hammond	T	Monthly	75%	80%	85%
						80%	85%	85%
						90%	90%	90%
LPI	% of PACT meetings attended by SMT member(s)	CP4	Kevin Dicks	T	Quarterly	85%	85%	85%
LPI	Number of attendances at arts events	CP4	John Godwin	T	Monthly	25,523	26,036	26,557
LPI	Number of people attending the annual bonfire	CP4	John Godwin	T	Annually	11,339	11,566	11,890
LPI	Artrix usage	CP4	John Godwin	T	Annually	41,218	41,950	42,790
LPI	Sports centre usages	CP4	John Godwin	T	Monthly	672,420	766,020	781,340
LPI	% of people who remember receiving 'Together Bromsgrove'	CP4	Hugh Bennett	T	Annually	tbc	tbc	tbc
NI 1 (place indicator)	% of people who believe people from different backgrounds get on well together in their local area	CP4	Claire Felton	B	Annually	tbc	tbc	tbc
LPI	Equality standard for Local Government	CP4	Claire Felton	T	Annually	Level 2	Level 3	Level 3
NI 2 (place indicator)	% of people who feel that they belong to their neighbourhood	CP4	John Godwin	B	Annually	tbc	tbc	tbc
LPI	Measures of incidence of crime (to be selected from figures available from CDRP)	CP4	John Godwin	B	Monthly	n/a	n/a	n/a

PI Ref	PI description	Link to Corporate Priority	HoS	Set targets or baseline in 2008?	Reporting Frequency	Targets		
						08/09	09/10	10/11
NI 17 (place indicator)	Perceptions of anti-social behaviour	CP4	John Godwin	T	Annually	36%	32%	28%
NI 21 (place indicator)	Dealing with local concerns about anti-social behaviour and crime by the local council and police	CP4	John Godwin	B	Annually	tbc	tbc	tbc
NI 23 (place indicator)	Perceptions that people in the area treat one another with respect and consideration	CP4	Claire Felton	B	Annually	tbc	tbc	tbc
NI 27 (place indicator)	Understanding of local concerns about anti-social behaviour and crime by the local council and police	CP4	John Godwin	B	Annually	tbc	tbc	tbc
LPI	Sports development usages	CP4	John Godwin	T	Monthly	19,263	19,648	20,041
NI 191	Residual Household waste (kg per head)	CP5	Mike Bell	T	Monthly	231.9	tbc	tbc
NI 192	Household waste recycled & composted	CP5	Mike Bell	T	Monthly	31.702%	tbc	tbc
NI 195	Improved street and environmental cleanliness (levels of graffiti, litter, detritus and fly posting)	CP5	Mike Bell	T	3 times a year	tbc	tbc	tbc
NI 196	Improved street and environmental cleanliness – fly tipping	CP5	Mike Bell	T	3 times a year	tbc	tbc	tbc
LPI	Abandoned vehicles	CP5	Mike Bell	T	Monthly	95	95	95
LPI	% animal debris cleared within timescales	CP5	Mike Bell	T	Monthly	95	95	95
LPI	% of fly tips dealt with in response time	CP5	Mike Bell	T	Monthly	95	95	95
LPI	Number of missed household waste collections	CP5	Mike Bell	T	Monthly	900	900	900
LPI	Number of missed recycle waste collections	CP5	Mike Bell	T	Monthly	200	200	200
New LPI	Satisfaction with waste collection, street cleanliness and recycling (to replace former satisfaction surveys BV89, 90a & b) (annual)	CP5	Mike Bell	T	Annually	tbc	tbc	tbc

9. Medium Term Financial Plan 2008-2011

Budget Summary 2008/2011

The Council Plan is supported by the Council's financial resources. The three year medium term financial plan is summarised below:-

	2008/09 £'000	2009/10 £'000	2010/11 £'000
Base cost of General Fund Services	12,065	11,651	12,166
Pressures	1,670	2,265	2,264
Savings	-1,424	-1,803	-1,916
Investment Income	-408	-127	0
Recharge to capital programme	-130	-133	-136
Net operating expenditure	11,773	11,853	12,378
Transfer from (-) to balances	-355	-26	-71
Collection fund	-37	0	0
Government Grant	-4,858	-4,945	-5,047
Assumed Council Tax	-6,523	-6,882	-7,260
Overall Shortfall	0	0	0

Budget Changes 2008/09

The Council Tax increase for 2008/09 generated only £325,000 of additional income for the Council, which when set alongside the demands for increased service provision made by local residents gives the Council very limited flexibility to meet local needs. The Council responded to this in three ways. Firstly, all budget bids were ranked as unavoidable, high priority, medium priority and low priority. The prioritisation of these bids is based on their contribution to the Council's corporate objectives and priorities. Secondly, the Council agreed £1.424m of financial savings for 2008/09, rising to £1.916m in 2010/11 and thirdly the Council has a Value for Money Strategy which it has used to find further efficiencies and improve service quality.

For 2008/09 to 2010/11 the following unavoidable and high priority budget bids were successful:-

	2008/09	2009/10	2010/11
	£'000	£'000	£'000
KNOWN UNAVOIDABLE PRESSURES			
<u>Street Scene & Waste Management</u>			
Non achievement of co-mingle saving		500	500
Loss of income from Highways work	50	50	50

	2008/09	2009/10	2010/11
	£'000	£'000	£'000
<u>Planning & Environment</u>			
Loss of PDG income	186	157	163
Income from BDHT re sale of houses	70	70	70
Land Charges	45	45	45
Loss of income/expenditure from Hostels and B&B	12	12	12
Taxi Licensing Vehicle Maintenance	9	9	10
Choice Based Lettings Revenue costs	10	10	10
<u>Culture & Community</u>			
Income from Phase 2 Dolphin	60	60	60
Additional Staff CCTV Control Room	23	23	23

	2008/09	2009/10	2010/11
	£'000	£'000	£'000
<u>Legal, Equality & Democratic Services</u>			
Case Management System	7	7	7
<u>Corporate</u>			
Charge for land rental Bromsgrove Rovers	15		
Grant reduction Amphlett Hall	14	14	14
Museum Grant to trust			
Total Unavoidable	501	957	964

HIGH PRIORITY PRESSURES			
<u>Corporate</u>			
Improvement Plan	75	0	0

	2008/09	2009/10	2010/11
	£'000	£'000	£'000
<u>Culture & Community</u>			
Sports Development Officers	60	60	60
Neighbourhood Wardens	45	45	45
Additional street theatre events	10	10	10
Develop vetting policy for children & young people	5	2	2
<u>Planning & Environment</u>			
“Scores on the Doors” on-line publication of food hygiene inspection results	7	2	2
Town Centre development	0	0	0
Staffing restructure	23	23	23
Nightstop	6	6	6
Markets relocation	17	3	3

	2008/09	2009/10	2010/11
	£'000	£'000	£'000
<u>Finance</u>			
Aspiren	6	6	6
Internal Audit Trainee	19	19	20
<u>Legal, Equality & Democratic Services</u>			
Standards board local filtering	30	31	32
Outsourcing document scanning process	0	48	48
<u>E-Government & Customer Services</u>			
CSC Staffing capacity enhancement	22	22	22
Councillors' Remote Access	15	15	15
Increase bandwidth for Internet link	9	9	9
Partnership office	25	25	25

	2008/09	2009/10	2010/11
	£'000	£'000	£'000
<u>Human Resources & Organisational Development</u>			
Restructure of section to realise efficiencies	25	25	9
Share service with Redditch	30	30	30
Equality & Diversity Forum bids	5	5	5
External valuation support	10	10	10
<u>Street Scene & Waste Management</u>			
Restructure of section to realise efficiencies	124	149	152
Additional Staff Streets Hit Squad	50	50	50
Operational Cost Hit squad	6	6	6
Total High Priority Pressures	640	617	606
Allocation of other pressures 2008/09	529	691	694
TOTAL ALL PRESSURES	1,670	2,265	2,264

For 2008/09 to 2010/11 the following recommended budget savings were agreed by Cabinet and Full Council:-

SAVINGS IDENTIFIED			
	2008/09 £'000	2009/10 £'000	2010/11 £'000
<u>Corporate Communications</u>			
Restructure of section	25	26	27
General savings	5	5	5
Income generation from additional advertising in Together Bromsgrove.	10	10	10
Savings on area committees	16	8	8
General savings, stationery & training	3	3	3
Reduction in LSP funding	5	5	5
<u>Corporate Services</u>			
Deletion of general expenses budget	18	18	19

	2008/09 £'000	2009/10 £'000	2010/11 £'000
<u>E-Government</u>			
Desktop printer reorganisation - cancellation of Icon project - balance of saving	3	3	3
Contribution from revenue refresh budget	38	13	13
Bring ICT Helpdesk in-house		25	25
<u>Financial Services</u>			
Delete Senior Auditor post	35	35	35
Income from procurement officer	26	26	42
Miscellaneous savings	12	12	12
<u>Human Resources & Organisational Development</u>			
Restructure of section	108	108	92
Changes of childcare scheme- replace with Childcare vouchers	14	14	14
Review of Corporate Training Budget	10	10	10

	2008/09 £'000	2009/10 £'000	2010/11 £'000
<u>Legal, Equalities & Democratic Services</u>			
Income generation from BDHT	10	10	10
Restructure of section	104	190	193
<u>Planning and Environment</u>			
Additional income re licensing	30	32	34
Additional income re building control	5	5	5
PDG & LABGI income (transfer whole reserve to revenue)	345		
Sales of location maps/aerial photos	2	2	2
Cease sending out copies of plans with decision notices	1	1	1
Charge for pre application advice		1	1
Restructure of section	75	247	247
Tree advice to County	5	5	5
Cab Housing advice service grant reduced	3		

	2008/09 £'000	2009/10 £'000	2010/11 £'000
<u>SSWM & Culture & Community</u>			
Restructure of section	219	262	268
Additional savings from leisure trust transfer	50	50	50
Concessionary parking passes for the elderly - stop issuing (phased basis as annual passes in issue)	90	120	120
Increase Excess Charge Fee	20	20	20
Sponsorship	25	25	25
Lifeline	5	5	5
Charge green waste		400	400
Commencement of co-mingled recycling collections (Collect as alternating collection with residual)			100
<u>Other Areas</u>			
Cease ongoing transfer to replacement reserve ICT	107	107	107
TOTAL SAVINGS	1,424	1,803	1,916

10. Value for Money Strategy

The Council is committed to work to establish Value for Money principles in the way in which its delivers services. The key processes through which these principles will be delivered are contained within the recently adopted Value for Money Strategy. Some of these principles are embedded to a lesser or greater degree within the organisation; others will need to be established.

Departments must develop a vision of what services they will deliver and what the services will look like. This is already included as a key part of the Service Business Planning process. Once the vision has been established and translated into practical activities, **all** resources must be directed into achieving that vision. If any activity is only partly aimed at achieving the overall vision, the resources must be redirected to other activities. The responsibility for developing and implementing this vision must be that of the Head of Service. In order to develop and establish a Value for Money culture within the Council:-

- Departments must take care to investigate and understand customers' expectations and priorities and reallocate resources to satisfy them. This is key to making sure that resources are allocated according to the Council's overall priorities.
- Departments must act commercially in delivering services. Public sector managers act commercially

when they use and procure resources (such as staff, equipment, available funds) efficiently and those resources are solely used for achieving the overall vision of the service.

- As well as establishing Value for Money principles within their service on a day-to-day basis, departments must look to develop specific Value for Money projects aimed at generating efficiency gains and/or service improvements. The criteria for selecting these projects will focus on areas of above average cost and/or below average performance.
- The Business Service Plans must include Value for Money targets and be linked to the achievement of efficiency gains to be included in the budget. At the same time they have to deliver longer-term efficiency gains to be included in the Medium Term Financial Plan. For some services VFM targets will be relatively easy to quantify and measure. For others (e.g. planning) the achievement of a set of performance goals may constitute the achievement of Value for Money.
- Where service departments are proposing efficiencies, they must consult with central departments that possess the expertise to deal with particular issues that may arise, for example in the fields of legal services, finance, ICT and Human Resources. For example, most efficiency proposals will have some HR implications for staff and the

Council and may require consultation with the trade unions.

- Departments need to monitor on a regular basis how well they are achieving the cost and performance targets. This will require the ability to access data on demand and immediately rather than at the end of a quarter or a month. Managers must hold regular meetings which concentrate on up-to-date assessments of performance and plan action to be implemented as soon as possible to improve performance.
- The large ICT projects such as the Spatial Project have the capability of delivering significant efficiencies, but these efficiencies can only be maximised if the user departments plan at an early stage how they are going to use the new technological capabilities to provide measurably better customer services and/or deliver cost savings. The departments also need to consider (and include in their service plans) how the new technologies will enable them to transform the way in which they do business and enable them to reallocate resources from traditional activities to new ways of working.
- CMT needs to consider on a regular basis examples of where authority-wide projects need to be implemented in order to deliver efficiency gains. This might include initiatives to improve sickness absence rates across the Council or procurements affecting one or more departments. The Council's Corporate

Management Team also needs to consider whether it can demonstrate that Value for Money is being delivered. This might involve considering the outsourcing of particular services such as leisure and refuse collection.

- Managers must draw up an action plan to deliver Value for Money as part of the way in which they deliver their services. This action plan needs to set out practical ways in which officers can improve Value for Money in the next year and in the medium term (1 to 5 years). The action plan must aim to improve the key performance indicators for the service as well as unit costs
- The Council will continue to use partnerships with the public, private and voluntary sector to generate efficiencies. This is already being done through initiatives such as the Worcestershire Revenues and Benefits initiative and the Worcestershire Hub.
- The Council needs to monitor Value for Money proposals to ensure they are fully implemented and the benefits realised. The Council can use its project management framework for this and the Finance Team can record efficiency gains made in the Annual Efficiency Statement.
- The portfolio holder for Financial Services will support the awareness and ownership of Value for Money at the Member level.

11. Council's Performance Management Arrangements

Corporate Performance Management Framework

The Council's Performance Management Framework seeks to create explicit links between the Sustainable Community Strategy, Council Plan, Service Business Plans and Team/Personal Development Plans

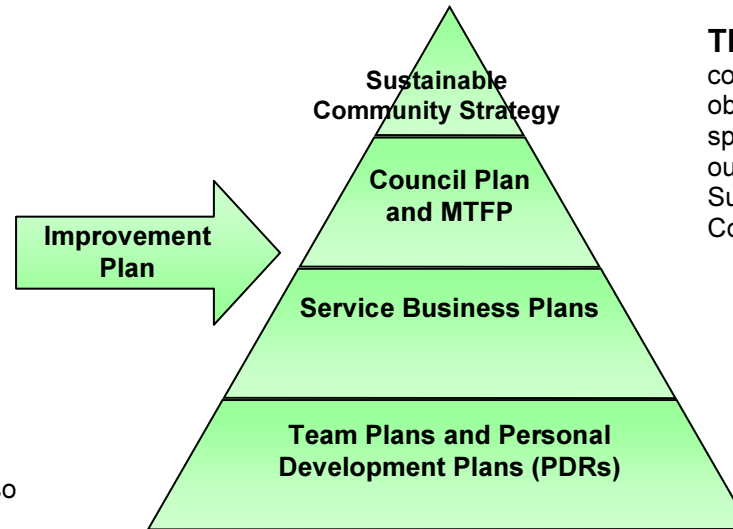
At the top of the framework is **the Sustainable Community Strategy**. It is a 10-year plan that has been developed by the Bromsgrove Partnership, comprising public, private, voluntary and community organisations, which have been consulted with locally to identify the priorities for the area. The Community Plan represents an 'umbrella' plan from which each organisation prepares its own strategy to deliver aspects of the Community Strategy for which it is responsible. The District's Community Strategy is currently being reviewed.

Improvement Plan. The Improvement Plan provides a link between the 3 year Council Plan and the 1 year Service Business Plans. It extracts key actions for the year ahead in a project chart format, against which progress is reported each month, using a traffic light system.

Performance Management

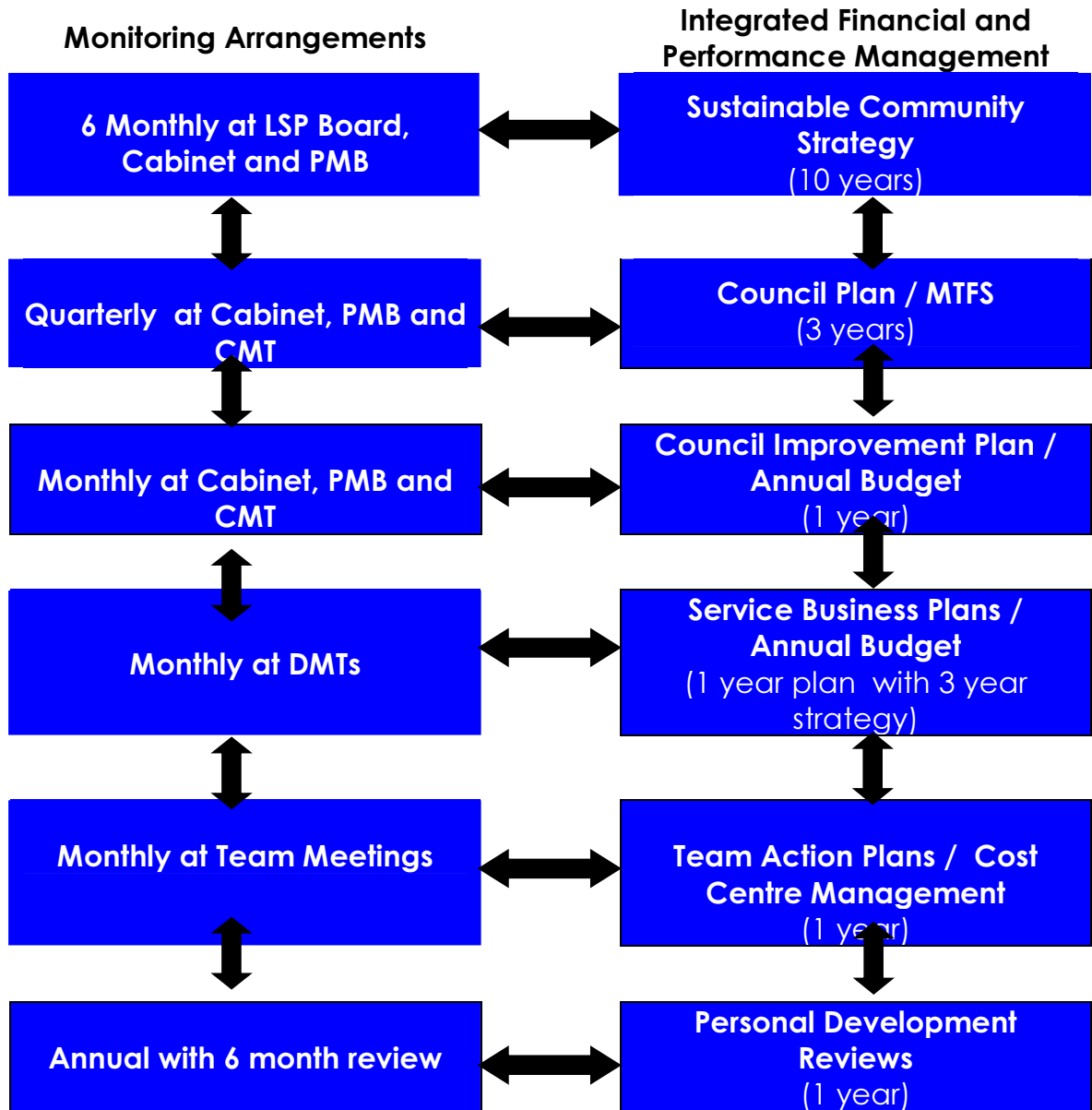
Progress against our plans are monitored and managed at a number of levels (see also overleaf):-

1. Cabinet receives a quarterly integrated financial and performance report and an Improvement Plan update each month.
2. The non-executive Performance Management Board receives monthly updates on the corporate performance indicators and the Improvement Plan. Any issues identified are reported to Cabinet.
3. All the above information goes to the Council's Corporate Management Team each month and it also receives quarterly updates against the service business plans.



The Council Plan. The Plan is based on consultation and sets out the Council's corporate objectives and priorities for the next 3 years in specific and measurable terms. The Plan also sets out how the Council will contribute to the Sustainable Community Strategy and drives the Council's Medium Term Financial Plan (MTFP)

Service Business Plans identify at a departmental level the actions we plan to undertake in order to deliver the Council Plan and Improvement Plan. These are then translated into team plans and individual PDRs, ensuring all staff understand their role in delivering the Council's priorities. The progress against our Service Business Plans is monitored quarterly at Corporate Management Team while staff receive a formal review of their PDR every six months.



12. Glossary of Terms

Term	Definition
Audit Commission	The regulatory body that has responsibility for examining the work of local authorities.
Best Value	A legal duty (Local Government Act 1999) designed to make sure that local authorities continually improve their value for money.
Building Pride	The Council's transformation programme designed to make Bromsgrove District Council an excellent local authority.
Corporate Management Team (CMT)	The Council's officer management team made up of the Chief Executive, Assistant Chief Executive, Executive Director Services, Executive Director Partnerships and Project and the seven Heads of Service.
Comprehensive Performance Assessment (CPA)	An external assessment by the Audit Commission which makes a judgement on the whole of a Council's performance and provides a single rating of Excellent, Good, Fair, Weak or Poor.
Sustainable Community Strategy	A long-term vision for the District as a whole. The Strategy co-ordinates the actions of public, private and community organisations in meeting the needs and priorities of local communities. Under the Local Government Act 2000, all local authorities are required to work in partnership with the community, business, voluntary sector and other public sector partners to develop a long-term strategy to promote the social, economic and environmental well-being of their local communities.
Council Results	An annual report which outlines how the Council has performed against what it said it would do. It includes Best Value Performance Indicator results and targets required by law.
Local Area Agreement (LAA)	A form of contract between Central Government and the Worcestershire Local Strategic Partnership for the delivery of 35 outcomes supported by approximately 90 targets. The LAA includes a pump priming grant from Central Government and the payment of a reward grant for successful delivery of some of the targets.
Local Strategic Partnership (LSP)	A family of partnerships and organisations that is working to a common aim - to improve the quality of life in the District and deliver the Sustainable Community Strategy.

Term	Definition
Medium Term Financial Plan	A three year budget for the Council's expenditure and income, linked to the Council's objectives and priorities.
Objectives	The broad goals for the Council, within which priorities are set.
Performance Development Review	A formal meeting between a member of staff and their line manager to review past work and agree future work, setting standards and targets.
Performance indicators	Yardsticks used to assess our achievements.
Performance Management Framework	Sets out the processes by which Elected Members, Officers and residents can monitor how the Council is performing.
Priorities	The ten areas identified by Elected Members and Officers where we wish to make significant improvement in how we perform.
Service Business Plans	One year plans that set out what each department intends to deliver over the coming year.
Spatial Business Project	A large ICT project designed to improve customer service through data integration.
Target(s)	A fixed goal or objective which results in improvements.
Values	The fundamental principles that guide the way we work.
Vision	The ideal of how we would like the District and the Council to be in the future.

Agenda Item 8

BROMSGROVE DISTRICT COUNCIL

PERFORMANCE MANAGEMENT BOARD

DATE 18 MARCH 2008

JANUARY (PERIOD 10) PERFORMANCE REPORTING

Responsible Portfolio Holder	Cllr Roger Hollingworth
Responsible Head of Service	Hugh Bennett, Assistant Chief Executive

1. SUMMARY





- 1.1 To report to Performance Management Board on the Council's performance at 31 January 2008 (period 10).

2. RECOMMENDATIONS

- 2.1 That the Board notes that 74% of indicators are improving or stable at the period end, compared to 55% in period 9.
- 2.2 That the Board notes that 85% of indicators are achieving their targets at the period end, compared to 73% in period 9.
- 2.3 That the Board notes and celebrates the successes as outlined in section 3.5.
- 2.4 That the Board notes the potential areas for concern set out in section 3.6 and considers the corrective action being taken and makes any recommendations to Cabinet as deemed appropriate.

3. BACKGROUND

- 3.1 The summary of performance is shown at **Appendix 1**. The full list of performance indicators due to be reported monthly is set out in **Appendix 2** where:-

	On Target
	Less than 10% from target
	More than 10% from target
	No target set

I	Performance is Improving
S	Performance is Stable
W	Performance is Worsening
N/a	No target set

- 3.3 From the summary of performance it can be seen that 74% of PI's have improving or stable performance in January. Six PI's have Improved estimated outturn projections, but also another six PI's have a worsening estimated outturn. Four of these are nevertheless still predicted to meet or exceed target, the remaining two (% of press articles which enhance our reputation and sickness absence) are now projected to miss target by more than was predicted last month. Six PIs in total are now projected to miss

target – an improvement over the last period. .

3.4 Five of the PI's have continued to improve in January having already improved in December. In addition ten PI's have moved from a worsening position to an improving position.

3.5 Examples of considerable or continued improvement over the period include:-

- BV109 a, b and c – very high levels of performance continue to be achieved for the tenth month in succession.
- BV8 – Invoices paid on time – 99.17% of invoices paid on time in January.
- Call centre performance continues at improved levels and is above target.
- All Street scene & Waste Management PI's continue to be on target both year to date and estimated outturn.

3.6 There are two indicators which are of potential concern as follows :-

- BV12 Sickness absence – Sickness increased significantly in January (short term sickness worsened by 40%) although there were improvements in long term sickness). Unless sickness levels are reduced in February and March then target will be missed by more than 10% (i.e. red), although the outturn is still likely to be better than last year. Recent events are likely to put pressure on sickness absence.
- The percentage of press articles which enhance our reputation fell again for the 4th month in succession. Service cuts generated a lot of negative letters which was fuelled by a campaign by a local newspaper to encourage readers to write in about green waste. media.

3.7 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 – 2 errors in reporting
 - Financial Services – 1 error in reporting and three missing items of data
 - Culture & Community Services – 3 errors in reporting
 - HROD – 1 item of data missing

All the above 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. There were no indications that the underlying performance figures were incorrect. The relevant Departmental Performance Champions have been notified.

3.8 As the year end approaches it is becoming increasingly clear that insufficient attention is being paid to the review of Estimated Outturn figures in some

areas. There are a number of instances where the figures show that the estimated outturn figure is unrealistic compared to the performance year to date. In most of these cases the estimated outturn is actually understated, therefore having the effect of dragging down the year end projections below what they will eventually be. Increased attention needs to be given to prediction of performance and outturn as the next step in the journey of improvement in the management of performance and thus this should be an improvement priority for 2008/09. Examples of unrealistic estimated outturns include BV78b – processing change of HB/CT circumstances, Av speed of answer, BV109 a, b, c – planning – all of which are too pessimistic. On the other hand both Street Scene & Waste Management and Culture & Community departments regularly review and revise estimated outturns based on both current performance levels and future projections.

4. FINANCIAL IMPLICATIONS

4.1 There are no financial implications

5. LEGAL IMPLICATIONS

5.1 There are no legal implications.

6. COUNCIL OBJECTIVES

6.1 Performance reporting & management links to the Improvement objective

7. RISK MANAGEMENT

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

- Data quality problems
- Poor performance

7.2 These risks are being managed as follows:

- Implementation of the Data Quality Strategy
- Robust follow up on performance issues, including performance clinics

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

10.1 ▪ There are no VFM implications

11. OTHER IMPLICATIONS

Procurement Issues None

Personnel Issues None
Governance/Performance Management – Production of the performance report supports the aim of improving performance & 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	Yes (At Leader's Group)
Chief Executive	Yes (at CMT)
Executive Director (Partnerships & Projects)	Yes (at CMT)
Executive Director (Services)	Yes (at CMT)
Assistant Chief Executive	Yes
Head of Service	Yes
Head of Financial Services	Yes (at CMT)
Head of Legal, Equalities & Democratic Services	Yes (at CMT)
Head of Organisational Development & HR	Yes (at CMT)
Corporate Procurement Team	Yes (at CMT)

13. WARDS AFFECTED

All Wards'.

14. APPENDICES

- Appendix 1 Performance Summary for January 2008
- Appendix 2 Detail Performance report for January 2008
- Appendix 3 Detailed figures to support the performance report
- Appendix 4 Detail breakdown of sickness figures

15. BACKGROUND PAPERS

None

Contact officer

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

APPENDIX 1

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%
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%
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

SUMMARY - Period 10 (January) 2007/08					
Monthly (September) performance					
	No.	%		No.	%
Improving or stable.	25	74%	On target	29	85%
Declining	9	26%	Missing target by less than 10%	3	9%
No data	0	0%	Missing target by more than 10%	2	6%
			No data	0	0%
Total Number of Indicators	34	100%	Total Number of Indicators	34	100%

SUMMARY - Period 10 (January) 2007/08					
Estimated Outturn					
	No.	%		No.	%
On target	28	82%	1st quartile	4	24%
Missing target by less than 10%	2	6%	2nd quartile	9	53%
Missing target by more than 10%	4	12%	3rd quartile	3	18%
No data	0	0%	4th quartile	1	6%
			(2006/07 quartiles used)		
total	34	100%	total*	17	100%

* only BVPI's with quartile data are counted

This page is intentionally left blank

Ref	Description	Reported?	Cum or Snap?	2006/07				2007/08				Comments	
				Actuals	Quartile	Higher or lower	Median	Dec Target	Dec Actual	Target & trend	Jan Target		Jan Actual

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	70.76	I	80.00	69.39	W	80.00	70.00	W	n/a	Performance for the month dropped to their lowest ever level since we started recording this indicator. Performance was 60%, compared to the target of 80%. The nature of recent difficult decisions taken by the Council - green waste, redundancies etc. and further decisions in February e.g. Single Status, Council Tax, plus the by election mean this indicator is unlikely to improve in the short term.
------------	--	---	---	-------	-----	-----	-----	-------	-------	---	-------	-------	---	-------	-------	---	-----	--

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	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	100	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	6.57	7.00	W	7.38	7.99	W	9.00	9.59	W	3	Long term sickness has reduced slightly this month, significantly in some areas, but there was a considerable increase (40%) in short term sickness, unless sickness levels are reduced in February and March from those in January then the target will be missed by more than 10%
------	--	---	---	-------	---	---	------	------	------	---	------	------	---	------	------	---	---	---

Financial services

Ref	Description	Reported?	Cum or Snap?	2006/07		Quartile Data (06/07 quartiles)		Dec Target	Dec Actual	Target & trend	Jan Target	Jan Actual	Target & trend	2007/08				Comments
				Actuals	Quartile	Higher or lower	Median							Target	Est. Outturn	E. O. Target & Trend	Est. Outturn Quartile	
BV78a	The average number of days taken for processing new claims.	M	C	32.05	3	L	28.00	28.00	27.71	W	28.00	26.98	I	28.00	28.00	S	2	YTD figure continues to improve and now below target of 28 days. Below the target with this performance indicates improvement as the number of days to process a new claim needs to decrease not increase. Maintenance of this excellent position needs to continue with the year end process due and the implementation of Local Housing Allowance.
BV78b	The average number of days taken for processing changes in circumstances	M	C	8.30	2	L	9.80	10.00	7.34	W	10.00	7.41	W	9.00	9.00	S	2	YTD figure continues to be below target. Performance in this PI has been maintained under target since April 2007. Number of days to process a change of circumstances needs to decrease not increase for improvement. Maintenance of this excellent position needs to continue with the year end process due and the implementation of Local Housing Allowance.
BV79bii	The percentage of recoverable HB (all-years outstanding) overpayments recovered.	M	C	30.99	3	H	33.22	22.50	22.26	W	25.00	28.39	I	30.00	30.00	S	3	Overpayment cash postings resolved. Senior Benefits Officer has taken the initiative to increase the number of direct deductions by utilising deductions from Social Benefits via DWP Debt Management.
BV8	Percentage of invoices paid on time	M	C	94.74	3	H	95.92	97.00	97.43	W	97.00	97.56	I	97.00	97.00	S	2	System for 48 hour turnround of invoices continues within the Council. 9 invoices late in January due to issues with contractors and clarification of invoice price
BV9	Percentage of Council Tax collected	M	C	98.40	2	H	98.20	87.61	87.40	S	97.03	96.80	S	98.70	98.09	S	2	Correspondence up to date. Still employing an agency contractor to assist as the vacancy for One Revenue Officer has not been filled.
BV10	Percentage of Non-Domestic Rates collected.	M	C	98.20	4	H	99.02	87.48	87.20	S	96.32	96.40	I	98.70	98.70	S	2	Correspondence up to date. Revenue staff concentrating on keeping NDR up to date while agency contractor assisting council tax.

**E-Government &
Customer Services**

Ref	Description	Reported?	Cum or Snap?	2006/07		Quartile Data (06/07 quartiles)		Dec Target	Dec Actual	Target & trend	Jan Target	Jan 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		5,487			7,568		-			n/a	Calls to the contact centre have increased by 38% compared to last month which is expected following the December holiday period
CSC	Monthly Call Volume Council Switchboard	M	S	n/a	n/a	n/a	n/a		3,791			6,027		-			n/a	Calls to council switchboard have increased by 59% compared to last month which expected following the December holiday period
CSC	Resolution at First Point of Contact all services (percentage)	M	S	83.00	n/a	n/a	n/a	85.00	94.00	W	85.00	95.00	I	85.00	90.00	S	n/a	Overall resolution continues to exceed target and performance is comparable with last month
CSC	Average Speed of Answer (seconds)	M	S	48	n/a	n/a	n/a	35.00	34.00	W	35.00	32.00	I	35.00	40.00	S	n/a	Performance continues to exceed target and has improved by on last months performance by 2 seconds
CSC	% of Calls Answered	M	S	76	n/a	n/a	n/a	80.00	84.00	W	80.00	84.00	S	80.00	80.00	I	n/a	Performance continues to exceed target and remains consistent with last month
LPI IT Services	% of helpdesk call closed within timescales	M	C	83.99	n/a	n/a	n/a	86.00	89.11	I	86.00	89.44	I	86.00	92.00	S	n/a	The team has been at full strength following the Christmas break. This has resulted in an improvement in performance.

Street Scene & Waste Management

BV82ai	The percentage of household waste that has been recycled	M	C	21.42	2	H	19.98	20.21	20.41	I	20.79	21.88	I	21.50	22.00	I	2	Highest ever tonnages collected for January, on target for year end figure
BV82bi	The percentage of household waste that has been composted	M	C	19.81	1	H	11.20	24.29	26.05	W	22.30	23.98	W	19.60	19.90	I	1	No collections of green waste 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	1	9 vehicles reported and 9 inspected within timescale
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	1	7 vehicles to be removed and 7 collected 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	n/a	8 animals removed within timescale
LPI Depot	% of flytips dealt with in response time	M	C	96.00	n/a	n/a	n/a	95.00	99.51	W	95.00	100.00	I	95.00	99.57	I	n/a	177 incidents of which 177 were collected within time

Ref	Description	Reported?	Cum or Snap?	2006/07				2007/08						Comments				
				Actuals	Quartile	Higher or lower	Median	Dec Target	Dec Actual	Target & trend	Jan Target	Jan Actual	Target & trend		Target	Est. Outturn	E. O.Target &Trend	Est. Outturn Quartile
LPI Depot	Number of missed household waste collections	M	C	1630	n/a	n/a	n/a	1,197	887	I	1,330	997	W	1,596	1,118	W	n/a	110 missed collection this month
LPI Depot	Number of missed recycle waste collections	M	C	748	n/a	n/a	n/a	594	232	I	660	252	W	800	261	W	n/a	20 missed recycling collections this month
LPI Depot	Number of written complaints	M	C	334	n/a	n/a	n/a	197	106	I	218	110	I	264	124	I	n/a	4 written complaints
LPI Transport Services	% responses to Excess Charge appeals in 10 days	M	C	94.00	n/a	n/a	n/a	95.00	97.60	W	95.00	97.76	I	95.00	97.60	W	n/a	56 appeals of which 56 were dealt with within time

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

Planning & Environment Services

BV109a	The percentage of major planning applications determined within 13 weeks	M	C	73.00	3	H	74.19	55.00	100.00	S	55.00	97.00	W	60.00	75.00	S	2	There were only three applications in this category this month which makes the importance of each determination greater. The application which went out of time was the 75 berth Marina at Alvechurch. This sort of application will soon be reclassified as a large scale major application (April 2008+) with longer than 13 weeks being given to determine it.
BV109b	The percentage of minor planning applications determined within 8 weeks	M	C	72.00	3	H	77.33	77.00	91.00	W	77.00	92.00	I	65.00	80.00	S	2	Only 15 apps in this category which is slightly less than previous four months, but they were all determined in time
BV109c	The percentage of other planning applications determined within 8 weeks	M	C	84.00	4	H	89.13	89.00	94.00	I	89.00	94.00	S	80.00	85.00	W	4	More apps in this category than in Dec and Nov which is encouraging. Of the out of time applications, 2 were as a result of referral to SOS (Grafton Manor) and 1 went to Committee (16 Sandhills Road). 2 appear to have experienced delays in the issuing of the decision notices.
BV204	The percentage of planning appeal decisions allowed	M	C	27.80	1	L	31.80	40.00	23.00	I	40.00	23.00	S	33.00	33.00	I	3	1 dismissed appeal

Culture & Community Services

Ref	Description	Reported?	Cum or Snap?	2006/07		Quartile Data (06/07 quartiles)		Dec Target	Dec Actual	Target & trend	Jan Target	Jan Actual	Target & trend	2007/08				Comments
				Actuals	Quartile	Higher or lower	Median							Target	Est. Outturn	E. O.Target &Trend	Est. Outturn Quartile	
BV126 (proxy)	The number of domestic burglaries	M	C		n/a	n/a	n/a	302	279	I	336	318	W	404	396	S	n/a	Burglaries increased by 7 in January against target which is in line with predicted seasonal trend. Analysis predicts further decreases in Feb/March and on target to deliver estimated out turn.
BV127a (proxy)	The number of violent crimes	M	C		n/a	n/a	n/a	835	840	I	928	914	I	1114	1100	S	n/a	Violent Crime continues to decrease, 18 under target for January. Robust policing in the Town Centre continues. On target to deliver predicted out turn.
BV127b (proxy)	The number of robberies	M	C		n/a	n/a	n/a	31	55	I	35	60	I	42	72	S	n/a	Robberies continuing to be over target (5) against target (3), but lowest month since September. Numbers are still low but Police effort continues.
BV128 (proxy)	The number of vehicle crimes	M	C		n/a	n/a	n/a	687	528	W	764	606	W	917	720	S	n/a	Slight increase in January (5) but still well under overall target.
LPI Community Services	Number of attendances at arts events	M	C	18,515	n/a	n/a	n/a	24,696	24,700	W	24,846	24,858	I	25,000	25,025	S	n/a	The actual outturn position by March 2008 is in line with the predicted out turn position by March 2008
LPI Sports Services	Sports Centres Usage	M	C		n/a	n/a	n/a	497,694	487,145	W	532,846	521,015	I	621,600	578,769	S	n/a	Overall below target. Plans are in place for new sessions and re-opening of pools at Dolphin Centre. Adverts for sessions, classes and general usage have been going out every week in local papers to raise awareness. We are also currently advertising for more aerobic instructors to increase exercise classes.

This page is intentionally left blank

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	59.05		

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	0.00			
				Actual	0.00	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	100.00	100.00		
				Actual	100.00	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	0.99		

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	28.00		
				Actual	34.10	36.44	33.57	22.06	25.21	20.89	23.97	22.93	23.02	20.82		
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	10.00		
				Actual	14.31	6.14	7.86	5.68	6.09	4.80	6.42	6.87	7.16	8.09		
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	30.00		
				Actual	2.85	7.27	9.80	12.41	15.14	17.20	19.28	21.36	22.26	28.39		

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	97.00		
				Actual	94.74	96.89	97.07	97.53	96.23	97.40	99.34	99.87	99.17	98.67		
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	7,568		
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	6,025		
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	85.00		
				Actual	90.77	90.00	92.00	95.00	90.20	95.00	86.40	95.00	94.00	94.80		
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	35.00		
				Actual	67.00	47.00	53.00	48.00	55.00	53.00	31.00	31.00	34.00	32.00		
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	80.00		
				Actual	60.00	81.00	79.00	80.00	77.00	79.00	86.00	86.00	84.00	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	86.00		
				Actual	92.88	95.45	89.85	95.23	88.17	93.50	87.62	78.65	80.60	92.48		

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.
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	27.00	26.00	26.00
				Actual	17.44	18.81	18.75	18.62	19.67	20.47	20.62	23.81	24.11	36.48		
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	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	NA		
				Actual	NA	NA	NA	16.83	NA	36.79		16.00	NA	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	NA		
				Actual	NA	NA	NA	5.56	NA	-5.45		5.00	NA	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	NA		
				Actual	NA	NA	NA	0.98	NA			1.00	NA	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	95.00		
				Actual	100.00	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	95.00		
				Actual	100.00	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	95.00		
				Actual	100.00	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	95.00		
				Actual	97.50	100.00	98.47	100.00	100.00	100.00	100.00	100.00	98.37	100.00		
LPI Depot	Number of missed household waste collections	M	C	Target	133	133	133	133	133	133	133	133	133	133		
				Actual	99	73	139	74	135	73	124	96	74	110		

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 missed recycle waste collections	M	C	Target	66	66	66	66	66	66	66	66	66	66		
				Actual	31	30	48	24	29	14	24	20	12	20		
LPI Depot	Number of written complaints	M	C	Target	22	22	22	22	22	22	22	22	22	22		
				Actual	27	11	6	14	10	7	14	11	6	4		
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	95.00		
				Actual	96.00	96.12	92.42	96.04	87.64	97.62	99.08	100.00	92.68	100.00		

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	55.00		
				Actual	100.00	100.00	100.00	100.00	100.00	100.00	100.00	0.00	100.00	66.00		
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	77.00		
				Actual	91.00	76.47	100.00	100.00	100.00	73.00	82.00	95.00	88.00	100.00		
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	89.00		
				Actual	100.00	90.90	96.30	90.00	96.00	88.00	93.00	91.00	98.00	90.00		
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	40.00		
				Actual	0.00	0.00	0.00	75.00	0.00	0.00	0.00	25.00	20.00	0.00		

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.	
Culture & Community Services																
BV126 (proxy)	The number of domestic burglaries	M	C	Target	33	34	33	33	33	33	33	33	33	33		
				Actual	32	34	34	40	26	21	23	48	26	40		
BV127a (proxy)	The number of violent crimes	M	C	Target	92	93	93	92	92	92	92	92	92	92	92	
				Actual	102	84	101	91	104	100	111	87	76	74		
BV127b (proxy)	The number of robberies	M	C	Target	3	4	3	3	3	3	3	3	3	3		
				Actual	5	8	8	3	5	5	8	7	6	5		
BV128 (proxy)	The number of vehicle crimes	M	C	Target	76	77	76	76	76	76	76	76	76	76	76	
				Actual	72	58	56	62	69	55	54	53	57	81		
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	150		
				Actual	265	275	510	665	12,905	650	600	8,750	80	158		
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	35,152		
				Actual	65,143	63,932	52,186	60,220	51,026	56,051	53,404	56,588	28,595	33,870		

This page is intentionally left blank

Sickness Figures for 2007/2008 by Service

Total FTE @ March 07	Actual no of employees - January	SERVICE	Total Sickness Days April 07 & on	Days per FTE - Year to Date	Projected - per FTE	Sickness Target 2007/08	2007/08											
							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	5.00 0.00	Legal & Democratic Short term Absences up to 28 days Long term Absences 29 days+	118.00 80.00 38.00	4.37 2.96 1.41	5.24	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	27.50 0.00		
11.00	2.00 0.00	CEO & Policy Short term Absences up to 28 days Long term Absences 29 days+	66.50 66.50 0.00	6.05 6.05 0.00	7.25	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	36.00 0.00		
56.00	14.00 3.00	Culture & Community Short term Absences up to 28 days Long term Absences 29 days+	473.00 341.00 132.00	8.45 6.09 2.36	10.14	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	46.00 45.00		
30.00	8.00 0.00	Egovernment & Customer Services Short term Absences up to 28 days Long term Absences 29 days+	185.00 161.00 24.00	6.17 5.37 0.80	7.40	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	28.00 0.00		
47.00	12.00 3.00	Finance Short term Absences up to 28 days Long term Absences 29 days+	577.50 212.50 365.00	12.29 4.52 7.77	14.74	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	25.00 32.00		
12.00	4.00 0.00	HROD Short term Absences up to 28 days Long term Absences 29 days+	40.00 40.00 0.00	3.33 3.33 0.00	4.00	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	6.00 0.00		
62.00	5.00 1.00	Planning & Environment Services Short term Absences up to 28 days Long term Absences 29 days+	386.00 235.00 151.00	6.23 3.79 2.44	7.47	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	5.50 22.00		
114.00	18.00 1.00	Street Scene & Waste Management Short term Absences up to 28 days Long term Absences 29 days+	1023.50 547.50 476.00	8.98 4.80 4.18	10.77	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	64.00 18.00		

Total Short Term Absence YTD	1683.50	113.50	150.50	145.00	174.00	174.00	94.50	215.00	211.50	167.50	238.00	0.00	0.00
Total Long Term Absence YTD	1186.00	119.00	152.00	112.00	137.00	103.00	77.00	116.00	123.00	130.00	117.00	0.00	0.00
TOTAL Days lost YTD	2869.50	232.50	302.50	257.00	311.00	277.00	171.50	331.00	334.50	297.50	355.00	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	0.73	0.81	0.81	0.81
BVPI 12 Sick Days Per FTE in Month	0.65	0.84	0.72	0.87	0.77	0.48	0.92	0.93	0.83	0.99			
TARGET sick days per FTE YTD	0.73	1.46	2.19	2.92	3.65	4.38	5.11	5.84	6.57	7.36	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	7.99			
BVPI 12 Projected Outturn	7.77	8.94	8.82	9.22	9.23	8.64	8.99	9.26	9.34	9.59			

2003-04	4309.83	737.50	1112.50	1500.20	959.63
2004-05	3074.99	735.87	875.43	836.52	627.17
2005-06	3570.58	695.38	949.95	883.98	1041.27
2006-07	3806.00	1067.00	959.50	951.00	828.50
2007-08	2869.50	792.00	759.50	963.00	355.00
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

This page is intentionally left blank

BROMSGROVE DISTRICT COUNCIL

18 MARCH 2008

PERFORMANCE MANAGEMENT BOARD

IMPROVEMENT PLAN EXCEPTION REPORT [JANUARY 2008]

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

1. SUMMARY

- 1.1 To ask PMB to consider the attached updated Improvement Plan Exception Report for January 2008.

2. RECOMMENDATION

- 2.1 That PMB considers and approves the revisions to the Improvement Plan Exception Report, and the corrective action being taken.
- 2.2 That PMB notes that for the 140 actions highlighted for January within the plan 84.3 percent of the Improvement Plan is on target [green], 11.4 percent is one month behind [amber] and 1.4 percent is over one month behind [red]. 2.9 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 JANUARY 2008

Overall performance as at the end of January 2008 is as follows: -

RED	3	2.0%	RED	2	1.4%
AMBER	17	11.6%	AMBER	16	11.4%
GREEN	121	82.3%	GREEN	118	84.3%
REPROGRAMMED	6	4.1%	REPROGRAMMED	4	2.9%

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 140 actions for the month, 6 actions have been suspended or the timescales have been extended. This amounts to 4.3 percent of the plan. These actions are: Modernised Strategic Housing Service (3.2); Overall Customer Satisfaction (4.1) x 2; Improve Customer Perception of Cleanliness (9.2) and Improve Member Capacity (16.4) x 2.
- 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 10 priorities as per the 2007/2010 Council Plan.

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	Yes
Executive Director (Partnerships and Projects)	Yes
Executive Director (Services)	Yes
Assistant Chief Executive	Yes
Head of Service (i.e. your own HoS)	Yes
Head of Financial Services (<i>must approve Financial Implications before report submitted to Leader's Group</i>)	Yes
Head of Legal & 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

14. WARDS AFFECTED

14.1 All wards

15. APPENDICES

15.1 Appendix 1 Improvement Plan Exception Report January 2008

16. BACKGROUND PAPERS:

- 16.1 Full Improvement Plan for December will be e- mailed to all Members of PMB 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

Name: Jenny McNicol
E Mail: j.mcnicol@bromsgrove.gov.uk
Tel: (01527) 881631

CP4: Customer Service																	
Ref	January 2008 Action		Colour		Corrective Action										Who	Original Date	Revised Date
4.1.2	Undertake survey				Survey now with the contractor.										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														Questions agreed and now with supplier. Results will be reported in April/ May 08	

CP4: Customer Service																	
Ref	January 2008 Action		Colour		Corrective Action										Who	Original Date	Revised Date
4.1.3	Report survey				Results delayed due to survey going out later than originally planned. Will be reported from April 2008										HB	Nov-07	Apr-08
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
4.1.	Overall Customer satisfaction																
4.1.3	Report survey	HB														Delayed, due to survey going out later than originally planned	

CP4: Customer Service																	
Ref	January 2008 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	January 2008 Action		Colour		Corrective Action										Who	Original Date	Revised Date
4.1.9	Agree new set with Cabinet.				Now going to Cabinet in March, as special budget Cabinet cancelled in February.										HB	Jan-08	Mar-08
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
4.1.	Overall Customer satisfaction																
4.1.9	Agree new performance indicator set with Cabinet.	HB														Now going to Cabinet in March, as special budget Cabinet cancelled.	

CP6: Performance																		
Ref	January 2008 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.		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	January 2008 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			
7.1.4	Develop delivery plan for further roll out.															HB	Jan-08	Mar-08
7.1	Area Committee pilots (probable expansion of two)																	
7.1.4	Develop delivery plan for further roll out.	HB															Dependent on outcome of meeting with Leader and Leader of Opposition on 05 March.	

CP7: Community Influence																		
Ref	January 2008 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			
7.5.3	Consultation with Leader's Group.															HB	Nov-07	Mar-08
7.5	Parish Council Influence (and Parish Council Charter)																	
7.5.3	Consultation with Leader's Group.	HB															PP guidance went to February's Leader's meeting, but agreed that it would not go forward to Cabinet in March.	

CP9: Clean District																	
Ref	January 2008 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 will be completed by end of February										MB	Dec-07	Feb-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. Policy will be completed by end of February	

FP1: Value for Money																	
Ref	January 2008 Action		Colour		Corrective Action										Who	Original Date	Revised Date
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
11.1.3	Monitor provision through client reviews.				Not due to commence until July/ August 08 following transfer										JP	Dec-07	July-08
11.1	Realisation of cashable savings by alternative methods of service delivery																
11.1.3	Monitor provision through client reviews.	JP														The monitoring of the services provided by external agencies (eg Payroll – Redditch, Leisure – Wychavon Leisure Trust) are not due to commence until July – August. A robust framework of monitoring cashable efficiencies realised by the changes services will commence following transfer.	

FP1: Value for Money																	
Ref	January 2008 Action		Colour		Corrective Action										Who	Original Date	Revised Date
11.3.5	Identify services for detailed benchmarking & cost analysis to be undertaken.		Orange		New accountancy manager will start work in March 08 to drive this work forward.										JP	Aug-07	March-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		Orange	Orange	Orange	Orange	Orange	Orange	Orange	Orange	Orange	Orange	Orange	Orange	Orange	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	January 2008 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.		Orange		Ongoing										JP	July-07	Mar-08
Ref.	Action	Lead			July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action

Exception Report for January 2008 Improvement Plan

Appendix 1

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. Roll out to Customer Service Centre and Revenues and Benefits section took place in Jan 08	
FP2: Financial Management																
Ref	January 2008 Action	Colour	Corrective Action											Who	Original Date	Revised Date
12.1.3	Train all managers to use web access for Agresso reporting.		Accountancy Manager post to start in March 08 and to plan a proposed start date for the remainder of the Council.											JP	Sept-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															
12.1.3	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	January 2008 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	
12.1.4	Commence pilot of relaunch of CIPFA FM model to enable diagnostic of areas of weakness to be developed.		To be readdressed in April as part of closedown process											JP	Jan-08	Apr-08
12.1	Improved Financial Management by budget holders															
12.1.4	Commence pilot of relaunch of CIPFA FM model to enable diagnostic of areas of weakness to be developed.	JP														HOFS undertaken joint approach with other districts to identify areas of weakness that need addressing at Bromsgrove. Report to CMT delayed due to lack of Accountancy Manager .

FP2: Financial Management																	
Ref	January 2008 Action		Colour		Corrective Action										Who	Original Date	Revised Date
12.4.3	Undertake programme.				The Council officers are participating in all networking groups and formal support offered by the External Auditors (eg final accounts workshops). This will continue during 2008/09.										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	January 2008 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 commenced in January and the first Cabinet session will take place in March										CF	Dec-07	Mar-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	CF													Met with Leader and identified training need and training provider.		

Exception Report for January 2008 Improvement Plan

Appendix 1

	for Cabinet Members.																		
PR2: Improved Governance																			
Ref	January 2008 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 commenced in January. The first session will be facilitated with the Cabinet in March														CF	Oct-07	Mar-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		

PR2: Improved Governance																		
Ref	January 2008 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			
16.4.6	Review roles and responsibilities for Leader, Leader of Opposition and Cabinet Members.															CF	Dec-07	Autumn-08
16.4	Improve Member Capacity																	
16.4.6	Review roles and responsibilities for Leader, Leader of Opposition and Cabinet Members.	CF																It has been agreed that although the constitution review will go some way to identifying the existing roles and responsibilities that whole scale change will not occur until the consequence of the Local Government and Public involvement in Health Act is know.

HR&OD2: Modernisation																		
Ref	January 2008 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			
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
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.		

BROMSGROVE DISTRICT COUNCIL

PERFORMANCE MANAGEMENT BOARD

18 MARCH 2008

PERFORMANCE MANAGEMENT BOARD PROPOSED PROGRAMME 2008/09

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 (March only) and a proposed programme for 2008/2009.

2. RECOMMENDATIONS

- 2.1 It is recommended that:
- i. The Board considers the programme and, in consultation, with Cabinet, other Boards and officers, agrees a programme of work for 2008/2009 (Appendix 1).

3. BACKGROUND

- 3.1 The recent Audit Commission Direction of Travel report described the Council's performance management arrangements as "robust" and "becoming embedded". The Performance Management Board has played an important role in this improvement, providing a "star chamber" where portfolio holders and officers can be challenged on a range of performance issues.
- 3.2 The 2007/2008 programme has evolved through the year, as the Board has identified new issues it wishes to look at, but the basic nature of the programme should be fixed due to the cyclical nature of financial and performance management. The 2007/2008 programme has had some slippage, but this needs to be set in the context of the level of detail that is being provided to Members. For example, many councils only report performance quarterly and few have an improvement plan or one that is as detailed as Bromsgrove's.
- 3.3 There are two outstanding pieces of work from the 2007/2008 programme that need to be rolled forward to 2008/2009. These are: the Performance Management Strategy and the evaluation of the Area Committee report. The first item is not on the Improvement Plan and is a lower priority piece of work for the Corporate Communications, Policy and Performance Team. Pressure to deliver on other competing priorities means the Team

have not had the capacity to deliver this, despite buying in an extra 13 days time from a part time Member of staff (this gives an indication of the lack of capacity). The Area Committee report was delayed in the first instance by the consultant undertaking the review and in the second instance with the need to allow both the Leader and Leader of the Opposition to have sight of the report first. This report can now come to April's meeting, with the Performance Management Strategy left unallocated at this stage.

- 3.4 Members have strengthened the role of the Board by reviewing the work programme each month and receiving a quarterly recommendation tracker report. Finally, Member governance has been an issue for previous inspections; however, the quality of the debate at the Board would compare favourably with other councils.

4. FINANCIAL IMPLICATIONS

- 4.1 The proposed new timetable links to the financial planning cycle.

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 complaints data during 2008/09 as part of the quarterly integrated financial and performance reports.

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	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 2008/09

12. BACKGROUND PAPERS

2007/08 PMB Work Programme.

CONTACT OFFICERS

Name: Hugh Bennett
E Mail: h.bennett@bromsgrove.gov.uk
Tel: (01527) 881430

Proposed Performance Management Board Work Programme 2008/09

Date	Agenda Item
18 Mar 08	Period 10 07/08 Performance Report. Period 10 07/08 Improvement Plan Mark 2 progress report. External Audit Report Direction of Travel. Employee Stress Survey Results Council Plan 2008/2011 Annual PACT review. PMB Work Programme 2008/2009.
22 Apr 08	Period 11 07/08 Performance Report. Period 11 07/08 Improvement Plan Mark 2 progress report. Housing Strategy Action Plan Update. VFM Licensing Review. Evaluation of Area Committee Pilots Quarterly Recommendation Tracker. PMB Work Programme.
20 May 07	Period 12 07/08 Integrated Finance & Performance report Period 12 07/08 Improvement Plan Mark 2 progress report Customer Panel 2 PMB Work Programme.
17 Jun 07	Period 1 07/08 Performance Report Period 1 Improvement Plan 2008/2009 Mark 3 PMB Work Programme
15 Jul 07	Period 2 08/09 Performance Report Period 2 08/09 Improvement Plan Mark 3 progress report

	<p>Annual Financial and Performance Report 2007/2008</p> <p>Quarterly Recommendation Tracker.</p> <p>PMB Work Programme</p>
19 Aug 07	<p>Quarter 1 08/09 Integrated Finance & Performance report.</p> <p>Period 3 08/09 Improvement Plan Mark 3 progress report.</p> <p>Customer Panel 3</p> <p>PMB Work Programme</p>
16 Sep 07	<p>Period 4 08/09 performance report</p> <p>Period 4 08/09 Improvement Plan Mark 2 progress report</p> <p>Staff Survey 2008 Results.</p> <p>PMB Work Programme</p>
21 Oct 07	<p>Period 5 08/09 Performance Report</p> <p>Period 5 08/09 Improvement Plan Mark 3 progress report</p> <p>Housing Strategy Action Plan Update.</p> <p>Quarterly Recommendation Tracker.</p> <p>PMB Work Programme.</p>
18 Nov 07	<p>Quarter 2 08/09 Integrated Finance & Performance report.</p> <p>Period 6 08/09 Improvement Plan Mark 3 progress report.</p> <p>Community Plan Annual Report 2006/07 and Update</p> <p>Artrix Performance Report</p> <p>PMB Work Programme.</p>
16 Dec 07	<p>Period 7 08/09 Performance Report.</p> <p>Period 7 08/09 Improvement Plan Mark 3 progress report.</p> <p>2008/2009 Predicted Outturn for Corporate Indicators.</p> <p>PMB Work Programme.</p>
20 Jan 08	<p>Period 8 08/08 Performance Report</p>

	<p>Period 8 08/09 Improvement Plan Mark 3 progress report.</p> <p>Annual BDHT Performance Report</p> <p>Quarterly Recommendation Tracker</p> <p>PMB Work Programme.</p>
17 Feb 08	<p>Quarter 3 08/09 Integrated Finance & Performance report.</p> <p>Period 9 08/09 Improvement Plan Mark 3 progress report.</p> <p>Annual Customer First Strategy Review.</p> <p>6 Month Review of Data Quality Strategy</p> <p>PMB Work Programme.</p>
17 Mar 08	<p>Period 10 07/08 Performance Report.</p> <p>Period 10 08/09 Improvement Plan Mark 3 progress report.</p> <p>External Audit Report</p> <p>Direction of Travel.</p> <p>Council Plan 2009-2012.</p> <p>Employee Stress Survey</p> <p>Annual PACT review.</p> <p>PMB Work Programme 2008/2009.</p>

Performance Management Strategy not allocated.