



BROMSGROVE DISTRICT COUNCIL

MEETING OF THE PERFORMANCE MANAGEMENT BOARD

TUESDAY, 17TH JUNE, 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), Mrs. M. Bunker, Miss D. H. Campbell JP, S. R. Colella and Mrs. A. E. Doyle

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 20th May 2008 (Pages 1 - 4)
4. Artrix Operating Trust - Service Level Agreement (Pages 5 - 24)
5. Spatial Project Monitoring Report (Pages 25 - 30)
6. Improvement Plan Exception Report (April 2008) (Pages 31 - 42)
7. Monthly Performance Report - Period 1 (April 2008) (Pages 43 - 60)
8. Work Programme 2008/2009 (Pages 61 - 68)
9. 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

6th June 2008

K. DICKS
Chief Executive

Agenda Item 3

BROMSGROVE DISTRICT COUNCIL

MEETING OF THE PERFORMANCE MANAGEMENT BOARD

TUESDAY, 20TH MAY 2008, AT 6.00 P.M.

PRESENT: Councillors Mrs. M. Bunker, Miss D. H. Campbell JP, S. R. Colella, Mrs. A. E. Doyle, J. T. Duddy and C. B. Taylor

Observers: Councillors Dr. D. W. P. Booth, R. Hollingworth and M. J. A. Webb

Officers: Mr. K. Dicks, Mr. T. Beirne, Mr. H. Bennett and Mr. A. C. Stephens

1/08 **ELECTION OF CHAIRMAN**

RESOLVED that Councillor J. T. Duddy be elected Chairman of the Board for the ensuing municipal year.

2/08 **ELECTION OF VICE-CHAIRMAN**

RESOLVED that Councillor C. B. Taylor be elected Vice-Chairman of the Board for the ensuing municipal year.

3/08 **APOLOGIES FOR ABSENCE**

No apologies for absence were received.

4/08 **DECLARATIONS OF INTEREST**

Councillor S. R. Colella declared a personal interest in the item relating to the Neighbourhood Area Committee evaluation (agenda item no. 7), as he was Chairman of Hagley Parish Council.

5/08 **MINUTES**

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

RESOLVED that the minutes be approved as a correct record.

6/08 **ANNUAL PACT REVIEW**

The Board considered a report which examined the operation and activities of the Partners and Communities Together (PACT) meetings held during 2007.

Members of the Board felt that the PACT meetings held throughout the District were an important public forum, enabling valuable feedback to the agencies

involved and helping local residents become more engaged in community development.

RESOLVED:

- (a) that the review of the PACT meetings be noted; and
- (b) that the Board express its continued support for PACT meetings in the future.

7/08 **NEIGHBOURHOOD AREA COMMITTEE EVALUATION**

Consideration was given to an evaluation report relating to the Neighbourhood Area Committee pilot schemes which had been established in the Alvechurch and Rubery areas of the District. At the invitation of the Chairman, the Leader of the Council addressed the Board and reported that the Cabinet had considered the Neighbourhood Area Committee schemes at its meeting on 30th April 2008

The Leader outlined how the Alvechurch and Rubery Area Committees had been operating, and put forward proposals to extend the scheme to Hagley and the surrounding rural area.

RESOLVED that the Neighbourhood Area Committee schemes be reviewed again in 12 months' time.

RECOMMENDED:

- (a) that the Cabinet be requested to recommend that the composition and governance structure of the proposed Hagley and Rural Area Committee be referred to the Audit Board for consideration; and
- (b) that the Board note and approve the recommendations made by Cabinet at its meeting on 30th April 2008.

8/08 **CUSTOMER PANEL SURVEY 2 - QUALITY OF LIFE**

Consideration was given to the 'Quality of Life' Customer Panel Survey report which detailed the key findings of the second Customer Panel survey held during February and March 2008.

At the invitation of the Chairman, Councillor M. J. A. Webb, Portfolio Holder for Customer Care and Service, addressed the Board. He outlined a number of the main points contained within the report and highlighted several issues which corresponded with the Council's Corporate Priorities. After responding to a number a questions raised by Board Members, Councillor Webb informed Members that each Cabinet Member would use the survey results to help determine their service areas/portfolio priorities.

RESOLVED that the 'Quality of Life' Customer Panel Survey report be noted and approved.

RECOMMENDED:

- (a) that each Portfolio Holder be requested to prioritise up to four of the top key points of the survey and incorporate these in their respective service plans in due course; and
- (b) that the use of the survey during the development of the Council Plan be added to the Board's Work Programme 2008/2009.

9/08 **SPATIAL PROJECT MONITORING REPORT**

Members gave consideration to a report which detailed the progress made in respect of the implementation of the Spatial Project in the last month.

At the invitation of the Chairman, Councillor Dr. D. W. P. Booth, Portfolio Holder for ICT and Major Projects, addressed the Board and stated that implementation was still on target and within budget.

RESOLVED that the report be noted and a further update be given at the next meeting of the Board.

10/08 **IMPROVEMENT PLAN EXCEPTION REPORT (MARCH 2008)**

The Board gave consideration to the Improvement Plan Exception report for March 2008, together with the corrective action being taken as set out in Appendix 1 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 135 actions highlighted for March within the Plan, 86.7% were on target (green), 7.4% were one month behind (amber) and 1.5% were over one month behind (red). It was also noted that 4.4% of actions had been rescheduled (or suspended), with approval.

11/08 **MONTHLY PERFORMANCE REPORT - PERIOD 12 (MARCH 2008)**

The Board gave consideration to a report on the Council's performance as at March 2008 (Period 12). The Board asked for more detailed information on a number of performance indicators, to be supplied via email, by the Assistant Chief Executive. The performance indicators were: disabled facilities grant adaptations, the amount of housing benefit overpayments recovered during 2008/2009 and business start-ups.

RESOLVED:

- (a) that it be noted that 63% of indicators were improving or stable at the period end compared to 65% in period 11;
- (b) that it be noted that 75% of indicators were achieving their targets at the period end compared to 85% in period 11;
- (c) that the successes as set out in section 3.5 of the report be noted;
- (d) that the areas of concern set out in section 3.6 be noted.

12/08 **WORK PROGRAMME 2008/2009**

Consideration was given to the report on the Board's updated work programme for 2008/2009.

RESOLVED that the report be noted, subject to the inclusion in the work programme of:

- (a) a further update report in respect of Spatial Project progress; and
- (b) a presentation by a representative from Worcestershire County Council in respect of Youth Service provision within the district/county, as referred to at the meeting of the Board on 18th March 2008.

The meeting closed at 7.35 p.m.

Chairman

BROMSGROVE DISTRICT COUNCIL

PERFORMANCE MANAGEMENT BOARD

17TH JUNE 2008

ARTRIX OPERATING TRUST - SERVICE LEVEL AGREEMENT (SLA)

Responsible Portfolio Holder	Cllr Roger Hollingworth
Responsible Head of Service	Deputy Head of Street Scene & Community

1. SUMMARY

- 1.1 The report highlights the contents of the proposed SLA between Bromsgrove District Council and the Artrix Operating Trust for the provision of services at the arts centre.

2. RECOMMENDATION

- 2.1 PMB are requested to note the contents of this report and its recommendations that were resolved by the Cabinet on Wednesday 4th June 2008.
- 2.1.1 that the requirement for a Service Level Agreement with the Artrix Operating Trust be approved;
- 2.1.2 that authority to agree the detail of the Service Level Agreement in line with the draft attached to the report and the various Agreements, Declarations of Trust and Trust Deeds relating to the Artrix, be delegated to the Head of Street Scene and Community in consultation with the Head of Legal, Equalities and Democratic Services and the relevant Portfolio Holders.

3. BACKGROUND

- 3.1 Members will be aware that the Council annual funds the Artrix's art centre for the provision of community service up to £120,00 per annum.
- 3.2 The Artrix centre was established through a partnership between The Council and North East Worcestershire College to provide a combined arts and performing arts facility.
- 3.3 Although the Artrix opened in 2005 and the funding arrangement had been agreed with the Council's Cabinet no formal service level agreement or funding arrangements have been entered into. This has created a situation where the delivery of community programmes at the centre have been developed and managed directly by the Artrix operational trust staff and

have not been shaped based on the council's Values, Vision, Objectives or Priorities.

- 3.4 The proposed SLA is designed to address the above implications, imbed best practice operating systems/procedures into the on site delivery and to establish a performance frame work where by the expected out comes of our funding can be reviewed and revised as and where required.
- 3.5 Further more the proposal will ensure that the Council can demonstrate VFM and effective use of resources in terms of its on going financial support.

4. FINANCIAL IMPLICATIONS

- 4.1 There are no financial implications contained with in this report over and above those commitments made by the Executive Cabinet on the 22nd June 2005.

5. LEGAL IMPLICATIONS

- 5.1 There are no legal implications contained with in this report over and above those commitments made by the Executive Cabinet on the 22nd June 2005.

6. COUNCIL OBJECTIVES

- 6.1 This report formalises the Council relationship with the Artrix's Operating Trust and will drive improvements in it's performance to contribute to the Council Objectives of C02 Improvement & C03 Sense of Community & Well Being, by enhancing the delivery of service on site, ensuring service provision is based on robust user/non user feedback and implementing a performance management frame work to measure success against BDC's agreed out comes.

7. RISK MANAGEMENT

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

- *Failure to secure agreement for proposed SLA with the Artrix Operating Trust*
- *Failure of the Trust to meet the objectives of BDC through as established in the SLA.*

- 7.2 These risks are being managed as follows:

- *Failure to secure agreement for proposed SLA with the Artrix Operating Trust:*

Officers have drawn up the proposal in conjunction colleagues at the Artrix to ensure that there is agreement in place and buy in from both sides to the principles of the agreement.

BDC Officers will if required attend Artrix Operating Trust board meeting to cover the contents of the agreement, explain where required the reason why these issues must be resolved and provide information on the Objectives & Priorities of the Council and how this partnership can delivery this agenda.

- *Failure of the Trust to meet the objectives of BDC through as established in the SLA.*

These issues are built into the SLA and management systems proposed to control any under performance. We will also have the ability to renegotiate the SLA at set periods and the ongoing monitoring aspects will be included in the services risk register.

- 7.3 Currently the risk identified in the first & second bullet point in 7.1 is not addressed by any risk register and will be added to the Street Scene and Community Services risk register when it is produced for 2008/09.

8. CUSTOMER IMPLICATIONS

- 8.1 There are no direct customer implications for BDC however the proposed SLA will drive the improvements as covered in section 6 of this report.

9. EQUALITIES AND DIVERSITY IMPLICATIONS

- 9.1 N/A.

10. VALUE FOR MONEY IMPLICATIONS

- 10.1 The proposed SLA will impact on the Council VFM agenda as highlighted with in the report and the attached SLA. Main areas of improvement are:

- Implementation of a formal funding arrangement and the ability to reclaim surplus funding at the end of each financial year.
- Establishment of out comes measure for funding provision and performance management system.
- Creation of an agreed repairs and maintenance sinking fund to protect future delivery on site and the long term viability of the facility.
- Explicit review dates with regard to future requirements and funding decisions in order to meet the requirements of BDC's MTFP.
- Ability in future years to benchmark services through performance data collated with in the SLA.

11. OTHER IMPLICATIONS

Procurement Issues None
Personnel Implications None
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 Financial Services	Yes
Head of Legal, Equalities & Democratic Services	Yes
Head of Organisational Development & HR	No
Corporate Procurement Team	No

13. WARDS AFFECTED

All Wards

14. APPENDICES

Appendix 1 Proposed Artrix's SLA

15. BACKGROUND PAPERS

- Cabinet Papers – 29th Jan 2003, 27th October 2004 & 22nd June 2005
- Bromsgrove Arts Centre trust Report & Financial Statement 31st March 2007

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Service Level Agreement for the Artrix by Bromsgrove District Council

1. Context

The Artrix was opened to the community in April 2005. Bromsgrove District Council has provided annual funding of £120,000 to the Artrix in the absence of any formal funding agreement or service level agreement.

The inception of the Artrix arts centre was originally a respond to the arts community of Bromsgrove district wish to have a dedicated professional arts venue.

Bromsgrove District Council's arts strategy (2004 – 2009) identifies as a main strategic aim 'to develop new facilities for the arts and increase the use of facilities for the arts by the community'.

The Artrix was established through a partnership between Bromsgrove District Council and North East Worcestershire College (NEW College) to provide a combined arts centre for the community and a performing arts education facility. The building of the Artrix was funded by Bromsgrove District Council and the land it was built upon was provided by NEW College.

The Artrix is managed by an Operating Trust, responsible for the efficient and effective management of the arts centre and comprises of 5 Bromsgrove District Council Councillor representatives, 5 NEW College representatives and 5 representatives from the community. A Holding Trust is responsible for retaining the building property and comprises of representatives from Bromsgrove District Council, NEW College and the community.

During the period from the Artrix opening in April 2005 to the present time there has been no formal funding agreement or service level agreement between Bromsgrove District Council and the Operating Trust to direct formally the work of the Artrix and provide a clear rationale on the finite funding arrangement available to it from the council.

Bromsgrove District Council's vision is 'Working together to build a district where people are proud to live and work, through community leadership and excellent services'.

The council's values are – Leadership, Partnerships, Customer First and Equality.

The council has four objectives – Regeneration, Improvement, Sense of Community and Well Being and Environment.

Bromsgrove District Council is committed to delivering excellent services to all its customers and needs to ensure that the relationship between the council and the Artrix is formalised to contribute to the council's vision and values, delivers an excellent service to its customers, represents value for money to its customers and contributes to the council's goal of attaining excellent corporate performance assessment status.

Bromsgrove District Council now wishes to establish a formal agreement with the Artrix regarding the grant funding arrangement and the services provided to their customers and the local authority.

Therefore the service level agreement has been established to manage the grant funding arrangement, sets out the expectations and defines the relationship between Bromsgrove District Council and the Artrix.

2. The Service Level Agreement Overview

This agreement represents a Service Level Agreement (SLA) between Bromsgrove District Council (BDC) and the Artrix for the provision of services meeting the requirements of the annual grant funding arrangement.

This SLA remains valid from 1.4.08 – 31.3.2011, or until superseded by a revised SLA mutually agreed between BDC and the Artrix.

Following the completion of this SLA it is the intention of Bromsgrove District Council to enter into two further SLA's with the Artrix, each for a period of two years and subsequently commencing in April 2011 and 2013, to include in the April 2013 to March 2015 SLA a two year notice period of the change of the annual grant funding arrangement.

This SLA outlines the minimum service standards that the Artrix will implement specifically to meet the expectations of BDC and does not supersede current practices, processes and procedures that the Artrix has developed and adopted.

3. Goals and Objectives

The purpose of this SLA is to ensure that the proper commitment, understanding and processes are in place to provide the delivery of a consistent, effective and efficient service to the 'residents of Bromsgrove district, the wider community and BDC' (the customer) by the Artrix.

The goal of this SLA is to obtain mutual agreement between BDC and the Artrix for service provision to the customer.

The objectives of this SLA are to –

- Provide clear reference to service ownership, accountability, roles and responsibilities.
- Present clear, concise and measurable description of service provision to the customer.

- Match perceptions of expected service provision with actual service support and delivery.
- Operate a framework of consultation aimed at delivering continuous service improvements to the customer.

4. Stakeholders

The following service provider and funding organisation will be used as the basis of the agreement and represent the primary stakeholders associated with this SLA:-

Service Provider: The Artrix

Funding Organisation: Bromsgrove District Council

The following stakeholders are responsible for the deployment, monitoring and ongoing support of this SLA:-

Artrix Director 01527 572739

Arts Development and Special Events Officer 01527 881381

5. Service Environment

The following provides detail on the service environment supported by the SLA:-

- the Artrix will open to the community across the calendar year (Monday – Saturday, 10am - 10pm), providing an exciting and varied quality programme that is responsive to customer taste, is cultural diverse and develops new audiences through innovative or / and challenging work.
- the Artrix will proactively support, work with and seek the views of the local arts forum and its membership for Bromsgrove district – Bromsgrove Arts Alive!
- the Artrix will proactively develop a strategic programme of community and education outreach work and sustainable partnership arrangements across the district, county and region.
- the Artrix will engender an environment that places the customer at the heart of the organisations ethos and seeks to provide access and opportunity to everyone.
- the Artrix will ensure that Bromsgrove District Council is promoted at all times as the main sponsor of the Artrix organisation.
- the Artrix will deliver a marketing strategy and schedule that will raise the profile of the organisation in the district, county and region.
- the Artrix will deliver a strategy that will raise the public satisfaction of the organisation.
- the Artrix will seek to establish the eligibility of the organisation gaining regularly funded organisational status from Arts Council England West Midlands in 2011.

- the Artrix will seek to maintain the current revenue funding agreement with Worcestershire County Council and maximise all opportunities to access external revenue funding sources.
- the Artrix will manage efficiently and effectively the ongoing maintenance of the facility and the replacement of equipment and procurement of new equipment and adhere to statutory health and safety law governing the facility and its use by the public.

6. Periodic Review

This SLA is valid from the effective date of the 1.4.2008 and is valid until 31.3.2011.

This SLA should be formally reviewed by the primary stakeholders at a minimum twice per fiscal year, in the absence of either review the SLA will remain in effect.

The Arts Development and Special Events Officer and the Artrix Director are responsible for facilitating regular reviews of this SLA (6 per year).

Contents of this document may be amended or / and altered as required providing mutual agreement is obtained from the primary stakeholders and communicated to all effected parties.

The Arts Development and Special Events Officer and the Artrix Director will incorporate all subsequent revisions of the SLA and will make any revised SLA available to the primary stakeholders.

7. Service Agreement

The following detailed minimum service standards are the responsibility of the Artrix in the ongoing delivery of this SLA.

a) Service Scope

The following services are covered by this agreement:-

- to maximise community participation
- to deliver a locally tailored, cultural diverse and innovative or /and challenging directly promoted programme
- to maximise engagement with and usage by the Bromsgrove Arts Alive! Membership and forum
- to deliver a strategic community and education outreach programme
- to develop sustainable strategic partnerships
- to deliver a strategy that places the customer's needs at the heart of the organisations ethos

- to deliver equal access and opportunity to everyone
- to maximise the promotion of Bromsgrove District Council as the main sponsor of the Artrix organisation
- to deliver a marketing strategy that will raise the profile of the Artrix
- to deliver a strategy to raise the public satisfaction of the organisation
- to seek to gain regularly funded organisational status from Arts Council England West Midlands in 2011
- to seek to maintain the revenue funding from Worcestershire County Council and maximise external funding opportunities
- to manage efficiently and effectively the ongoing maintenance of the facility and the replacement of equipment and procurement of new equipment and adhere to statutory health and safety law governing the facility and its use by the public

b) Funding Organisation Requirements

Bromsgrove District Council as the funding organisation responsibilities to support this SLA include:-

- payment of the annual grant funding arrangement as 4 advance instalments per fiscal year
- that BDC will request from the Artrix any under spend of the annual grant funding arrangement from the previous financial year in the first quarter of each new financial year, accepting the Artrix will operate as excellent business practice an annual reserve fund of up to £50,000 and a 3 year rolling budgeted capital facility maintenance and equipment replacement and procurement programme
- two formal reviews of the agreement by the primary stakeholders per fiscal year, the first review meeting to take place in July each year and focus on a review of the Annual Report and the second review meeting to take place in November each year and to include a 6 month (April – September) retrospective report to be produced by the Artrix
- six target lead meetings of the agreement per year between the Arts Development and Special Events Officer and the Artrix Director
- reasonable availability to council officers when resolving a related incident or request
- communication of any significant changes to the council vision or / and objectives

- access to council services, training and support to enable the delivery of this agreement

c) Artrix Requirements

Artrix as the funded organisation responsibilities to support this SLA include:-

- provision of service scope as described in 7.a
- two formal reviews of the agreement by the primary stakeholders per fiscal year, the first review meeting to take place in July each year and to focus on a review of the Annual Report and the second review meeting to take place in November each year and to include a 6 month (April – September) retrospective written report
- six target lead meetings of the agreement per year between the Artrix Director and the Arts Development and Special Events Officer
- production per fiscal year of an Annual Report
- the Artrix will make available to BDC any under spend of the annual grant funding arrangement from the previous financial year in the first quarter of each new financial year, accepting the Artrix will operate as excellent business practice an annual reserve fund of up to £50,000 and a 3 year rolling budgeted capital facility maintenance and equipment replacement and procurement programme
- reasonable availability to Artrix personnel when resolving a related incident or request
- communication of any significant changes to the Artrix vision or / and objectives

d) Artrix Service Assumptions

The following assumptions are made regarding the Artrix organisation to deliver this SLA:-

- the organisational staff structure, roles and capacity will remain mainly unchanged
- that current practices, processes and procedures that the Artrix operates outside of this agreement do not adversely impact on the delivery of this SLA
- that the organisation will only make major decisions concerning the operation of the facility outside of the SLA that reflect the vision and values of BDC

8. Service Management

The effective delivery of the service scope is a result of maintaining consistent levels of measuring identified targets, delivering identified targets, the monitoring and reporting of the agreement.

a) Service Scope Targets

The following identifies measurable targets that are specific to the service scope.

Target 1: To maximise community participation

Requirements:

- to increase audience attendance by 2% each year
- to open to the public a minimum of 300 days per year (not including NEW College education timetabled provision)

Measures:

- to provide an annual breakdown by art form of the total community usage, including the community and education outreach work
- to record annually the actual number of days the Artrix is open to the public (not including NEW College education timetabled provision)

Target 2: To deliver a locally tailored, cultural diverse and innovative or / and challenging programme

Requirements:

- to provide a quality and inclusive programme of cinema, comedy, dance, exhibitions, music, theatre and workshops each year
- to development new audiences through innovative or / and challenging programming, with an emphasis on young people and 'non user groups' and through evidence based research
- to ensure that the Artrix artistic policy enables the delivery of a locally tailored, cultural diverse and innovative or / and challenging programme
- to engender a programme that contributes to the economic vitality and sustainability of the local economy

Measures:

- to provide an annual percentage breakdown by art form of the entire programme delivered, including the community and education outreach work
- to facilitate an annual user questionnaire to review the content, quality and innovation of the programme
- to facilitate an annual non user questionnaire to inform future programming and marketing opportunities
- to facilitate an annual focus group with young people to inform future programming and marketing opportunities
- to produce annually as a percentage the usable space programmed
- to produce annually by art form as a percentage the actual numbers attending compared against the maximum number of places available of all workshops delivered by the Artrix organisation

Target 3: To maximise engagement with and usage by Bromsgrove Arts Alive! Arts Forum and membership

Requirements:

- to maintain membership of Bromsgrove Arts Alive! Arts forum and attend quarterly meetings
- to formally seek the views and recommendations of the arts forum and it's membership as the major user group of the Artrix
- to make available to the arts forum membership 30 days per year (not including NEW College education timetabled provision)
- to make available free the Artrix for the arts forum annual showcase or a similar annual event

Measures:

- to record annually the actual number of days the Artrix is made available to the arts forum membership (not including NEW College education timetabled provision)
- to provide annually evidence of the Artrix seeking the views of and implementing the recommendations of the arts forum and it's membership, where compatible with the Artrix business model and SLA

Target 4: To deliver a strategic community and education outreach programme

Requirement:

- to produce, deliver and monitor a 3 year strategy outlining the organisations community and education outreach programme with an emphasis on 'non user groups' and young people, supported by the Arts Development Service, BDC

Measures:

- to annually produce a plan detailing the organisations community and education outreach delivery programme
- to annually report on the delivery and evidence the success of the community and education outreach plan
- to deliver 5 community projects, aimed at community participation, in the first year of the SLA with an increase of one community project per year of the SLA, with an emphasis on 'non user groups' and young people

Target 5: To develop sustainable strategic partnerships

Requirement:

- to produce, deliver and monitor a 3 year strategy outlining the organisations commitment to developing sustainable strategic partnerships, supported by the Arts Development Service, BDC

Measures:

- to annually produce a plan detailing the organisations objectives to developing sustainable strategic partnerships
- to annually report on the delivery of the plan and evidence the success of developing sustainable strategic partnerships

Target 6: To deliver a strategy that places the customer's needs at the heart of the organisations ethos

Requirement:

- to produce, deliver and monitor a customer focussed strategy in line with Bromsgrove District Council's 'Customer First' strategy, supported by the Customer First team, BDC

Measures:

- to annually produce a customer focussed plan aimed at delivering improvements to the customer and their experience of the Artrix
- to annually report on the delivery of and evidence the success of the customer focussed plan
- to facilitate an annual user questionnaire focussed on customer care and the customer experience

Target 7: To deliver equal access and opportunity to everyone

Requirements:

- for the organisation to become an active member of the Equalities and Diversity Forum, informing organisational professional development, best practice and policy development
- for Artrix personnel to receive equalities and diversity training, to record the details of the training and provide this information to the Equalities and Diversity team, BDC
- to support a programme of cultural events each year reflecting local or / and national celebration and mood
- to collate equality and diversity data monitoring information regarding audience attendance / community participation to inform future programming to provide equal access and opportunity to everyone

Measures:

- to provide 3 monthly equality and diversity data monitoring information on audience attendance / community participation, including community and education outreach work (gender, age, disability and ethnicity) to Bromsgrove District Council 4 times per year – June, September, December and March
- to annually support, through programming, 4 local or / and national celebrated cultural events throughout the calendar year, in consultation with the Equalities and Diversity Forum
- to annually report on the equalities and diversity training Artrix personnel have received
- to annually report on organisational professional and policy development relating to equalities and diversity
- to evidence each year all new programming delivered in response to the analysis of any gaps in provision identified in the equality and diversity data monitoring information

Target 8: To maximise the promotion of Bromsgrove District Council as the main sponsor of the Artrix organisation**Requirements:**

- to promote the sponsorship of the Artrix organisation by BDC on all promotional material, literature and media campaigns produced by the organisation
- to adhere to BDC corporate style guide detailing the application of the council's branding, supported by the Customer First team, BDC

Measures:

- to produce each April an annual schedule detailing the promotional material, literature and media campaigns the organisation will undertake to promote its sponsorship by BDC
- to produce each year the actual schedule of promotional materials, literature and media campaigns the organisation undertook to promote its sponsorship by BDC

Target 9: To deliver a marketing strategy that will raise the profile of and public satisfaction of the Artrix**Requirement:**

- to produce, deliver and monitor a 3 year marketing strategy outlining the organisations commitment to raising the profile of and public satisfaction of the Artrix, supported by the Customer First team, BDC

Measures:

- to facilitate an annual user satisfaction survey and produce an annual user satisfaction percentage rating of the Artrix
- to produce annually a record of the total number of complaints, with an analysis of the complaints and the actions that were carried out to improve service delivery to the customer

- to produce an annual improvement plan in response to formal feedback from BDC customer panels and public consultation relating to the services received from the organisation
- to attend annually 6 community events across the calendar year managed by Bromsgrove District Council, supported by the Arts Development Service, BDC
- to produce each April an annual marketing schedule designed specifically to raise the profile of the Artrix
- to evidence annually the success of the marketing schedule specifically designed to raise the profile of the Artrix

Target 10: To seek to gain regularly funded organisational (RFO) status from the Arts Council England West Midlands in 2011

Requirement:

- to establish regular contact with Arts Council England West Midlands to further the business case of the organisation gaining RFO status in 2011

Measure:

- to annually hold a formal meeting with Arts Council England West Midlands to further the business case of the Artrix gaining RFO status in 2011 and to provide evidence of the out comes of the meeting

Target 11: To seek to maintain the current funding arrangement with Worcestershire County Council and maximise opportunities to receive external funding

Requirement:

- to maintain the funding agreement with Worcestershire County Council and seek new external funding opportunities to assist with the delivery of the SLA and the professional development of the Artrix

Measure:

- to identify within the Annual Report all external funding applied for and actually received (which funding organisation, for how much and for what purpose)

Target 12: To manage efficiently and effectively the ongoing maintenance of the facility, the replacement of equipment and the procurement of new equipment and adhere to statutory health and safety law governing the facility and its use by the public

Requirements:

- to produce, deliver and monitor a 3 year facility maintenance and equipment replacement and procurement plan, to include a rolling 3 year budgeted capital facility maintenance, equipment replacement and procurement programme
- to produce, deliver and monitor a 3 year plan outlining the organisations commitment to delivering the statutory health and safety law governing the facility and its use by the public, to include a rolling documented programme of risk assessments, safe working instruction procedures and operational procedures and to identify new health and safety issues requiring action

Measures:

- to produce an annual plan detailing the facility maintenance, equipment replacement and equipment procurement with an assigned capital budget
- to produce an annual health and safety plan detailing the rolling programme of risk assessments, safe working instruction procedures and operational procedures that need completing and to identify new health and safety issues requiring action
- to annual record all first aid incidents and accidents by competent personnel
- to annual prepare a health and safety report relating to the building, its operation and its use by the public, incorporating facility maintenance, equipment replacement and equipment procurement

b) Service Scope / SLA Monitoring and Reporting

The following identifies the monitoring and reporting specific to the service scope and SLA.

- two formal documented reviews per fiscal year by the primary stakeholders, the first meeting to take place in July each year and to focus on a review of the Annual Report and the second review meeting to take place in November each year and to include a 6 month (April – September) retrospective written report to be produced by the Artrix
- six target lead reviews per year by the Arts Development and Special Events Officer and Artrix Director
- Artrix Annual Report, to include declaring any under spend from the annual grant funding arrangement from BDC to be repaid to BDC in the first quarter of the following financial year, accepting the Artrix will as

excellent business practice operate an annual reserve fund of up to £50,000 and a 3 year rolling budgeted capital facility maintenance and equipment replacement and procurement programme. To include within the Annual Report a section pertaining to the outputs of the measures identified in targets 1 – 12 of the SLA.

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BROMSGROVE DISTRICT COUNCIL
PERFORMANCE MANAGEMENT BOARD

17 JUNE 2008

Responsible Member	Councillor Del Booth
Responsible Head of Service	Deborah Poole

Spatial Project Update

1. SUMMARY

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

2. RECOMMENDATIONS

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

3 BACKGROUND

- 3.1 In 2005 a wide ranging investigation was carried out in conjunction with various organisations into the efficiency and effectiveness of BDC's business processes. The findings of this investigation are detailed in the Spatial Project Business Case. The business case proposed the transformation of service delivery along with the introduction of mobile working and remote working. The main key deliverables of the project are covered under three headings:

- Business Process Mapping
- Corporate Electronic Document Management
- New Integrated Business Applications (CAPS)

- 3.1.1 The project will deliver the following applications and system developments:

- Corporate Gazetteer
- Gazetteer Management system (LLPG – Local Land and Property Gazetteer)
- Environmental Health system
- Estate/Asset Management module
- Building Control module
- Development Control module
- Electoral Management system
- Housing module
- Licensing module
- Land Charges module
- Document Management system

- Business Process Mapping
- Mobile technologies
- Web based access to mapping data
- Integration to existing core applications eg: Agresso, CRM etc

4. PROJECT PROGRESS TO DATE

4.1 During the month the project has continued to make good progress. A Prince2 format highlight report is attached to this report for further detail. A summary of progress is also detailed below:

Business Process Mapping

The implementation of process change has now started. The Improvement Manager will be working with Heads of Service to assist them in delivering the process changes in their departments.

Corporate Electronic Document Management

Configuration, Training and Go Live is complete for the following departments.

- Land Charges
- Economic Development
- Building Control

Uniform is presenting documents to Iclipse and this is now working and in final testing. A technical problem has lead to a three week delay and testing will now be complete by mid June. There is no impact on the overall project caused by the delay.

Integrated Business Applications

The following additional elements of the integrated business applications are now complete.

- Acceptance Testing of Street Naming & Numbering module
- Acceptance Testing of Public Access

The acceptance testing of Environmental Health requires additional data to be entered before it can be signed off.

The planning module is now live with all new applications being processed in the new system. The old system remains active and contains all the historic information until this is transferred on June 11th.

5. PROJECT ACTIVITIES FOR MONTH AHEAD

5.1 High level tasks for the following month include:

- Uniform Training for Contaminated Land
- Uniform Training for Document templates covering several departments
- Electronic Document Management user training for Development Control.

- Start to build remaining Uniform Indexes to EDM.
- Continue the implementation of the Integrated Business Applications.
- Progress rollout of Corporate Document Management System across departments

6. FINANCIAL IMPLICATIONS

- 6.1 The project has a Capital expenditure of £6.2 million and Revenue of £50,000 per year for the 7 years support contract.
- 6.1.1 The project is based on a 'fixed price' and therefore will be delivered within budget.

7. LEGAL IMPLICATIONS

- 7.1 There are no legal implications.

8. CORPORATE OBJECTIVES

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

9. RISK MANAGEMENT

- 9.1 The main risks associated with this project are:

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

- 9.2 These risks are being managed as follows:

- Suppliers fail to deliver as stated in the project plan
Risk Register: E-Government & Customer Services (ICT)
Key Objective Ref No: 1
Key Objective: Use of structured project management methodology
- Lack of 'buy-in' from key stakeholders
Risk Register: E-Government & Customer Services (ICT)
Key Objective Ref No: 1
Key Objective: Monthly Project Board meetings chaired by CEO
- The project also uses a risk log (a Prince 2 requirement)

10. CUSTOMER IMPLICATIONS

- 10.1 Each of the business applications links to one common source of information and will provide the customer with consistent, accurate and current information about the services delivered by BDC. It will also enable BDC to provide services in a way and at a time that suits our customer's needs.

11. OTHER IMPLICATIONS

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

12. OTHERS CONSULTED ON THE REPORT

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

13. APPENDICES

Spatial Project Highlight Report June 2008

14. BACKGROUND PAPERS

None.

CONTACT OFFICERS

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

Project Highlight Report

Project: Spatial Project			
Calendar Month:	June 2008	Report prepared by: Mark Hanwell	
Status: Red/Amber/Green	Green		
Project Start	Oct 2006	Projected Completion	Oct 2008
Summary position:			
<p>Since the last update in May progress has continued within the project and in particular within Electronic Document Management and the Integrated Business Applications – these are detailed below. However there have been some issues raised with the project board and a mitigation plan agreed for these. Of these, the only issue outstanding is that of re-planning external resource from Idox (the supplier of the main business applications) Whilst this does not have a major impact on the project at this point, the concern is that problems nearer the end of the project may then be concluded after the October completion deadline. MDA are escalating this with Idox and will report back to the project board with progress.</p>			
Planned activities for this period		Progress against those planned activities	
<ul style="list-style-type: none"> • Progress rollout of Corporate Document Management System across departments • Go Live with the interface between Electronic document management and Land & Property Business Application. • Continue the implementation of the Integrated Business Applications. • Continue training with Tree Preservation Officers, Local Development Framework and 2 remaining introduction courses. • Go Live with Planning Module 		<ul style="list-style-type: none"> • Configuration, Training and Go Live is complete in the following additional departments :- <ul style="list-style-type: none"> • Land Charges • Economic Development • Building Control • Uniform is presenting documents to Iclipse and this is now working and in final testing. A technical problem had lead to a 3 week delay and testing will now be complete by mid June. There is no impact on the overall project caused by the delay. • The following additional elements of the integrated business applications are now complete. <ul style="list-style-type: none"> • Acceptance Testing of Street Naming & Numbering module • Acceptance Testing of Public Access • The acceptance testing of Environmental Health requires additional data to be entered before it can be signed off. • Complete. • The planning module is now live with all new applications being processed in the new system. The old system remains active and contains all the historic information until this is 	

transferred on June 11th.

Planned activities for next period

- Uniform Training for Contaminated Land
- Uniform Training for Document templates covering several departments
- Electronic Document Management user training for Development Control.
- Start to build remaining Uniform Indexes to EDM.
- Continue the implementation of the Integrated Business Applications.
- Progress rollout of Corporate Document Management System across departments

Key Risks and Concerns

Description	Risk Score	Mitigation Plan	Mitigated Risk Score
1 Gazetteer Interfaces - possible "missed scope" so more effort is required to specify, and supplier comes back with increased cost to develop.	5	Write specifications early in the schedule. Request customer review and sign off. Manage scope and Customer expectations through specification iterations. As part of the sub-contractor move scope for gazetteer interfaces has been reviewed	3
2 Multiple solutions implemented at same time imposes significant change on the Local Authority staff, making it difficult to establish new patterns of behaviour for new business processes and could result in delays from dependencies and risks not realized	9	New project support plan in place.	7
3 Under resourced LA departments making it difficult to complete tasks on time, which would cause the schedule to slip.	8	Review of schedules with staff will identify areas of conflict and enable timely countermeasures	5
4 If the project completion date is delayed, then there are additional costs to MDA, and Bromsgrove is not able to realize project cashable benefits on time.	9	Re-baseline project schedule with agreement from new subcontractor, project team, and department managers	7
5 If the current Data Specifications require rework to fit the new product upload requirements, then there will be delay to the schedule and possible additional Data Conversion costs	5	Submit current data specifications to new subcontractor early on in negotiation process.	3

Financial Position

- The project has a capital expenditure of £6.2 Million and Revenue of £50,000 per year for 7 years. This has remained constant since the start of the project and will remain so due to the contract being on a 'fixed price' basis. No payment will be made by Bromsgrove District Council to the main supplier, MDA, until the project is completed.
- A feasibility study into the second phase of the Spatial Project, known as FM2, is currently underway. While the costs for this phase of £1.2m were included in the original paper to members (and costs are included in the £6.2m above), a feasibility study was commissioned to ensure that the originally expected efficiencies will be gained from this spend. Cabinet will be notified of the outcome of the feasibility study, and permission sought to continue with phase 2.

Agenda Item 6

BROMSGROVE DISTRICT COUNCIL

17 JUNE 2008

PERFORMANCE MANAGEMENT BOARD

IMPROVEMENT PLAN EXCEPTION REPORT [APRIL 2008]

Responsible Portfolio Holder	Councillor Mike Webb Portfolio holder for Customer Care and Service
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 April 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 111 actions highlighted for April within the plan 83.8 percent of the Improvement Plan is on target [green], 7.2 percent is one month behind [amber] and 2.7 percent is over one month behind [red]. 6.3 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 APRIL 2008






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

March 2008

April 2008

RED	2	1.5%	RED	3	2.7%
AMBER	10	7.4%	AMBER	8	7.2%
GREEN	117	86.7%	GREEN	93	83.8%
REPROGRAMMED	6	4.4%	REPROGRAMMED	7	6.3%

Where: -

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

Out of the total of 111 actions for the month, 9 actions have been deleted, suspended or the timescales have been substantially revised. This amounts to 8.1 percent of the original actions scheduled for this month. These actions are: Longbridge (Pre Examination Meeting) (2.4); Modernised Strategic Housing Service (3.2.6); Three Charter Marks x 2 (5.2.4; 5.4.5); Satisfaction with Artrix (8.2.1); Revisit Planning Moratorium (10.4.3); Improved Financial Management by budget holders x 2 (12.1.3; 12.1.4); Single Status (20.2.4); Review Productive Time (22.4.1); 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	At Leader's
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 April2008

16. BACKGROUND PAPERS:

16.1 The full Improvement Plan for April will be e-mailed to all Members of Performance Management Board 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
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Tel: (01527) 881631

CP3: Housing																	
Ref	April 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		
3.2.4	Implement contractor procurement framework for DFGs				Specification now agreed and pre-contract questionnaire being formulated for advertisement.										AC	Feb-08	Jun-08
3.2	Modernised Strategic Housing Service																
3.2.4	Implement contractor procurement framework for Disabled Facilities Grants	AC													Timescale extended until June.		

CP4: Customer Service																	
Ref	April 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		
4.3.5	Prepare and undertake satisfaction survey within the Forum				The Conference Event was very focussed on workshops and time was not available to undertake the survey work: this has been postponed until June										CF	Mar-08	Jun-08
4.3	Annual Satisfaction of Equalities Forum																
4.3.5	Prepare and undertake satisfaction survey within the Forum	CF													Survey questionnaires prepared and agenda item placed for the forum meeting in June.		

CP7: Community Influence																	
Ref	April 2008 Action		Colour		Corrective Action										Who	Original Date	Revised Date
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
7.1.5	Deliver plan.				Consultation delayed due to the knock on effect of other work.										HB	April-08	May-08
7.1	Area Committee pilots (probable expansion of two)																
7.1.5	Deliver plan.	HB														Consultation letter will be sent out by end of May.	

FP1: Value for Money																		
Ref	April 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	Quarterly report to PMB to assess the effectiveness of the alternative methods of service delivery e.g.- transfer to leisure trust, payroll service provision (NB formerly entitled 'Monitor provision through client reviews')															JP	Dec-07	July-08
11.1	Realisation of cashable savings by alternative methods of service delivery																	
11.1.3	Quarterly report to PMB to assess the effectiveness of the alternative methods of service delivery e.g.- transfer to leisure trust, payroll service provision	JP																Further delayed until July – August 2008. Monitoring of the SLAs for the two contracts will commence once they go live.

PR2: Improved Governance																	
Ref	April 2008 Action	Colour	Corrective Action												Who	Original Date	Revised Date
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
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
16.4	Improve Member Capacity																
16.4.6	Review roles and responsibilities for Leader, Leader of Opposition and Cabinet Members.	CF														Whole scale change will not occur until the consequence of the Local Government and Public involvement in Health Act is known in Autumn 08.	

HR&OD2: Modernisation																	
Ref	April 2008 Action	Colour	Corrective Action												Who	Original Date	Revised Date
20.2.4	Terms and Conditions Negotiations (including Pay Protection).		All original proposals will stand as planned.												JP	Feb-08	Aug-08
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
20.2	Single Status																
20.2.4	Terms and Conditions Negotiations (including Pay Protection).	JP														Revised timetable for implementation is now planned, aiming for Cabinet decision on 30 th July, and implementation on 15 th August 2008.	

HR&OD2: Modernisation																	
Ref	April 2008 Action		Colour		Corrective Action										Who	Original Date	Revised Date
20.2.6	Ballot of staff				Independent quality assurance report confirmed no issues of concern in respect of the process followed, or the proposed pay model.										JP	Jan-08	Aug-08
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
20.2	Single Status																
20.2.6	Ballot of staff	JP														Revised timetable for implementation is now planned, aiming for Cabinet decision on 30 th July, and implementation on 15 th August 2008.	

HR&OD2: Modernisation																	
Ref	April 2008 Action		Colour		Corrective Action										Who	Original Date	Revised Date
20.2.7	Implement				The planned implementation date of April 2008 had to be put back pending resolution to the concerns expressed by National Unison, and the associated quality assurance test.										JP	Jan-08	Aug-08
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
20.2	Single Status																
20.2.7	Implement	JP													Implementation planned for August 08.		

HR&OD2: Modernisation																	
Ref	April 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 team capacity (e.g. HR implications of the budget) and case management.												JP	Dec-07	May-08
20.3	Policy Development																
20.3.1	Review, develop, consult, train and Implement on all HR policies and procedures as detailed in the People Strategy.	JP														This is being picked up again as part of the new Business Planning year and has been specifically targeted in individual PDRs.	

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HR&OD2: Modernisation																	
Ref	April 2008 Action		Colour		Corrective Action										Who	Original Date	Revised Date
20.4.3	Evaluate Manager Induction				Delay is due to the effect of the Implementation of Spatial/EDMS within HR&OD where the Learning and OD Manager is the team lead. This has been further delayed due to the unforeseen prolonged absence of the Learning and OD Manager.										JP/HP	Aug-07	July-08
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
20.4.	Management Development Strategy																
20.4.3	Evaluate Manager Induction	JP/HP													The approach for induction for new managers will be included within the report to CMT on the T&D Strategy – see item 22.4.1 below		

HR&OD4: Learning and Development																		
Ref	April 2008 Action	Colour	Corrective Action													Who	Original Date	Revised Date
22.4.1	Review corporate training programme each quarter.		Report delayed due to unforeseen absence of Learning and OD Manager.													HP	Apr-08	July-08
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action			
22.4	Review Productive Time																	
22.4.1	Review corporate training programme each quarter.	HP														Report on the T&D strategy was delayed due to unforeseen absence of Learning and OD Manager. Will now be ready in July 2008.		

Agenda Item 7

BROMSGROVE DISTRICT COUNCIL

PERFORMANCE MANAGEMENT BOARD

17 JUNE 2008

APRIL (PERIOD 1) PERFORMANCE REPORTING

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

1. SUMMARY





- 1.1 To report to the Performance Management Board on the Council's performance at 30 April 2008 (period 1).

2. RECOMMENDATIONS

- 2.1 That the Performance Management Board notes the changes to the performance indicator set as explained in sections 3.2 and 3.3 and the consequences for performance reporting as set out in 3.4
- 2.2 That the Performance Management Board notes the performance figures for April 2008 as set out in Appendix 2.

3. BACKGROUND

- 3.1 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

- 3.2 This is the first performance report of the new financial year. The performance indicator set has been subject to a significant number of changes. The government had decided to discontinue the use of the Best Value Performance Indicator (BVPI) set at the end of March 2008. These have been replaced by a set of National Indicators (NI's), many of which do not apply to district councils.
- 3.3 In view of this and also taking account of the priorities in the Council Plan for 2008 to 2011 a revised set of indicators for corporate reporting have been introduced, comprising some of the NI's plus local indicators. The corporate indicator set includes some indicators which will only be reported quarterly,

so not all of them appear in the appendix 2 this month.

- 3.4 As a consequence of the change from BVPI's to NI's there are now no quartile figures and so information pertaining to quartiles for this year has been removed. For some of the new indicators no targets have been set, performance information gathered this year will be used as a benchmark to set targets for the following years. Also for those performance indicators which are new there is no previous performance to compare against, so only some of the indicators can be judged as to whether they are Improving, Stable or Declining, so for this month only there is no such analysis.
- 3.5 The performance report for May will include the usual analyses of performance and estimated outturns.

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

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 April 2008
Appendix 2 Detail Performance report for April 2008
Appendix 3 Detailed figures to support the performance report

15. BACKGROUND PAPERS

None

Contact officer

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APPENDIX 1

SUMMARY - Period 1(April) 2008/09								
Monthly (April) performance				Estimated Outturn				
	No.	%		No.	%		No.	%
Improving or stable.		#####	On target		#####	On target		#####
Declining		#####	Missing target by less than 10%		#####	Missing target by less than 10%		#####
No data		#####	Missing target by more than 10%		#####	Missing target by more than 10%		#####
			No data		#####	No data		#####
Total Number of Indicators	0	#####	Total Number of Indicators	0	#####	total	0	#####

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Ref	Description	Report - ed?	Cum or Snap?	2007/08		2008/09			Comments
				Actuals	Quartile	April Target	April Actual	Target &Trend	

Street Scene & Community

NI 191	Residual Household waste per household	M	C	n/a	n/a	50.80	50.80	W	593.00	593.00		April actual is worse that previous month as the tonnage trend throughout the year is to start high then gradually fall month by month
NI 192	Percentage of household waste re-used, recycled and composted	M	C	n/a	n/a	45.00	46.23	I	45.00	45.00		Slightly over target of 45% reuse, recycled and composted - reuse figures are not yet available therefore figure should improve, also bring site tetrapak figures are yet to be received.
LPI depot	%age of reported abandoned vehicles investigated within 24 hours	M	C	100.00	1	95.00	87.50	W	95.00	87.50		8 cars reported and 7 investigated within time
LPI depot	%age of abandoned vehicles removed within 24 hours of legal entitlement	M	C	98.78	1	95.00	100.00	S	95.00	100.00		3 cars needed to be moved and 3 were removed within time
LPI Depot	% animal/debris cleared within timescales	M	C	100.00	n/a	95.00	100.00	S	95.00	100.00		18 dead animals reported and 18 cleared within time
LPI Depot	% of flytips dealt with in response time	M	C	99.46	n/a	95.00	100.00	S	95.00	100.00		202 incidents of fly tipping of which 202 were dealt with within time
LPI Depot	Number of missed household waste collections	M	C	1,102	n/a	75	104	W	900	1,144		104 missed refuse collections
LPI Depot	Number of missed recycle waste collections	M	C	352	n/a	17	35	I	200	385		35 missed recycling collections
NWBCU 1	The number of domestic burglaries	M	C	355	n/a	30	21	W	360	360		Reported Burglaries continue to fall as result of consistent targeting - down on March 2008
NWBCU 2	The number of violent crimes	M	C	1093	n/a	88	89	I	1056	1056		Violent Crime continues to be a priority as performance plateaus, slightly up on March 2008
NWBCU 3	The number of robberies	M	C	67	n/a	5	3	S	60	60		Robberies remain under target from March 2008
NWBCU 4	The number of vehicle crimes	M	C	710	n/a	64	49	W	768	768		Trend in vehicle crime continues to signifying drop against target although April figures are higher than March
LPI SC 1	Number of attendances at arts events	M	C	25,056	n/a	60	66	I	25,253	25,253		The 2 events are Shindig events run by local community organisations.

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Ref	Description	Report - ed?	Cum or Snap?	2007/08		2007/08			2008/09			Comments
				Actuals	Quartile	April Target	April Actual	Target &Trend	Target	Est. Outturn	Est. Outturn Target &Trend	
LPI SC 4	Sports Centres Usage	M	C	592,133	n/a	51,068	53,964	I	672,420	672,420		Above target due to re-opening of the swimming pools
LPI SC 5	Sports development usages	M	C	18,213	n/a	1,580	1,655	W	18,588	18,588		During April we have delivered a football tournament and 2 weeks on the 2008 Junior Boars Program

Planning & Environment

NI 157	The percentage of major planning applications determined within 13 weeks	M	C	95.35	1	75.00	100.00	S	75.00	75.00		2/2 =100%. Two applications both considered in time
NI 157	The percentage of minor planning applications determined within 8 weeks	M	C	92.42	1	80.00	67.00	W	80.00	80.00		10/15 = 67%. This represents a fairly stable number of applications in this group (there were 14 in March, 16 in Feb and 15 in Jan). With respect to performance five out of time represents a drop in performance. However, two of these applications were called to Committee by Members (Alvechurch Fisheries and Redhouse Farm, Shaw Lane) and the third application was the Meadows/Parkside footpath went to committee due to extensive public concern. Consultations with the Highways Agency resulted in one out of time and officer error was the reason for the fifth out of time application.
NI 157	The percentage of other planning applications determined within 8 weeks	M	C	93.11	1	90.00	95.00	I	90.00	90.00		This is an increase in number of applications submitted in relation to Feb (58) and similar to last month (77). These four out of time apps related to minor issues.

E-Government & Customer Services

CSC	Monthly Call Volumes Customer Contact Centre	M	S	n/a	n/a		9,685		n/a	n/a	n/a	1st month of new year always busy time for contact centre and this is reflected in high volume of calls handled this month. Driving factors are Council Tax main billing and queries in relation to National Bus Travel Pass
CSC	Monthly Call Volume Council Switchboard	M	S	n/a	n/a		6,243		n/a	n/a	n/a	Calls to switchboard are also up this month but showing a much smaller deviation from the normal demand for this service

Ref	Description	Report - ed?	Cum or Snap?	2007/08		2008/09			Comments			
				Actuals	Quartile	April Target	April Actual	Target &Trend		Target	Est. Outturn	Est. Outturn Target &Trend
CSCPLI3.1	Resolution at First Point of Contact all services (percentage)	M	C	94.30	n/a	85.00	98.00	I	90.00	90.00		Commencing from the 1st April the Worcestershire hub has changed the way in which customer contacts are recorded within E -Shop with objective of changing the emphasis from measuring resolved at First Point of Contact to measuring Service Failure. This may have an impact on this target for the rest of the year but this will be monitored
CSCPLI3.2	% of Calls Answered	M	C	84.00	n/a	85.00	79.00	I	85.00	85.00		This is excellent performance by the contact centre to manage the High call volume and keep it within 10% of target.
CSCPLI3.3	Average Speed of Answer (seconds)	M	C	36	n/a	30.00	34.00	I	30.00	30.00		High call volume has impacted on this performance . However the performance is excellent to keep this very close to the new target.

Financial Services

NI181	Time taken to process HOB/CT benefit new claims or change events	M	C	n/a	n/a	16.00	15.51	new target	16.00	16.00		New indicator from DWP. Guidance received in April with no specific target for achievement. Using guidance received a revised target for 2008/09 of 16 days agreed by HOFS & Benefits Manager. (No of days for new claims 24.4 - April 08 & change of circa 6.6 days)
FP001	Percentage of invoices paid within 30 days of receipt	M	C	97.83	1	98.00	99.85	I	98.00	98.00		Improvement on previous month. The process of 48 hour turn round for invoices will continue during 2008/09

Chief Executive's Department

LPI CCPP01 (SS)	Number of complaints received (Council wide) Monthly. Source new complaints system.	M	C	n/a	n/a	n/a	23	n/a	n/a	n/a	n/a	This is a new performance measure, hence no target has been set for this year
LPI CCPP03 (SS)	Number of compliments received	M	C	n/a	n/a	n/a	9	n/a	n/a	n/a	n/a	This is a new performance measure, hence no target has been set for this year

Legal, Equalities & Democratic services

LD LPI 1	The level of the Equality Standard for Local Government to which the Authority conforms	M	C	2	n/a	2.00	2.00	S	2 moving to 3	2 moving to 3		On target
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Ref	Description	Report - ed?	Cum or Snap?	2007/08		2008/09			Comments
				Actuals	Quartile	April Target	April Actual	Target &Trend	

Human Resources and Organisational Development

LPI (formerly BV12)	The average number of working days lost due to sickness.	M	C	9.35	2	0.71	0.72	I	8.75	8.69		A good start to the new year with a projected outturn of 8.69 (Green). HR are continuing to work with departments on reducing absence. Please see the monthly report for more information.
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2008/09 Monthly Performance figures

Ref	Description	Freq	C or S	Apr.	May.	Jun.	Jul.	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.
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Street Scene & Community

NI 191	Residual Household waste per household	M	C	Target	50.80								
				Actual	50.80								
NI 192	Percentage of household waste re-used, recycled and composted	M	C	Target	45.00								
				Actual	46.23								
LPI depot	%age of reported abandoned vehicles investigated within 24 hours	M	C	Target	95.00	95.00	95.00	95.00	95.00	95.00	95.00	95.00	95.00
				Actual	87.50								
LPI depot	%age of abandoned vehicles removed within 24 hours of legal entitlement	M	C	Target	95.00	95.00	95.00	95.00	95.00	95.00	95.00	95.00	95.00
				Actual	100.00								
LPI Depot	% animal/debris cleared within timescales	M	C	Target	95.00	95.00	95.00	95.00	95.00	95.00	95.00	95.00	95.00
				Actual	100.00								
LPI Depot	% of flytips dealt with in response time	M	C	Target	95.00	95.00	95.00	95.00	95.00	95.00	95.00	95.00	95.00
				Actual	100.00								
LPI Depot	Number of missed household waste collections	M	C	Target	75	75	75	75	75	75	75	75	75
				Actual	104								
LPI Depot	Number of missed recycle waste collections	M	C	Target	17	17	17	17	17	17	17	17	17
				Actual	35								
LPI	The number of domestic burglaries	M	C	Target	30								

Planning & Environment

NI157	The percentage of major planning applications determined within 13 weeks	M	C	Target	75.00	75.00	75.00	75.00	75.00	75.00	75.00	75.00	75.00	75.00
				Actual	100.00									
NI157	The percentage of minor planning applications determined within 8 weeks	M	C	Target	80.00	80.00	80.00	80.00	80.00	80.00	80.00	80.00	80.00	80.00
				Actual	67.00									
NI157	The percentage of other planning applications determined within 8 weeks	M	C	Target	90.00	90.00	90.00	90.00	90.00	90.00	90.00	90.00	90.00	90.00
				Actual	95.00									

E-Government & Customer Services

CSC	Monthly Call Volumes Customer Contact Centre	M	S	Target	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
				Actual	9,685									
CSC	Monthly Call Volume Council Switchboard	M	S	Target	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
				Actual	6,243									
CSC LPI 3.1	Resolution at First Point of Contact all services (percentage)	M	C	Target	85.00									
				Actual	98.00									
CSC LPI 3.2	% of Calls Answered	M	C	Target	85.00									
				Actual	78.00									
CSC LPI 3.3	Average Speed of Answer (seconds)	M	C	Target	30.00									
				Actual	34.00									

Feb.	Mar.

95.00	95.00
95.00	95.00
95.00	95.00
95.00	95.00
75	75
17	17

n/a	n/a
n/a	n/a

BROMSGROVE DISTRICT COUNCIL

PERFORMANCE MANAGEMENT BOARD

17 JUNE 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

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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

	<p>Spatial Project Monitoring Report</p> <p>Artrix SLA</p> <p>PMB Work Programme</p>
15 Jul 08	<p>Period 2 08/09 Performance Report</p> <p>Period 2 08/09 Improvement Plan Mark 3 progress report</p> <p>Youth Provision Presentation</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>

	PMB Work Programme.
17 Mar 09	Period 10 07/08 Performance Report. Period 10 08/09 Improvement Plan Mark 3 progress report. External Audit Report Direction of Travel. Council Plan 2009-2012. Employee Stress Survey Annual PACT review. PMB Work Programme 2008/2009.

Performance Management Strategy not allocated due to uncertainty about resource to complete.

VFM Licensing (April 2009?)

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