



BROMSGROVE DISTRICT COUNCIL

MEETING OF THE PERFORMANCE MANAGEMENT BOARD

TUESDAY, 22ND APRIL, 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 18th March 2008 (Pages 1 - 4)
4. Audit Commission - Annual Audit Letter (Pages 5 - 26)
5. Licensing Section Value For Money Review (Pages 27 - 36)
6. Improvement Plan Exception Report (February 2008) (Pages 37 - 50)
7. Monthly Performance Report - Period 11 (February 2008) (Pages 51 - 70)
8. Recommendations Tracker (Pages 71 - 80)
9. Work Programme 2008/2009 (Pages 81 - 88)
10. 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

The Council House
Burcot Lane
BROMSGROVE
Worcestershire
B60 1AA

11th April 2008

K. DICKS
Chief Executive

Agenda Item 3

BROMSGROVE DISTRICT COUNCIL

MEETING OF THE PERFORMANCE MANAGEMENT BOARD

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

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

Observers: Councillor R. D. Smith (Portfolio Holder)

Officers: Mr. H. Bennett, Ms. J. Pitman, Ms. J. McNicol and Mr. A. Jessop

86/07 APOLOGIES

Apologies for absence were received from Councillor A. N. Blagg, and the Chief Executive.

87/07 DECLARATIONS OF INTEREST

No declarations of interest were received.

88/07 MINUTES

The minutes of the meeting of the Performance Management Board held on 19th February 2008 were submitted.

RESOLVED that the minutes be approved as a correct record.

89/07 AUDIT COMMISSION DIRECTION OF TRAVEL REPORT

The Assistant Chief Executive reported that, since the compilation and despatch of the agenda for this meeting, he had received a request from the Leader of the Council for the Board to defer consideration of this report until its next meeting, in order to encompass the views of the Cabinet in this regard. The Chairman advised that he had been consulted on this issue and had agreed that it would be prudent to defer. Whereupon it was

RESOLVED that this matter be deferred for consideration at the next meeting of the Board, and that, in the interests of economy, Members be requested to retain their copy of the report and bring it to that meeting.

(NOTE: The Leader of the Council will also be invited to the next meeting of the Board for this item).

90/07 EXTERNAL AUDIT REPORT

The Chairman referred to the fact that this report had been considered by the Audit Board at its meeting the previous day, and that the only issue of relevance to this Board was on Data Quality, on which the Council had recorded an improved score of 2, and that, accordingly, as this was otherwise a purely financial report, was not particularly relevant to the work of this Board.

RESOLVED that the position be noted.

91/07 **EMPLOYEE STRESS SURVEY RESULTS**

Consideration was given to a report which conveyed the results of the work related stress audit which had been carried out as part of the risk assessment process and strategic framework to identify areas of potential risk, and, if proven, to take any appropriate action.

RESOLVED that the content of the survey recommendations and action plans be noted.

92/07 **COUNCIL PLAN 2008-2011**

Consideration was given to a report containing the draft Council Plan for 2008-2011, including a high level action plan for the Council's priorities for 2008-2011.

RESOLVED

- (a) that, having paid particular attention to the new Balanced Scorecard for the Council and the Strategic Action Plan 2008/2011, the draft Council Plan for 2008-2011, as set out in Appendix 1 to the report, be noted; and
- (b) that an invitation be extended to the Audit Commission inviting them to address members on the impending changes to the reporting of National Indicators and Comprehensive Area Assessment..

RECOMMENDED:

- (a) that it be suggested to Cabinet that Disabled Facilities Grants should be included as one of the Corporate Indicators; and
- (b) that further examination should be given to all of the various indicators to determine other "key" issues.

93/07 **MONTHLY PERFORMANCE REPORT - PERIOD 10 (JANUARY 2008)**

The Board gave consideration to a report on the Council's performance as at January 2008 (Period 10).

RESOLVED:

- (a) that it be noted 74% of indicators were improving or stable at the period end, compared to 55% in period 9;
- (b) that it be noted that 85% of indicators were achieving their targets at the period end, compared to 73% in period 9;

- (c) that the successes in Section 3.5 of the report (examples of considerable or continued improvement over the period) be celebrated;
- (d) that the potential areas for concern set out in Section 3.6 of the report, together with the corrective action being taken, be noted; and
- (e) that, on the question of sickness absence (as referred to in Section 3.6 of the report), the Head of Human Resources and Organisational Development be requested to look further into a recently reported Government proposal which would allow General Practitioners to issue patients with "well notes" rather than sick notes, (i.e., setting out what they were capable of undertaking rather what they were not), and that a report be brought back to the Board in this regard in due course.

94/07 **IMPROVEMENT PLAN EXCEPTION REPORT - PERIOD 10 (JANUARY 2008)**

Consideration was given to the Improvement Plan Exception report for January 2008, together with the corrective action being taken as set out in the appendix to the report.

RESOLVED:

- (a) that the revisions to the Improvement Plan Exception report, together with the corrective action being taken, be noted; and
- (b) that it be noted that for the 140 actions highlighted for January within the Plan, 84.3% were on target (green); 11.4% was one month behind (amber), and 1.4% was over one month behind (red). 2.9% of actions had been rescheduled (or suspended), with approval.

95/07 **WORK PROGRAMME**

Consideration was given to the report on the Board's updated work programme for 2008/09.

RESOLVED

- (a) that the Assistant Chief Executive be requested to contact Worcestershire County Council with a view to someone from that authority possibly attending the May meeting of the Board to discuss Youth Service provision within the district/county;
- (b) that it be noted that the Spatial Strategy Review was to become a regular item on the agenda for the foreseeable future; and
- (c) that consideration of the Housing Strategy Action Plan Update be considered alongside the Housing Inspection (which is expected to take place on 5th June 2008, but maybe earlier).

The meeting closed at 7.55 p.m.

Chairman

This page is intentionally left blank

Agenda Item 4

BROMSGROVE DISTRICT COUNCIL

PERFORMANCE MANAGEMENT BOARD

22nd APRIL 2008

AUDIT COMMISSION – ANNUAL AUDIT LETTER

Responsible Portfolio Holder	Cllr Roger Hollingworth, Leader of the Council
Responsible Head of Service	Kevin Dicks, Chief Executive

1. SUMMARY

- 1.1 To formally report the Audit Commission's Annual Audit Letter to the Board.

2. RECOMMENDATIONS

- 2.1 It is recommended that the Board:
- i) considers the report (Appendix 1);
 - ii) if appropriate, makes recommendations to Cabinet, which can be built into the new Improvement Plan.

3. BACKGROUND

- 3.1 The Council underwent its first CPA in February 2007 and received a Poor rating (this was largely due to the use of historic 2005/2006 performance data). 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 provides an Annual Audit Letter, which brings together a summary of all audit work undertaken during the year. This report also include the Direction of Travel assessment, that was conducted in November 2007.

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	At Cabinet
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 (at CMT)
Head of Financial Services	Yes (at CMT)
Head of Legal, Equalities & Democratic Services	Yes (at CMT)
Head of Organisational Development & HR	Yes (at CMT)

13. WARDS AFFECTED

All Wards'.

14. APPENDICES

Appendix 1 Audit Commission, Annual Audit Letter.

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

External audit is an essential element in the process of accountability for public money and makes an important contribution to the stewardship of public resources and the corporate governance of public services.

Audit in the public sector is underpinned by three fundamental principles.

- Auditors are appointed independently from the bodies being audited.
- The scope of auditors' work is extended to cover not only the audit of financial statements but also value for money and the conduct of public business.
- Auditors may report aspects of their work widely to the public and other key stakeholders.

The duties and powers of auditors appointed by the Audit Commission are set out in the Audit Commission Act 1998, the Local Government Act 1999 and the Commission's statutory Code of Audit Practice. Under the Code of Audit Practice, appointed auditors are also required to comply with the current professional standards issued by the independent Auditing Practices Board.

Appointed auditors act quite separately from the Commission and in meeting their statutory responsibilities are required to exercise their professional judgement independently of both the Commission and the audited body.

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 2008

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

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 2006/07 was disappointing so this good performance is due to significant improvements in the second, third and fourth quarters. However, only 6 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 improvements 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 focused and develop robust plans to deliver against its priorities in the Town Centre and Longbridge 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.

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



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 20 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 focused 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, SMART² 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 2008-2011, 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 ten 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.

² 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 2006/07 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 three criteria:
- 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
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)

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.

Closing remarks

- 54 This letter has been discussed and agreed with officers from the Council. A copy of the letter will be presented at the performance board on 18 March 2008. Copies need to be provided to 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.

Gary Stevens
Relationship Manager

March 2008

BROMSGROVE DISTRICT COUNCIL

PERFORMANCE MANAGEMENT BOARD

22ND APRIL 2008

LICENSING SECTION VALUE FOR MONEY REVIEW

Responsible Portfolio Holder	Cllr. P. Whittaker
Responsible Head of Service	David Hammond, Head of Planning and Environment Services

1. SUMMARY

- 1.1 At the meeting of the Performance Management Board held on 15th December 2007, it was agreed that a report be presented to the Board on the work undertaken by the Council's Licensing Section, in particular, its value for money compared to Redditch Borough Council's function.

2. RECOMMENDATION

It is recommended that the Board considers the report and makes any recommendations to Executive Cabinet if appropriate.

3. BACKGROUND

- 3.1 The Licensing Section was created in June 2003, as a result of the Licensing Act 2003, which involved the transfer to the Council, from the Magistrates' Courts, of responsibility for the licensing of all premises selling alcohol (including shops as well as pubs and clubs), the provision of regulated entertainment, the provision of hot food/drink after 11.00 p.m. (including takeaways), the licensing of ad-hoc events, as well as the licensing of all people who sell alcohol.
- 3.2 This was a huge task for local authorities, as it involved the setting up of complete new systems, including computer software to process the conversion applications (approx. 300 premises and approx 300-500 personal licences) during the transition period from the old system to the new system; training Councillors on all aspects of the new Act; drafting the Council's Statement of Licensing Policy; guidance information for applicants; sending out application packs; creating licensing web-pages for the Council's web-site; publicising the new legislation through awareness days; the setting up of new Licensing Sub-Committee and the Local Licensing Forum.
- 3.3 Although the bulk of the work was completed by December 2005, there still continues to be a steady flow of miscellaneous applications being made

such as changing the 'DPS' (Licensee), transferring licences over to another party, varying an existing licence, new personal licence applications, temporary event notices and of course dealing with complaints regarding licensed premises.

- 3.4 Any contested applications or requests for a licence to be reviewed are determined by the Licensing Sub-Committee. Each hearing on average can take 3 hours.
- 3.5 In respect of the Statement of Licensing Policy this has to be formally reviewed every three years. Extensive consultation has to be carried out with all interested parties. The first review of the policy document was concluded in November 2007.
- 3.6 In addition to this work the Licensing Section also deals with the following:
 - Making Orders relating to Alcohol Free Zones;
 - All aspects of taxi licensing, including processing applications for a combined Hackney Carriage and Private Hire Driver's Licence, Private Hire Vehicle Licence, Hackney Carriage Vehicle Licence and Private Hire Operators Licence;
 - Appointment of Hackney Carriage Stands;
 - Licensing all animal boarding establishments;
 - Licensing riding establishments;
 - Licensing zoos;
 - Licensing dog breeding;
 - Licensing pet shops;
 - Licensing dangerous wild animals
 - Registering Small Society Lotteries
 - Licensing charitable collections, namely street collections and house to house collections;
 - Issuing street trading permits to those people who wish to trade in the High Street; and
 - Servicing the Council's Licensing Committee and on occasion it is necessary to present reports to Executive Cabinet.
- 3.7 The workload of the Section recently increased further with the introduction of the Gambling Act 2005, which again transferred responsibility from Magistrates' Courts to local authorities. This involved the licensing of all betting shops, adult gaming centres, prize gaming machines in pubs and clubs, family entertainment centres and any ad-hoc gambling. Similar mechanisms had to be put in place to implement the new Gambling Act, as those for the Licensing Act, including a Statement of Policy, which must also be reviewed every three years.
- 3.8 There is also the requirement that periodic statutory returns are made to the Gambling Commission on the numbers of licences and registrations that the Council grants/refuses.

- 3.9 Attached at Appendix 'A' is a profile of the main licence types for 2007/08 together with the numbers of licences issued by neighbouring local authorities against those issued by this Council. Members may wish to note that the figures set out in Appendix 'A' do not take into account any miscellaneous applications, as described in paragraph 3.3.
- 3.10 Most Licences are renewed at various times during the year. The vast majority expire on the 12 month anniversary of the licence.
- 3.11 The Licensing Section is made up of three Officers; the Principal Licensing Officer, a Licensing Officer and an Assistant Licensing Officer. Each post is a full time post.
- 3.12 The main role of the Principal Licensing Officer is to manage the Licensing Section in line with the Council's 'Modern Manager Framework', however it is necessary for this role to be operational as well as strategic, due to volume of applications received by the Section and the complexity of some of the applications. It is also necessary to provide cover for each others' work during absences from the Section so that a comprehensive service is maintained. It is also expected that this role would look to ways to improve and refine current practices to provide a better service and move it forward.
- 3.13 The role of the Licensing Officer is principally responsible for the day-to-day administration of all aspects of taxi licensing, namely sending out reminder letters to all licence holders in respect of vehicle insurance, vehicle tests; processing of applications for Combined Hackney Carriage and Private Hire Driver Licences, Private Hire Vehicle Licences, Hackney Carriage Vehicle Licences and Private Hire Operators Licences, following up and investigating complaints, together with assisting the Principal Licensing Officer with the processing applications received in connection with the Gambling Act.
- 3.14 The role of the Assistant Licensing Officer is to assist both the Licensing Officer and the Principal Licensing Officer with all aspects of licensing, in particular applications received in accordance with the Licensing Act 2003.
- 3.15 It is expected that all three Officers must be able to cover for each other at times of absence from the Office and to make sure that the Section is run in an efficient manner, by learning about each others' work area.
- 3.16 The Principal Licensing Officer regularly attends meetings of the Neighbouring Authority Working Group, the County Licensing Officers' Group and is a member of the Institute of Licensing.
- 3.17 The Licensing Officer also attends a regional working group which specialises in taxi licensing.

3.18 Attendance at such meetings is vital in benchmarking the service against other local authorities, which in turn provides consistency across neighbouring authorities and provides networking and training opportunities.

3.19 The Section will be responsible for implementing a number of key deliverables for next year, these include:

- Review of Street Trading Consents
- Review of the Taxi Handbook including licence conditions in conjunction with the other districts in the County.
- Introduction of Taxi training for all drivers
- Implementation of the Charities Act
- Implementation of the Animal Welfare Act

3.20 The profile for staffing levels for each local authority in the County is as follows:

	Full time equivalents	Part time equivalents
Redditch	4	1
Worcester	5	
Wyre Forest	3	1
Wychavon	3	1
Malvern	3	
Bromsgrove	3	

3.21 In respect of the staffing levels for Redditch and Bromsgrove, there are currently no vacant posts however the Licensing Section at Redditch is due to go through a restructure following the retirement of their Licensing Manager. The majority of taxi licensing is undertaken by two full time Officers at Redditch, whilst only one Officer principally deals with taxi licensing at Bromsgrove.

3.22 Members may wish to note that for each authority one of the full time equivalents is a Senior/Principal Licensing Officer. However the reporting structure is much 'flatter' at Bromsgrove than it is for other local authorities in the County. From the information I have received from the other authorities, it appears that generally there is another tier of management, such as a Commercial Services Manager or Environmental Health and Licensing Manager, between the Senior Officer and the Head of Service/Department.

4. FINANCIAL IMPLICATIONS

4.1 The budgeted expenditure for 2007/08 for the Licensing Section is £134,137. The budget income for 2007/08 for the Licensing Section is £102,580.

5. LEGAL IMPLICATIONS

5.1 The majority of functions carried out by the Licensing Section are a statutory requirement with statutory deadlines for most processes.

6. COUNCIL OBJECTIVES

6.1 This item links with the Council Objective CO2 and CO4.

7. RISK MANAGEMENT

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

- *Loss of income*
- *Poor customer service*
- *Not meeting statutory deadlines*

7.2 These risks are being managed as follows:

- Poor customer service:

Risk Register: Planning and Environment Services

Key Objective Ref No: 7.4

Key Objective: *Develop a 'business culture'. Improve public perception.*

Risk Register: Planning and Environment Services

Key Objective Ref No: 8.2

Key Objective: *Continue to work in close partnership with other Licensing Officers in the County.*

7.3 Currently the risks identified in the (*first and third*) bullet points in 7.1 are not addressed by any risk register and will be added to the Planning and Environment Services risk register as follows:

- Loss of income – It is essential that all licence fees are collected on time.
- *Not meeting statutory deadlines - All legislative statutory deadlines must be adhered to, to prevent a judicial review.*

8. CUSTOMER IMPLICATIONS

8.1 The Licensing Section is very much a front line service and it is essential that all applications and enquires are dealt with as efficiently and effectively as possible.

9. EQUALITIES AND DIVERSITY IMPLICATIONS

9.1 None.

10. VALUE FOR MONEY IMPLICATIONS

10.1 None.

11. OTHER IMPLICATIONS

Procurement Issues None
Personnel Implications
Governance/Performance Management None
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	No
Executive Director (Partnerships and Projects)	No
Executive Director (Services)	No
Assistant Chief Executive	Yes
Head of Service	Yes
Head of Legal, Equalities & Democratic Services	No

13. WARDS AFFECTED

13.1 All.

14. APPENDICES

Appendix A Profile of main licence types

15. BACKGROUND PAPERS

None.

CONTACT OFFICER

Name: Sharon Smith
E Mail: sharon.smith@bromsgrove.gov.uk
Tel: (01527) 881626

This page is intentionally left blank

**Profile of key licence types and registrations for
2007/08**

Type of licence	Redditch	Bromsgrove	Worcester	Wyre Forest	Wychavon	Malvern
Taxi Licensing						
Hackney Carriage Vehicle	215	74	210	Nos included in Private Hire Vehicle	Nos included in Private Hire Vehicle	100
Private Hire Vehicles	121	87	80	125	224	100
Private Hire Operators	24	12	15	7	38	15
Driver Licences	376	181	329	215	248	120
Licensing Act						
Premises Licences	192	255	488	380	433	350
Club Premises	25	46	22	Nos. included in Premises licences	63	40
Temporary Event Notices	68	179	223	250	500	72
Personal Licences	339	449	763	406	682	450
Animal Welfare						
Pet Shops	4	5	8	5	12	Not dealt with by Licensing
Animal Boarding	2	22	1	7	28	Not dealt with by Licensing
Riding Establishments	0	8	1	3	8	Not dealt with by Licensing

Dangerous Wild Animals	0	1	0	2	2	Not dealt with by Licensing
Zoo	0	1	0	1	1	Not dealt with by Licensing
Dog Breeding	0	0	0	2	1	Not dealt with by Licensing
Gambling Act						
Small Society Lotteries	66	90	70	90	169	60
Premises Licences	13	18	26	27	37	5
Charitable Permits						
House to House Collections	18	10	No information available	13	7	No information available
Street Collections	94	15	No information available	50	74	No information available
Number of licences per FTE	389	484	447	527	842	437

Agenda Item 6

BROMSGROVE DISTRICT COUNCIL

22 APRIL 2008

PERFORMANCE MANAGEMENT BOARD

IMPROVEMENT PLAN EXCEPTION REPORT [FEBRUARY 2008]

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

1. SUMMARY

- 1.1 To ask Performance Management Board to consider the attached updated Improvement Plan Exception Report for February 2008.

2. RECOMMENDATION

- 2.1 That Performance Management Board considers and approves the revisions to the Improvement Plan Exception Report, and the corrective action being taken.
- 2.2 That Performance Management Board notes that for the 138 actions highlighted for February within the plan 88.4 percent of the Improvement Plan is on target [green], 7.3 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 then Improvement Director. The Improvement Plan is designed to push the Council through to a rating of Fair during 2008.

4. PROGRESS IN FEBRUARY 2008






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

January 2008

February 2008

RED	2	1.4%	RED	2	1.4%
AMBER	16	11.4%	AMBER	10	7.3%
GREEN	118	84.3%	GREEN	122	88.4%
REPROGRAMMED	4	2.9%	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 138 actions for the month, 5 actions have been deleted, suspended or the timescales have been substantially revised. This amounts to 3.6 percent of the original actions scheduled for this month. These actions are: Modernised Strategic Housing Service (3.2.4); 3 Charter Marks (5.2.4); Revisit Planning Moratorium (10.4.3); Improved Financial Management by Budget Holders (12.1.1); and Develop Project Management Arrangements for CMT (22.6.4).

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	Yes
Head of Financial Services	Yes
Head of Legal & Democratic Services	Yes
Head of Organisational Development & HR	Yes
Corporate Procurement Team	No

14. WARDS AFFECTED

14.1 All wards

15. APPENDICES

15.1 Appendix 1 Improvement Plan Exception Report February 2008

16. BACKGROUND PAPERS:

16.1 The full Improvement Plan for February will be e-mailed to all Members of the Leader's Group 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

Exception Report for February 2008 Improvement Plan

Appendix 1

CP2: Longbridge																	
Ref	February 2008 Action	Colour	Corrective Action												Who	Original Date	Revised Date
2.2	Submit Final Plan		Rescheduled date of Feb 08 has been missed due to difficulties in resolving transport matters specifically regarding the transport assessment and challenge from landowners.. Will now take place in April 2008.												PS	Sept-07	Apr-08
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
2.2	Mixed Housing																
2.2	Undertake survey	PS														Delayed due to difficulties in decisions regarding transport matters.	
CP3: Housing																	
Ref	February 2008 Action	Colour	Corrective Action												Who	Original Date	Revised Date
3.2.4	Implement contractor procurement framework for DFGs		Delayed due to slow procurement negotiations with neighbouring authorities and development of specification. Timescale extended to June to ensure completion.												AC	Feb-08	Jun-08
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
3.2	Modernised Strategic Housing Service																
3.2.4	Implement contractor procurement framework for Disabled Facilities Grants	AC														Work progressing slowly. Timescale extended until June. A fuller update will be provided in March 2008.	

Page 4

Exception Report for February 2008 Improvement Plan

Appendix 1

FP1: Value for Money																		
Ref	February 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.														
11.1	Realisation of cashable savings by alternative methods of service delivery																	
11.1.3	Monitor provision through client reviews.	JP																Payroll and leisure services will not be transferred until July 08.

FP1: Value for Money																		
Ref	February 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			
			11.3.5	Identify services for detailed benchmarking & cost analysis to be undertaken.														
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																Detailed analysis undertaken on audit commission profiles. Analysis to be reviewed in March with the aim to report to CMT & leaders group with findings.

Page 42

FP2: Financial Management																		
Ref	February 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			
12.1.1	Implementation of the POP project to account for commitments & accruals on the Agresso system.		New Accountancy Manager will start work in Mar 08 to drive this work forward.													JP	July-07	Mar-08
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	February 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			
12.1.3	Train all managers to use web access for Agresso reporting.		Accountancy Manager post to start in March 08 and will plan a proposed start date for the remainder of the Council.													JP	Sept-07	June-08
12.1	Improved Financial Management by budget holders																	
12.1.3	Train all managers to use web access for Agresso reporting.	JP														Delayed due to focus on implementation of POP as linked with web access. New upgrades have been implemented. Accountancy Manager post to start in March 08 and will plan a proposed start date for the remainder of the Council.		

Page 44

Exception Report for February 2008 Improvement Plan

Appendix 1

PR2: Improved Governance																	
Ref	February 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 for Cabinet Members.	CF														Met with Leader and identified training need and training provider. This was completed in April 08	

Page 45

PR2: Improved Governance																	
Ref	February 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.	

Exception Report for February 2008 Improvement Plan

Appendix 1

PR2: Improved Governance																
Ref	February 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.		Dependent on the Local Government and Public involvement in Health Act.											CF	Jan-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 known.

Page 46

Exception Report for February 2008 Improvement Plan

Appendix 1

HR&OD2: Modernisation																	
Ref	February 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		
20.2.4	Terms and Conditions Negotiations (including Pay Protection).		Orange		Implementation suspended pending results of NJC approved consultant quality assurance test. All "in principle" offers will now be balanced against the financial implications of this delay.										JP	Feb-08	Unknown at this stage
20.2	Single Status																
20.2.4	Terms and Conditions Negotiations (including Pay Protection).	JP	Green	Green	Green	Green	Green	Green	Green	Green	Orange	Grey	Grey			Implementation suspended pending results of NJC approved consultant quality assurance test. All "in principle" offers will now be balanced against the financial implications Of this delay.	

Page 47

Exception Report for February 2008 Improvement Plan

Appendix 1

HR&OD2: Modernisation																	
Ref	February 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		
20.2.6	Ballot of staff				The ballot has been temporarily suspended due to issues of concern having been raised about the evaluation process by Unison National.										JP	Jan-08	Unknown at present
20.2	Single Status																
20.2.6	Ballot of staff	JP														In order to address these concerns it has been collectively agreed to appoint a NJC authorised consultant to conduct a quality assurance review of the process followed and associated results. The initial report is expected on 20 th March.	

Page 48

HR&OD2: Modernisation																	
Ref	February 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	New financial year 2008/09
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. The review will go on into the new Business Planning year.	

Page 49

This page is intentionally left blank

Agenda Item 7

BROMSGROVE DISTRICT COUNCIL

PERFORMANCE MANAGEMENT BOARD

DATE 22 APRIL 2008

FEBRUARY (PERIOD 11) PERFORMANCE REPORTING

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

1. SUMMARY





- 1.1 To report to Leader's Group on the Council's performance at 29 February 2008 (period 11).

2. RECOMMENDATIONS

- 2.1 That the Board notes that 65% of indicators are improving or stable at the period end, compared to 74% in period 10.
- 2.2 That the Board notes that 85% of indicators are achieving their targets at the period end, compared to 85% in period 10.
- 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 65% of PI's have improving or stable performance in February. Although this is down from the previous period it should be noted that in the majority of cases this represents only a small decline in performance in the period and the majority of these PI's remain on target. Five PI's have Improved estimated outturn projections, but also another four PI's have a worsening estimated outturn. Four of these are nevertheless still predicted to meet or exceed target, the remaining one - % of press articles which enhance our reputation is projected to miss target

by more than was predicted last month. Six PIs in total are projected to miss target – the same as the last period. .

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

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

- BV12 – sickness absence – a significant decrease in sickness absence, over 40% improvement over January figures.
- BV8 – Invoices paid on time – 99.48% of invoices paid on time in February (only 3 late invoices).
- Call centre performance continues at improved levels and is above target, including significant improvement in average speed of answer.
- All Street scene & Waste Management PI's continue to be on target both year to date and estimated outturn.
- BV78b – av. number of days to process (benefit) changes – significant improvements during the period, the estimated outturn is now 6.5 days against a target of 9 days.

3.6 There is one indicator which is of potential concern :-

- The percentage of press articles which enhance our reputation fell again for the 5th 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.

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 :-

- Culture & Community Services – 6 errors in reporting
- Planning & Environment – 3 errors in reporting
- Financial Services – 1 error in reporting and two missing items of data
- SSWM – 3 errors in reporting

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 and Heads of Service have been notified.

3.8 As reported last month a number of the estimated outturns remain unrealistically low compared to performance year to date and given that there is now only one month left of this year.

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 February 2008
- Appendix 2 Detail Performance report for February 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 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%	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%	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

SUMMARY - Period 11 (February) 2007/08					
Monthly (October) performance					
	No.	%		No.	%
Improving or stable.	22	65%	On target	29	85%
Declining	12	35%	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 11 (February) 2007/08					
Estimated Outturn					
	No.	%		No.	%
On target	28	82%	1st quartile	5	31%
Missing target by less than 10%	2	6%	2nd quartile	8	50%
Missing target by more than 10%	4	12%	3rd quartile	2	13%
No data	0	0%	4th quartile	1	6%
			(2006/07 quartiles used)		
total	34	100%	total*	16	100%

* only BVPI's with quartile data are counted

This page is intentionally left blank

Ref	Description	Report - ed?	Cum or Snap?	2006/07		Quartile Data (06/07 quartiles)		Dec Target	Dec Actual	Target & trend	Jan Target	Jan Actual	Target & trend	Feb Target	Feb Actual	Target & trend	2007/08				Comments
				Actuals	Quartile	Higher or lower	Median										Target	Est. Outturn	E. O.Target &Trend	Est. Outturn Quartile	

Chief Executive's Department

LPI CEOAC E	% 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	67.31	W	80.00	70.00	W	n/a	Most of the negativity has come from the letters pages of the newspapers - a tough budget round and the subsequent decisions from that have meant disgruntled customers and who have vented their frustration in letters. The Bromsgrove Standard's encouragement to get people to write into them did not help this and despite increased proactivity from the press office, the proportion of negative letters and articles in the newspapers has increased.
-------------	--	---	---	-------	-----	-----	-----	-------	-------	---	-------	-------	---	-------	-------	---	-------	-------	---	-----	--

Legal, Equalities and Democratic Services

BV174	The number of racial incidents reported to the Council per 100,000 population	M	C	0	n/a	n/a	n/a	0.00	0.00	S	0.00	0.00	S	0.00	0.00	S	0.00	0.00	S	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	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	8.19	8.56	I	9.00	9.34	I	2	Sickness has reduced significantly in most service areas, reducing the number of absence days per FTE from 0.99 in January to 0.57 in February. If this can be maintained for March then the Council will remain Amber.
------	--	---	---	-------	---	---	------	------	------	---	------	------	---	------	------	---	------	------	---	---	---

Financial services

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	26.56	W	28.00	28.00	S	2	Again YTD figure is below BDC target and position being maintained
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	10.00	5.99	I	9.00	6.50	I	1	YTD figure is significantly below BDC target and position being maintained

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	Feb Target	Feb Actual	Target & trend	2007/08				Comments
				Actuals	Quartile	Higher or lower	Median										Target	Est. Outturn	E. O. Target & Trend	Est. Outturn Quartile	
BV79bii	The percentage of recoverable HB (all-years outstanding) overpayments recovered.	M	C	30.99	3	H	33.22	22.50	22.26	W	25.00	28.39	I	27.50	30.26	I	30.00	30.00	S	3	Overpayments exceed BDC target continued maintenance of position by Senior Benefits Officer
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	97.71	I	97.00	97.00	S	2	On target. Improvement on last months figures and only 3 late invoices for February.
BV9	Percentage of Council Tax collected	M	C	98.40	2	H	98.20	87.61	87.40	S	97.03	96.80	S	98.30	98.10	S	98.70	98.09	S	2	On target - recovery still taking place while in preparation for annual billing. All correspondence up to date.
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	97.70	96.40	S	98.70	98.70	S	2	NDR has fallen due to an error made by inputting a company into the wrong unit causing a debit of £261,960.00 a 1.25 debit raise onto collection figures. However it has been agreed by company concerned that this debit be paid in full by the 26th March 2008. Correspondence up to date and recovery action is still ongoing while preparing annual billing.

Page 8

Government & Customer Services

CSC	Monthly Call Volumes Customer Contact Centre	M	S	n/a	n/a	n/a	n/a	5,487				7,568								n/a	Call profile as expected at this point in the Council year Customer contact centre calls have fallen by 16% compared to last month
CSC	Monthly Call Volume Council Switchboard	M	S	n/a	n/a	n/a	n/a	3,791				6,027								n/a	Call profile as expected at this point in the Council year Council switchboard calls have fallen by 12% compared to last month
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	94.90	S	85.00	90.00	S	n/a	Resolved at first point of contact continues to exceed target and performance is consistent 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	21.00	I	35.00	40.00	S	n/a	Significant improvement in the average speed of answer this month and has improved by 11 seconds over last month . Forecast for end of year difficult because Council Tax main billing commences in mid March and does have significant impact on performance of Customer Contact Centre

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	Feb Target	Feb Actual	Target & trend	2007/08				
				Actuals	Quartile	Higher or lower	Median										Target	Est. Outturn	E. O. Target & Trend	Est. Outturn Quartile	Comments
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	89.00	I	80.00	80.00	S	n/a	% Calls answered continues to exceed target and has improved over last month by 5%
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	90.24	I	86.00	92.00	S	n/a	Performance continues to exceed target.

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	22.20	22.37	W	21.50	22.00	S	2	Exceeding target
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	20.90	22.35	S	19.60	19.90	S	1	Exceeding target
BV218a	The percentage of new reports of abandoned vehicles investigated within 24 hours of notification	M	C	95.00	2	H	92.00	95.00	100.00	S	95.00	100.00	S	95.00	100.00	S	95.00	100.00	S	1	13 vehicles reported and 13 investigated 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	98.70	W	95.00	98.70	W	1	10 vehicles to be removed and 9 removed within timescale
LPI Depot	% animal/debris cleared within timescales	M	C	82.00	n/a	n/a	n/a	95.00	100.00	S	95.00	100.00	S	95.00	100.00	S	95.00	100.00	S	n/a	30 animals reported and 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	99.61	S	95.00	99.61	I	n/a	144 incidents of fly tipping of which all 144 were collected within time scale
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	1,463	1,039	I	1,596	1,081	I	n/a	42 missed refuse collections this month, improved communication from crews
LPI Depot	Number of missed recycle waste collections	M	C	748	n/a	n/a	n/a	594	232	I	660	252	W	726	294	W	800	336	W	n/a	42 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	242	126	W	264	142	W	n/a	16 written complaints, increase due to complaints about green waste being charged for in future
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	97.80	W	95.00	97.80	I	n/a	62 ECN's of which 61 were dealt with within time

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

Planning & Environment 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	Feb Target	Feb Actual	Target & trend	2007/08				Comments
				Actuals	Quartile	Higher or lower	Median										Target	Est. Outturn	E. O. Target & Trend	Est. Outturn Quartile	
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	55.00	86.00	I	60.00	75.00	S	2	One application went over as a result of Members requesting additional information for HP and HA and undertaking a site visit. (Corbett Business Park, Shaw Lane). However this is only the second major application not determined in time for the period April 2007 – beginning of March 2008.
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	77.00	92.00	W	65.00	80.00	S	2	Again only one application went over (81 Sweetpool Lane) because of the need for a Legal agreement relating to play space. The number of application submitted in this category is average at 16.
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	89.00	93.00	W	80.00	85.00	S	4	Eight applications that went over for minor reasons. The number of decision made in this category is amongst the lowest over the last six months. There have been up to 103 decisions in this category (August) with averages of around upper 70's and low 80'. This is of course a factor of the nature of the applications submitted over which the Authority has no control.
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	40.00	26.00	W	33.00	33.00	S	3	Appeals, 1/1 = 100%

Culture & Community Services

BV126 (proxy)	The number of domestic burglaries	M	C	n/a	n/a	n/a		302	279	I	336	318	W	370	337	I	404	396	S	n/a	Bromsgrove Police have mounted a major winter Burglary initiative. Officers have been effective in targeting identified criminals who operate across the West Midlands/Worcestershire Border. Police have committed new resources across the District. As a result Domestic Burglaries have dropped from 40 in January 08 to 18 in February 08 (33 cases under target)
---------------	-----------------------------------	---	---	-----	-----	-----	--	-----	-----	---	-----	-----	---	-----	-----	---	-----	-----	---	-----	--

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	Feb Target	Feb Actual	Target & trend	2007/08				Comments
				Actuals	Quartile	Higher or lower	Median										Target	Est. Outturn	E. O.Target &Trend	Est. Outturn Quartile	
BV127a (proxy)	The number of violent crimes	M	C		n/a	n/a	n/a	835	840	I	928	914	I	1021	1000	W	1114	1100	S	n/a	New violent crime initiative implemented on the 10th March, Police are aiming to get to the victim within 3 hours and make an arrest within 24 hours. This coupled with robust policing of the town centre has greatly assisted violent crime and led to the police achieving targets.
BV127b (proxy)	The number of robberies	M	C		n/a	n/a	n/a	31	55	I	35	60	I	38	64	I	42	72	S	n/a	There were 4 robberies this month and all have been fully investigated and resulted in arrests. Due to the very nature of Bromsgrove District it will continue to have robbery offences. The police are confident that their robbery offences are correctly recorded and reflect the variety of offences that we have (i.e. many low level Phone type offences with a smattering of very serious armed type offences).
BV128 (proxy)	The number of vehicle crimes	M	C		n/a	n/a	n/a	687	528	W	764	606	W	840	670	I	917	720	S	n/a	Vehicle Crime continues to fall due to the focus of the Police and Neighbourhood Wardens.
LPI Community Services	Number of attendances at sports events	M	C	18,515	n/a	n/a	n/a	24,696	24,700	W	24,846	24,858	I	24,981	25,004	W	25,000	25,025	S	n/a	The cumulative actual target total is in line with the predicted outturn position of 25,000
LPI Sports Services	Sports Centres Usage	M	C		n/a	n/a	n/a	497,694	487,145	W	532,846	521,015	I	571,711	557,109	I	621,600	578,769	S	n/a	Increased advertising at both centres but especially Dolphin Centre with pool re-opening on 19th March 08. New sessions to be looked at in dry side facilities. As part of the PDR's all Duty Managers look at a variety of new activities that can increase usage and revenue across both sites.

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	54.48	

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	0.00
				Actual	0.00	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	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	0.81	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	0.57

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	28.00
				Actual	34.10	36.44	33.57	22.06	25.21	20.89	23.97	22.93	23.02	20.82	21.05
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	10.00
				Actual	14.31	6.14	7.86	5.68	6.09	4.80	6.42	6.87	7.16	8.09	2.16
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	30.00
				Actual	2.85	7.27	9.80	12.41	15.14	17.20	19.28	21.36	22.26	28.39	30.26

Monthly Performance detailed figures

Ref	Description	Freq	C or S	2007/08 Monthly Performance figures												
				Apr.	May.	Jun.	Jul.	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	
BV8	Percentage of invoices paid on time	M	C	Target	97.00	97.00	97.00	97.00	97.00	97.00	97.00	97.00	97.00	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	99.48	
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	6,307	
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	5,382	
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	85.00	
				Actual	90.77	90.00	92.00	95.00	90.20	95.00	86.40	95.00	94.00	94.80	94.90	
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	35.00	
				Actual	67.00	47.00	53.00	48.00	55.00	53.00	31.00	31.00	34.00	32.00	21.00	
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	80.00	
				Actual	60.00	81.00	79.00	80.00	77.00	79.00	86.00	86.00	84.00	84.00	89.00	
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	86.00	
				Actual	92.88	95.45	89.85	95.23	88.17	93.50	87.62	78.65	80.60	92.48	98.18	

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	27.00	26.00
				Actual	17.44	18.81	18.75	18.62	19.67	20.47	20.62	23.81	24.11	36.48	29.00	

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.	
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	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	NA		
				Actual	NA	NA	NA	16.83	NA	36.79		16.00	NA	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	NA		
				Actual	NA	NA	NA	5.56	NA	-5.45		5.00	NA	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	NA		
				Actual	NA	NA	NA	0.98	NA			1.00	NA	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	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	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	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	100.00	90.00
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	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	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	95.00	95.00	
				Actual	97.50	100.00	98.47	100.00	100.00	100.00	100.00	100.00	100.00	98.37	100.00	100.00	
LPI Depot	Number of missed household waste collections	M	C	Target	133	133	133	133	133	133	133	133	133	133	133	133	
				Actual	99	73	139	74	135	73	124	96	74	110	42		
LPI Depot	Number of missed recycle waste collections	M	C	Target	66	66	66	66	66	66	66	66	66	66	66	66	
				Actual	31	30	48	24	29	14	24	20	12	20	42		

Monthly Performance detailed figures

Ref	Description	Freq	C or S	2007/08 Monthly Performance figures												
				Apr.	May.	Jun.	Jul.	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	
LPI Depot	Number of written complaints	M	C	Target	22	22	22	22	22	22	22	22	22	22	22	
				Actual	27	11	6	14	10	7	14	11	6	4	16	
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	95.00	
				Actual	96.00	96.12	92.42	96.04	87.64	97.62	99.08	100.00	92.68	100.00	98.39	

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	55.00	
				Actual	100.00	100.00	100.00	100.00	100.00	100.00	100.00	0.00	100.00	66.00	80.00	
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	77.00	
				Actual	91.00	76.47	100.00	100.00	100.00	73.00	82.00	95.00	88.00	100.00	94.00	
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	89.00	
				Actual	100.00	90.90	96.30	90.00	96.00	88.00	93.00	91.00	98.00	90.00	86.00	
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	40.00	
				Actual	0.00	0.00	0.00	75.00	0.00	0.00	0.00	25.00	20.00	0.00	100.00	

Culture & Community Services

BV126 (proxy)	The number of domestic burglaries	M	C	Target	33	34	33	33	33	33	33	33	33	33	33	
				Actual	32	34	34	40	26	21	23	48	26	40	19	
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	78	
BV127b (proxy)	The number of robberies	M	C	Target	3	4	3	3	3	3	3	3	3	3	3	
				Actual	5	8	8	3	5	5	8	7	6	5	4	
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	64	
LPI Community Services	Number of attendances at arts events	M	C	Target	250	525	500	800	12,000	600	600	7,000	2,421	150	135	
				Actual	265	275	510	665	12,905	650	600	8,750	80	158	146	

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 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	38,865	
				Actual	65,143	63,932	52,186	60,220	51,026	56,051	53,404	56,588	28,595	33,870	36,094	

This page is intentionally left blank

Sickness Figures for 2007/2008 by Service

APPENDIX 4

Total FTE @ March 07	Actual no. of employees - February	SERVICE	Total Sickness days April 07 & on	Days per FTE - Year to Date	Projected - per FTE	Sickness Target 2007/08	Sickness Figures by Month											
							Apr-07	May-07	Jun-07	Jul-07	Aug-07	Sep-07	Oct-07	Nov-07	Dec-07	Jan-08	Feb-08	Mar-08
27.00	4.00 0.00	Legal & Democratic Short term Absences up to 28 days Long term Absences 29 days+	124.00 86.00 38.00	4.59 3.19 1.41	5.01	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	6.00 0.00	
11.00	4.00 1.00	CEO & Policy Short term Absences up to 28 days Long term Absences 29 days+	84.00 73.00 11.00	7.64 6.64 1.00	8.33	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	6.50 11.00	
56.00	4.00 0.00	Culture & Community Short term Absences up to 28 days Long term Absences 29 days+	487.50 355.50 132.00	8.71 6.35 2.36	9.50	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	14.50 0.00	
30.00	4.00 0.00	Egovernment & Customer Services Short term Absences up to 28 days Long term Absences 29 days+	197.00 173.00 24.00	6.57 5.77 0.80	7.16	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	12.00 0.00	
47.00	8.00 0.00	Finance Short term Absences up to 28 days Long term Absences 29 days+	607.00 242.00 365.00	12.91 5.15 7.77	14.09	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	29.50 0.00	
12.00	1.00 0.00	HR0D Short term Absences up to 28 days Long term Absences 29 days+	42.00 42.00 0.00	3.50 3.50 0.00	3.82	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	2.00 0.00	
62.00	9.00 1.00	Planning & Environment Services Short term Absences up to 28 days Long term Absences 29 days+	400.50 248.50 152.00	6.46 4.01 2.45	7.05	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	13.50 1.00	
114.00	13.00 2.00	Street Scene & Waste Management Short term Absences up to 28 days Long term Absences 29 days+	1131.50 629.50 502.00	9.93 5.52 4.40	10.83	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	82.00 26.00	

Page 69

Total Short Term Absence YTD	1849.50
Total Long Term Absence YTD	1224.00
TOTAL Days lost YTD	3073.50

9.34 9.00

113.50	150.50	145.00	174.00	174.00	94.50	215.00	211.50	167.50	238.00	166.00	0.00
119.00	152.00	112.00	137.00	103.00	77.00	116.00	123.00	130.00	117.00	38.00	0.00
232.50	302.50	257.00	311.00	277.00	171.50	331.00	334.50	297.50	355.00	204.00	0.00

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

0.73	0.73	0.73	0.73	0.73	0.73	0.73	0.73	0.73	0.81	0.81	0.81
0.65	0.84	0.72	0.87	0.77	0.48	0.92	0.93	0.83	0.99	0.57	
0.73	1.46	2.19	2.92	3.65	4.38	5.11	5.84	6.57	7.38	8.19	9.00
0.65	1.49	2.21	3.07	3.84	4.32	5.24	6.18	7.00	7.99	8.56	
7.77	8.94	8.82	9.22	9.23	8.64	8.99	9.26	9.34	9.59	9.34	

2003-04	4309.83
2004-05	3074.99
2005-06	3570.58
2006-07	3806.00
2007-08	3073.50
Year	Annual

737.50	1112.50	1500.20	959.63
735.87	875.43	836.52	627.17
895.38	949.95	883.98	1041.27
1067.00	959.50	951.00	828.50
792.00	759.50	963.00	559.00
Quarter 1	Quarter 2	Quarter 3	Quarter 4

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

This page is intentionally left blank

BROMSGROVE DISTRICT COUNCIL

22 APRIL 2008

PERFORMANCE MANAGEMENT BOARD

PMB RECOMMENDATIONS TRACKER

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

1. SUMMARY

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

2. RECOMMENDATIONS

- 2.1 That The Board notes the attached update

3. BACKGROUND

- 3.1 The previous report was submitted to the February 2008 meeting.
- 3.2 Resolutions and recommendations that were reported as fully completed on the last report have been deleted from the document. Resolutions and recommendations up to and including the February meeting of the Board have been added. Progress on all outstanding actions is shown in **bold** text, preceded by the date code **03/08**. Information from previous reports is shown in normal text, so that members can see the history for each item. Items that are shown as completed in this report will be removed from the next version of the report.

4. FINANCIAL IMPLICATIONS

- 4.1 There are no financial implications

5. LEGAL IMPLICATIONS

- 5.1 There are no legal implications.

6. COUNCIL OBJECTIVES

- 6.1 Tracking of recommendations links to the Improvement objective

7. RISK MANAGEMENT

7.1 There are no risks associated with this report

8 CUSTOMER IMPLICATIONS

8.1 Performance Improvement is a Council Objective

9. EQUALITIES AND DIVERSITY IMPLICATIONS

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

10. VALUE FOR MONEY IMPLICATIONS

10.1

- There are no VFM implications

11. OTHER IMPLICATIONS

Procurement Issues None
Personnel Issues None
Governance/Performance Management –
Community Safety including Section 17 of Crime & Disorder Act 1988 None
Policy None
Environmental None

12. OTHERS CONSULTED ON THE REPORT

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

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

13. WARDS AFFECTED

All Wards'.

14. APPENDICES

Appendix 1 Recommendations Tracker

15. BACKGROUND PAPERS

None

Contact officer

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

Meeting date & minute ref	Minute & Action	Progress update
21 August 2007		
25/07	<p>SUSTAINABLE COMMUNITY STRATEGY - DRAFT RESPONSE</p> <p>RESOLVED:</p> <p>(c) that the performance management arrangements for the Sustainable Community Strategy be included in the Board's work programme for review in March 2008.</p>	<p>Resolution noted and will be carried forward for inclusion when the 2008 work programme is drafted.</p> <p>TO BE REVISITED when 2008 programme is being developed</p> <p>01/08 This will be included in the work programme of the Board which will be reported to the March 2008 meeting.</p> <p>03/08 This will be included in April work programme update to Board.</p>
29/07	<p>INTEGRATED FINANCIAL/PERFORMANCE REPORT - QUARTER 1, 2007-08</p> <p>RESOLVED</p> <p>RECOMMENDED that Cabinet be requested to instruct the appropriate Portfolio Holder to work closely with relevant senior managers to speed up the process of dealing with requests/payments for Disabled Facilities Grants</p>	<p>Proposals will be made to increase the level of admin support for processing of DFG's. In addition a contract framework arrangement is being pursued via the Procurement manager. It is intended that this will be with 3 or 4 contractors who we can then call off for each grant job, this will significantly reduce the time it takes to source contractors to do the work.</p> <p>01/08 Admin support for processing of DFG's has been increased, the two part time staff have been made full time on a temporary basis, which has resulted in improvements in the processing of DFGs. No significant progress has been made in letting a suitable framework contract.</p> <p>03/08 The staff have now (wef 1 April) been made full time on a permanent basis. Work has commenced on a framework contract. Time to process grants is now half what it was this time last year. COMPLETED</p>
18		

Meeting date & minute ref	Minute & Action	Progress update
September 2007		
34/07	MONTHLY PERFORMANCE REPORT - PERIOD 4 (JULY 2007)	
	<p><u>RECOMMENDED:</u> (a) that Cabinet be informed of the Board's concern over the significant increase in sickness absence over the previous months figures, and recommend that they carry out a benchmarking exercise with a better performing neighbouring authority to compare and contrast respective practices and procedures in place, and that their findings be submitted to the next meeting of the Board;</p>	<p>Raised at Cabinet. Twenty high performing authorities, particularly those that have recently made significant improvement have been identified for benchmarking purposes. A report will be brought to the November Board meeting.</p> <p>01/08 Debate developed since November with feedback to the Board on comparison with CIPD annual Absence Survey report and the ideas of either withholding pay for initial days of absence, or awarding additional pay for "excellent attendance". We have inspected more closely the attitude towards sickness absence of the former manual worker staff group (traditionally the staff group where absence levels are the highest) specifically, and interventions that other employers put in place to reduce absence levels here. It is most commonly the reduction in pay, but this is not commonly applied in local government. With-holding pay is seen as a double negative to staff and therefore is not implemented in most authorities. The effect on morale is felt to outweigh the benefits. We will however provide the data on the performance of the other Council's for completeness.</p> <p>03/08 At the March meeting of PMB, Members were made aware of an improvement in absence management performance along with the estimated outturn of sickness absence levels for 07/08, which is an improvement compared to last year. It was agreed to research the recent Government initiative of evaluating alternative models to the current system of sickness certification and absence</p>

Meeting date & minute ref	Minute & Action	Progress update
		management. Implementation of these models would help to reduce demand for GP sick-notes and consultations.
23 October 2007		
41/07	RECOMMENDATIONS TRACKER	
	RESOLVED that the Assistant Chief Executive be requested to liaise with the Customer Services Centre Manager to arrange a visit to the Centre by members of the Board.	01/08 Invites have been sent out to Board Members. 03/08 This action was successfully completed during January with 4 members of PMB attending sessions at the CSC which were seen to be positive. COMPLETED
42/07	SATISFACTION SURVEY - STREET SCENE AND WASTE MANAGEMENT SERVICES	
	RECOMMENDED that Cabinet be requested to instruct the relevant Portfolio holder to work with both the Chief Executive and the Head of Street Scene and Waste Management in seeking dates and times from the County Council of their highway verges mowing programme, in order to better co-ordinate litter-picking operations.	01/08 Recommendation approved at November 2007 Cabinet meeting. Mike Bell has discussed this with relevant managers at County Council with a view to co-ordinating mowing and litter picking. Awaiting information. Further discussed mowing contract and option for BDC to undertake this. 03/08 Further requests have been made to the County for this information and a response received that it will be forthcoming. So far the information has not arrived.
43/07	EMPLOYEE SURVEY RESULTS 2007	
	RESOLVED that, when complete, the Stress Audit be built into the future work programme and brought before the Board.	01/08 The Stress Audit will be brought to the March Board meeting 03/08 on the agenda for the March meeting. COMPLETED

Meeting date & minute ref	Minute & Action	Progress update
20 November 2007		
50/07	BROMSGROVE ARTS CENTRE (ARTRIX) - ANNUAL REPORT	
	<p>RESOLVED (b) that the draft service level agreement, when completed, be considered by the Board following submission to the Leader's Group but prior to consideration by the Cabinet; and</p> <p>(c) that the Trustees be advised that the Board expressed some concern over the viability of the cinema operations (costs/attendances).</p> <p>RECOMMENDED that Councillor Mrs. J. M. L. A. Griffiths, as both relevant Portfolio Holder and a Trustee of the Bromsgrove Arts Centre Operating Trust, hold discussions with relevant representatives of the North East Worcestershire (NEW) College, to enquire whether the College would also be willing to set up a service level agreement with the Artrix along similar lines to that of the Council.</p>	<p>01/08 The SLA is in final deft format prior to beginning review by the legal section. Once completed in will be submitted to CMT, Leader's group and then be presented to PMB for review/comment.</p> <p>01/08 Cllr Griffiths has raised this issue on behalf of PMB at the Operating Trust meeting and asked they review the operation of the service. The SLA will enable this to be reviewed in future years as part of the annual performance review.</p> <p>03/08 – see item 84/07 below COMPLETED</p>

Meeting date & minute ref	Minute & Action	Progress update
53/07	QUARTER 2 (07-08 YEAR END) INTEGRATED FINANCE AND PERFORMANCE REPORT	
	RESOLVED: (b) that an evaluation of the Area Committee approach, currently being trialled in Alvechurch and Rubery, be considered at the February 2008 meeting of the Board, and that the work programme be amended accordingly; and	01/08 The evaluation report has only just been received from the consultants, so the report will now need to come to the March meeting 03/08 On the agenda for March meeting. COMPLETED
18 Dec 2007		
64/07	NEW IMPROVEMENT PLAN EXCEPTION REPORT - PERIOD 7 (OCTOBER 2007)	
	RESOLVED (d) that the action plan drawn up to address issues raised through the Employee Survey be considered by the Board in February.	03/08 The Staff Survey results were reported to PMB in March. It was agreed to send Members of the Board a copy of the Summary Booklet of the results for their information.
67/07	LICENSING REVIEW	
	RESOLVED that the Assistant Chief Executive be requested to report on this issue to a future meeting of the Board.	01/08 HoS Planning & Environment will bring a report to the April 2008 meeting 03/08 On the work programme for April. COMPLETED
22 January 2008		
71/07	NOVEMBER (PERIOD 8) PERFORMANCE REPORT RECOMMENDED that, in an endeavour to assist partner agencies to work more closely together to	03/08 The Council has formed a working group to look at the possibility of implementing Fixed Penalty Notice across

Meeting date & minute ref	Minute & Action	Progress update
	help reduce crime and disorder throughout the District, the Cabinet be requested to liaise with the relevant Portfolio holder, Council officers and the Police on improved enforcement issues resulting from the recent introduction of de-criminalisation of parking legislation.	the District. The group has now met twice and will be drafting proposals consideration by Cabinet and for inclusion in the 09/10 budget round
19 February 2008		
79/07	<p>INTEGRATED FINANCE AND PERFORMANCE REPORT (QUARTER 3 DECEMBER 2007)</p> <p>RECOMMENDED:</p> <p>(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;</p> <p>(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.</p>	<p>03/08 Recommendation approved at February Cabinet meeting. COMPLETED</p> <p>03/08 - The depot operate with a Safe Working Practice for refuse collection and other services which details in Para 7.1 as follows:</p> <p>‘Assistance may be required even when using closed circuit television in the cab. Vehicles must only be reversed with the assistance of a crew member who is a trained banksman wearing high visibility clothing and must be in view at all times from the drivers seated position, and whose signals are instantly recognizable by the driver from the pre-arranged code.’</p> <p>We have disciplined drivers quite severely if they are found</p>

Meeting date & minute ref	Minute & Action	Progress update
		<p>not following this practice.</p> <p>A separate code is issued to banksmen.</p> <p>COMPLETED</p>
81/07	<p>DATA QUALITY STRATEGY REVIEW</p> <p>RESOLVED that the report be noted and the Board continue to receive progress reports on a six monthly basis.</p>	<p>03/08 Next review in August 08 and six monthly thereafter.</p> <p>COMPLETED</p>
84/07	<p>PMB RECOMMENDATIONS TRACKER</p> <p>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</p>	<p>03/08 The Portfolio Holder formally raised this issue with the Artrix Board. It is a course of action they do not wish to pursue and we cannot take any further action as they are independent of the Council. COMPLETED</p>
85/07	<p>WORK PROGRAMME</p> <p>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.</p>	<p>03/08 Papers on both these topics are included in the agenda for the March meeting. COMPLETED</p>

BROMSGROVE DISTRICT COUNCIL

PERFORMANCE MANAGEMENT BOARD

22 APRIL 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 as background) and the agreed work programme for 2008/2009.

2. RECOMMENDATIONS

- 2.1 It is recommended that:
- i. The Board considers the programme and updates it, if required.

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 May'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 (considered by Audit Board) Employee Stress Survey Results Council Plan 2008/2011 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 (deferred to enable update to contain findings from Housing Inspection) Direction of Travel. VFM Licensing Review. Quarterly Recommendation Tracker. PMB Work Programme.
20 May 08	Period 12 07/08 Integrated Finance & Performance report Period 12 07/08 Improvement Plan Mark 2 progress report Annual PACT review (deferred from March) Neighbourhood Area Committee Evaluation Report (deferred to enable sufficient time for consideration by Leader's Group and Cabinet). Customer Panel 2 Spatial Project Monitoring Report PMB Work Programme.
17 Jun 08	Period 1 07/08 Performance Report Period 1 Improvement Plan 2008/2009 Mark 3

	PMB Work Programme
15 Jul 08	<p>Period 2 08/09 Performance Report</p> <p>Period 2 08/09 Improvement Plan Mark 3 progress report</p> <p>Annual Financial and Performance Report 2007/2008</p> <p>Quarterly Recommendation Tracker.</p> <p>Spatial Project Monitoring Report</p> <p>PMB Work Programme</p>
19 Aug 08	<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>Housing Strategy Action Plan Update.</p> <p>Housing Inspection Report and Updated Inspection Action Plan.</p> <p>Spatial Project Monitoring Report.</p> <p>Data Quality Strategy 6 Month Update</p> <p>PMB Work Programme.</p>
16 Sep 08	<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>Spatial Project Monitoring Report.</p> <p>PMB Work Programme</p>
21 Oct 08	<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>Spatial Project Monitoring Report.</p> <p>PMB Work Programme.</p>

18 Nov 08	<p>Quarter 2 08/09 Integrated Finance & Performance report.</p> <p>Period 6 08/09 Improvement Plan Mark 3 progress report.</p> <p>Community Strategy Annual Report 2006/07 and Update</p> <p>Artrix Performance Report</p> <p>Spatial Project Monitoring Report.</p> <p>PMB Work Programme.</p>
16 Dec 08	<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>Spatial Project Monitoring Report.</p> <p>PMB Work Programme.</p>
20 Jan 09	<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 09	<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>Housing Strategy Action Plan Update.</p> <p>Housing Inspection Report and Updated Inspection Action Plan.</p> <p>Spatial Project Monitoring Report.</p> <p>PMB Work Programme.</p>
17 Mar 09	<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 due to uncertainty about resource to complete.

Artrix SLA (awaiting consideration by Legal Services)

This page is intentionally left blank