



BROMSGROVE DISTRICT COUNCIL

MEETING OF THE PERFORMANCE MANAGEMENT BOARD

TUESDAY, 19TH AUGUST, 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 (Labour Group Vacancy)

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 15th July 2008 (Pages 1 - 6)
4. Spatial Project Monitoring Report (Pages 7 - 12)
5. Integrated Finance and Performance Report Quarter 1 (Pages 13 - 50)
6. Housing Inspection Report and Updated Inspection Action Plan (Pages 51 - 72)
7. Data Quality Strategy Update (Pages 73 - 86)
8. Improvement Plan Exceptions Report (June 2008) (Pages 87 - 98)
9. Local Neighbourhood Partnerships (Pages 99 - 116)
10. Bromsgrove Partnership - Sustainable Community Strategy: Performance 2007/08 (Pages 117 - 140)
11. Customer Panel Survey (3) - Satisfaction (Pages 141 - 224)

12. Work Programme 2008/2009 (Pages 225 - 232)
13. To consider any other business, details of which have been notified to the Head of Legal, Equalities and Democratic Services prior to the commencement of the meeting and which the Chairman, by reason of special circumstances, considers to be of so urgent a nature that it cannot wait until the next meeting

K. DICKS
Chief Executive

The Council House
Burcot Lane
BROMSGROVE
Worcestershire
B60 1AA

8th August 2008

Agenda Item 3

BROMSGROVE DISTRICT COUNCIL

MEETING OF THE PERFORMANCE MANAGEMENT BOARD

TUESDAY, 15TH JULY 2008 AT 6.00 P.M.

PRESENT: 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

Officers: Ms. J. Pickering, Ms. D. Poole and Ms. D. McCarthy

21/08 APOLOGIES FOR ABSENCE

No apologies for absence were received.

22/08 DECLARATIONS OF INTEREST

Councillor Mrs. A. E. Doyle declared a personal interest in agenda item 9 (Concessionary Parking for the over 60s), as a Trustee of Age Concern.

During discussions on issues surrounding Bromsgrove School in relation to the Town Centre under agenda item 5 (Annual Financial and Performance Report 2007/2008), Councillor Mrs. A. E. Doyle also declared a personal interest in relation to her involvement in Guardianship of Russian and Chinese pupils attending Bromsgrove School.

23/08 MINUTES

The minutes of the meeting of the Performance Management Board held on 17th June 2008 were submitted.

Under this item, the Chairman informed the Board that he had received information from the Assistant Chief Executive relating to Disabled Facilities Grants, as requested at the last meeting (minute number 17/08).

RESOLVED:

- (a) that the minutes be approved as a correct record; and
- (b) that the Chairman circulate the information he had received regarding Disabled Facilities Grants to other Members of the Board.

24/08 CONCESSIONARY PARKING FOR OVER 60S

(As members of the public (including Mr. C. Bateman, a representative from the Older People's Forum) were present specifically to hear the outcome of agenda item number 9, Concessionary Parking for over 60s, it was agreed that this would be considered as the first main item.)

Members of the Board considered a report which related to a scrutiny request which had been received from a member of the public (Mr. C. Bateman) and which the Cabinet had agreed to refer to the Performance Management Board.

Members believed that it was an important issue and discussed possible items that could be included within the officer's report, such as current information on the legal, equalities and diversity implications surrounding concessionary parking. It was also requested that any financial calculations would need to be in a clear and understandable format so as to allow the Board to properly analyse the information and show the impact over the medium term financial plan.

RESOLVED:

- (a) that this item be included within the Board's work programme and an officer's report on concessionary parking for the over 60s be considered by the Board at its meeting due to be held on 21st October 2008, when six months worth of the necessary data would be available;
- (b) that officers be requested to ensure current legal, equalities and diversity implications in relation to concessionary parking are included within the report;
- (c) that the Chairman contact the Head of Street Scene and Community suggesting the report covers further information on possible resistance from user groups, the impact concessionary parking may have had on traders and that the comments already put forward by Mr. C. Bateman be taken into account; and
- (d) that, via the Members' Bulletin, Members be requested to contact the relevant Portfolio Holder and Head of Service, with suggestions on what information should be included within the report to the Performance Management Board.

25/08 **SPATIAL PROJECT MONITORING REPORT**

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

The Head of E-Government and Customer Services stated that since the last update, progress had continued with regards to both the Electronic Document Management and the Integrated Business Applications without any major issues arising. Members were also informed that Street Scene and Graves Data would be included within the project and it was expected that these additions would have no impact on the project deadlines.

The key risks and concerns included in the Project Highlight Report were briefly discussed and it was also reported that the feasibility study into the second phase of the Spatial Project (known as FM2) was ongoing. The Board was reminded that when the feasibility study was complete, permission would be sought to continue with phase 2 from the full Council.

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

26/08 **ANNUAL FINANCIAL AND PERFORMANCE REPORT 2007/2008**

Consideration was given to the Annual Financial and Performance Report for the year ending 31st March 2008 which had already been approved at the Special Council Meeting held on 30th June 2008.

The Board discussed whether any recommendations should be made to the Cabinet regarding performance indicators which had not reached their target in 2007/08 and which were included in the corporate reporting set for 2008/09.

It was clarified that although the Council was not directly responsible for all of the performance indicators, it did have a duty to report National Indicators. It was also pointed out that the Council could have an impact on such indicators at a strategic level.

All questions raised were answered by the Head of Financial Services. Members of the Board commented on how much performance had improved over the past year and it was also stated that the quality of the report format had also improved.

RESOLVED:

- (a) that the significant improvement in performance in 2007/08 which followed a similar level of improvement in 2006/07 be noted; and
- (b) that unemployment figures be submitted to the Performance Management Board's meeting scheduled to be held on 16th September 2008.

RECOMMENDED that the Cabinet be requested to focus on the performance indicators relating to the following areas which should be included in the corporate reporting set for 2008/09:

- Sickness figures;
- Actual crime figures compared to the perception of crime (contained within SNAP surveys), taking into account the definition of each criminal activity;
- Domestic Violence;
- Equality and Diversity and the need to ensure this Council reaches level 3 of the Local Government Equality Standard as soon as possible;
- Affordable Housing targets;
- Progress of the Town Centre Regeneration;
- Small business start-up be maximised, particularly in light of the Town Centre Regeneration;
- The percentage of recoverable housing benefit (all years outstanding) overpayments recovered;
- Disabled Facilities Grants (DFGs) and specifically the capital underspend.

27/08 **IMPROVEMENT PLAN EXCEPTION REPORT - PERIOD 2 (MAY 2008)**

Members of the Board considered the Improvement Plan Exception report for May 2008, together with the corrective action being taken as set out in Appendix 1 to the report.

There were concerns raised regarding the delays with implementing contractor procurement framework for Disabled Facilities Grants (DFGs). It was explained that one reason for the delays was unresolved joint procurement issues in relation to the Care and Repair Agency located in Redditch.

There was a detailed discussion around specific parts of the Exception Report for May 2008 Improvement Plan including Value for Money, Modernisation and Community Influence.

In light of the fact that the final exception report was due the following month, the Board also considered retrospectively the 2007/08 Improvement Plan, ahead of the introduction of the new Improvement Plan 2008/09.

The Chairman commented that if Members had any specific questions in relation to Longbridge, they should be directed to the Executive Director - Partnerships and Projects.

RESOLVED:

- (a) that the Assistant Chief Executive be requested to submit a report to the next meeting of the Board in August explaining the issues surrounding CP7 Community Influence;
- (b) that the revisions to the Improvement Plan Exception report and the corrective action being taken be noted;
- (c) that it be noted that for the 106 actions highlighted for May within the plan, 81.1% of the Improvement Plan is on target (green), 3.8% is one month behind (amber), 7.55% is over one month behind and 7.55% of actions had been rescheduled (or suspended) with approval; and
- (d) that the progress made against all the actions scheduled in the 2007/08 Improvement Plan be noted.

RECOMMENDED that the relevant Portfolio Holder and Strategic Housing Manager be requested to commence discussions with the Care and Repair Agency and review the Service Level Agreement (SLA) to ensure it is robust.

28/08 **MONTHLY PERFORMANCE REPORT - PERIOD 2 (MAY 2008)**

Members considered a report on the Council's performance as at May 2008 (period 2).

There were concerns raised over the average speed of answering telephone calls at the Customer Service Centre as the target had not been met in April and the average speed of answer had fallen by another two seconds in May. The Head of Financial Services informed Members that following a report which analysed the calls received by the Customer Service Centre, there had been measures put in place to reduce call waiting times and a process had been implemented whereby back office teams would take calls in relation to Council Tax recovery during peak periods of collection.

It was pointed out that figures included in Appendix 3 relating to the number of missed household and recycle waste collections had not been updated.

RESOLVED:

- (a) that performance indicators for both the number of missed household and recycle waste collections (reference LPI Depot) be amended to the new approved targets, as previously reported at the last meeting of the Board (minute number 19/08);
- (b) that it be noted that 67% of Performance Indicators were stable or improving;
- (c) that it be noted that 76% of Performance Indicators with a target were meeting their target at the month end and that 100% of Performance Indicators with a target were predicted to meet their target at the year end;
- (d) that the performance figures for May 2008 as set out in Appendix 2 to the report be noted;
- (e) that it be noted that for a second month running: the number of missed recycle waste collections had reduced; usage of sports centres had increased; high rates of resolution at first point of contact at the CSC had been maintained, well above target; and sickness absence fell considerably; and
- (f) that it be noted that there were no Performance Indicators of particular concern.

RECOMMENDED that the Cabinet request the new Improvement Manager, together with the relevant Portfolio Holder, to undertake an evaluation of the Customer Service Centre with a view to improving the average speed of answering calls.

29/08 **PMB RECOMMENDATION TRACKER**

The Board considered a report tracking the progress of resolutions and recommendations made by the Board from April 2007 meeting onwards.

RESOLVED:

- (a) that a review of the Sustainable Community Strategy be discussed at the next meeting of the Board to decide whether or not it needs to be incorporated into the current work programme;
- (b) that, at the next meeting in August, the Board be provided with feedback in relation to each Portfolio Holder prioritising up to four of the top key points of the Customer Panel Survey 2 – Quality of Life and incorporating them in their respective service plans;
- (c) that, in relation to a Corporate Indicator on Disabled Facilities Grants, as requested by the Cabinet, the Board, together with the Assistant Chief Executive at the next meeting in August, considers how the Disabled Facilities Grants performance could be measured; and
- (d) that the recommendation tracker report be noted.

30/08 **WORK PROGRAMME 2008/2009**

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

Members were reminded that a representative from Worcestershire County Council's Youth Service would be giving a presentation to all Members on Monday 21st July 2008 at the Council House.

RESOLVED:

- (a) that, as agreed under the previous item, a review of the Sustainable Community Strategy be discussed at the next meeting of the Board with a view to possibly including it within the current work programme; and
- (b) that the report be noted.

The meeting closed at 7.25 p.m.

Chairman

BROMSGROVE DISTRICT COUNCIL

PERFORMANCE MANAGEMENT BOARD

19 AUGUST 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.

5. FINANCIAL IMPLICATIONS

5.1 The project has a Capital expenditure of £6.2 million and Revenue of £50,000 per year for the 7 years support contract.

5.1.1 The project is based on a 'fixed price' and therefore will be delivered within budget.

6. LEGAL IMPLICATIONS

6.1 There are no legal implications.

7. CORPORATE OBJECTIVES

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

8. RISK MANAGEMENT

8.1 The main risks associated with this project are:

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

8.2 These risks are being managed as follows:

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

9. CUSTOMER IMPLICATIONS

9.1 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.

10. OTHER IMPLICATIONS

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

11. OTHERS CONSULTED ON THE REPORT

Portfolio Holders	Yes
Chief Executive	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

12. APPENDICES

Spatial Project Highlight Report July 2008

13. BACKGROUND PAPERS

None.

CONTACT OFFICERS

Name: Deb Poole – Head of E-Government and Customer Services
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 Tel: (01527) 881256

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Project Highlight Report

Project: Spatial Project			
Calendar Month:	July 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 June progress has continued within the project and in particular within Electronic Document Management and the Integrated Business Applications. The re-planning of external resource from Idox (the supplier of the main business applications) has been agreed. LocalView, the Intranet based map viewer, is now live and available to all staff. Graves data has been captured and is being cleaned. The Depot rollout has also been scheduled.</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. • Uniform Training for Contaminated Land • Implement LocalView • Data capture and cleansing 		<ul style="list-style-type: none"> • Configuration, Training and acceptance testing progressing in the following departments :- <ul style="list-style-type: none"> • Legal • Elections • Licensing • Development Control • Uniform is presenting documents to Iclipse. • The additional data for Environmental Health has now been entered and is undergoing acceptance testing prior to sign off. • Uniform rollout for Depot Services has been scheduled in the project plan. • Complete. • Complete • Graves data has now been captured from ledgers and is being cleansed. • Licensing data load carried out. 	
Planned activities for next period			
<ul style="list-style-type: none"> • Continue Uniform Training for Document templates covering several departments • Continue Electronic Document Management user training. • Continue 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.	6
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			
<ul style="list-style-type: none"> 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. 			

BROMSGROVE DISTRICT COUNCIL

PERFORMANCE MANAGEMENT BOARD

19 AUGUST 2008

JUNE (QUARTER 1) INTEGRATED FINANCE & PERFORMANCE REPORT

Responsible Portfolio Holder	Councillor Mike Webb Cabinet member for Performance Councillor Geoff Denaro Cabinet Member for Finance
Responsible Head of Service	Hugh Bennett, Assistant Chief Executive Jayne Pickering, Head of Financial Services

1. SUMMARY

To report to the Board on the Council's performance and financial position at 30th June 2008 (period 3, quarter 1).

2. RECOMMENDATIONS

- 2.1 That the Board notes that 67% of PI's for which data is available are Improving or Stable.
- 2.2 That the Board notes that 86% of PI's for which data is available are achieving their Year to Date target.
- 2.3 That the Board notes that 96% of PI's for which data is available are predicted to meet their target at year end.

3. BACKGROUND

- 3.1 This is the first integrated quarterly finance and performance report for 2008/09. The performance element has been revised to reflect the introduction of the new 'National Indicator' set which replaced the former Best Value Performance Indicator set on 1st April. As well as the revised corporate performance indicator set, shown in Appendix 2.
- 3.2 Following a recommendation in the review of the Data Quality Strategy by Internal Audit this report will now include a regular section to report on data quality issues.
 - There continues to be some errors in reporting of performance in Departmental submissions as follows :-
 - Planning & Environment – 1 error in reporting and 2 missing items
 - Finance – 1 missing item.
 - Street Scene & Waste Management – 2 errors in reporting
- 3.3 These errors were primarily in the coding of the target/trend information – i.e. incorrect traffic lighting and/or incorrect reporting as to whether performance is improving, stable or

declining or simply transposition of numbers. There was 1 case of an incorrect figure being reported. All of these were identified by checks applied at the corporate level and quickly resolved. The relevant Departmental Performance Champions have been notified and advised.

4. PROGRESS IN THE QUARTER

An integrated performance and finance report for each department, plus a council summary, is shown on the following pages.

Overall Council Summary	Quarter 1 (June 30th) 2008/09
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Performance Summary

No. of PI's improving (I)	19	No. of PI's meeting YTD target	24	No. of PI's where est. outturn projected to meet target	27
No. of PI's Stable (S)	10	No. of PI's missing YTD target by < 10%	2	No. of PI's projected to miss target by < 10%	1
No. of PI's worsening (W)	0	No. of PI's missing YTD target by >10%	2	No. of PI's projected to miss target by >10%	0

Achievements

67% of PI's are Improving or Stable
 86% of PI's are achieving their Year To Date target
 96% of PI's are predicted to meet their target at year end

The number of PI's with worsening performance is worthy of further explanation. In most cases the decline in performance is marginal, apart from the increase in vehicle crime (see appendix 2 for explanation and action plan). In all but two cases performance remains on or above target for the year to date, with just two missing their year to date target by less than 10%.

Issues

Overall the Council's performance remains strong, with 88% achieving the year to date targets. Successes include:-

- the reduction in household waste collections missed in June (similarly for recycling);
- the number of affordable housing units built in quarter 1 (50, compared to a target of 20);
- the further reduction in families living in temporary accommodation (13 compared to a target of 23);
- the excellence performance at the CSC through the first quarter (three years ago the times were up at 88 seconds, we now achieved 34 seconds in April, traditionally a very busy month because of Council Tax billing). In June we achieved 26 seconds; and
- the good performance on sickness levels, which if sustained for the rest of the year will see our sickness levels come down to an acceptable level.

There are two indicators where performance is worse than target for the month of June:-

- Violent crimes – this is caused by arrests being made for low level domestic incidents as a way of cooling off the situation; and
- PACT meetings attended to senior officers – this has been caused by late notification from the Police, which has now been resolved.

Revenue Budget summary

Service Head	Revised Budget £'000	Profiled budget YTD £'000	Actual spend YTD £'000	Variance to date £'000	Projected outturn £'000	Projected variance £'000
Corporate Services	812	262	260	-2	816	4
E-Government & Customer Services	62	406	457	50	118	55
Financial Services	1,567	335	266	-69	1,509	-58
Legal, Equalities & Democratic Services	923	621	570	-51	891	-32
Human Resources & Organisational Development	99	93	99	6	109	10
Planning & Environment Services	5,661	518	424	-94	5,598	-63
Street Scene & Community	8,071	1,250	1,293	43	8,453	382
TOTAL	17,195	3,485	3,369	-116	17,494	299

Financial Commentary

The Council is operating close to its financial targets across most areas for the first quarter. However, some of the under spends reflected in departments relate to further efficiency/negotiated savings made in areas such as business rates and insurance. As these are corporate in nature they will not be available for departments use to offset alternative expenditure and will be returned to a corporate budget as part of a revised budget exercise due following the second quarter performance report.

The projected variances for Planning & Environment Services includes a £100k projected under spend relating to the Local Plan. It is recommended that this surplus budget be returned to revenue balances as detailed in section 2 of this report.

The projected outturn shows the major pressures arise mainly in Street Scene and Community. This is due to the delay in the transfer of the sports centres to the Leisure Trust together with a projected shortfall on car parking income and increased costs relating to the improved travel concessions scheme.

The current projected outturn for net cost of services is anticipated to be an over spend of £299k. This will be offset by the additional income generated from investments of £262k. This is presented later in this report and is mainly due to the rescheduling of the capital programme resulting in more funds available for investment and the interest rates being higher than anticipated due to current market conditions.

The revised net position would be an over spend of £37k.

Capital Budget summary April-June 2008

Department	Revised Budget £'000	Actual spend YTD £'000	Projected outturn £'000	Projected variance £'000
Corporate Services	0	0	0	0
E-Government & Customer Services	6,210	44	4,410	(1,800)
Financial Services	0	0	34	34
Legal, Equality & Democratic Services	606	4	120	(486)
Human Resources & Organisational Development	30	0	0	(30)
Planning & Environment	3,045	282	2,142	(903)

Street Scene and Community	2,577	224	2,033	(544)
Budget for Support Services Recharges	130	0	130	0
TOTAL	12,598	554	8,869	(3,729)
Financial Commentary				
A report regarding the profile of capital budgets during 2008-09 including expenditure already identified as unlikely to occur within this financial year has been compiled for members and reported to September Cabinet.				

Street Scene & Community	Quarter 1 (June 30th) 2008/09
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Performance Summary

No. of PI's improving (I)	6	No. of PI's meeting YTD target	13	No. of PI's where est. outturn projected to meet target	14
No. of PI's Stable (S)	4	No. of PI's missing YTD target by < 10%	1	No. of PI's projected to miss target by < 10%	1
No. of PI's worsening (W)	4	No. of PI's missing YTD target by >10%	1	No. of PI's projected to miss target by >10%	0

Achievements

Performance in this area continues to be strong, with 13 indicators showing improved performance. The Customer Panel results show a significant improvement in the perception of street cleanliness and recycling.

Issues

There are no significant performance issues, however, the financial performance of car parking and the negotiations on the transfer of the Dolphin Centre are a concern.

Revenue Budget summary

Service Head	Revised Budget £'000	Profiled budget YTD £'000	Actual spend YTD £'000	Variance to date £'000	Projected outturn £'000	Projected variance £'000
Community Safety	713	183	184	1	718	5
Parks & Recreation	667	70	57	-12	667	0
Promotions	329	61	77	17	369	40
Sports Centres	618	167	177	10	794	177
Sports Development	572	39	14	-25	569	-3
Streets & Grounds	2,312	285	303	18	2,320	8
Car Parks	-817	-178	-143	35	-713	104
Depot Misc	-16	282	269	-13	-13	3
SS&C Mgt/admin	0	96	90	-6	0	0
Transport & Waste	3,257	136	154	18	3,259	2
Travel Concessions	436	108	113	5	482	46
Waste Policy	0	0	-4	-4	0	0
TOTAL	8,071	1,250	1,293	43	8,453	382

Financial Commentary

- The projected overspend for Community Safety relates to an expected increase in equipment maintenance costs; these are slightly offset by an expected increase in income. There are also reduced staffing costs due to post movements.
- Projected overspend on Promotions relates to ongoing costs of the Museum.
- Sports Centres projected overspend relates to the delay of the Trust transfer.
- Sports Development projected under spend relates to the new Sports Development Offices being in post for only 10 months in this financial year.
- Streets and Grounds projected overspend originates from a lack of supply and service budgets these may have been allocated to Depot Miscellaneous.
- Car park income is showing a projected reduction, due to a national footfall reduction of 1.5% reflecting current economic and fuel conditions. The remaining shortfall is a combination of the reduction in use due to the price increase, the trend results in a reduction in ticket sales of 4% in the first year.
- Travel concessions overspend is due to an increase in claims.

Capital Budget summary April-June 2008/09

Service	Revised Budget £'000	Actual spend YTD £'000	Projected outturn £'000	Projected variance £'000
Cemeteries	7	0	7	0
Community Safety	164	0	164	0
Parks, Play areas & Open Spaces	890	60	339	-551
Leisure Centres	710	25	710	0
Culture and Community General	126	0	126	0
Replacement Vehicles	680	88	620	-60
Site works	0	0	66	66
TOTAL	2,577	173	2,032	-545

Financial Commentary

- The continuation of the 10 year Vehicle Replacement Programme across the service.
- Site works is 2007-08 unspent budget, which is subject to carry forward approval.
- A virement of £90k was approved in July from Dolphin phrase I to Phrase II this has been reflected in the expenditure.
- Parks and open spaces are projecting an annual under spend, two schemes are dependent on an update due in November (Barnsley Hall and District Wide Provision / Enhancement of Sports Facilities) it is considered unlikely that either scheme will commence until 2009/10

A report regarding the profile of capital budgets during 2008-09 including expenditure already

identified as unlikely to occur within this financial year has been compiled for members.

Planning & Environment Services	Quarter 1 (June 30th) 2008/09
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Performance Summary

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

Achievements

The Department Managers undertook an "Away Day" at the beginning of April to discuss the financial savings target for the Department for 09/10, as well as what operational efficiencies were likely to be made as a consequence of the introduction of the new CAPS UNIFORM system. The Head of P&E has formulated a draft Review of the entire Department and is currently liaising with HR&OD to work out a timetable for consultation and implementation of the findings of that review.

The Department as a whole has maintained the good performance of last year within the first quarter of 08/09. The determination of planning applications by Development Control remains high:

Majors (7/9) = 78%

Minors (36/45) = 80%

Others (229/244) = 94%

The Commercial Food health and Safety section of Environmental Health had an external audit of its activities undertaken by the Food Standards Agency in June. An Action Plan is in the process of being agreed with the Agency in response to the findings of that audit.

The Strategic Housing section received its service re-inspection from the Audit Commission Report on May 15th 2008. The service had previously been inspected in March 2006 when it had been rated as being a poor, zero star service with uncertain prospects for improvement. The outcome of the Re-Inspection that took place in February this year states that Bromsgrove District Council's Strategic Housing Service is a fair, one-star service which has promising prospects for improvement and was assessed as being a one star service with promising prospects.

The comprehensive Longbridge Area Action Plan, a joint regeneration plan with the City of Birmingham, was submitted to the Planning Inspectorate at the beginning of April and the Examination in Public is expected to take place in October 2008.

The Bromsgrove Town Centre Area Action plan issues paper was agreed by the Local Development Framework Working Party and a consultation exercise is to be undertaken in the second quarter of this year.

Building Control received an unannounced inspection to assess their BSI accreditation and was successful in retaining that accreditation.

Issues

The impact of Job Evaluation resulted in staff retention issues within the Development Control Service becoming apparent with the first quarter of this year. 2 members of staff have left and 3 further posts will become vacant within the second and third quarters of this year.

Environmental Health are still seeking to recruit to a post within the Commercial Services section whilst the Environment Officer post within Strategic Planning also became vacant.

Recruitment is on going.

The introduction of the CAPS UNIFORM system has been continuous throughout the quarter but this has resulted in considerable staff time being taken up with training. Service Managers have tried, where possible to ensure that impact on service delivery has been minimal or effectively managed.

Revenue Budget summary

Service Head	Revised Budget £'000	Profiled budget YTD £'000	Actual spend YTD £'000	Variance to date £'000	Projected outturn £'000	Projected variance £'000
Development & Building Control	959	6	-38	-45	908	-51
Environmental Health	997	144	123	-22	955	-42
Licensing	-4	-6	-4	2	-9	-5
Planning Administration	-8	31	49	18	50	57
Strategic Housing	3,089	166	169	3	3,140	51
Strategic Planning	465	130	78	-53	351	-113
Economic Development	115	29	28	-1	122	7
Retail Market	50	17	19	2	82	32
TOTAL	5,661	518	424	-94	5,598	-64

Financial Commentary

- The current under-spends are due to a number of vacancies within the department. These vacant posts will be reviewed as part of a wider Departmental Review that is looking into efficiencies and savings as part of the three year financial plan.
- There has also been identified within Strategic Planning an amount of £100k for the local plan inquiry which it is considered is no longer required. This will be released back to balances after formal a recommendation to do so.
- It is projected there will be an under-spend of 64k by the end of the financial year. This being the net effect of the under-spends on salaries and the Strategic Planning budget against the loss of income in land charges, Market Hall, the closure of the hostels and the loss of income on Pre-transfer Right to Buys(PRTB's).

Capital Budget summary April-June 2008/09

Service	Revised Budget £'000	Actual spend YTD £'000	Projected outturn £'000	Projected variance £'000
Strategic Housing	2,760	131	2,032	-728
Town Centre	284	0	110	-174
TOTAL	3,044	131	2,142	-902

Financial Commentary

- Expected under spend on Disabled Facilities Grants and Discretionary Home Repair Grants totals £100k. A number of cost saving measures have been and are currently being introduced, therefore more grants are being completed for better value for money. Measures include the following: - procurement framework, introduction of self contained modular buildings, preferred partnership working.
- Grants to RSL schemes – a number of schemes are under way, in addition we are working with partners to secure additional funding for other schemes, early indications are that either the scheme will not be ready to not commence this year or the budget will be combined with 2009/10's for a larger strategic project.
- The two budgeted schemes for Improvements / upgrade to Houndsfield lane caravan park are to be integrated and but work is unlikely to commence until 2009/10.
- Town centre new toilet block is subject to town centre plans and unlikely to commence until 2009/10.

A report regarding the profile of capital budgets during 2008-09 including expenditure already identified as unlikely to occur within this financial year has been compiled for members.

Performance Summary

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

Achievements

Customer Service Centre

The queue management system continues to improve the management of the flow of customers through the CSC. The large screen is now being used by other organisations e.g.: BARN, to promote their services.

The queue management system also monitors waiting times for face to face customers and provides management information about the types of enquiries being handled in the centre. Since April 08 approx 7500 customers have been logged on the queue management system. The average wait time for customers in the CSC is 9 minutes and is below the HUB performance target of 15 minutes. The average face to face customer serving time is 11 minutes.

In April a PACT feedback system was introduced at the CSC supporting PACT meetings in association with West Mercia Police.

In May building work to meet DDA compliance was undertaken in the CSC involving structural changes to the entrance ramp. The ramp is now fully compliant.

In June the Registration Service went live at the CSC increasing the availability of County services to our customers.

The majority of CSC PI's are exceeding target:

- Resolution at first point of contact (all services) is showing a consistent trend of improvement and is exceeding target. Average of 97%
- Resolution at first point of contact (telephone) is also above target with an average of 96%
- Resolution at first point of contact (face to face) is 98%. The queue management system mentioned above has had a direct positive impact on this PI.
- 85% of calls will be answered before the call is abandoned is above target at 94%

The latest Customer Satisfaction Survey results from this year's survey indicate that 83% of our customers are satisfied with how easy it is to contact the Council. Whilst 73% said they would recommend the CSC to a friend.

Information Communication Technology Services

A full audit of the local area network has been completed and reconfiguration started. The Citrix Server has been upgraded to the latest software version to provide a more stable platform.

The Hate Crime text messaging service went live in April.

The first trial Virtual Server went live in April.

New support arrangements were introduced for Council Tax Billing yearend processing which resulted in no system failures during this period.

Software packages were created to help speed up the installation of programs to support the Spatial Project.

The rollout of Citrix thin client at home for Cllrs and staff is continuing. Feedback from this rollout is being used to fix issues and improve access.

Spatial Project

The planning module is now live with all new applications being processed in the new system.

Document Management system is now live in the following departments:

- Front of House
- Human Resources
- Chief Executives
- Culture & Community Services
- Street Scene & Waste Management
- E-Government & Customer Services
- Strategic Housing
- Land Charges
- Economic Development
- Building Control

The Elections Management System is now live.

The public access modules that will allow our customers to access and provide information on Scores on the Doors, Local Development Framework, Planning applications, Licensing and Building Control are all installed awaiting roll out during the rest of the year.

Issues

Whilst sickness absence levels at the CSC have improved during the first quarter further monitoring of the situation is required to ensure continued improvement.

Service Head	Revised Budget £'000	Profiled budget YTD £'000	Actual spend YTD £'000	Variance to date £'000	Projected outturn £'000	Projected variance £'000
Customer Service Centre	54	108	82	-26	58	4
E-Government	8	299	374	76	60	51
TOTAL	62	407	456	50	118	55

Financial Commentary

- It is expected that there will be an over spend of £55,000 at the end of the financial year. The majority of the projected overspend is related to two main areas within E-Government. It is expected that a £17,000 overspend will be incurred in relation to telephone costs, this is due to a first year revenue impact for telephone links between the Dolphin Centre site, the Depot and the main Council Offices. The other large projected overspend is related to computer software where it is expected that this will be £30,000 overspent due to extra Microsoft licences that need to be purchased. Neither of these costs could have been predicted.

Capital Budget summary April-June 2008/09

Service	Revised Budget £'000	Actual spend YTD £'000	Projected outturn £'000	Projected variance £'000
E-Government	6,210	44	4,410	-1,800
TOTAL	6,210	44	4,410	-1,800

Financial Commentary

- Phase I of the Spatial Project is on target, the expected variance relates to Phase II.

A report regarding the profile of capital budgets during 2008-09 including expenditure already identified as unlikely to occur within this financial year has been compiled for members.

Financial Services	Quarter 1 (June 30th) 2008/09
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Performance Summary

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

Achievements

- Closedown of 2007/08 and reporting of Statement of Accounts to Cabinet within statutory deadline
- Outturn report presented to members
- Continued roll out of Purchase Order Processing system
- Continued improvement to quarterly finance and performance reporting
- Supported the development of departmental risk registers
- Continued the performance of benefit claims processed
- Performance on Council Tax and Business Rate collection within target
- Successful prosecutions for the Fraud section
- Procurement support to Redditch Council demonstrating improvements

Issues

- Vacancies within Internal Audit impacting on the delivery of the 2008/09 plan. To negotiate support from other districts.
- Number of vacancies within Revenues and Benefits to be advertised.

Service Head	Revised Budget £'000	Profiled budget YTD £'000	Actual spend YTD £'000	Variance to date £'000	Projected outturn £'000	Projected variance £'000
Central Overheads	117	29	34	5	117	0
Accountancy & Administration	15	126	138	12	22	7
Internal Audit	0	31	21	-10	3	3
Grants & Donations	91	42	37	-5	86	-5
Revenues & Benefits	1,344	107	36	-71	1,281	-63
TOTAL	1,567	335	266	-69	1,509	-58

Financial Commentary

- It is projected that Financial Services will be £58,000 underspent at the end of the financial year. This mainly comprises a projected overspend on agency staff within the revenues and benefits section netted against the extra income expected from Housing Benefit overpayments recovery.

Capital Budget summary April-June 2008/09

Service	Revised Budget £'000	Actual spend YTD £'000	Projected outturn £'000	Projected variance £'000
E-Government	0	0	34	34
TOTAL	0	0	34	34

Financial Commentary

- The remaining under spend from 2007/08 is awaiting carry forward approval.
- The Purchase Order Processing system was originally piloted in accountancy and ICT departments. Further rollout to Revenues and Benefits section and the CSC has been completed with programmed rollout to the whole of the Council.
- The majority of this scheme was completed in 2006/07 and the budget is intended for completion of the project.

A report regarding the profile of capital budgets during 2008-09 including expenditure already identified as unlikely to occur within this financial year has been compiled for members.

Chief Executive's Department	Quarter 1 (June 30th) 2008/09
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Performance Summary

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

Achievements

Clearly, the key issue in the Department has been the consideration and preparation for the joint chief executive position with Redditch BC. This Acting position went live on 01 August.

Issues

The main issue for the Department is the maintaining of a strategic focus on Bromsgrove (including preparation for the forthcoming CPA) whilst starting work with Redditch. The Council Plan Pt 1 document is in draft (this sets the strategic direction for the Council) and a draft CPA self assessment has been produced.

Revenue Budget summary

Service Head	Revised Budget £'000	Profiled budget YTD £'000	Actual spend YTD £'000	Variance to date £'000	Projected outturn £'000	Projected variance £'000
Policy & Performance	38	92	89	-3	38	0
Corporate Management	754	176	166	-10	758	4
Corporate Projects	19	5	5	0	29	0
TOTAL	812	273	260	-13	825	4

Financial Commentary

The Corporate Communication, Policy and Performance team has secured external funding for the post of Improvement Manager and contributions towards the costs of the Local Strategic Partnership. Whilst there may be pressure achieving the income target for Together Bromsgrove it is expected that savings elsewhere within the team's budget will adequately meet any shortfall.

Capital Budget summary April- June 2008 – No Capital budget

Performance Summary

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

Achievements

- The Council is making progress towards level 3 of the Local Government Equality Standard
- A successful participatory budgeting exercise has resulted in funds being allocated to Black History Month, Diwali and Padstone Day Centre in Bromsgrove for adults with learning disabilities.
- The Council has signed up to a service level agreement with the Worcestershire County Council for the delivery of assets management functions and this has enabled the Council to further the actions outstanding within the Assets Management Action Plan
- The Legal Department have successfully recruited an officer to undertake ethical standards matters and the post holder will be in post by October
- The Committee Administration team has successfully recruited a Scrutiny Officer who will focus primarily on furthering the scrutiny process within the decision making process
- The elections team continue to work with harder to reach groups in their quest to accelerate democratic participation within Bromsgrove District. Easy to follow packs have been prepared and distributed to older persons homes and sheltered accommodation to explain the purpose of and process involved in postal voting. This has been very well received.
- The Equalities and Diversity Conference event was held in April 2008 and over 60 delegated were present, including residents, officers, members and partners. The forum and the Disabled Users Group continue to thrive and provide the Council with an invaluable communication and involvement tool.
- The high dependency unit and community transport projects now boast their own user involvement groups and there are community representatives and stakeholders who are involved in the town centre working group to ensure involvement from disabled people in the planning stages.

Issues

- The introduction of the case management system in the Legal Department has been problematic and it has taken some time to iron out the technical issues. This has now been achieved but it is fair to say that it is behind schedule.

Revenue Budget summary

Service Head	Revised Budget £'000	Profiled budget YTD £'000	Actual spend YTD £'000	Variance to date £'000	Projected outturn £'000	Projected variance £'000
Administration Services	0	31	34	3	-3	-3
Committee & Member Services	819	116	124	8	817	-2
Elections & Registration	176	29	23	-5	191	15
Facilities Management	-81	355	297	-58	-112	-48
Legal Services	10	90	92	2	16	6
TOTAL	923	621	570	-51	892	-32

Financial Commentary

- The budget for the electoral services department is and will continue to be overspent for this year. The Elections Manager post was vacant for a considerable time and as a consequence the budgets in relation to the postal voting and publications was not an accurate reflection of the actual costs. It is fair to say that it is unlikely that this would have been predicted accurately in any event given the considerable changes throughout the elections period in relation to the postal voting process and the elections act generally.
- Members need to be aware that the costs associated with the devolution of member investigations from the Standards Board to the Council's Standards Committee are proving to be considerable given the number of elected member complaints being managed through this quarter. If this continues then this will cause a budgetary issue for Legal Equalities and Democratic Services.
- It is projected there will be an under spend for the year due mainly to savings in Facilities Management budgets for insurance and business rates. As mentioned earlier in the report these will be returned to a corporate budget following the second quarter performance reports.

Capital Budget Summary April-June 2008

Service	Revised Budget £'000	Actual spend YTD £'000	Projected outturn £'000	Projected variance £'000
Facilities Management	606	4	120	-486
TOTAL	606	4	120	-486

Financial Commentary

- The under-spend that is showing to date, is mainly due to schemes still being in the planning and discussion stages – e.g. being the Alterations at the Council House for DDA Improvements, whereby SCOPE have identified 218 priority 1 changes that need to be made. It is anticipated that these budgets will remain unspent until a clearer picture is available on the future of some of the Council's facilities.

A report regarding the profile of capital budgets during 2008-09 including expenditure already identified as unlikely to occur within this financial year has been compiled for members.

Human Resources & Organisational Development	Quarter 1 (June 30th) 2008/09
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Performance Summary

No. of PI's improving (I)		No. of PI's meeting YTD target	1	No. of PI's where est. outturn projected to meet target	1
No. of PI's Stable (S)		No. of PI's missing YTD target by < 10%		No. of PI's projected to miss target by < 10%	
No. of PI's worsening (W)	1	No. of PI's missing YTD target by >10%		No. of PI's projected to miss target by >10%	
Achievements					
Investor in People Full accreditation secured					
Completion of staff PDR's an improvement on last year and all complete much earlier.					
Sickness absence levels under yearly target – currently reporting at 7.72 days per employee against a target of 8.75. Also an improvement on comparison to equivalent period last year (8.62 days).					
Issues					
TUPE transfer of Leisure Services staff – negotiations protracted and difficult creating anxiety amongst staff.					
Job Evaluation – negotiations with Unison have been protracted, causing delays in the implementation timetable. Timetable adjusted accordingly.					

Revenue Budget summary

Service Head	Revised Budget £'000	Profiled budget YTD £'000	Actual spend YTD £'000	Variance to date £'000	Projected outturn £'000	Projected variance £'000
Human Resources & Organisational Development	99	93	99	6	109	10
TOTAL	99	93	99	-47	109	10

Financial Commentary

- There is an under-spend is on the corporate training budget and Councillors training budget – however it is anticipated that these budgets will be used fully in 08/09.
- The projected out-turn for the financial year is 11k over-spent. This is due to the vacancy management provision as the department is fully staffed.

Capital Budget summary April-June 2008

Service	Revised Budget £'000	Actual spend YTD £'000	Projected outturn £'000	Projected variance £'000

Human Resources & Organisational Development	30	0	0	-30
TOTAL	30	0	0	-30

Financial Commentary

- Research is still under way to identify the requirements of the new system and the link with the spatial project, before a tender specification can be prepared.

A report regarding the profile of capital budgets during 2008-09 including expenditure already identified as unlikely to occur within this financial year has been compiled for members.

4.3 Sundry Debtors

4.3.1 Sundry Debt is raised by the Council to ensure effective recovery of debts owing. The outstanding balance at 30/06/08 was £310k which includes £34k of car parking fines, £27k lifeline debts, £55k rents/ hire charges, £18k building regulations, £92k trade waste and cesspool emptying and £42k in respect of services provided by the Council to other organisations (e.g. contracts with BDHT for legal work). Of the outstanding balance only £77k has been outstanding for a period of 90 days or more.

5.0 TREASURY MANAGEMENT

5.1 Investment Interest

5.1.1 For the period to 30 June 2008 the Council received net investment income amounting to £243k against predicted year to date receipts of £110k. This income is a combination of interest earned on in-house managed funds (cash currently surplus to cash flow requirements that is placed on short-term deposit) and the investment income arising on the externally managed funds (HSBC fund managers). The increased interest has arisen due to slippage on the capital programme which has made additional surplus cash available for deposit, combined with enhanced interest rates achieved as a result of the recent market conditions.

Due to the forthcoming rescheduling of the Capital Programme for 2008/09 it is anticipated that additional funds will be available for deposit during the remainder of the financial year. The estimated position at year end is an additional £262k to that included within the budget.

5.1.2 Details on the fund manager's performance are detailed below.

5.2 HSBC

5.2.1 Investment Objectives/Level of Risk

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

5.2.2 Portfolio Performance

At 1 April 2008 the Council's investment was valued at £11.091 million. In the period to June the investment income was £91k. Management fees applied to the portfolio for the period totalled £8k. The market value of the funds invested with HSBC was £11.174 million as at 30 June 2008.

6.0 EFFICIENCY SAVINGS

As part of the budget round for 2008/09 a number of efficiency savings were approved. These challenging targets were allocated across all services as detailed in appendix 4. To date there are no major variances to report against any of these targets.

7.0 REVENUE BALANCES AND EARMARKED RESERVES

7.1 Revenue Balances

The revenue balances brought forward at 1 April 2008 were £2.023 million. The original budget requirement for use of balances in 2008/09 was £0.355 million. This has been increased by £0.534 million due to the approved carry forward of budgets arising from specific under spends in 2007/08. Taking into account the current projected overspend of £0.037 million it is anticipated that revenue balances will equate to £1.097 million at 31 March 2009.

7.2 Earmarked Reserves

The Council maintains a number of reserves which have been set up voluntarily to earmark resources for future spending plans. The balance on these reserves is shown below.

Earmarked Reserve	Balance 1 April 2008 £000	Transfer to reserve 2008/09 £000	Currently Required 2008/09 £000	Projected Balance 31 March 2009 £000
Building Control Partnership	6	0	0	6
Planning Delivery Grant	397	153	-419	131
Replacement Reserve	536	0	0	536
Litigation Reserve	140	0	0	140
Leisure Reserve	43	0	0	43
Total	1,122	153	-419	856

8. FINANCIAL IMPLICATIONS

Covered in the report

9. LEGAL IMPLICATIONS

None

10. COUNCIL OBJECTIVES

11. RISK MANAGEMENT

Covered in the report.

12. CUSTOMER IMPLICATIONS

13. EQUALITIES AND DIVERSITY IMPLICATIONS

14. OTHER IMPLICATIONS

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

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

15. OTHERS CONSULTED ON THE REPORT

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

Portfolio Holder	
Chief Executive	Yes – at CMT
Corporate Director (Services)	Yes – at CMT

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

APPENDICES

- Appendix 1 Performance Summary for June 2008
- Appendix 2 Detail Performance report for June 2008
- Appendix 3 Detailed figures to support the performance report
- Appendix 4 Efficiency Savings 2008/09

CONTACT OFFICERS

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

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SUMMARY - Period 2 (May) 2008/09								
Monthly (May) performance				Estimated Outturn				
	No.	%		No.	%		No.	%
Improving or stable.	18	67%	On target	19	76%	On target	25	100%
Declining	9	33%	Missing target by less than 10%	4	16%	Missing target by less than 10%	0	0%
No data	0	0%	Missing target by more than 10%	2	8%	Missing target by more than 10%	0	0%
			No data	0	0%	No data	0	0%
Total Number of Indicators	27	100%	Total Number of Indicators	25	100%	total	25	100%

SUMMARY - Period 3 (June) 2008/09								
Monthly (June) performance				Estimated Outturn				
	No.	%		No.	%		No.	%
Improving or stable.	19	67%	On target	24	86%	On target	27	96%
Declining	10	33%	Missing target by less than 10%	2	7%	Missing target by less than 10%	1	4%
No data	0	0%	Missing target by more than 10%	2	7%	Missing target by more than 10%	0	0%
			No data	0	0%	No data	0	0%
Total Number of Indicators	29	100%	Total Number of Indicators	28	100%	total	28	100%

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

Street Scene & Community

NI 191	Residual Household waste per household	M	C	n/a	n/a	50.80	50.80	W	105.00	105.25	W	157.50	154.12	I	593.00	593.00	I	Comparable to same period last year
NI 192	Percentage of household waste re-used, recycled and composted	M	C	n/a	n/a	45.00	46.23	I	45.00	49.50	I	45.00	49.49	W	45.00	45.00	S	Comparable to same period last year
LPI depot	%age of reported abandoned vehicles investigated within 24 hours	M	C	100.00	1	95.00	87.50	W	95.00	95.00	S	95.00	96.43	S	95.00	96.43	I	8 vehicles reported and investigated within timescale
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	S	95.00	100.00	S	95.00	100.00	S	8 vehicles to be removed and all within timescale
LPI Depot	% animal/debris cleared within timescales	M	C	100.00	n/a	95.00	100.00	S	95.00	100.00	S	95.00	100.00	S	95.00	100.00	S	26 animals reported and all removed within timescale
LPI Depot	% of flytips dealt with in response time	M	C	99.46	n/a	95.00	100.00	S	95.00	100.00	S	95.00	100.00	S	95.00	100.00	S	82 incidents of fly tipping and all removed within timescale
LPI Depot	Number of missed household waste collections	M	C	1102	n/a	116	104	W	232	227	W	348	294	I	1,400	793	I	67 missed refuse collections target revised and agreed at cabinet 02/07/08 - 0.17% of 38,000 collections missed
LPI Depot	Number of missed recycle waste collections	M	C	352	n/a	50	35	I	100	63	I	150	81	I	600	208	I	18 missed recycling collections - 0.05% of 36,000 collections missed
NWBCU 1	The number of domestic burglaries	M	C	355	n/a	30	21	W	60	41	I	90	65	W	360	257	W	There was a rise of 4 more burglaries reported in June against May figures although still under monthly target. Police confirmed this was due to known West Mids burglary team working in Bromsgrove and that they were taking appropriate action to target them via Burglaries Team
NWBCU 2	The number of violent crimes	M	C	1093	n/a	88	89	I	177	181	W	262	282	W	1056	1102	W	Actual is 15 above target for June. Police have confirmed it is due arise in low level domestic related incidents. They have tasked Local Policing Teams to take robust action within their areas.and are confident that the year end target will be achieved.
NWBCU 3	The number of robberies	M	C	67	n/a	5	3	S	10	6	S	14	8	I	60		I	Slight reduction from May to June. Actual has been under target for each month in first quarter.
NWBCU 4	The number of vehicle crimes	M	C	710	n/a	64	49	W	129	86	I	190	166	W	768	677	W	June is over target, this is a seasonal rise as more country parks and beauty spots have greater levels of visitors/vehilces. This reduces in Q 3 & 4 as usage drops Police have raised public awareness about keeping valuables safe via press releases and poster campaign. Q1remains under target.
LPI SC 1	Number of attendances at arts events	M	C	25,056	n/a	60	66	I	590	456	I	1,090	979	I	25,253	25,253	I	523 events this month

Ref	Description	Report - ed?	Cum or Snap?	2007/08		2008/09							2008/09			Comments		
				Actuals	Quartile	April Target	April Actual	Target &Trend	May Target	May Actual	Target &Trend	June Target	June 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	107,500	108,544	I	161,493	163,945	I	672,420	672,420	I	Overall above targets for month, much better marketing at both sports centres and parties at Dolphin Centre. Summer plans and marketing now in place and full review of summer programmes completed. Go for fun brochure out and booking being taken for all activities in July and August
LPI SC 5	Sports development usages	M	C	18,213	n/a	1,580	1,655	W	1,636	3,755	I	4,740	5,418	W	18,588	19,703	I	June slightly over target. There was a reduction in multi-skills delivery but increase in tournament delivery and walks for health attendance and recording.

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	86.00	W	75.00	77.00	W	75.00	75.00	W	1/2 = 50% (National indicator is 60%) There were only two small scale major applications determined this month and no large scale major applications. In March 2008 only 1 major application was submitted and in November 2008 there were none but in general this category has 3 to 5 applications per month. The Weybridge works, Drayton Road was approved within the relevant time period. The Dodford Inn application for change of use went over time as a result of significant public interest and the need to advertise the development as a Departure.
NI 157	The percentage of minor planning applications determined within 8 weeks	M	C	92.42	1	80.00	67.00	W	80.00	78.00	I	80.00	80.00	W	80.00	80.00	W	11/13 = 85% (National indicator is 65%) This represents a reduction in the number of applications received this month (17 in may and 15 in April) and a slight reduction in performance (88% in May but only 67% in April). Of the two applications that went over time, one (Castlebourne access track) was called to Committee by a Ward Member.
NI 157	The percentage of other planning applications determined within 8 weeks	M	C	93.11	1	90.00	95.00	I	90.00	96.00	I	90.00	90.00	W	90.00	90.00	W	73/81 = 90% (National indicator is 80%) The number of applications received reflects those in May (84) and April (79) with 8 applications going over the 8 weeks. These were largely as a result of staff making minor errors, some as a result of staff leaving and additional time pressure as a result of Uniform training.
NI 155	Number of affordable homes delivered	Q	C	46.00	4							20	50	I	80	181.00	I	Our target is 80 per year over 5 years In 2007/8 we missed this target by 34 due to on site slippage. This has been made up in the 1 st quarter 2008/9 & we anticipate we will deliver 181 properties in 2008/9, 101 above out target of 80

Ref	Description	Report - ed?	Cum or Snap?	2007/08		2008/09							2008/09			Comments			
				Actuals	Quartile	April Target	April Actual	Target &Trend	May Target	May Actual	Target &Trend	June Target	June Actual	Target &Trend	Target		Est. Outturn	Est. Outturn Target &Trend	
NI 156	Number of households occupying temporary accommodation	Q	S	16.0	n/a								23	13	I	34	23	I	We met the target of reducing the number of client in T/A by 50% 2 years early. The original target was 34. We revised this target to 23 and we are well below that target at 13. A major factor in this success is the employment of a dedicated T/A officer at BDHT who can manage the process of clients moving from T/A to permanent tenancies much more effectively.
LPI	Av. time (weeks) from first response to completion of works for Disabled Facilities Grants	Q	S	54.0	n/a	n/a			n/a			n/a	33.00	I	n/a	n/a	n/a	This performance measure has been introduced this year, to be reported quarterly. As it is a new indicator no target has been set, performance will be monitored and managed through the year, a target will be set for 2009/10. Since September there has been a huge improvement in the number of grants provided and the timescales This is mainly as a result of the Grants Administrator and Grants Technical Officer being made up to full time officers. There has also been a re-organisation of the department, all policies, procedures and paperwork have been reviewed and re-assessed to provide efficiency. Regular meetings have been introduced to assess the BDHT and Owner Occupied grants.	

E-Government & Customer Services

CSC	Monthly Call Volumes Customer Contact Centre	M	S	n/a	n/a	n/a	9,685	n/a	n/a	7,576	n/a		6,341		n/a			Calls to customer contact centre are 16% down compared to last month trend is down as is expected. The drop for contact centre calls relates to movement out of the council tax main billing and the national travel bus pass scheme launch periods.
CSC	Monthly Call Volume Council Switchboard	M	S	n/a	n/a	n/a	6,243	n/a	n/a	5,629	n/a		5,412		n/a			Calls to the council switchboard have fallen by 4% compared to last month.
CSCLPI3.1	Resolution at First Point of Contact all services (percentage)	M	C	94.30	n/a	85.00	98.00	I	85.00	98.60	I	85.00	98.90	I	90.00	90.00	I	Resolution rate performance is consistent with last month and is above target
CSCLPI3.2	% of Calls Answered	M	C	84.00	n/a	85.00	79.00	I	85.00	77.00	W	85.00	87.00	I	85.00	85.00	I	Performance exceeding target this month and demonstrates an improvement by 4% compared to last month
CSCLPI3.3	Average Speed of Answer (seconds)	M	C	36	n/a	30.00	34.00	I	30.00	36.00	W	30.00	26.00	I	30.00	30.00	I	Performance exceeding target this month and an improvement of 10 seconds over last month

Financial Services

Ref	Description	Report - ed?	Cum or Snap?	2007/08		2008/09							2008/09			Comments		
				Actuals	Quartile	April Target	April Actual	Target &Trend	May Target	May Actual	Target &Trend	June Target	June Actual	Target &Trend	Target		Est. Outturn	Est. Outturn Target &Trend
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	15.87	W	16.00	16.04	W	16.00	16.00		The indicator has taken a downturn by 0.17 of a day from last month and only 0.4 of a day over target for July. The information for this new indicator is contained in the new stats return "single housing benefit extract - SHBE) There have been problems on the Academy system extracting the extract and with the DWP receiving the extract however this is now resolved with effect from July.
NI 179	VFM - total net value of on-going cash releasing VFM gains since the start of 2008-09	Q	C		4													
FP001	Percentage of invoices paid within 30 days of receipt	M	C	97.83	1	98.00	99.85	I	98.00	99.67	W	98.00	99.62	W	98.00	99.00	I	4 invoices late out of 573. Slight decrease on May but marginal number of days over 30 days. Maintaining performance above target.

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	40	I	n/a	58	W	n/a	n/a	n/a	The Council will start reporting on trend data in August.
LPI CCPP02 (LB)	% of PACT meetings attended by SMT members	Q	C			85.00	n/a	n/a	85.00	n/a	n/a	85.00	72.00	n/a	85.00	85.00	85.00	There have been a number of problems with the Police informing us of changes of dates. This should now have been resolved.
LPI CCPP03 (SS)	Number of compliments received	M	C	n/a	n/a	n/a	9	n/a	n/a	14	W	n/a	18	W	n/a	n/a	n/a	Need to encourage staff to report compliments

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	2.00	2.00	S	2.00	2.00	S	2 moving to 3	2.00	S	The Council is making steady progress towards level 3. It is anticipated that the new equalities bill will reveal a new format for assessment that takes account of all six diversity strands. Bromsgrove has an Inclusive Equalities Scheme that aligns itself to this mode of assessment.
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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	1.42	1.22	I	2.13	1.92	W	8.75	7.72	W	Although sickness recorded was slightly higher than last month, the Council remains green for the month and the estimated outturn. See monthly report for further details
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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.	Feb.	Mar.
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Street Scene & Community

NI 191	Residual Household waste per household	M	C	Target	50.80	105.00	52.50									
				Actual	50.80	52.75	48.87									
NI 192	Percentage of household waste re-used, recycled and composted	M	C	Target	45.00	45.00	45.00									
				Actual	46.23	49.50	49.49									
NI 195	Improved street & environmental cleanliness - graffiti	M*	C	Target	na	na	na									
				Actual	na	na	na									
NI 195	Improved street & environmental cleanliness -litter	M*	C	Target	na	na	na									
				Actual	na	na	na									
NI 195	Improved street & environmental cleanliness - detritus	M*	C	Target	na	na	na									
				Actual	na	na	na									
NI 195	Improved street & environmental cleanliness - fly posting	M*	C	Target	na	na	na									
				Actual	na	na	na									
NI 196	Improved street and environmental cleanliness - fly tipping	M	C	Target	na	na	na									
				Actual	na	na	na									
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	95.00	95.00	95.00
				Actual	87.50	100.00	100.00									
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	95.00	95.00	95.00
				Actual	100.00	100.00	100.00									
LPI Depot	% animal/debris cleared within timescales	M	C	Target	95.00	95.00	95.00	95.00	95.00	95.00	95.00	95.00	95.00	95.00	95.00	95.00
				Actual	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	100.00	100.00	100.00									

CSC LPI 3.2	% of Calls Answered	M	C	Target	85.00	85.00	85.00										
				Actual	78.00	77.00	87.00										
CSC LPI 3.3	Average Speed of Answer (seconds)	M	C	Target	30.00	30.00	30.00										
				Actual	34.00	36.00	26.00										

Financial Services

NI 181	Time taken to process HB/CT benefit new claims or change events	M	C	Target	16.00	16.00	16.00										
				Actual	15.51	16.27	16.42										
NI 179	VFM - total net value og on-going cash releasing VFM gains since the start of 2008-09	Q	C	Target													
				Actual													
FP001	Percentage of invoices paid within 30 days of receipton time	M	C	Target	98.00	98.00	98.00										
				Actual	99.85	99.68	99.30										

Chief Executive's Depaertment

LPI CCPP01	Number of complaints received (Council wide) Monthly. Source new complaints system.	M	C	Target	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
				Actual	23	17	18										
LPI CCPP02	percentage of PACT meetings attended by SMT members	Q	C	Target			85.00										
				Actual	n/a	n/a	72.00										
LPI CCPP03	Number of compliments received (Council wide)	M	C	Target	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
				Actual	9	5	4										

Legal, Equalities & Democratic services

LD LPI	The level of the Equality Standard for Local Government to which the Authority conforms.	M	C	Target	2.00	2.00	2.00									
				Actual	2.00	2.00	2.00									

Human Resources and Organisational Development

LPI (formerly BV12)	The average number of working days lost due to sickness.	M	C	Target	0.71	0.71	0.71									
				Actual	0.72	0.50	0.62									

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Efficiency Savings 2008-09

**2008/09
£'000**

SAVINGS IDENTIFIED

Corporate Communications

Departmental Restructure	25
Income generation from additional advertising in Together Bromsgrove.	10
	35

Corporate Services

Deletion of general expenses budget	18
	18

E-Government

Desktop printer reorganisation - cancellation of Icon project - balance of saving	3
	3

Financial Services

Departmental Restructure	35
Income from procurement officer	26
	61

HR & OD

Departmental Restructure	90
Changes of childcare scheme- replace with Childcare vouchers	14
	104

Legal and Democratic

Income generation from BDHT	10
Departmental Restructure	104
	114

Planning and Environment

Departmental Restructure	75
	75

Street Scene & Community

Departmental Restructure	219
Sponsorship	25
	244

Total Efficiency Savings	654
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BROMSGROVE DISTRICT COUNCIL

PERFORMANCE MANAGEMENT BOARD

19TH August 2008

AUDIT COMMISSION RE-INSPECTION OF STRATEGIC HOUSING SERVICES

1. SUMMARY

- 1.1 The report summarises, for consideration by the Performance Management Board, the report of the Audit Commission upon the re- inspection of Strategic Housing Services that took place in February 2008 and tbrings forward for member approval an action plan to address the Audit Commission's recommendations.

RECOMMENDATION

- 2.1 That members note the summary and recommendations made by the Audit Commission in respect of the re-inspection of Strategic Housing.
- 2.2 That members note the action plan (Appendix 1) containing Corporate, Strategic Planning and Strategic Housing actions to address the recommendations made by the Audit Commission.

3. BACKGROUND

- 3.1 The Council's Strategic Housing Service was re-inspected by the Audit Commission in the week commencing the 25th February 2008. The service had previously been inspected in March 2006 when it had been rated as being a poor, zero star service with uncertain prospects for improvement.

4. SUMMARY OF FINDINGS

- 4.1 The outcome of the Re-Inspection that took place in February this year states that Bromsgrove District Council's Strategic Housing Service is a fair, one-star service which has promising prospects for improvement.
- 4.2 The Audit Commission report confirms that this represents a significant improvement from 2006 and makes the following observations:
- The Customer Service Centre provides an effective, one-stop shop service and supports a streamlined housing advice service for customers. Services are accessible to people with physical disabilities, and customers can access advice outside normal office hours. Information about services is comprehensive and widely available, in community locations and in a range of different formats to meet different communication needs.
 - The Council has improved both accessibility to supported accommodation and the quality of service provision for victims of domestic violence. It is investing its own resources in increasing the supply of accommodation to

meet needs and invests significantly in grants to provide aids and adaptations to vulnerable people, which are being completed quickly.

- The strategic approach to housing has increased the supply of affordable housing and is working to overcome constraints on supply. This is clearly supported by members. It is supported by a robust research base, which is being added to, and effectively guides the Council's actions. It is using an effective range of tools to prevent homelessness, and has decommissioned poor quality hostels.

4.2 Areas for improvement remain:

- The Council does not know the profile of its customers, and is not able to demonstrate that services are delivered fairly to all parts of the community. This also limits the ability of the Council to shape services to meet individual needs. Lack of capacity, until recently, in both the strategic housing and strategic planning services means that development of key strategic documents to support delivery of affordable housing has been delayed. There has been mixed progress in ensuring that houses in multiple occupation provide safe and suitable standards of accommodation.
- In addition, the Council's work on value for money is at an early stage. It can show where it has made efficiency savings in a number of areas, but limited cost information and gaps in customer satisfaction and performance information means that it cannot demonstrate that the service provides value for money.
- Since the last inspection, the Council has delivered a range of improvements in service delivery and performance. Delivery of priorities is supported by integrated financial and performance management, although some gaps remain in what is being monitored. The Council has invested in priority areas to improve performance, and is effectively securing external funding to help it deliver its plans, although it has not yet assessed the impact of its own and external investment.

4.4 In scoring the service the Audit Commission commented that:

- The standard of temporary accommodation is high, and the Council is not placing homeless people in bed and breakfast accommodation;
- Effective use is made of a range of tools which is helping to reduce the number of people who become homeless;
- The Council is working well with partners and investing its own resources to increase the supply of new affordable housing; and
- Customers do not have to wait for a long time for aids and adaptations to be completed.

4.5 However the Audit Commission identified that there are some areas which require improvement. These include:

- The Council lacks a strategy to ensure that all of its services are fully accessible;

- Arrangements for collecting and using customer satisfaction information are not fully embedded;
- Service standards have been developed but are being routinely monitored with customers, and standards for the strategic housing service are not comprehensive;
- Complaints are not being used to shape services;
- Customer profile information is underdeveloped and the Council cannot show that services are delivered fairly to all parts of the community;
- The Council is not spending all of the resources available to it to provide grants assistance to vulnerable people;
- Houses in multiple occupation are not being effectively targeted to ensure that they provide suitable standards of accommodation;
- Development of key strategic planning documents to guide delivery of new affordable housing has been delayed; and
- Development and use of cost comparison is at an early stage and the Council cannot demonstrate that its services provide value for money.

4.6 The Audit Commission stated that the service has promising prospects for improvement because:

- It has delivered a wide range of service and performance improvements;
- Positive progress is being made in line with improvement and action plans;
- Delivery of corporate priorities is supported by investment and an integrated financial and performance management framework;
- Performance is monitored and reported regularly and action taken to correct variations from targets;
- Improvement plans address key weaknesses in service delivery;
- The Council responds positively to internal and external scrutiny and customer feedback and is using it to improve services;
- Members and senior officers are providing leadership to the service;
- Partnership working and external funding are being used effectively to increase capacity and deliver improvements; and
- Targeted efficiency savings and improved procurement practice is increasing resources available to support priorities.

4.7 The Audit Commission identify a number of barriers to improvement. These include:

- Limited information about the costs of services constrains the Councils ability to improve value for money;
- Lack of customer profile information and monitoring service take up by diversity categories means that improvements cannot be targeted at inequality;
- There are some gaps in what is being measured such as customer satisfaction, complaints, and some agreed targets within housing service level agreements;
- The strategic housing service is not benchmarking its performance;
- IT systems are not fully supporting all areas of service; and
- the Council has not fully assessed the skills and capacity of the service to deliver future improvements.

5. RECOMMENDATIONS MADE BY THE AUDIT COMMISSION

5.1 The Audit Commission Inspection Team has made the following recommendations.

Recommendation R1 Improve the focus on customers by:

- Monitoring, reporting and taking action to ensure that all agreed targets within the housing advice and CAB service level agreements which relate to accessibility and timeliness of the service are met;
- Developing and implementing arrangements to monitor and report measures of satisfaction for all aspects of the strategic housing service and setting targets for improvement;
- Involving customers in the review and re-development of service standards for the strategic housing service, implement arrangements for customers to be involved in monitoring them, and publicise the standards and performance against them; and
- Ensuring that analysis of complaints, which includes common and recurring factors, is regularly reported by service area and that action to resolve them is recorded and reported internally and externally.

Target for completion – November 2008

Recommendation R2 Improve the focus on diversity by:

- Collecting and using customer profile information and feedback to inform development of a corporate strategy and action plan to identify and remove any barriers to accessing services;
- Developing and implementing diversity monitoring for service take up and satisfaction, across all groups identified in the equality scheme, reporting this regularly and taking action to address any actual or perceived inequality in service provision;
- Revisiting and updating the Equality Impact Assessments for the strategic housing service to ensure that they are robust and that any weaknesses are integrated into the current service improvement plan; and
- Reviewing compliance with the CRE Code of Practice for Rented Housing and for Employment and ensuring that actions to achieve compliance are included in existing improvement plans.

Target for completion – April 2009

Recommendation R3 Maximise the impact of activities in the private sector by:

- Revisiting internal guidance regarding identification of Houses in Multiple Occupation (HMOs) and developing and implementing regular programmes of work in the district to identify the type and location of HMOs and targeting inspection and enforcement activity appropriately; and
- Developing an overarching strategy to guide all activities in the private sector which clearly sets out the expected combined benefits of work in this area supported by performance targets and monitoring.

Target for completion – April 2009

Recommendation R4 Maximise the delivery of affordable housing by:

- Ensuring that sufficient staff resources are in place to prioritise the development of strategic planning documents linked to delivery of affordable housing;
- Assessing the skills and capacity within the strategic housing and planning teams to ensure that they are equipped to maximise opportunities for delivery following the outcome of the review of the Regional Spatial Strategy, particularly in relation to negotiation skills;
- Formalising arrangements for contact and liaison with developers and partners; and
- Formalise joint working arrangements between the strategic housing and planning teams to more proactively consider and address required flexibility within pipeline schemes.

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Target for completion – September 2009

Recommendation R5 Improving value for money by:

- Ensuring that spending performance against allocated capital budgets for grants is more closely monitored and maximised and that reporting arrangements allow for prompt action to mitigate any under spends;
- Developing baseline cost, performance, and satisfaction analysis to determine value for money of the strategic housing service and any services provided under agreement, subject to regular review;
- Assessing the effectiveness of internal and external funding and investment in the service, and the impact of different resource streams, to inform a strategy for maximising the impact of future funding; and
- Implementing arrangements to ensure that the impact of investment in learning, training and development is assessed and meets stated objectives.

Target for Completion – April 2009

6. DEVELOPMENT OF AN IMPROVEMENT ACTION PLAN

- 6.1 A new Strategic Housing Re- Inspection Action Plan has been developed to address the key recommendations set out above and the actions from the previous inspection report that are not fully completed, again focussing upon where the service can be further strengthened.
- 6.2 The Re-Inspection action plan sets out the areas of work that need to be addressed both Corporately and those that are more specific to Strategic Planning and the Strategic Housing Section itself. The proposed outcomes and targets set out in the Audit Commission recommendations will, as in the previous action plan, be transferred into the new Re-Inspection Action Plan for clarity.
- 6.3 The Strategic Housing Team are pleased with the outcome of the Strategic Housing Re- Inspection and the recognition of the progress that has been achieved over the past 18 months and enthusiastically embracing the new

action plan as a framework for taking the service forward into further improvement.

7. FINANCIAL IMPLICATIONS

- 7.1 There are no financial implications associated with the recommendation to approve the action plan as the actions set will be addressed within existing budget and staff resources.

8. LEGAL IMPLICATIONS

- 8.1 There are no legal implications directly linked to the recommendations

9. COUNCIL OBJECTIVES

- 9.1 Housing is a Council priority under Objective 1 – Regeneration.

10. RISK MANAGEMENT

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

- Failure to embrace the recommendations made by the Audit Commission could impact upon the Councils corporate rating under CPA.

11. CUSTOMER IMPLICATIONS

- 11.1 The recommendation to approve the action plan will ultimately impact upon customer service and satisfaction as service improvements are implemented.

12. EQUALITIES AND DIVERSITY IMPLICATIONS

- 12.1 Actions within the plan will help improve awareness of customer requirements and help strengthen the application of the Council's Equalities and Diversity Policies.

13. VALUE FOR MONEY IMPLICATIONS

- 13.1 Actions within the plan will help improve and strengthen the application of the Council's Value For Money Strategy and Policies.

14. OTHER IMPLICATIONS

None
Personnel Implications
None
Governance/Performance Management
None
Community Safety including Section 17 of Crime and Disorder Act 1998
None
Policy
None
Environmental
None

15. OTHERS CONSULTED ON THE REPORT

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

16. WARDS AFFECTED

‘All Wards’

17. APPENDICES

Appendix 1 – Strategic Housing Re-Inspection - Action Plan April 2008

18. BACKGROUND PAPERS

Audit Commission Local authority Housing Inspection Report – Strategic
Housing Re-Inspection – Bromsgrove District Council.

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STRATEGIC HOUSING RE-INSPECTION - ACTION PLAN June 2008

KEY RECOMMENDATION R1 -

IMPROVE THE FOCUS ON CUSTOMERS BY:

Monitoring, reporting and taking action to ensure that all agreed targets within the housing advice and CAB service level agreements which relate to accessibility and timeliness of the service are met;

Developing and implementing arrangements to monitor and report measures of satisfaction for all aspects of the strategic housing service and setting targets for improvement;

Involving customers in the review and re-development of service standards for the strategic housing service, implement arrangements for customers to be involved in monitoring them, and publicise the standards and performance against them; and

Ensuring that analysis of complaints, which includes common and recurring factors, is regularly reported by service area and that action to resolve them is recorded and reported internally and externally.

Proposed Outcome –

Customers are able to access the generic and specialist housing advice services in a timely way and that any changes in demand or resourcing required are more readily identified;

Customer feedback about the service through complaints and satisfaction information is used to improve services; and;

Customers know what level of service they should receive and can see how the service is performing against agreed standards.

Outcomes being improved for local residents

Target Completion – November 2008

CORPORATE ACTIONS	Target Completion Date	Milestone	Lead Officer	Partner Organisation Involved	Resources	Monitoring Status and comments ¹
R1.1 Resource and develop staffing to analyse and compile report from customer feedback from range of strategic housing questionnaires. (i.e. housing officers formulate and post out questionnaires, but need a resource to compile and analyse completed questionnaires.	Dec 08	Surveys available for analysis by September 2008	HB	N/A	Corporate Communications. Policy and Performance Team.	
R1.2 Implementation of Corporate Complaints Recording System	Implement Feb 08 start recording 1 st April 08	Formal annual review of Customer First	SS	Police County Council	Corporate Communications. Policy and	

		Strategy			Performance Team.	
R1.3 Quarterly reports to CMT reporting upon complaints from all departments	July 08	1 st report July 08	SS	Tagish Software Company	Corporate Communications. Policy and Performance Team.	
R1.4 Publish results of complaints monitoring on Council website	July 08	1 st report July 08	SS	Tagish Software Company	Corporate Communications. Policy and Performance Team.	
STRATEGIC HOUSING ACTIONS	Target Completion Date	Milestone	Lead Officer	Partner Organisation Involved	Resources	Monitoring Status and comments
R1.5 Develop a spreadsheet to monitor Homeless application clients who have approached and been seen on the same day	July 08	Format agreed with BDHT	JB	BDHT	Strategic Housing Performance and Monitoring Officer	Agreed on 11 th April that BDHT would arrange for CSA's to start monitoring
R1.6 Monitor clients who are homeless and need same day accommodation	July 08	Abritas implementation	JB	BDHT	Strategic Housing Performance and Monitoring Officer. BDHT staff.	
R1.7 Monitor clients who have been officered an appt to see a housing officer within 5 days of initial approach.	July 08	1 st audit to take place in July 08	JB	BDHT	Strategic Housing Performance and Monitoring Officer. BDHT staff.	
R1.8 Meet with CAB to discuss monitoring of service standards	July 08		JB	CAB	Strategic Housing Performance and Monitoring Officer.	
R1.9 Meeting to review schedule of customer feedback questionnaires	July 08		AG		Strategic Housing Team	
R1.10 Report annually to PMB on level of satisfaction of customers to Strategic Housing services and to identify areas of improvement and actions and targets to address.	Sep 08 and then annually		AG/AC		Strategic Housing Team	
R1.11 Investigate best practice authorities for delivery of customer service standards	June 08		JD		Housing Initiatives Officer – information from Audit Commission	
R1.12 Consultation on service standards	Sep 08		JD	BDHT Partner RSLs CAB Baseline	Housing Initiatives Officer	
R1.13 Agree and develop service standards	Nov 08		JD, AC		Strategic Housing Team	
R1.14 Promote and publicise service standards	Dec 08		JD		Strategic Housing	

					Team. Existing Printing and stationary budget.	
R1.15 Add customer standards to all outgoing questionnaires and include question to monitor performance against them	Jan 09		Strategic Housing Team		Strategic Housing Team.	

KEY RECOMMENDATION R2

IMPROVE THE FOCUS ON DIVERSITY BY:

Collecting and using customer profile information and feedback to inform development of a corporate strategy and action plan to identify and remove any barriers to accessing services;

Developing and implementing diversity monitoring for service take up and satisfaction, across all groups identified in the equality scheme, reporting this regularly and taking action to address any actual or perceived inequality in service provision;

Revisiting and updating the Equality Impact Assessments for the strategic housing service to ensure that they are robust and that any weaknesses are integrated into the current service improvement plan; and

Reviewing compliance with the CRE Code of Practice for Rented Housing and for Employment and ensuring that actions to achieve compliance are included in existing improvement plans

Proposed Outcome -

Services are accessible to all parts of the community and are delivered fairly to all customers.

Outcomes being improved for local residents

Target completion – April 2009

CORPORATE ACTIONS	Target Completion Date	Milestone	Lead Officer	Partner Organisation Involved	Resources	Monitoring Status and comments
R2.1 Development of Customer Access Section in Customer First Strategy.	November 2008	Draft available in September for CMT	HB	Police County Council	Possible 2009/2010 budget bids depending on results of strategy development.	
R2.2 Ensure that Equality Monitoring data collection system is adopted by all service areas, that data is submitted to the Community Safety Analyst on time and the forthcoming reports are actioned by service departments.	Dec 08	Collection of meaningful information to input into action planning and policy making.	HB,FS	County Council Community Safety Analyst.	Existing.	In progress
R2.3 Consult the community on the extension of Equality Monitoring (data collection) to extend it to the categories of sexual orientation and religion or belief.	Dec 08	Making contact with relevant organisations and community groups.	FS		Equality and Diversity Officer.	In progress.
R2.4 Review compliance with the CRE Code of Practice for Employment	March 09	Review February 09 Report findings March 09	JP		HR Team	
STRATEGIC HOUSING ACTIONS	Target Completion Date	Milestone	Lead Officer	Partner Organisation Involved	Resources	Monitoring Status and comments
R2.5 Arrange for Equalities Officer to meet with team and facilitate the review and improve of existing impact assessments	Sept 08		AG		Equality and Diversity Officer and Strategic Housing Team.	
R2.6 SH and BDHT to work to review compliance with CRE Code of Practice for Rented Housing	Dec 08	A schedule of meetings agreed with BDHT	AC, AG		Strategic Housing and BDHT staff resources.	

KEY RECOMMENDATION R3 –**MAXIMISE THE IMPACT OF ACTIVITIES IN THE PRIVATE SECTOR BY:**

Revisiting internal guidance regarding identification of Houses in Multiple Occupation (HMOs) and developing and implementing regular programmes of work in the district to identify the type and location of HMOs and targeting inspection and enforcement activity appropriately; and

Developing an overarching strategy to guide all activities in the private sector which clearly sets out the expected combined benefits of work in this area supported by performance targets and monitoring.

Proposed Outcome -

Improved standards in the private sector; and

Improved contribution of the private sector to meeting housing need.

Outcomes being improved for local residents

Target Completion – April 2009

CORPORATE ACTIONS	Target Completion Date	Milestone	Lead Officer	Partner Organisation Involved	Resources	Monitoring Status and comments
STRATEGIC HOUSING ACTIONS	Target Completion Date	Milestone	Lead Officer	Partner Organisation Involved	Resources	Monitoring Status and comments
R3.1 Review and Revise HMO policy and take report to Exec Cab	Report Jan 2009		KSF, LE		Private Sector Housing Team.	
R3.2 Develop and disseminate questionnaire to known HMO's, RSIs, Letting Agents, Charities	April 2008		LE		Private Sector Housing Team. Existing printing and stationary budget.	Formulated questionnaire and sent out.
R3.3 Update existing HMO database with information received back from questionnaires.	June 2008		LE		Private Sector Housing Team.	
R3.4 Develop a risk register of HMO properties to prioritise action	Risk Register completed in July 2008		KSL, LE		Private Sector Housing Team.	

R3.5 Commence re-circulation of questionnaire and commence annual review of HMO register	March 2009		LE		Private Sector Housing Team.	
R3.6 Review and agree specification for housing condition survey update (county) approach	June 08		KSF, LE		Private Sector Housing Team.	Completed
R3.7 BDC to become proactive in attendance of Private Sector Housing Officer Group	Ongoing	Attendance at every meeting	KSF, LE		Private Sector Team Leader,	Now attending meetings.
R3.8 Researching good practice from other local authorities private sector housing teams	August 08		KSF, LE		Private Sector Housing Team.	
R3.9 Housing Strategy Mid Term Review Consultation Event	Nov 08		Strategic Housing Team	CAB BDHT Baseline Supporting People	Private Sector Housing Team.	
R3.10 Collate Information from consultation and research	Dec 08		KSF, LE		Strategic Housing Team	
R3.11 First draft of Private Sector Housing Strategy	Dec 08		KSF		Private Sector Housing Team.	
R3.12 Second Consultation of Private Sector Housing Strategy	Jan 09		Strategic Housing Team	CAB BDHT Baseline Supporting People	Private Sector Housing Team.	
R3.13 Completion of Private Sector Housing Strategy	Feb 09	Completion of Countywide condition survey.	KSF		Private Sector Housing Team	Dependent upon delivery of Countywide condition survey.
R3.14 Cabinet Approval for Private Sector Housing Strategy	March 09	Completion of Countywide condition survey.	KSF, AC		Private Sector Housing team	Dependent upon delivery of Countywide condition survey.
R3.15 Develop a model of stock condition information that can be updated and used to measure the impact /outcomes of actions	April 09	Discuss at PSHOG ways to develop a formula of stock falling out of standard.	KSF		Private Sector Housing team.	

KEY RECOMMENDATION R4

MAXIMISE THE DELIVERY OF AFFORDABLE HOUSING BY:

Ensuring that sufficient staff resources are in place to prioritise the development of strategic planning documents linked to delivery of affordable housing;

Assessing the skills and capacity within the strategic housing and planning teams to ensure that they are equipped to maximise opportunities for delivery following the outcome of the review of the Regional Spatial Strategy, particularly in relation to negotiation skills;

Formalising arrangements for contact and liaison with developers and partners; and

Formalise joint working arrangements between the strategic housing and planning teams to more proactively consider and address required flexibility within pipeline schemes.

Proposed Outcome -

- Effective guidance, skills, tools and practices are in place to support delivery of new affordable housing.

Outcomes being improved for local residents

Target Completion – September 2008

CORPORATE ACTIONS	Target Completion Date	Milestone	Lead Officer	Partner Organisation Involved	Resources	Monitoring Status and comments
STRATEGIC PLANNING ACTIONS	Target Completion Date	Milestone	Lead Officer	Partner Organisation Involved	Resources	Monitoring Status and comments
R4.1 Head of Planning & Environment to undertake a review of Department to ensure operational efficiency and ability to deliver cost effective services.	April 09	Report to CMT Sept 08 Cabinet approval Oct 09	DH	None	Existing	
R4.2 HOS and Managers to ensure sufficient skills exist to carry out negotiations with regard to major planning applications, including affordable housing schemes.	Annually with 6 month review in accordance with Council Policy.	Undertake personal Development Reviews identifying and setting out individual training needs.	Head of Planning & Environment. Area Planning Managers. Strategic Planning Manager. Strategic Housing Manager.	None	Existing	
R4.3 Arrange monthly meetings of strategic housing and planning officers to discuss strategic housing/planning issues to promote	Sept 08	Monthly meeting to be set on same day as RSL	AC / MD	None	Existing	

affordable housing		Principle Preferred partner meetings				
R4.4 Within the developing SPD for affordable housing ensure that clear officer contacts are included and procedure for developers to instigate scheme development and pre planning enquiries and meetings.	Dec 08		MD		Strategic Housing and Planning Officers time.	
STRATEGIC HOUSING ACTIONS	Target Completion Date	Milestone	Lead Officer	Partner Organisation Involved	Resources	Monitoring Status and comments
R4.5 Specific scheme development meetings to be formalised and minuted	June 08		JB			Now operational.

KEY RECOMMENDATION R5 –

IMPROVING VALUE FOR MONEY BY:

Ensuring that spending performance against allocated capital budgets for grants is more closely monitored and maximised and that reporting arrangements allow for prompt action to mitigate any under spends;

Developing baseline cost, performance, and satisfaction analysis to determine value for money of the strategic housing service and any services provided under agreement, subject to regular review;

Assessing the effectiveness of internal and external funding and investment in the service, and the impact of different resource streams, to inform a strategy for maximising the impact of future funding; and

Implementing arrangements to ensure that the impact of investment in learning, training and development is assessed and meets stated objectives.

Proposed Outcome -

- Resources are maximised; and
- Improved information on which to base decisions and planned improvements.

Outcomes being improved for local residents

Target Completion – April 2009



CORPORATE ACTIONS	Target Completion Date	Milestone	Lead Officer	Partner Organisation Involved	Resources	Monitoring Status and comments
R5.1 Capital programme group established to monitor on quarterly basis performance against budget. Monthly capital monitoring reports prepared for	May 08	To undertake meetings on a quarterly basis	JLP, TB	Discussions to be held with relevant partners in relation to payment profile	Financial services	

consideration of budget holders. Designated accountant for Housing to address financial management with team						
R5.2 To compare costs associated with the provision of the strategic housing service to costs from neighbouring district Councils.	Dec 08	To establish baseline costs of service provision	AC, JLP	Discussions with neighbouring service providers for cost comparison	Strategic Housing, Financial Services	
R5.3 To undertake customer survey to determine levels of satisfaction with the service (including externally provided services)	Mar 09	To undertake survey	AC			
R5.4 Undertake full review of projects implemented to ensure maximum impact of investment in delivery of service to the customers	March 09	To undertake review of funding streams	JLP,AC			
STRATEGIC HOUSING ACTIONS						
R5.5 Monthly reports upon spend against DFG and Disabled Facility Grant budget to be made available to SH Manager, for onward reporting to Departmental Management Team and CMT.	August 2008		KSF		Private Sector Housing Team	Now Operational
R5.6 Strategic Housing/Planning Team Group and RSL Principal Preferred Partnership group to consider best use of LA social housing grant/joint commissioning to maximise leveraging in external funding.	June 2008		AC / DH / PS	BDHT West Mercia Housing Group County Council Estates	Strategic Housing Team Portfolio Holders for Planning and Strategic Housing BDHT and W Mercia.	Completed and reviewed on monthly basis through SH Preferred RSL Partner Group.
R5.7 Maximise continued gov't funding for homelessness, Supporting People, DFGs and private sector renewal by supporting the collation of data to back up needs in order to maximise contributions through LAA	Ongoing		AC/ PS / AG	SHMA DC and RSL partners	Existing plus SHMA Partnership Group.	



ACTIONS REMAINING FROM PREVIOUS HOUSING INSPECTION REPORT THAT REQUIRE ONGOING MONITORING.

Target Completion – March 2009.

CORPORATE ACTIONS	Target Completion Date	Milestone	Lead Officer	Partner Organisation Involved	Resources	Monitoring Status and comments
STRATEGIC HOUSING ACTIONS	Target Completion Date	Milestone	Lead Officer	Partner Organisation Involved	Resources	Monitoring Status and comments
AR1. HUB to record diversity of customers	Inclusive Equalities Scheme includes commitments to monitor service delivery on ethnic origin and disability but not for the other four strands.	Corporate data collation in respect of Diversity and effective monitoring of same.	Fiona Scott	All Heads of Service and their departments	Equalities Assistant	Homelessness Advice now being monitored for ethnic access by CAB. Hub only provides information required by back Office service departments – no Equality and Diversity data is currently being collected. Implementation of service delivery equality monitoring is a long term plan. The scheme is under review and will be updated to take account

						<p>of changes that have taken place since scheme first published. i.e. to cover Race, Gender, age and disability.</p>  <p>Amber</p>
<p>AR2. Receive and analyse diversity breakdown (quarterly) of customers accessing strategic housing services through: BDHT, CAB, WEEAC, NWC&RA</p>	<p>Oct 06</p>	<p>Meetings with partner agencies to agree reporting format.</p>	<p>AG</p>	<p>OT's BDHT CAB NWC&RA WEEAC Basement</p>	<p>Existing staff</p>	<p>Now being provided by CAB Re Housing Advice and homelessness prevention services and BDHT on Waiting List and lettings.</p>  <p>Amber</p>
<p>R6.1 Complete consultation and implementation of a Supplementary Planning Document on Affordable Housing to enable members to become more actively involved.</p>	<p>Feb 07</p> <p>Revised to July 2008</p> <p>Re-Scheduled to October 2008</p>		<p>DH</p>	<p>Strategic Planning Team</p>	<p>Staff recruitment issues</p>	<p>"The publication of the Affordable Housing and Managing Housing policies has been put on hold due to the phased revision of the Regional Spatial Strategy (RSS). The current RSS review will allocate district targets for housing provision between 2001 - 2026, The Regional Planning Board submitted the allocations for the West Midlands in December 2007. Bromsgrove District Council has been allocated 2100 dwellings for the period (680 of which have already got planning permission). The original timetable for</p>

						<p>the publication of the RSS has been substantially delayed by central government requesting further work to be done and thus extending the consultation period which is now expected to end in December 2008 with an Examination in public likely in the spring of 2009.</p> <p>The Core Strategy and Affordable Housing SPD preferred options will be published in October 2008</p> <p>Upon finalisation of the allocation the Strategic Planning section will adopt new strategies to deliver the required amount of housing with a substantial element of new Affordable housing."</p> <p>The Housing Strategy Steering Group is developing affordable housing standards in preparation for development of AH SPD.</p> <p>Strategic Housing Manager chairs County Enabling Group – Holding special meeting on 30th October to agree countywide AH elements</p>
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						for SPD.  Red
AR4. Enhance the RSL property database and monitoring of nomination rights and negotiate higher levels where possible.	October 2006	Improved feedback information through the HIP information gathering process.	AG	All RSLs	Existing Staff	Ongoing and awaiting further input from partner RSL's following request at Liaison meeting on 7 th November. Nominations being reviewed as part of preparation for CBL implementation. 07 HIP process is assisting in updating info. Again raised with RSL's at Liaison Mtg 6 th Sept 07 – Template being agreed for quarterly monitoring.  Amber

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BROMSGROVE DISTRICT COUNCIL

19 AUGUST 2008

PERFORMANCE MANAGEMENT BOARD

PROGRESS UPDATE ON DATA QUALITY STRATEGY ACTION PLAN

Responsible Portfolio Holder	Councillor Mike Webb Leader of the Council
Responsible Head of Service	Hugh Bennett Assistant Chief Executive

1. SUMMARY

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

2. RECOMMENDATIONS

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

3. BACKGROUND

- 3.1 This is the third six monthly update on progress on the implementation of the Data Quality Strategy submitted to PMB.
- 3.2 Since the last report to PMB it has been confirmed that, as had been expected, the previous audit carried out by KPMG, resulted in an improved score for Data Quality, rising from 1 to 2 (maximum 4)
- 3.3 The Council has recently (July) been assessed for Data Quality and Data Management arrangements by the new external auditors (District Audit). At the time of writing this report no feedback has been received, although it may be possible to provide a verbal update to the Board at the meeting.

4. DATA QUALITY STRATEGY ACTION PLAN

Appendix 1 shows the latest position on the data quality action plan. As can be seen all actions bar three are either completed or on target. As can be seen most of the actions are complete or on target, the only "red" action being the inclusion of references to data quality in job descriptions, which is held up pending Job Evaluation implementation.

5. FINANCIAL IMPLICATIONS

5.1 No financial implications

6. LEGAL IMPLICATIONS

6.1 No Legal Implications

7. CORPORATE OBJECTIVES

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

8. RISK MANAGEMENT

8.1 There are no risk management issues

9. CUSTOMER IMPLICATIONS

9.1 None

10. OTHER IMPLICATIONS

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

11. OTHERS CONSULTED ON THE REPORT

Portfolio Holder	Yes
Acting Chief Executive	Yes (at CMT)
Corporate Director (Services)	Yes (at CMT)
Assistant Chief Executive	Yes
Head of Service	Yes (at CMT)
Head of Financial Services	Yes (at CMT)

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

12. APPENDICES

Data Quality Strategy action plan update

13. BACKGROUND PAPERS

None

CONTACT OFFICER

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No	Action	How	Who	When	Priority	Current position & proposed actions	Traffic Light
1	Ensure that responsibility for data quality is part of job descriptions and the PDR process.	Departments will need to check and rectify any gaps. Revised JD's to be seen by CCPP team. HR to audit PDR's for a sample of nominated employees in 2008	Departments, CCPP	By Q2 2007 and incorporated into PDR's in 2008		<p>Advice from HROD to defer modifications to job descriptions until after the implementation of JE is being followed, so it is now planned to re-start this action in Q2 2008/09.</p> <p>Due to delays in implementing JE this may need to be deferred to Q3 2008/09</p>	
					M	<p>Advice on the inclusion of data quality objectives & targets in PDRs (where relevant) will be provided as part of the PDR guidance to be issued for the 2008 round of PDR's. sample PDR's will be reviewed in Q1 2008/09, following the completion of the PDR process.</p> <p>Guidance was provided to HoS as part of the PDR information. An audit of 40 PDR's undertaken in early June showed that 50% had some references to data quality actions. The quality of the actions varied, some excellent, others less specific. As this is the first year of inclusion of</p>	

DATA QUALITY STRATEGY ACTION PLAN PROGRESS UPDATE AUGUST 2008 (update in bold text)

APPENDIX 1

No	Action	How	Who	When	Priority	Current position & proposed actions	Traffic Light
						<p>DQ in the PDR process it can be considered to be a reasonable start.</p> <p>HoS were appraised of the findings of the PDR audit. Further guidance will be issued next year.</p>	
2	Develop and deliver awareness training and more specific training for staff responsible for data quality	<p>Awareness seminars and training sessions scheduled in training plan</p> <p>Further training sessions will be arranged for staff that fail to attend initial training sessions and for staff newly nominated to the role of PI owner or deputy and/or take on roles that have some involvement with</p>	Communications, Policy and Performance team with HR	Quarter 2 2007/08 onwards	M	<p>Six courses were held in November and 61 people were trained. Eleven members of the target audience did not attend for a variety of reasons. Further training sessions will be scheduled in 2008/09 to cover these people and also for any staff newly nominated to roles with a performance data element. Attendance will be determined following the nomination of PI owners and deputies for the new set of National Indicators and new local indicators that will be used from 2008/09 onwards.</p> <p>Preparations are in place to run another course in Q3 2008/09 to cover those that missed the last series and also any others – e.g. new starters or staff now involved with PI's that were not last year</p>	

DATA QUALITY STRATEGY ACTION PLAN PROGRESS UPDATE AUGUST 2008 (update in bold text)

APPENDIX 1

No	Action	How	Who	When	Priority	Current position & proposed actions	Traffic Light
		performance data					
3	Ensure that, when making submissions on nationally reported PIs, the definition has been followed.	This will be achieved by completion and review of PI certificates	All PI compilers and those responsible for PI data quality	April 07 to June 07, thereafter January to June in subsequent years	H	PI certificates completed and signed off for 2006/07 Best Value PI's as well as (for the first time) those local PI's that are corporately reported. Certificates were subject of a QA process and some PI's have been reviewed by the external auditor. PI certificates completed & signed off for 2007/08	COMPLETE D

DATA QUALITY STRATEGY ACTION PLAN PROGRESS UPDATE AUGUST 2008 (update in bold text)

APPENDIX 1

No	Action	How	Who	When	Priority	Current position & proposed actions	Traffic Light
4	Ensure that all local PI's (whether reported corporately or not) have specific definitions and counting rules.	<p>PI certificate format will be reviewed and amended as necessary for local PI's.</p> <p>Certificates will be used for local PI's for 2007 onwards</p>	<p>Performance Plus sub-group</p> <p>All PI compilers and those responsible for PI data quality supported by Communications, Policy and Performance team</p>	<p>End Jun 07 Corporately reported PI's. End Sep 07 others</p> <p>thereafter January to June in subsequent years</p>	H	<p>Corporately reported local PI's had PI certificates completed by end June.</p> <p>Following publication of the action plan it was decided that in future the PI certificate would be split into two parts – the PI procedure note (see next action) would contain the definition (see next action) and an abridged certificate would be used to sign off performance results at year end.</p>	<p>COMPLETE D</p> <p>C/F TO ACTION 5</p>
5	Ensure that all PI's have a documented procedure for the gathering of PI data and calculation of the PI	<p>Guidance will be provided by CCPP team (in conjunction with ICT).</p> <p>Undertake an audit to ensure that:-</p> <p>a)PI owners have documented procedures. b) Review asample of procedures to</p>	<p>PI data quality lead</p> <p>J Outhwaite Senior Policy & Performance Officer</p>	<p>By end Q3 2007/08</p> <p>March 08</p>	H	<p>Training in the use of the procedure note was included in the Data Quality awareness training course.</p> <p>PI procedure notes will be compiled for all new NI's that relate to District Councils plus all local indicators that will be corporately reported (these will be defined in the Council Plan) from 2008/09 onwards. It is planned to complete the procedure notes by the end of March 2008.</p> <p>PI procedure notes were</p>	

DATA QUALITY STRATEGY ACTION PLAN PROGRESS UPDATE AUGUST 2008 (update in bold text)

APPENDIX 1

No	Action	How	Who	When	Priority	Current position & proposed actions	Traffic Light
		review to ensure that they are fit for purpose				<p>completed during Q1, with a small number of exceptions, which relate to NI's where there is still uncertainty about the definition and/or method of data capture.</p> <p>Following completion of the PI procedure notes the audit will then be undertaken in Q1 & Q2 of 2008/09</p> <p>It is now planned to undertake the audit in Q2/Q3. A list of NI's to be audited has been drawn up, based on a risk assessment, and approved by the Assistant Chief Executive</p>	
6	Ensure that all relevant staff have an understanding of PI definitions calculated from data they input/analyse/extract	Training (where this is not already the case)	Departmental PI data quality leads	Ongoing	H	<p>Importance of data definitions discussed at Performance Champions Group. Data Quality awareness training will re-enforce this</p> <p>Re-enforced at Performance Champions group meetings in 2008, plus advice & guidance given to staff who submit incorrect performance information. Reporting of errors in PM reporting to CMT and Leader's Group has re-enforced the focus on DQ and</p>	

DATA QUALITY STRATEGY ACTION PLAN PROGRESS UPDATE AUGUST 2008 (update in bold text) APPENDIX 1

No	Action	How	Who	When	Priority	Current position & proposed actions	Traffic Light
						has resulted in a significant drop in reporting errors identified/amended at the corporate centre.	
7	Ensure that data provided by external contractors meets requirements for reporting performance.	Depending on individual circumstances this might be achieved by making provision in contracts or by direct action such as documented spot checks	Performance managers/officers; Communications, Policy and Performance team; Internal Audit (as part of appropriate scheduled audits)	Ongoing	M	See number 8 below	
8	Ensure that all future contracts specify requirements of contractors to provide performance data	Procurement procedures to be reviewed and revised if necessary	Procurement team supported by Communications, Policy and Performance team	Quarter 2 2007	M	Discussions have been held with the Procurement Manager. Guidance and procedures to ensure that performance information requirements are built into contract specifications and that due regard is given to the suppliers ability to supply information of adequate quality. This will be incorporated into a revised set of Procurement guidance & procedures due to be approved in March 2008. Guidance has been incorporated into the revised procurement rules	

DATA QUALITY STRATEGY ACTION PLAN PROGRESS UPDATE AUGUST 2008 (update in bold text) APPENDIX 1

No	Action	How	Who	When	Priority	Current position & proposed actions	Traffic Light
9	Ensure that the council has a programme of data validation to support accurate performance reporting.	Programme to be implemented by PI data quality leads, with central record kept by the P&I team	Communications, Policy and Performance team; performance managers/officers Internal Audit (as part of appropriate scheduled audits)	July 07 and ongoing	M	The Internal Audit of the Data Quality Strategy made more specific recommendations on this action. This action is now replaced by item number A1 (at the end of the list)	Now not applicable
10	Ensure that data controls are robust.	Specific measures will depend on the system and will be the responsibility of the data quality lead for each system to address.	All PI compilers and those responsible for PI data quality supported by Internal Audit & Communications, Policy and Performance team	July 07 and ongoing	M	The Internal Audit of the Data Quality Strategy made more specific recommendations on this action. This action is now replaced by item number A1 (at the end of the list)	Now not applicable
11	Ensure that all PI's have a nominated person and deputy responsible for data quality	Data gathering exercise	Heads of Service supported by Communications, Policy and Performance team	Mar 07 and updated regularly	H	List of PI owners and deputies has been compiled. All PI owners and deputies will attend the Data Quality Awareness course. However due to the significant changes in National Indicators introduced by DCLG the list of PI's and owners/deputies need to be revised. This will be done by end March 2008. PI owners & deputies list has been updated	

DATA QUALITY STRATEGY ACTION PLAN PROGRESS UPDATE AUGUST 2008 (update in bold text)

APPENDIX 1

No	Action	How	Who	When	Priority	Current position & proposed actions	Traffic Light
12	<p>Undertake an annual risk assessment of PI's.</p> <p>Develop an appropriate programme of improvement</p>	Council risk methodology	<p>Communications, Policy and Performance team with PI data quality leads.</p> <p>Relevant PI data quality leads</p>	<p>Sep to Oct each Year</p> <p>Ongoing</p>	H	<p>There were no problems reported by the external auditors in their audit of selected PI's. There were no changes to BVPI definitions during the year and no problems arose during the preparation of PI certificates. Hence there were no PI's judged to be 'at risk' in 2007/08. The position for 2008/09 is likely to be somewhat different – with the introduction of the new National Indicator set. The action numbered A1 will address this in 2008/09</p>	
13	<p>Ensure that appropriate scrutiny of PI's is undertaken at, for instance, DMT's, prior to submission of performance information to CMT</p>	Visits and briefings at DMT's	DMT's visited/supported by Communications, Policy and Performance team	April 07 and ongoing	M	<p>Assistant Chief Executive has visited all DMT's. Senior Policy & Performance Officer has visited some DMT's. Senior Policy & Performance Officer scrutinises all PI data prior to submission to CMT and feeds back to Departments. Data quality has risen steadily over the past few months.</p> <p>Reporting of errors to CMT and Leader's group has increased the focus on data quality and reduced the number of errors identified/corrected at the corporate centre.</p>	

DATA QUALITY STRATEGY ACTION PLAN PROGRESS UPDATE AUGUST 2008 (update in bold text)

APPENDIX 1

No	Action	How	Who	When	Priority	Current position & proposed actions	Traffic Light
14	Ensure that PI certificates are completed for all PI's	<p>Guidance already issued – implemented in 2006 supported by workshops</p> <p>Ensure records of certificate review are maintained</p>	<p>All PI compilers/reviewers and PI data quality leads supported by Communications, Policy and Performance team</p> <p>J Outhwaite, Senior Policy & Performance Officer</p>	April 07 – June 07 and subsequent years	H	<p>PI certificates completed and signed off for 2006/07 Best Value PI's as well as (for the first time) those local PI's that are corporately reported. Certificates were subject of a QA process and some PI's have been reviewed by the external auditor.</p> <p>PI certificates will be completed for all BVPI's and corporately reported local PIs for the end of 2007/08 – by end May 2008</p> <p>PI certificates completed for 2007/08</p>	

DATA QUALITY STRATEGY ACTION PLAN PROGRESS UPDATE AUGUST 2008 (update in bold text)

APPENDIX 1

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

Agenda Item 8

BROMSGROVE DISTRICT COUNCIL

19 AUGUST 2008

PERFORMANCE MANAGEMENT BOARD

IMPROVEMENT PLAN EXCEPTION REPORT [JUNE 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 final updated Improvement Plan Exception Report for June 2008 (Appendix 1).

2. RECOMMENDATION

- 2.1 That Performance Management Board considers and approves the revisions to the Improvement Plan Exception Report attached as Appendix 1, and the corrective action being taken.
- 2.2 That Performance Management Board notes this is the final exception report of the 2007-08 Improvement Plan. As such, many of the actions scheduled throughout the preceding year have already been completed; hence the relatively low number of outturns for June. It should also be noted therefore that the proportions of actions behind target or rescheduled will in turn present as proportionally higher than might otherwise be expected.
- 2.3 That Performance Management Board notes that for the 96 actions highlighted for June within the plan 77.0 percent of the Improvement Plan is on target [green], 4.2 percent is one month behind [amber] and 6.3 percent is over one month behind [red]. 12.5 percent of actions have been rescheduled [or suspended] with approval. This month's performance is shown alongside that of the year to date, and is attached as the first page of Appendix 1 (this is a change in the format of this report, as requested by the Portfolio Holder).

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. FINANCIAL IMPLICATIONS

4.1 No financial implications.

5. LEGAL IMPLICATIONS

5.1 No Legal Implications.

6. COUNCIL OBJECTIVES

6.1 The Improvement Plan relates to all of the Council's four objectives and 10 priorities as per the 2007/2010 Council Plan.

7. RISK MANAGEMENT

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

8. CUSTOMER IMPLICATIONS

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

9. EQUALITIES AND DIVERSITY IMPLICATIONS

9.1 Please see section 3 of the Improvement Plan

10. VALUE FOR MONEY IMPLICATIONS

10.1 See section 11 of the Improvement Plan

11. 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.

12. OTHERS CONSULTED ON THE REPORT

Portfolio Holder	At Leader's
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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

13. WARDS AFFECTED

13.1 All wards

14. APPENDICES

14.1 Appendix 1 Improvement Plan Exception Report June 2008

15. BACKGROUND PAPERS:

15.1 The full Improvement Plan for June will be e-mailed to all Members of the 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

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Exception Report for June 2008 Improvement Plan

Appendix 1

PROGRESS IN JUNE 2008

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

July 2007			August 2007			September 2007			October 2007			November 2007			December 2007		
RED	1	0.6%	RED	1	0.7%	RED	4	2.4%	RED	3	1.8%	RED	5	3.1%	RED	3	2.0%
AMBER	5	3.2%	AMBER	13	9.2%	AMBER	11	6.6%	AMBER	16	9.6%	AMBER	11	7.0%	AMBER	17	11.6%
GREEN	152	95.6%	GREEN	126	88.7%	GREEN	149	89.2%	GREEN	142	85.0%	GREEN	138	86.9%	GREEN	121	82.3%
REPRO GRAM MED	1	0.6%	REPRO GRAMM ED	2	1.4%	REPRO GRAMM ED	3	1.8%	REPRO GRAMM ED	6	3.6%	REPRO GRAMM ED	5	3.1%	REPRO GRAMM ED	6	4.1%

January 2008			February 2008			March 2008			April 2008			May 2008			June 2008		
RED	2	1.4%	RED	2	1.4%	RED	2	1.5%	RED	3	2.7%	RED	8	7.55%	RED	6	6.3%
AMBER	16	11.4%	AMBER	10	7.3%	AMBER	10	7.4%	AMBER	11	9.9%	AMBER	4	3.8%	AMBER	4	4.2%
GREEN	118	84.3%	GREEN	122	88.4%	GREEN	117	86.7%	GREEN	92	82.9%	GREEN	86	81.1%	GREEN	74	77.0%
REPRO GRAM MED	4	2.9%	REPRO GRAMM ED	4	2.9%	REPRO GRAMM ED	6	4.4%	REPRO GRAMM ED	5	4.5%	REPRO GRAMM ED	8	7.55%	REPRO GRAMM ED	12	12.5%

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Where: -

	On Target or completed		Less than one month behind target		Over one month behind target		Original date of planned action		Re-programmed date.
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Out of the total of 96 actions for June 2008, 12 actions have been suspended. This amounts to 12.5 percent of the original actions scheduled for this month. These actions are: Longbridge x 2 (2.4, 2.6); Three Charter Marks (5.2.4); Brand Recognition (5.4.5) Satisfaction with Artrix (8.2.2); Maintain Greenbelt (10.1.6); Revisit Planning Moratorium (10.4.3); Improved Financial Management by Budget Holders (12.1.3); Develop and Use Middle Managers (19.5.5); Develop Project Management Arrangements for CMT x 2 (22.6.3, 22.6.4).

An Exception Report detailing corrective actions follows.

CP3: Housing																	
Ref	June 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 in June/July.										AC	Feb-08	Jul-08
3.2	Modernised Strategic Housing Service																
3.2.4	Implement contractor procurement framework for Disabled Facilities Grants	AC														Work progressing slowly. Timescale extended until July due to delays caused by neighbouring authorities delay in development of schedule of works.	

CP7: Community Influence																	
Ref	June 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 had been delayed is now underway. Completion date is scheduled for October.										HB	April-08	Oct-08
7.1	Area Committee pilots (probable expansion of two)																
7.1.5	Deliver plan.	HB													The consultation letter has now been sent out to all stakeholders.		

FP1: Value for Money																	
Ref	June 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')				The monitoring of the services provided by external agencies (e.g. Payroll – Redditch, Leisure – Wychavon Leisure Trust) is not due to commence until September. A robust framework of monitoring cashable efficiencies realised by the changes services will commence following transfer.										JP	Dec-07	Sept-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 September 2008	

FP1: Value for Money																		
Ref	June 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			
11.1.4	Discuss with provider option to market test combined service delivery															JP	May-07	TBC
11.1	Realisation of cashable savings by alternative methods of service delivery																	
11.1.4	Discuss with provider option to market test combined service delivery	JP															Will be delayed until after transfer takes place in September 08. There continues to be other service provision and contracts subject to market testing including graphics design and development of banking and insurance contracts.	

PR2: Improved Governance																	
Ref	June 2008 Action		Colour		Corrective Action										Who	Original Date	Revised Date
16.3.5	Monthly meetings between Group Leaders				Leader of the Opposition does not attend										KD	Jun-08	TBC
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
16.3	Improved Member relations																
16.3.5	Monthly meetings between Group Leaders	KD														Meetings continuing but without attendance of Leader of the Opposition	

HR&OD2: Modernisation																	
Ref	June 2008 Action		Colour		Corrective Action										Who	Original Date	Revised Date
20.2.4	Terms and Conditions Negotiations (including Pay Protection).				Ongoing discussions with Unison holding up completion of ballot. Chief Executive and Head of HR and OD have met with the Regional Officer to stress importance of progress towards implementation.										JP	Feb-08	Sept-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													A further revised timetable for implementation is planned, aiming for Cabinet decision on 3rd September, and implementation on 15 th September 2008.		

HR&OD2: Modernisation																	
Ref	June 2008 Action	Colour	Corrective Action												Who	Original Date	Revised Date
20.2.6	Ballot of staff		The ballot has opened for GMB, UCATT and non managerial staff, but Unison National are not willing to proceed with a ballot at this time. The absence of a positive ballot result compromises the potential to implement through a Collective Agreement.												JP	Jan-08	TBC (i.e. Unison ballot)
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														A further revised timetable for implementation is now planned, aiming for Cabinet decision on 3rd September, and implementation on 15 th September 2008.	

HR&OD2: Modernisation																
Ref	June 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	Sept-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 September 08.	

HR&OD2: Modernisation																
Ref	June 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 was further delayed due to the unforeseen 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 in the report to CMT on the T&D Strategy in July 08.	

HR&OD4: Learning and Development																		
Ref	June 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			
22.4.1	Review corporate training programme each quarter.															HP	Apr-08	July-08
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.			

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BROMSGROVE DISTRICT COUNCIL

PERFORMANCE MANAGEMENT BOARD

19 AUGUST 2008

Responsible Member	Councillor Roger Hollingworth, Leader of the Council
Responsible Head of Service	Hugh Bennett, Assistant Chief Executive

Local Neighbourhood Partnerships

1. SUMMARY

- 1.1 Cabinet (30 April) agreed the findings of the independent evaluation of the neighbourhood area committees (now re-named local neighbourhood partnerships - LNPs). The Assistant Chief Executive was given responsibility for forming a third pilot in the "Hagley and Rural" area, improving the terms of reference of the LNPs and organising two stakeholder events, one on the third pilot and one with the all stakeholders on the potential expansion of NACs

2. RECOMMENDATIONS

- 2.1 The purpose of this report is to update the Board on progress on this issue, as per their request.

3. PROGRESS TO DATE

- 3.1 Officers have had difficulty trying to work out the boundaries for each ward and a number of constitutional/legal issues with LNPs. The latter has now been sorted out (see terms of reference attached); however, the former i.e. the boundaries of each LNP remains a concern. A consultation exercise is now underway with two events planned in November and December for stakeholders to feed in their views. It is hoped that these sessions will unpick the boundaries issue. The consultation lasts until 03 October.
- 3.2 The consultation letter, boundary maps, draft terms of reference and consultation questions are set out in the Appendices of the report for consideration by the Board.

4. BACKGROUND

- 4.1 January 2007 Cabinet agreed to establish two LNPs in Alvechurch and Rubery. This was in response to the Leader and Leader of the Opposition's concern to devolve more decision-making to local communities and as a response to the then White Paper "Strong and Prosperous Communities".
- 4.2 As part of the pilots, it was agreed to carry out an evaluation. This was undertaken by a consultant funded from the Learning to Deliver Fund.
- 4.3 The White Paper has now become the Local Government and Public Involvement in Health Act (2007). The Act represents a significant shift in the statutory requirements

for local authorities for community engagement. Previously, we had a duty to consult, one of the “4Cs of Best Value”, whereas we now have a “duty to involve”.

4.4 Essentially, we need to move from what might be considered “arms length” consultation, to bringing our customers inside the process of Government. The flip side of this coin is that the vast majority of residents do not want to be involved more with the political process (only 20% of residents when surveyed expressed a desire to be more involved). This poses a challenge for us, which is further compounded by a general lack of clarity about the objectives of neighbourhood management. The Local Government Association, has set out ten objectives:-

1. Bring real power close to the people.
2. Devolve power from central Government to local Councils.
3. **Devolve power through local Councils to individuals, communities and local organisations.**
4. **Strengthen local political leadership**
5. Secure efficiently provided local services tailored to individual and local needs.
6. **Steer all community public services to meet priorities agreed with local people.**
7. Transfer key public services and agencies to local democratic control.
8. Reform local taxation.
9. Streamline inspection.
10. Create an equal partnership between local and central Government.

4.5 While there have been some teething problems with the two pilots, there is a general agreement that they have added value, but need increased clarity, to be put on a more formal footing and that we spend more time refining the model before any expansion across the whole District.

4.6 3, 4 and 6 are highlighted above as these are the three objectives, which officers believe the Council should focus on for the three pilots. By providing each LNP with a budget and an opportunity to develop a neighbourhood plan that links into the budget process of the Council and its partners, we are devolving power i.e. money equals power to deliver change.

4.7 Given the relatively low public interest in being involved in political processes and also the change to the Executive/Scrutiny form of local government and creation of “front line” Members, LNPs provide an opportunity to strengthen the ward councillor role and to enhance three tier working.

4.8 Finally, ward councillors are uniquely placed to understand what matters to local people. With the increasing focus of Central Government on CPA, CAA and LAAs i.e. big picture, target driven management, the smaller, tactical issues, that residents often want resolved can simply be muscled out by this agenda. LNPs provide a forum for ward councillors, interested residents, senior officers and partners to discuss and resolve these issues.

4.9 The consultant who evaluated the pilots has made the following recommendations and the Council’s response is set out in bold; these are in effect, the recommendations to Cabinet.

- 4.9.1 A set of core objectives and terms of reference needs to be agreed for all LNP pilots. **Response: agreed.**
- 4.9.2 The emphasis of the LNPs should be to operate tactically between the strategic role of Bromsgrove Partnership and individual partner agencies rather than duplicating the effort of either and the operational and local role of PACT and other community fora. **Response: agreed.**
- 4.9.3 The Council rolls out the pilots to a further two areas, in consultation with local Members and key partners and with a clear commitment to the agreed objectives of the LNPs. **Response: Roll out one further pilot in Hagley after up front consultation with our partners that this is an acceptable way forward.**
- 4.9.4 As different opinions exist about the use of devolved budgets, we recommend that Bromsgrove District Council consider devolution of a small local budget to one of the pilots to enable it to deliver small scale local projects. **Response: provide the two existing pilots in Alvechurch and Rubery with budgets of £15,000 each and Hagley with a year one budget of £4,000, as per the first years of Alvechurch and Rubery.**
- 4.9.5 The important role of local members at Parish, District and County Council levels both as key links with their councils and as facilitators of local community action within the LNPs needs to be clarified. **Response: ensure the primacy of elected Members (all tiers) is built into the core objectives and terms of reference of the committees.**
- 4.9.6 Where Parish Councils exist they need to be encouraged to take part in the LNPs, influencing key local decisions and in some cases taking action to address these. Work needs to be done to clarify the respective roles of the LNPs and Parish and Town Councils. **Response: agree, the proposed third pilot in Hagley, has been deliberately chosen to provide a further opportunity to test the NAC model in a three tier area. Hagley Parish Council and CALC will be consulted in advance of this proposal being approved by the District Council. We also need to hold a stakeholder event for all partners to consider our approach beyond 2008/2009.**
- 4.9.7 In the original paper to Cabinet (January 2007) the concept of Area or Neighbourhood Plans was proposed as a key output from the LNPs. To date no progress has been made on these in either pilot. Simple, clear and measurable Area Plans which build on locally agreed priorities help to focus LNPs and aid clarity about the role and purpose of these groups, which is important in ensuring ongoing community support. **Response: agree. All three LNPs will need assistance to develop a simple, cost effective form of consulting residents on priorities, in order to shape these plans.**
- 4.9.8 National best practice suggests that some dedicated officer support for neighbourhood management processes is important. We would consider that this support falls into two categories: administrative support and senior level officer support. **Response: support to be provided by Corporate Communications, Policy and Performance Team; however, continued**

expansion will eventually require further support and a review of the he number of evening meetings that senior officers are being asked to attend.

5. FINANCIAL IMPLICATIONS

- 5.1 The original approved budget bid for a pilot neighbourhood office be re-focused to provide the funding as set out in this report i.e. £34,000, less the £8,000 already set aside for the two year one pilots.

6. LEGAL IMPLICATIONS

- 6.1 The evaluation report identified the need to put the LNPs on a more formal footing, particularly, as the amount of money delegated has increased. However, if the LNPs were to be formally constituted, all aspects of the Council's ethical governance framework, access to information rules would apply to their members, their meetings and all business transacted by the LNPs. This would prove cumbersome for this type of scheme. Therefore it is proposed that the legal status of the LNPs remain as a consultative forum and that authority is delegated to a Senior Officer to hold the budgets and make payments on receipt of a request from a LNP which is lawful and falls within its terms of reference.

7. COUNCIL OBJECTIVES

- 7.1 Council Priority – Sense of Community.

8. RISK MANAGEMENT

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

- Lack of agreement from stakeholders.
- Lack of sound governance.

- 8.2 These risks are being managed as follows:

- Consultation with stakeholders on this report.
- Terms of reference for each NAC with Equalities, Legal and Democratic input.

9. CUSTOMER IMPLICATIONS

- 9.1 Resolution of local issues that impact on resident's quality of life.

10. EQUALITIES AND DIVERSITY IMPLICATIONS

- 10.1 The Equalities and Diversity Forum and Disabled User's Forum have similar process of being able to bid for funding through each budget round.

11. VALUE FOR MONEY IMPLICATIONS

- 11.1 Spending aligned to local priorities.

12. 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

13. OTHERS CONSULTED ON THE REPORT

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

13. APPENDICES

Appendix 1 – Consultation Letter

Appendices 2, 3 and 4 – Boundary Maps

Appendix 5 – Terms of Reference

Appendix 6 – Consultation Questions

14. BACKGROUND PAPERS

30 April Cabinet Report – Neighbourhood Area Committee Evaluation

CONTACT OFFICERS

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14th July 2008

**Corporate Communications
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Dear Stakeholder,

Re. Local Neighbourhood Partnerships

Please accept my apologies for not getting this letter out to you sooner. We have encountered a number of administrative and legal issues, which we have had to resolve, before sending out this consultation. Because of these issues, we have re-named our proposed approach to neighbourhood management, to local neighbourhood partnerships (LNPs), from neighbourhood area committees (NACs).

Over the last 18 months the District Council and its partners have been piloting two LNPs, one in Alvechurch and one in Rubery. Whilst the two pilots have actually operated in quite different ways, the independent evaluation concluded that there was “strong support for operating at an area or neighbourhood level” from those involved.

Although the evaluation indicated strong support, it also identified that the existing two pilots and any future pilots need to be put on a firmer footing, with clarity about their aims and objectives, relationship to other organisations and their governance.

The background to the establishment of these pilots is the Council’s priority: Sense of Community. As a Council we are increasingly concerned that residents are becoming less involved in their communities and civic life. Another of the Council’s corporate priorities is: Customer Service. Through our work with the Police at Partners and Communities Together (PACT) meetings, we know that solving very local concerns is key to improving our residents’ satisfaction, alongside some of the more “big picture” issues like the town centre and regeneration of Longbridge.

As a result the District Council wants to take a number of steps:-

1. Consult with you over the proposal for a third pilot in the “Hagley and Rural” area.

We would like to set up this third NAC this year. “Hagley and Rural” is the West Mercia Police boundary used for community policing and PACT meetings. As you can see from the first map attached, this area includes six parish councils and one, Belbroughton that straddles the boundaries. We would like your views on how we might create a LNP in this area of the District.

Ideally, the District Council, would like a LNP for each community; however, we would not be able to resource this, so when considering this issue, please think about the capacity of both councillors and officers to support the number of LNPs you propose.

2. Consult you about the potential expansion of LNPs across the whole District

In the longer term, the District Council would like to see LNPs operating across the whole District. Although our primary focus at this stage is the development of a third pilot, in "Hagley and Rural", we would be interested in your views on the possible number of LNPs and their boundaries for the whole District. Please have a look at the maps attached which show the Parish boundaries against the police boundaries (Appendix 1), County Council ward boundaries (Appendix 2) and District Council boundaries (Appendix 3).

3. Consult you on the outline terms of reference for LNPs.

Over the coming months we will need to firm up the governance arrangements for the existing two pilots and the proposed third one. This work will need to be undertaken by the District Council's Equalities, Legal and Democratic Department, however, we think it is important to give you an outline terms of reference for the LNPs at this stage, to inform your thinking on sections 1 and 2 above and to consult you on the terms of reference, in advance of the planned legal work. An outline terms of reference is attached at Appendix 4.

4. Run two stakeholder events later in the year.

The consultation will run for 12 weeks and close on Friday 03 October. At the end of that period, we will collate the results and set up two consultation events, one for the councillors and interested local residents of the "Hagley and Rural" area, so that we can look at this issue in more detail; and a second stakeholder event to look at the longer-term expansion of NACs across the whole District. I will be writing to you again, during the 12-week consultation period with dates for these two meetings.

I always find it useful when responding to consultations, if I have a series of questions to prompt my thinking, so I have set out 10 questions in Appendix 5, to help shape your response.

Finally, if I can be of any further assistance, please do not hesitate to contact me.

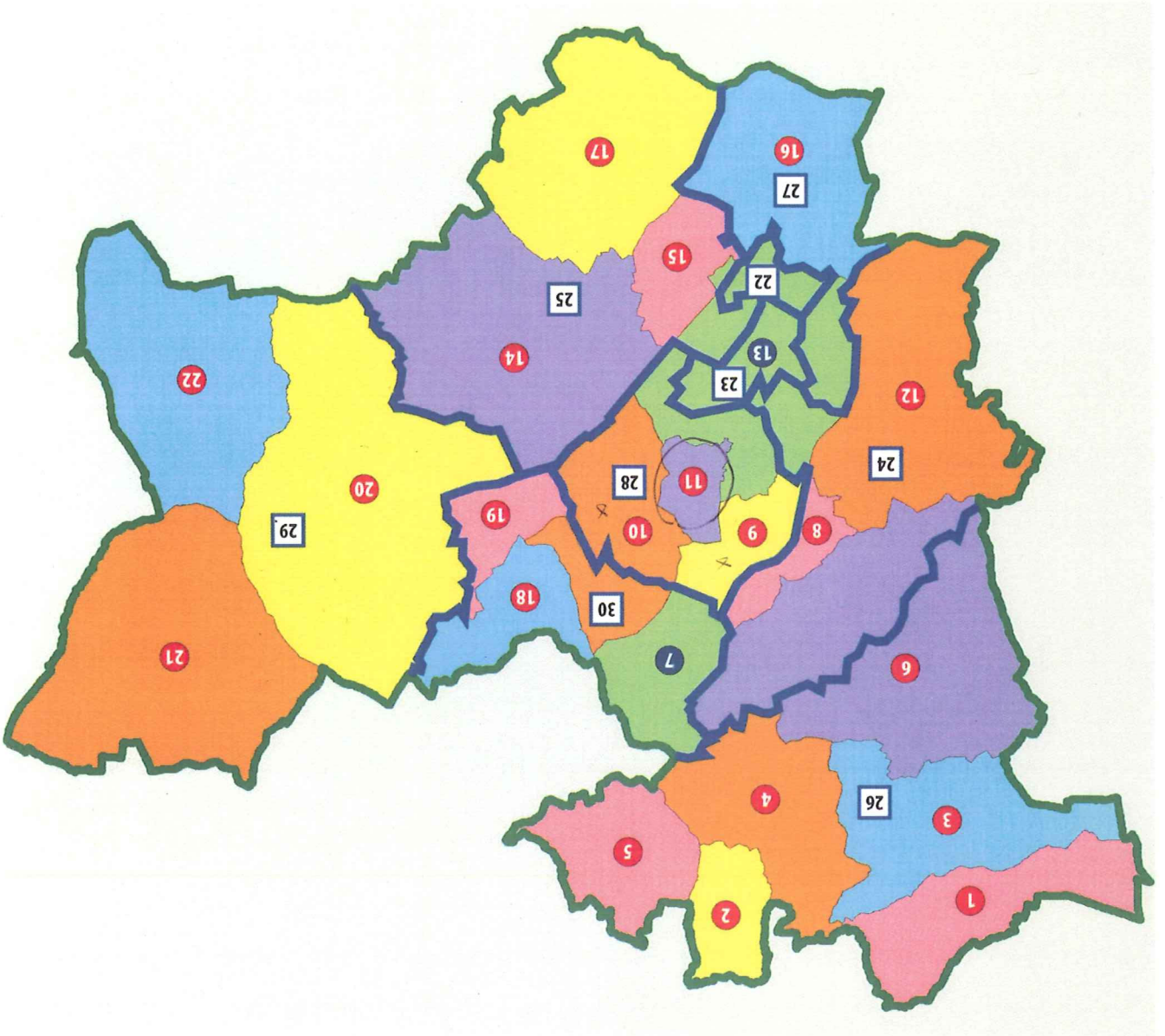
Yours faithfully,



Hugh Bennett
Assistant Chief Executive

Encs.

Bromsgrove District Parish and West Mercia Police Boundaries



Key

Parish

- 1 Hayley
- 2 Hunnington
- 3 Clent
- 4 Romsley
- 5 Frankley
- 6 Belbroughton
- 8 Bournheath
- 9 Catshill
- 10 Lickey and Blackwell
- 11 Lickey End
- 12 Dodford with Grafton
- 14 Tutnall and Cobley
- 15 Finstall
- 16 Stoke Prior
- 17 Bentley Pauncefoot
- 18 Cofton Hackett
- 19 Barnt Green

Non Parish

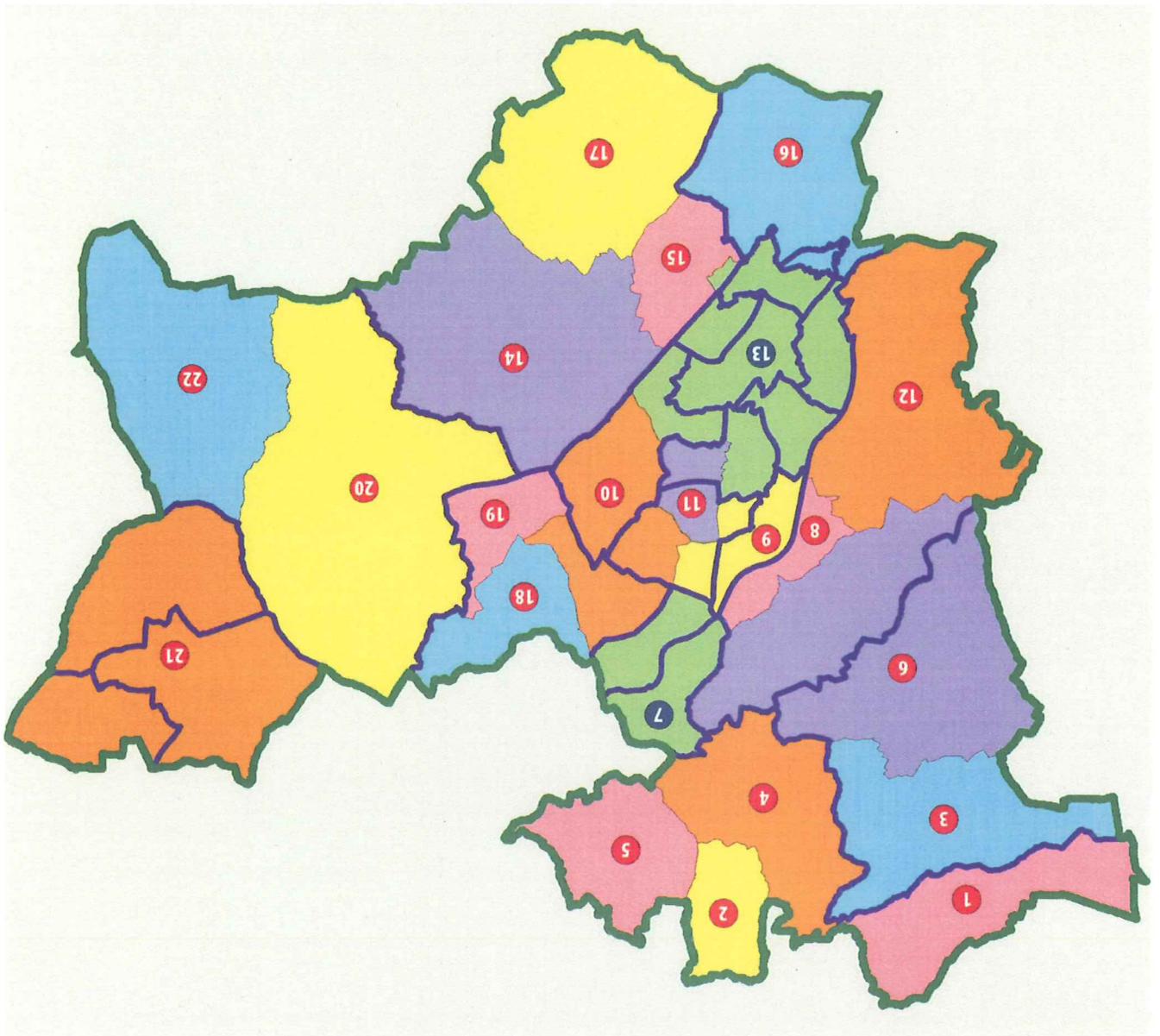
- 20 Alvechurch
- 21 Wythall
- 22 Beoley
- 7 Rubery
- 13 Bromsgrove
- 22 Charford
- 23 St. Johns

West Mercia Police Boundaries

- 24 Sidermoor and Woodvale
- 25 Tardebigge and Sideslow
- 26 Hagley and Rural
- 27 South Rural
- 28 Catshill and Marlbrook
- 29 Alvechurch and Wythall
- 30 Rubery and Rural

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Bromsgrove District Parish and Ward Boundaries



Key

Parish

- 1 Hagley
- 2 Hunnington
- 3 Clent
- 4 Romsley

- 5 Frankley
- 6 Belbroughton
- 8 Bournheath
- 9 Catshill
- 10 Lickey and Blackwell
- 11 Lickey End
- 12 Dodford with Grafton

- 14 Tutnall and Cobley
- 15 Finstall
- 16 Stoke Prior
- 17 Bentley Paucefoot
- 18 Coton Hackett
- 19 Barnt Green
- 20 Alvechurch

Non Parish

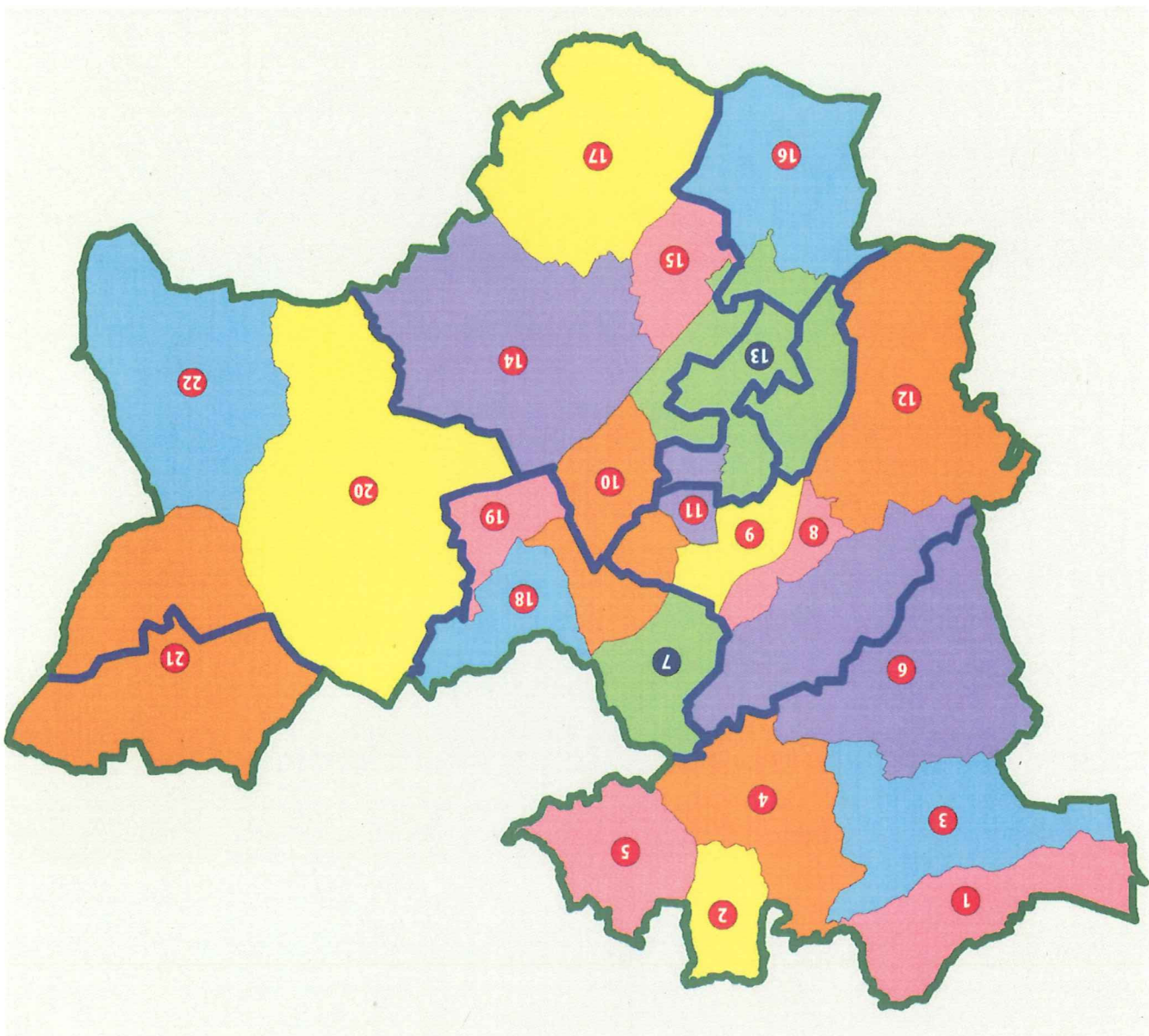
- 21 Wythall
- 22 Beoley

Ward Boundaries

- 7 Rubery
- 13 Bromsgrove

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Bromsgrove District Parishes and Worcestershire County Electoral Divisions



Key

Parish

- 1 Hayley
- 2 Hunnington
- 3 Clent
- 4 Romsley

- 5 Frankley
- 6 Belbroughton
- 8 Bournheath
- 9 Catshill
- 10 Lickey and Blackwell
- 11 Lickey End
- 12 Dodford with Grafton

- 14 Tutnall and Cobley
- 15 Finstall
- 16 Stoke Prior
- 17 Bentley Pauncefoot
- 18 Coton Hackett
- 19 Bart Green
- 20 Alvechurch

Non Parish

- 21 Wythall
- 22 Beoley

Electoral Divisions

- 13 Bromsgrove
- 7 Rubery

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Terms of Reference

Local Neighbourhood Partnerships

1. Overall Purpose

- 1.1 To create a forum where the tiers of local government, local strategic partners and residents can work together on tackling local issues and improve resident's satisfaction.

2. Membership and Operation of LNPs

- 2.1 Each Local Neighbourhood Partnership (LNP) will be made up of the County Councillor, District Councillors and, where appropriate a representative from each parish council, the PACT Chairman and other members of the local community. As a guideline, the Council would recommend 2 members of the local community.
- 2.2 The proposed membership of each LNP will be considered and agreed by the Local Strategic Partnership Board.
- 2.3 All members of each LNP will have voting rights,
- 2.4 Each LNP will produce a formal agenda and minutes in relation to each meeting and shall arrange appropriate administrative support to discharge these functions. Each LNP will publish an annual timetable of its meeting dates and ensure appropriate publicity nearer to each meeting, so that the community is aware of the meeting. .
- 2.5 A senior officer from the District Council will be attached to each LNP to provide advice and guidance.
- 2.6 Representatives from other local organisations, who are not represented on the LNP, will be invited from time to time to attend meetings to provide additional support on local interest issues and these will be determined by local agreement between the LNP and these organisations.
- 2.7 The Chairman and Vice-Chairman to be annually elected by the LNP.
- 2.8 Decisions will be based on a majority and the LNP will be quorate if 25% of the LNP is present. The Chairman will have a casting vote; however, it is hoped that this situation will be avoided and any dispute referred to senior officer attached or Assistant Chief Executive, who has overall responsibility for all LNPs.

3. Specific Responsibilities

- 3.1 Strengthen local political leadership through joint working between the each tier of government.
- 3.2 Produce a short annual action plan, based on resident's views.
- 3.3 Act at a tactical level between the Bromsgrove Partnership and PACTs, to provide local leadership on issues that cannot be resolved by PACT, but which are not sufficiently strategic for Bromsgrove Partnership.
- 3.4 Commission parish plans, where appropriate.
- 3.5 Endorse parish plans, prior to them being sent to the Bromsgrove Partnership and District Council.
- 3.6 Spend the allocated LNP budget on local resident's priorities, subject to agreement from the Assistant Chief Executive that the planned expenditure is consistent with the Council's Financial Regulations and other relevant policies and procedures.
- 3.7 Interface with the organisations that make up the Bromsgrove Partnership and other local agencies where appropriate, to resolve local issues and improve resident satisfaction.

4. Community Engagement

- 4.1 Each NAC will need to engage annually with its residents on priorities for the forthcoming year.
- 4.2 The method of consultation should be simple and is not prescribed and will be funded from the delegated budget.
- 4.3 Advice should be sought from the senior district council officer attached to each LNP on consultation techniques.
- 4.4 The PACT meetings will provide the main forum from which public issues can be picked up and referred to the LNP.

5. Frequency of Meetings

- 5.1 Each LNP will meet formally meet every 2 months.
- 5.2 These meetings will be open to the public and advertised in advance. The District Council will advertise these dates on its website and in Together Bromsgrove, its resident's magazine, but local advertising will be the responsibility of each LNP.

5.3 The start of each meeting will allow 15 minutes of questions from the floor to the LNP. The Chairman will have discretion on whether to take further questions from the floor during in the meeting

5.4 Papers for each meeting will be publically available five working days in advance of each meeting and minutes 5 working days after the meeting. Papers will be published on the Council's website.

6. Funding

6.1 Each LNP will have funding made available to it from the District Council, as agreed by Full Council. As a guide, funding is likely to be in the region of £15,000 per LNP.

6.2 Funding will be reviewed annually through the Council's budget cycle.

6.3 The funding will technically be delegated by Full Council to the Assistant Chief Executive, so that the Council operates within its Financial Regulations. Each LNP is not technically within the Council's Constitution so funding cannot be delegated directly to each LNP.

7. Senior Responsible Officer

7.1 The senior responsible officer for NACs will be the District Council's Assistant Chief Executive.

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BROMSGROVE DISTRICT COUNCIL

PERFORMANCE MANAGEMENT BOARD

19TH AUGUST 2008

BROMSGROVE PARTNERSHIP – SUSTAINABLE COMMUNITY

STRATEGY: PERFORMANCE 2007/08

Responsible Portfolio Holder	Councillor Roger Hollingworth, Leader of the Council
Responsible Head of Service	Hugh Bennett, Assistant Chief Executive
Non-Key Decision	

1. SUMMARY

- 1.1 To report performance of the Bromsgrove Partnership against the Sustainable Community Strategy priorities for 2007/08.

2. RECOMMENDATION

- 2.1 That Performance Management Board members:
1. note the performance of the Local Strategic Partnership for 2007/08.
 2. note that the Annual Report for 2007/08 for the Bromsgrove Partnership

3. BACKGROUND

- 3.1 The Bromsgrove Local Strategic Partnership's (LSP) Sustainable Community Strategy was revised in 2007 for the period 2007-2010 and a performance management framework was developed during the process.
- 3.2 High Level Action Plans for each theme or project group were formulated which became Key Deliverables, underpinned by the Community Improvement Plan for 2007/08. Performance has been reported at every bi-monthly LSP Board meeting since September 2007.
- 3.3 Progress is reported by exception only, i.e. those actions which are marginally under performing (amber) or significantly under performing (red). Appendix 1 details progress to March 2008 for the Key Performance Indicators. Appendix 2 details progress to March 2008 for the Community Improvement Plan. Positive actions/activities for each Theme/Project Group are attached as Appendix 3.
- 3.4 The Worcestershire Partnership has responsibility for drafting the new Local Area Agreement (LAA) for 2008-2011, drawing from the recently published set of National Indicators. This document has now received approval from the Department for Communities and Local Government.

- 3.5 The High Level Action Plans have been revisited in order to contribute to the new LAA and to ensure that the LSPs priorities are both pertinent and align to the LAA. These were presented to the LSP Board on 5th June 2008 for 2008/09.
- 3.6 The LSP Manager has worked with Theme/Project Group chairs in the intervening period to draft the new Community Improvement Plan, which underpins the High Level Action Plan. This was presented to the LSP Board on 7th August 2008 and performance reporting for 2008/09 will commence at the LSP Board meeting on 2nd October 2008. In future, performance will commence reporting much earlier in the year; the reason for being so late in the year this time is because confirmation of the new LAA was required.
- 3.7 A draft Annual Report 2007/08 detailing LSP achievements was presented to the LSP Board on 7th August 2008. This will be presented to Cabinet, Full Council and Performance Management Board in due course.

4. FINANCIAL IMPLICATIONS

- 4.1 None.

5. LEGAL IMPLICATIONS

- 5.1 Although the LSP is a non-statutory partnership, under the Local Government Act 2000, the Council is obliged to convene one and develop a Sustainable Community Strategy. The Sustainable Community Strategy for Bromsgrove is the delivery mechanism for the Bromsgrove Local Strategic Partnership. The Council remains the accountable body for the Strategy.

6. COUNCIL OBJECTIVES

- 6.1 There are links to all Council objectives.

7. RISK MANAGEMENT

- 7.1 Working in partnership is a key risk which is identified in the Corporate Risk Register. The Council and the LSP will not be able to deliver its priorities without working in partnership, with the Worcestershire Partnership. The Bromsgrove Partnership's Sustainable Community Strategy 2007-2010 (ratified by Cabinet in November 2007) was considered by the Worcestershire Partnership during the drafting of its new Sustainable Community Strategy, and the Bromsgrove Partnership will be delivering actions locally against the themes in the document.

8 CUSTOMER IMPLICATIONS

- 8.1 Working in partnership delivers joined up outcomes, which is what customers want.

9. EQUALITIES AND DIVERSITY IMPLICATIONS

9.1 An Equalities Impact Assessment has been completed for the Strategy, which will be monitored through the Equality & Diversity Forum.

10. VALUE FOR MONEY IMPLICATIONS

10.1 By formally endorsing the Sustainable Community Strategy, it demonstrates that Bromsgrove District Council is addressing the needs of residents of the district and ensuring that future plans and resources are included in the relevant strategic plans.

11. OTHER IMPLICATIONS

Procurement Issues – None.
Personnel Issues – None.
Governance/Performance Management By having its own performance management framework, this will ensure that appropriate information can be provided by the Bromsgrove Partnership to partners and stakeholders when it is requested.
Community Safety including Section 17 of Crime & Disorder Act 1988 None
Policy The Local Government & Public Involvement in Health Act 2007 illustrates that partnerships are central to building on achievements of recent years to embed them into lasting reform. The statutory guidance published in July 2008 on Creating Strong, Safe & Prosperous Communities reiterates this.
Environmental – None.

12. OTHERS CONSULTED ON THE REPORT

Portfolio Holder	Yes
Chief Executive	Yes
Executive Director (Partnerships & Projects)	Yes
Executive Director (Services)	No
Assistant Chief Executive	Yes
Head of Service	Yes
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 Key Performance Indicators, March 2008
- Appendix 2 Community Improvement Plan, March 2008
- Appendix 3 Community Improvement Plan, Positive Actions/Activities
March 2008

15. BACKGROUND PAPERS

No further background papers.

Contact officer

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Tel: (01527) 881412

BROMSGROVE LOCAL STRATEGIC PARTNERSHIP
KEY PERFORMANCE INDICATORS
PROGRESS TO MARCH 2008

There were 59 actions programmed for the month. Overall performance as at March 2008 is as follows:

RED	6	10%
AMBER	1	1%
GREEN	48	81%
GREEN	2	4%
BLUE	2	4%

Where:

	Above target
	On target
	Borderline
	Below target
	NO updated performance data since the last submission

BETTER ENVIRONMENT HIGH LEVEL ACTION PLAN

THEME CHAIR: RACHEL JONES

PRIORITY: To reduce greenhouse gas emissions and adapt to impacts of climate change

Key Deliverable (Outcomes)	Baseline	Outputs	How do we know we are getting there?	Completion Date	Resource	Lead Partner	LAA Link	Progress to Date March 2008	Status
Travel Plan for BDC (council only)	2005 baseline data. 87% travel in own car. 4% car share. This baseline needs to be reviewed	Travel Plan Reviewed	Ratified by Councillors	February 2008	Initial report EST funded, HECA funded by BDC	BDC & WEEAC	B2a B2b B2c	The travel plan will not be achieved in the current financial year and it will be taken forward to the action plan 2008/09. A document on the implementation is being drafted for the BDC.	
Travel Plan for Bromsgrove District	Figures for district need to be established	Sign up by external organisations.	Numbers signed up to Plan. 5% annual increase	March 2008 for Travel Plan	BDC	BDC & WCC	F5 B2	This has been delayed and will form part of the action plan for 2009/10 to assist in the delivery of NI 186.	

BETTER ENVIRONMENT HIGH LEVEL ACTION PLAN

THEME CHAIR: RACHEL JONES

PRIORITY: To reduce greenhouse gas emissions and adapt to impacts of climate change

Key Deliverable (Outcomes)	Baseline	Outputs	How do we know we are getting there?	Completion Date	Resource	Lead Partner	LAA Link	Progress to Date March 2008	Status
		Reduction on private car usage	Baseline data established.	March 2008	BDC & WCC	BDC & WCC	N/A	This has been delayed and will form part of the action plan for 2009/10 to assist in the delivery of NI 186.	

PRIORITY: Protect and improve natural environment

Key Deliverable (Outcomes)	Baseline	Outputs	How do we know we are getting there?	Completion Date	Resource	Lead Partner	LAA Link	Progress to Date March 2008	Status
Translation of regional and county level projects (including Landscapes for Living, BAP review and Habitat Inventory) into	BAP review under way	Worcestershire BAP revised, to include consideration of BDC Biodiversity Action Plan and BDC Water Vole Strategy.	Progress on BAP revision and priority setting	September 2007 for BAP review	WBP Natural England GOWM	WBP	B4	BAP should be fully reviewed by May 2008. This date for completion was revised by the Biodiversity Partnership.	

BETTER ENVIRONMENT HIGH LEVEL ACTION PLAN

THEME CHAIR: RACHEL JONES

PRIORITY: To reduce greenhouse gas emissions and adapt to impacts of climate change

Key Deliverable (Outcomes)	Baseline	Outputs	How do we know we are getting there?	Completion Date	Resource	Lead Partner	LAA Link	Progress to Date March 2008	Status
local action to protect and improve biodiversity									
		Biodiversity priorities for the county and District identified, and BDC actions being worked on.	BARS reporting on LBAP actions	Winter 2007/08 for priority setting exercise	BDC	WBP		Awaiting completion of plans from countywide group. As above re completion date.	

HEALTH & WELL BEING HIGH LEVEL ACTION PLAN

THEME CHAIR: LIZ ALTAY

PRIORITY: Older People

Key Deliverable (Outcomes)	Baseline	Outputs	How do we know we are getting there?	Completion Date	Resource	Lead Partner	LAA Link	Progress to Date March 2008	Status
Increase life expectancy and improve quality of life	No ageing well scheme in Bromsgrove	15 Senior Health Mentors in place by 2009 offering at least 8 different activities	5 Senior Health Mentors trained by April 2008	End April 2009	No funding allocated at present	PCT/BARN	D.2 a D.2 b D.3 a D.3 b D.3.c D. 5 d F.2 c F.2 d	Deferred until objective/clarification obtained from Older People's Theme Group.	

TRANSPORT HIGH LEVEL ACTION PLAN

THEME CHAIR: HUGH BENNETT

PRIORITY: Bromsgrove Train Station

Key Deliverable (Outcomes)	Baseline	Outputs	How do we know we are getting there?	Completion Date	Resource	Lead Partner	LAA Link	Progress to Date March 2008	Status
Train Station	Bromsgrove Train Station Opened*	Improved train service connections Increased footfall	Planning application submitted by March 2008	Develop timeline for Theme Group.	June 2009	BDC £25,000 WCC £100,000	F5	Funding still being put together. Should be agreed by June 2008 with submission of the planning application in July.	

* with platform of suitable length for large cross county trains to stop and appropriate travel plan to link station to town centre and other parts of District. The station will need to be future proofed in terms of car parking spaces and electrification.

BROMSGROVE LOCAL STRATEGIC PARTNERSHIP
COMMUNITY IMPROVEMENT PLAN
PROGRESS TO MARCH 2008

Of the 90 actions highlighted for March 2008 within the plan, 71% of the Community Improvement Plan was on target (green), 4% is marginally below target (amber), and 25% is significantly below expected position (red).

There were 4 red actions, 5 amber actions and 9 green action extended into the month. These are shown as hatched boxes on the Community Improvement Plan.

March 2008			
RED	25	22	25%
AMBER	5	4	4%
GREEN	66	64	71%

Where:

	On target or completed
	Less than one month behind target
	Over one month behind target
	Original date of planned action

BETTER ENVIRONMENT

Ref.	Action	May 07	June	July	August	Sept.	Oct.	Nov.	Dec.	Jan. 08	Feb.	Mar.	Apr.	Corrective Action/Comments
No.														
2.2 Travel Plan for Bromsgrove District Council														
2.2.2	Review present travel plan:													
2.2.2c	Promote importance to staff													Due to meeting being convened in November this date has been extended. Information on driving to reduce CO2 circulated to staff. Agreed to move forward to action plans for 2008/09.
2.2.2d	Sign up to County travel plan													Due to meeting being convened in November this date has been extended. BDC signed up to County car sharing scheme. Agreed to move forward to action plans for 2008/09.
2.2.3	Draft revised plan													Refer to 2.2.2d
2.2.4	Travel plan to be ratified by Members													To be moved to the 2008/09 action plan.
2.2.5	Promotion:													
2.2.5a	Make staff aware of travel plan													To be moved to the 2008/09 action plan.
2.2.5b	Promote 'easy wins'													To be moved to the 2009/10 action plan.
2.2.6	Develop car share scheme:													
2.2.6a	Consultation with staff on scheme													Travel plans will not be achieved during 2007/08 (refer to 2.2.2 b – d), and will therefore be addressed in 2008/09.
2.2.6b	Research best practice													Travel plans will not be achieved during

Ref.	Action	May 07	June	July	August	Sept.	Oct.	Nov.	Dec.	Jan. 08	Feb.	Mar.	Apr.	Corrective Action/Comments
														2007/08 (refer to 2.2.2 b – d), and will therefore be addressed in 2009/09.
2.2.6c	Consultation with County Council													Travel plans will not be achieved during 2007/08 (refer to 2.2.2 b – d), and will therefore be addressed in 2009/09.
2.3 Travel Plan for Bromsgrove District														
2.3.2	Research and development work with County Council and other agencies to develop plan:													
2.3.2a	Include baseline data													Needs to be highlighted at the next internal BDC Energy Group in order to progress. Agreed to move forward to action plans for 2008/09.
2.3.2b	Best practice													Needs to be highlighted at the next internal BDC Energy Group in order to progress. Agreed to move forward to action plans for 2008/09.
2.3.3	Draft the Travel Plan													Agreed to move forward to action plans for 2008/09.
2.5 Clean and safe streets														
2.5.3	Implement new cleansing schedules													Schedules not yet revised; further review required due to complexity of information and detail required.
2.5.4	Set out service standards for cleansing service													2.5.2 and 2.5.3 must be completed before this action can be commenced.
2.6 Protect and improve natural environment														
2.6.3g	Renewed corporate													Action plans still awaiting finalisation. 22

Ref.	Action	May 07	June	July	August	Sept.	Oct.	Nov.	Dec.	Jan. 08	Feb.	Mar.	Apr.	Corrective Action/Comments
	sign up to the BAP													plans have been completed and 9 others ready for consultation. Still waiting to finalise before sign up. Anticipated by May 2008. BDC has received the West Midlands Biodiversity Partnership and a report will be presented to Cabinet.
2.6.3h	BDC working towards achieving its actions under the Worcestershire BAP													Driven by Biodiversity Partnership. Awaiting finalised action plans before implementation. Anticipated by May 2008.
2.6.4	Worcestershire Habitat Inventory (HI):													
2.6.4d	Use the HI to make an assessment of the current state of biodiversity in the District, leading to a plan of action													Yet to happen due to timescales of BDC's spatial project.
2.6.6	Designation of Local Nature Reserves													
2.6.6a	Using the evidence from the reviewed BAP, the District HI and other outcomes of Landscapes for Living, designate LNRs within the District to protect and enhance													The BAP still has to be signed off, but the Habitat Inventory is used when making planning decisions. Still unavailable to wider officers due to roll out of spatial project.

Ref.	Action	May 07	June	July	August	Sept.	Oct.	Nov.	Dec.	Jan. 08	Feb.	Mar.	Apr.	Corrective Action/Comments
	biodiversity													

TOWN CENTRE REGENERATION

Ref.	Action	May 07	June	July	August	Sept.	Oct.	Nov.	Dec.	Jan. 08	Feb.	Mar.	Apr.	Corrective Action/Comments
3.1 Bromsgrove Town Centre Redevelopment														
3.1.8	Prepare pre-qualification questionnaire for developers													The process of pursuing EU procurement has been put on hold and will only be implemented if discussions with retailer do not lead to an agreement.

LONGBRIDGE REGENERATION

Ref.	Action	May 07	June	July	August	Sept.	Oct.	Nov.	Dec.	Jan. 08	Feb.	Mar.	Apr.	Corrective Action/Comments
4.1 Creation of employment opportunities in Cofton Centre: 500 new jobs														
4.1.5	Monitor number of jobs created on site													Although 12 acres have been let on Cofton Centre, it is too early to monitor the number of jobs created on site. No work has commenced on construction of business units.
4.2 Mixed housing provision on East Works: allocation of 700 homes, >35% affordable														
4.2.4	Consider findings from housing needs assessment													On hold – discussions still continuing with Birmingham City Council.
4.3 Community facilities on East Works – AAP adopted with allocation for community facilities														
4.3.5	Maintain a system for collecting data on community facilities and monitor progress at set times													Due to delay of Area Action Plan, community facilities yet to be confirmed.

HEALTH & WELL BEING

Ref.	Action	May 07	June	July	August	Sept.	Oct.	Nov.	Dec.	Jan. 08	Feb.	Mar.	Apr.	Corrective Action/Comments
5.1 Physical Activity														
e) Boxing														
5.1.32	Commence programme of delivery													After initial agreement to host Boxing Club at Ryland Centre, this offer was withdrawn. Programme delayed until alternative venue identified.
5.1.33														Refer to 5.1.33
f) Angling														
5.1.37	Development of Bromsgrove specific programme, including identification of coaches/participants													Further discussions being organised with key partners relating to identification of participants. Meeting with fishery arranged.
h) Showcase Festival														
5.1.50	Invite clubs/associations/org anisations linked to sport or active recreation													Invites to clubs to be distributed in May 2008 following two event planning meetings in March and April.
5.2 Older People: Increase life expectancy and improve quality of life														
5.2.1	Agree project group													Awaiting direction/clarification from Older People's Theme Group. No funding currently available.

Ref.	Action	May 07	June	July	August	Sept.	Oct.	Nov.	Dec.	Jan. 08	Feb.	Mar.	Apr.	Corrective Action/Comments
5.2.2	Agree Action Plan													Refer to 5.2.1
5.3 Smoking: Reduce adult smoking rates by 3% by 2010														
5.4.3	Obtain partner support to train staff in brief interventions/smoking cessation													Prioritising BDC, POWCH and NEW College. Smoking Advisory Service can arrange training appropriate to staff needs and roles. Dolphin Centre staff and Environmental Health visiting teams.
5.4.6	Conduct training													Training for staff to be arranged.
5.4.7	Implement brief interventions/signposting													Map 'who's who' of 'trained' staff and establish network for sharing information and best practice. Plan promotional ads/updates in BDC/ POWCH & NEW College newsletters.
5.5 Smoking: Reduce inequality in smoking rates in disadvantaged areas by 10% by 2010														
5.5.3	Identify smoking cessation services/opportunities													'One Year On' 1 st July 2008 (targeting priority sites and deprivation areas) – event postponed until autumn because of countywide events planned for 1 st July.

OLDER PEOPLE

Ref.	Action	May 07	June	July	August	Sept.	Oct.	Nov.	Dec.	Jan. 08	Feb.	Mar.	Apr.	Corrective Action/Comments
7.4 Older people access to services: Map outreach services provided by all agencies														
No.														
7.4.1	Survey partners to map service													Mapping exercise scheduled for 22 nd April 2008.

TRANSPORT

Ref.	Action	May 07	June	July	August	Sept.	Oct.	Nov.	Dec.	Jan. 08	Feb.	Mar.	Apr.	Corrective Action/Comments
9.1	Bromsgrove Train Station redeveloped and opened with a platform of suitable length for large cross-country trains to stop and appropriate travel plan to link station to town centre and other parts of District.													
9.1.a	Planning application submitted by March 2008													
9.1.1a	Travel Plan for station started.													County Council need clearer design brief from Network Rail before undertaking this study. Travel Plan now being developed but will not be finalised until planning application submitted in July.
9.1.1b	Travel Plan submitted with Planning application.													No action at this stage. See above.

COMPACT

Ref.	Action	May 07	June	July	August	Sept.	Oct.	Nov.	Dec.	Jan. 08	Feb.	Mar.	Apr.	Corrective Action/Comments
10.3 Help, Advice & Signposting														
10.3.5	Promote templates													This had been delayed as it will be linked to a new website: 'Find Groups'. This web-based registration site, to be launched in May, will enable VCS organisations to have a web presence without having to maintain their own website, but with groups managing their own pages. It has been decided to hold off developing a template for VCS organisations because of this development.

COMMUNITY IMPROVEMENT PLAN ACHIEVEMENTS
MARCH 2008

Communities that are safe and feel safe

Reduce perception of crime

- All crimes, vehicle crime and burglary dwellings are all below target and a new violent crime strategy was introduced on 10th March 2008 to be in place for the new year. Burglary dwelling targets have been achieved with an 11% reduction – this is a major achievement. Vehicle crime reduction of 319 offences, equating to 29%.

Reduce anti-social behaviour

- ASB has been reduced by 2.2% during the past year. There were only 3 months where the ASB reports were higher than the previous year.

Improved safety through reduced recorded crime

- Domestic violence arrest rate is excellent at 88%.
- 15 hate crimes reported via new system.

Better Environment

- A Home insulation scheme is being developed for implementation in the next financial year which will tackle CO2 and the ever increasing issue of fuel poverty which is rising rapidly due to current energy price increases
- Total amount of residual waste sent to landfill was 22,300 tonnes which is 300 tonnes less than the previous year.
- Dry recycling target was exceeded at 22% (target 21.5%)
- Initial targets for CO2 reduction are being negotiated with GOWM through the LAA, we are looking at a 2% yr on yr reduction to achieve the 60% reduction by 2050. Bromsgrove District will be looking to reduce CO2 emissions by 66,000 tonnes by 2010.

Town Centre

- Draft AAP prepared by consultants, being considered and revised. Meeting to plan the management of consultation organised
- Information sent to retailer regarding technical information about the market hall site and approach being made to retailer to discuss next stages.

Longbridge

- There are 30 acres on Cofton Centre, 12 acres of which have been let.
- BDC has approved the Area Action Plan, which includes 700+ houses to be developed on the East Works site.
- Area Action Plan submission submitted to Secretary of State on 28th March 2008 and consultation on submitted AAP commenced for weeks.

Health & Well Being

Physical Activity:

- Bromsgrove Extended Community Activity Network (BECAN) well established.
- Awaiting feedback from Sport England on Best Foot Forward, Keep on Moving, Try New Things and Activity Referral following Stage 2 submissions.
- Successful Awards Evening held in February 2008.

Smoking:

- National No Smoking Day 12/3/08 – Fun Run held at Abbey Stadium. Over 100 runners took part, with many having serious chats about quitting smoking and taking away information.
- 'Heart Smart Homes' being developed and will launch on 4th July at Charford Children's Centre.
- 'Walk the Warrior Way' on smoking available as a powerpoint presentation to schools via the Tobacco Alliance, supported by local partners. BDC Environmental Health distributing 'Stop Smoking, Start Living' booklet through visiting teams. New 'Win Win' investment pack for businesses currently being distributed.

Children & Young People

- Participation in 2 hours PE per week: In 2006 the figure was 70% participation against the criteria. The target for 2007 was 75%, and the total achieved was 78%. The aim is to reach 85% participation in 2008. The total currently stands at 82%, which is excellent.
- Following the success of the event held in November 2007, a further event around participatory budgeting is being planned.
- A sub-group has been convened to ensure that play across the District is co-ordinated.

Older People

- Started mapping exercise with theme group partners.
- Have identified several gaps and discussed some creative solutions, including working with the Health & Well Being theme group to look at a 'Sloppy Slipper' campaign and a Mental Health training event.
- 5 new members identified to join the Older Persons' Forum resulting from the AGM held on 13th March 2008.

Housing

- Review of the South Market Housing Area this project will be brought forward to July 2008 to coincide with the outcome of the Housing Demand Study.
- Delivery of affordable housing in Bromsgrove and rural areas – Year one completion on target, with indications remaining positive for the remaining period.

Transport

- MP briefing on train station;
- Drafted communications plan for station redevelopment with Network Rail;
- Attended detailed project planning workshop and funding workshop for station (multiple funders);
- Working with BRUG and Bromsgrove Society on a historical dimension to the station.

Compact

- The event between BDC heads of service and voluntary and community sector organisations has been re-arranged for 17th September 2008.
- VCS organisations are preparing content for LCD display screens at the Hub.

Communications

- Agreed funding and approach to future of Neighbourhood Area Committees;
- 45% response rate on Customer Panel (quality of life survey).

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BROMSGROVE DISTRICT COUNCIL

PERFORMANCE MANAGEMENT BOARD

19 AUGUST 2008

CUSTOMER PANEL SURVEY (3) - SATISFACTION

Responsible Portfolio Holder	Councillor Mike Webb
Responsible Head of Service	Hugh Bennett, Assistant Chief Executive
Non-Key Decision	

1. SUMMARY

- 1.1 To inform Performance Management Board of the key findings of the third Customer Panel survey (a satisfaction survey) which took place in May - June 2008 (full report attached as Appendix 1, with Historical Benchmarking attached as Appendix 2, Responses to open questions as Appendix 3 and results from self-selecting sample of DUG and E&D Forum members as Appendix 4).

2. RECOMMENDATION

- 2.1 That Performance Management Board considers the attached report and other appendices and notes its findings.
- 2.2 That Performance Management Board pays particular attention to the results for questions repeated from last year's survey which track the Council's progress (as perceived by the public) since the Council last ran a satisfaction survey in June 2007 (see Appendix 2 – Historical Benchmarking).

3. BACKGROUND

- 3.1 The new Comprehensive Area Assessment framework is heavily focussed on perception measures rather the process/output measures of CPA. The reporting of results such as ones returned for this survey are becoming progressively more important as Councils and their partners place greater emphasis on the need to be 'intelligence-led' in their decision-making. Councils across England will also be required to run the new national Place Survey from September-December 2008 which CLG have introduced to replace the former triennial BVPI general satisfaction survey. The results of the satisfaction survey therefore provide a useful indication of the potential results of the Place survey, which Bromsgrove District Council will be delivering as part of a consortium of Worcestershire and for which results will be reported in February 2009.

- 3.2 The Council's first Customer Panel Survey was run in May 2007 and results were reported to Cabinet in September 2007. That report provided officers and Members with in-depth information about residents' opinions on the Council's priorities and levels of satisfaction with Council services. In order to track progress, the satisfaction survey was repeated in May 2008, and its summary findings were briefly presented to CMT and members of Executive Cabinet by the Assistant Chief Executive at the Away Day on 11th July 2008.
- 3.3 The attached report (Appendix 1) details the findings of the survey, which has been run by SNAP Surveys Ltd, with whom the Council has a contract. The emphasis of this survey has once again been on residents' satisfaction with Council services and their agreement with Council priorities. Members of Performance Management Board may also remember that a residents' Quality of Life survey (based on the LAA themes) was run by the same company on the Council's behalf in February – March 2008 with the results being reported to them in May 2008.
- 3.4 The satisfaction survey was sent out to 1500 households across the district in May 2008. One reminder letter was sent and 611 responses were received representing a response rate of 41%. The confidence interval was 3.96%¹. The recipient households were selected randomly from the Council's own GIS database, addresses in which had been coded by ward into four geographical areas, and labelled for identification as Rural 1 & 2 and Urban 1 & 2 to provide an indication of perception in different parts of the district. A detailed breakdown of which wards were covered under each area is shown on page 10 of Appendix 1.
- 3.5 The Assistant Chief Executive and Senior Policy and Performance Officer visited meetings of the Council's Disabled Users Group and Equality and Diversity Forum in June 2008 to seek their views on the Council's Customer Standards and on their experiences of accessing Council services. It was decided to provide members of these groups with copies of the survey to identify any diverging and similar viewpoints with the main sample (of which 25% considered themselves disabled, 51% were aged over 55 and 4% were not White British). Members of the two groups were provided with 40 copies of the survey (in large print and other formats where requested) and a freepost envelope so that their responses could be returned to Snap surveys for analysis alongside the main sample.
- 3.6 11 responses from the Council's Disabled Users Group and Equality and Diversity Forum were received: a base size too low to be statistically robust

¹A confidence interval is used to indicate the reliability of an estimate by giving a margin of error around which one can be fairly sure the 'true' value for that area lies. A smaller confidence interval indicates more reliable results. In a survey such as this, where the results are based on a sample of the population, the confidence interval describes the uncertainty that arises from random differences between the sample and the population itself. The stated results for each question in the survey should therefore be considered as an estimate of the true or 'underlying' value, which will likely lie within the 3.96% on either side of the stated result.

but useful nonetheless in identifying differences and similarities with the results of the main sample. The results from these groups are attached as Appendix 4 and should be treated as indicative only, particularly as this sample was self-selecting. The results do however reveal interesting information on the priorities of these groups (including a desire to replace the 'Housing' priority with 'Improving the quality of life of Older people – which reflects the preferences of the main sample). The DUG and E&D sample also gave more favourable responses to getting in contact with, receiving communication from, and influencing the Council.

3.7 In addition to visiting the Disabled Users Group and Equality and Diversity Forum the Council has recently been running District-wide resident focus groups on Council's Customer Standards and accessing Council services, and the qualitative results of these will be reported in September, allowing comparison with the quantitative results contained in Appendix 1.

3.8 Key findings of the satisfaction survey:

- 83% of respondents were satisfied with the ease of getting in contact with the Council (this is up from 54% in 2007), and 70% were satisfied with the ease of getting hold of the right person to talk to.
- 73% would recommend the Customer Service Centre to a friend, an improvement of 1% on the previous year and a high figure in absolute terms.
- 62% remembered receiving Together Bromsgrove (up from 41% in 2007) and 62% of those remembering the magazine found it useful.
- 80% remembered receiving the Council tax leaflet and 55% found it useful
- 61% of residents prefer using the phone to get in touch with the Council. 84% of respondents felt that phonecalls should be answered within 35 seconds or less whilst 48% would prefer calls to be answered within 20 seconds. This contrasts with the results from the DUG and E&D Forum where 45% were happy with the 35 second target and only 18% wanted calls to be answered within 20 seconds.
- Residents were consistently satisfied with all aspects of emailing the Council (results were typically over 80%).
- Of the respondents who use the Council's website 64% were satisfied with it (7% use it once a month or more and 19% use it once or twice a year).
- In terms of the Council's Customer Standards, 'being polite at all times', 'answering the phone within 6 rings', 'ensuring that services, offices and information are as accessible as possible', responding to letters within 10 working days' and 'ensuring a senior officer attends 85% of PACT meetings' all received high levels of satisfaction, which suggests that the Council's existing access channels are sufficient for the needs of residents. The lower satisfaction levels for responding to letters, voicemails in time and in appropriate detail indicates that more work needs to be done in ensuring the Council's good work is not tarnished by these reputation-critical issues.

- 38% of respondents were satisfied with the way the Council runs things (a slight improvement on the 2007 result of 36%).
- Just over 1 in 4 residents felt they could influence decisions affecting their local area which is a relatively low result. However, this may be explained in part by the fact that only 40% of respondents know who their local ward Councillor is.
- The residents of 'Urban 1' (the Bromsgrove local wards of Waseley, Beacon, Hillside, Catshill, Marlbrook, Linthurst, Norton, Sidemoor, St Johns, Whitford, Slideslow, Charford, Stoke Heath and Stoke Prior) were consistently more dissatisfied than residents from elsewhere in the district (see page 14 of Appendix 1). Interestingly, the residents from these wards were also most likely to read a local newspaper (57% of respondents who received a local paper felt that it influenced their views on the Council to some extent).
- Residents indicating they had no understanding of the choices that the Council has to make were more likely to say that they were very dissatisfied with the Council's performance in delivering on its priorities
- Residents were most satisfied with the Council's progress towards delivering the Clean Streets and Recycling priority (46%) and were least satisfied with regenerating Bromsgrove Town Centre (50%).
- 71% were satisfied with the refuse collection service and of those that were dissatisfied the main reasons were debris left behind in the street and collections not being frequent enough
- 91% of residents were against the decision to introduce a fee for green waste collections. This contrasts with the views of the Council's Budget Jury who are engaged in a 6 month programme of detailed information provision and consultation on setting the 2009-10 budget. One interpretation of this could be that residents who are more informed about the reason for the decision are more amenable to it. Street Scene and Community Services are consulting residents separately on this matter (and are providing more information on the rationale for it in the body of their survey) so it will be interesting to compare the result.
- Residents living in 'Urban 2' (Hollywood & Majors Green, Drakes Cross & Walkers Heath and Wythall South) were generally less positive about the Council's cultural and recreational offer than those living elsewhere although they were the most positive about the Bonfire Night event. This may indicate that the Council is not providing enough in their local areas

4. FINANCIAL IMPLICATIONS

- 4.1 The Council's existing Customer Panel contract with SNAP Surveys Ltd includes the quality of life survey and satisfaction survey, and this has already been provided for in the 2008-09 budget.

5. LEGAL IMPLICATIONS

5.1 There are no legal implications.

6. COUNCIL OBJECTIVES

6.1 The topics included in the survey relate to all the Council's objectives and priorities.

7. RISK MANAGEMENT

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

- Failure to engage with the community
- Lack of evidence to feed into CPA reinspection
- Failure to measure actions included in the Council Plan, Service Business Plan and Improvement Plan

7.2 These risks are being managed as follows:

- Failure to engage with the community:

Risk Register: CCPP

Key Objective Ref No: 12

Key Objective: Deliver the Council's Consultation Strategy

- Lack of evidence to feed into CPA reinspection:

Risk Register: CCPP

Key Objective Ref No: 5

Key Objective: Drive delivery of the Improvement Plan, prepare the Council for its CPA re-inspection and prepare for CAA

- Failure to measure actions included in the Council Plan, Service Business Plan and Improvement Plan:

Risk Register: CCPP

Key Objective Ref No: 8

Key Objective: Council Plan

8. CUSTOMER IMPLICATIONS

8.1 Customers will be informed of the results of this consultation through the local media. Officers should take note of the results relating to their service areas and use these to inform their own business planning processes. Members should be aware of the emphasis placed on customer consultation and evidence-based decision making in CPA and CAA guidance, and the need to engage participants in future consultation exercises. The results of this consultation will be used to inform and improve service delivery.

9. EQUALITIES AND DIVERSITY IMPLICATIONS

- 9.1 The survey was sent to randomly selected households so it is not possible to ensure the sample, and therefore the results, are exactly demographically representative of the population.

10. VALUE FOR MONEY IMPLICATIONS

- 10.1 The contract with Snap Surveys Ltd to deliver Customer Panel Surveys was developed using procurement rules and procedures and has been overseen by the Procurement Manager. As budget provision already exists there are no other value for money implications.

11. OTHER IMPLICATIONS

Procurement Issues None
Personnel Implications None
Governance/Performance Management This report will also go to Leader's Group, PMB and Cabinet.
Community Safety including Section 17 of Crime and Disorder Act 1998 None
Policy None
Environmental None

12. OTHERS CONSULTED ON THE REPORT

Portfolio Holder	At Leader's Group
Chief Executive	Yes
Executive Director - Partnerships and Projects	Yes
Executive Director - Services	Yes
Assistant Chief Executive	Yes
Head of Service	Yes
Head of Financial Services	Yes
Head of Legal, Equalities & Democratic	Yes

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

13. WARDS AFFECTED

All Wards

14. APPENDICES

Appendix 1 Satisfaction Survey Report
Appendix 2 Historical Benchmarking

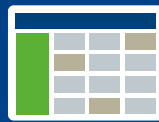
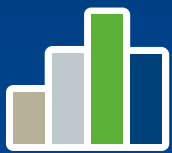
15. BACKGROUND PAPERS

Customer Panel (1) Survey – report to Cabinet, 12th September 2007.
Customer Panel (2) Survey – report to Cabinet, 4th June 2008.

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Bromsgrove District Council

Residents Survey

July 2008

Draft Report

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APPENDIX 1: Historical benchmarking

APPENDIX 2: Questionnaire

APPENDIX 3: Respondents' comments

APPENDIX 4: Data tabulations

1 SUMMARY OF MAIN FINDINGS

RESPONDENT PROFILE:

The majority of respondents (56%) were aged 55 or over, 20% were aged 45-54, 15% were aged 35-44, 9% were aged 25-34 and only 1% (4 individuals), were aged 18-24. 25% of the sample said that they had children under the age of 18. Just over half the sample were female (53%), while the remaining 47% were male.

Around 1 in 4 respondents (26%) said that they had a long standing illness, disability or infirmity. The majority of respondents (95%) described themselves as White British, while 1% described themselves as White Irish, 1% as White Other and 1% as Indian.

Nearly 7 in 10 respondents (69%) had internet access at home or at work (34% at home and work, 32% at home only, and 3% at work only). 7% read a local paper most days, 42% did so once or twice a week, 25% most weeks, and 26% read a local paper less frequently or never.

COUNCIL PRIORITIES:

When asked about satisfaction with the Council's performance towards achieving their priorities, 13% of respondents were satisfied with the regeneration of Bromsgrove town Centre (50% dissatisfied), 18% with increasing the availability of affordable housing (16% dissatisfied), and 26% with developing an increased sense of community (37% dissatisfied). 32% were satisfied with the Council's performance in improving customer services (22% dissatisfied), while 46% were satisfied with improvements to the cleanliness of streets and recycling (38% dissatisfied).

Residents were asked to say which of the Council's priorities they would replace if they could. 38% said that they would replace 'Increasing the availability of affordable housing', 25% said 'Regenerating Bromsgrove Town Centre' and 19% said 'Improving customer service'. Instead, respondents would like the Council to focus on 'Improving the lives of older people' (46%), a 'Greater focus on rural issues' (17%), and 'Redeveloping the Longbridge site' (11%).

CUSTOMER ACCESS:

63% had contacted the Council in the last 12 months - 57% last made contact over the phone and 35% visited an office. The majority who made contact in the last 12 months (61%) said they would prefer to contact the Council over the phone, in person (23%) or via email (10%). The main reasons for contact were; to request information (27%), to register a complaint (24%) or to make an application (16%).

Those who had contact the Council were asked how satisfied or dissatisfied they were with different aspects of their contact. 83% were satisfied with how easy it was to contact the Council (11% dissatisfied), 70% with how easy it was to get hold of the right person (20% dissatisfied), 77% with the helpfulness of staff (14% dissatisfied), 71% with the ability of staff to deal with their enquiry (24% dissatisfied), and 63% with the final outcome of their enquiry (29% dissatisfied).

The majority of respondents (84%) said that their call should be answered within 6 rings or less (35 seconds). 32% of respondents said that they had visited the Customer Service Centre (CSC) in Bromsgrove Town Centre in the last year, while 66% said that they had not and 2% were not sure.

Those who had visited the CSC were asked whether or not they would recommend it to a friend or relative. Nearly three quarters (73%) said that they would, while 11% said they would not. They asked to rate different elements of their experience with the CSC. The most positively rated elements were; the ease of getting through the door (60%), the availability of parking places (53%), the lighting (52%), the height of counters (49%), and the signs and display materials (49%).

Around 1 in 5 respondents (19%) said they were aware of the Council's customer service standards. Respondents were asked to think about their own experience of being in contact with the Council, and how satisfied they were that each of these Standards were met. The responses included a high proportions 'Don't know/ No opinion' responses, but if these are excluded the most positive responses were for; Being polite at all times (78% positive), Answering telephone within 6 rings (64% positive), and Ensuring that services, offices and information are accessible as possible to all customers (62% positive).

The highest proportions of negative responses (once 'Don't know /No opinion' codes are removed) were for: Providing a full response to customer complaints within 10 working days (41% negative), Acknowledging customer complaints within 3 working days (40% negative), Responding to voicemail messages within 2 working days (36% negative), and Responding to emails within 5 working days (35% negative).

When asked about negative experiences when contacting the council, respondents were most likely to say that they had had no reply to a voicemail (29%), no response to a letter (27%) or not got through to the Customer Service Centre (26%).

COUNCIL COMMUNICATIONS:

Very few residents (7%) claimed to visit the Councils' website once a month or more, although a further 19% claimed to visit once or twice a year. The main reason for visiting was to find information on the local area (52%), followed by information about the Council or Council services (51%).

Those who had used the website were asked about their experiences of it. 61% said that they could find the information they were looking for (18% could not), 20% said the information they found was out of date, (36% said that it was not), 67% said that they were able to understand the information on the website (while 11% could not), and 23% said that the layout was confusing, while 42% disagreed. Nearly two thirds of respondents (64%) said that they were satisfied with the website overall, while around 1 in 10 respondents were dissatisfied (9%).

62% of respondents said that they remember receiving Together Bromsgrove in the last four months, 62% of whom said it was useful, and 14% said it was not useful. 4 in 5 respondents (80%) said that they remembered receiving the most recent Council tax leaflet, 55% of whom described it as useful while 13% disagreed.

Respondents were asked the extent to which they feel that the local press influences their views of the Council. 35% said it influenced their views to some extent or to a great extent, 22% said the press influenced their views to a slight extent and 38% said that the local press does not influence their views at all.

STREET SCENE AND WASTE MANAGEMENT SYSTEMS:

Respondents were asked how satisfied or dissatisfied they are with the cleanliness of their street - 58% were satisfied, while 33% were dissatisfied. 53% were satisfied that areas of public land in the district are clean, while 33% were dissatisfied. Residents were then asked how much of a problem fly tipping is in their local area. 5% of residents said that in their area, fly tipping was a very big or fairly big problem (17%).

Residents were asked how satisfied or dissatisfied they are with the refuse collection service. 71% said they were satisfied, while 24% were dissatisfied. Those who were dissatisfied were asked if they had experienced any problems with their refuse collection service. The main issues were debris left in the street (73%), and that collections were not frequent enough (58%).

Residents were told that Councillors have taken the decision to no longer provide free green waste collection across the District from April 2009. Around 9 in 10 respondents (91%) said that they were against this decision.

BROMSGROVE TOWN CENTRE:

Overall, 1 in 5 respondents (20%) said that they were satisfied with the retail and leisure facilities on offer in the town centre, while 45% were dissatisfied. 25% said that they were satisfied with transport links to and from the town centre, while the same proportion (25%) said that they were dissatisfied.

Respondents were asked whether they would be in favour of a number of steps to improve traffic safety. 81% were in favour of encouragement to use existing long stay and short stay car parks, 70% in favour of fines for illegal parking, and 68% were in favour of the introduction of designated on-street parking zones.

CULTURAL AND RECREATIONAL ACTIVITIES:

Respondents were most likely to say that they were satisfied with parks and open spaces (67%), with libraries (61%), with nature trails, with country paths (48%), and with the Christmas lights (35%). They were least satisfied with outdoor sports facilities (22%) and with the range and quality of shops (18%).

37% said that they were satisfied with the range of entertainment offered at the Artrix Centre, while 6% were dissatisfied and 47% did not know.

When asked whether the Council should continue to charge residents to attend the Bonfire night, 34% said that charging should continue, 31% said that it should not continue and 34% had no opinion.

CORPORATE:

When asked about the Council, 17% of the sample said that they had a full understanding of the choices that the Council has to make, 70% said that they had some understanding and 13% said that they had no understanding.

Overall, 38% were satisfied with the way that the Council runs things, 23% were neither satisfied nor dissatisfied and 39% were dissatisfied. Just over a quarter of the respondents (28%) agreed that they could influence decisions affecting their local area, while 72% disagreed.

2 INTRODUCTION

Bromsgrove District Council commissioned Snap SurveyShop to conduct their 2008 resident survey. This report contains the research findings.

2.1 Methodology

A questionnaire was designed by the client and set up in Snap Software. The questionnaire was sent to a stratified random sample of 1,500 residents on 15th May 2008, a reminder was sent to all non-respondents on 6th June 2008. A total of 611 surveys were returned. This is a response rate of 41% and gives a margin of error of +/- 3.96% at the 95% level.

2.2 Sampling

The tenant database provided by the client contained a total of 37,936 records. Snap Surveys invited a stratified random sample of 1,500 residents to take part in the survey; response rates for various sub-groups are shown below:

	Total number of addresses	Number surveyed	Number who responded	Response rate
URBAN 1	23,960	945	396	42%
URBAN 2	4,889	195	79	41%
RURAL 1	5,504	210	69	33%
RURAL 2	3,583	150	56	37%
TOTAL	37,936	1,500	600 (+11)	41%

A total of 11 surveys were returned with the URN obscured or missing which means that we have been unable to link them to a particular area.

2.3 Analysis of results

Figures in this report are generally calculated as a proportion of respondents who answered each question. Percentages in a particular chart will not always add up to 100%. This may be due to rounding.

The report often reports on a combination of scores, for example the percentage of respondents who are satisfied with a given element. This involves adding together the number of people who were very satisfied and fairly satisfied and calculating the figure as a percentage of the number of respondents to that question. For this reason, the overall % satisfied score might be slightly different to the score obtained when adding together the % very satisfied and % fairly satisfied as displayed on the chart.

The data has been Z-tested at 95% confidence level. The Z-test is a statistical test which determines if the percentage difference between subgroups is large enough to be statistically significant or whether the difference is likely to have occurred by chance.

The data has been split in to four geographical subgroups, and these are mentioned throughout the report. The areas referred to are as follows:

Classification	Area
Rural 1	Hagley; Furlongs; Uffdown; Woodvale
Rural 2	Alvechurch; Tardebigge
Urban 1	Waseley; Beascon; Hillside; Catshill; Marlbrook; Linthurst; Norton; Sidemoor; St Johns; Whitford; Slideslow; Charford; Stoke Heath; Stoke Prior
Urban 2	Hollywood & Majors Green; Drakes Cross & Walkers Heath; Wythall South

2.4 Structure of this report

This report is split into the following sections:

- Respondent profile
- Council priorities
- Customer Access
- Council Communications
- Street Scene and waste management
- Bromsgrove Town Centre
- Cultural & Recreational Activities
- Corporate
- Conclusions

3 RESPONDENT PROFILE

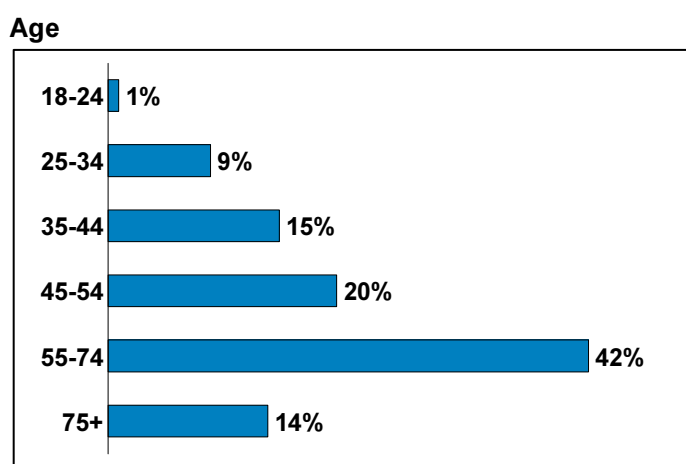
3.1 Introduction

This section of the report profiles respondents by demographics (gender, age, ethnicity and disability). It also looks at internet access, frequency of reading a local paper and whether or not the respondents have children under the age of 18.

3.2 Age, children and Gender

The majority of respondents (56%) were aged 55 or over, 20% were aged 45-54, 15% were aged 35-44, 9% were aged 25-34 and only 1% of respondents (4 individuals), were aged 18-24.

25% of the sample said that they had children under the age of 18. 53% of those aged under 34 had children under 18, compared to 52% of those aged 35-54, and 3% of those aged over 55.



Base: All respondent (577)

Just over half the sample (53%) were female, while the remaining 47% were male.

3.3 Disability and ethnicity

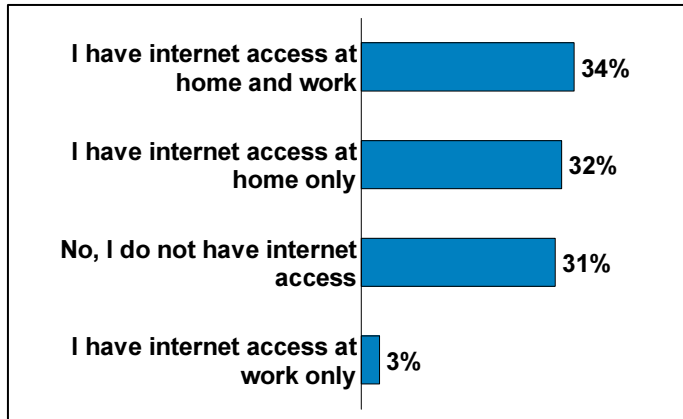
Around 1 in 4 respondents (26%) said that they had a long standing illness, disability or infirmity. As we would expect, there is a strong correlation with age, with older age groups more likely to have a disability; 18-34 (7% disabled), 35-54 (13%), 55-74 (32%), 75+ (54%).

The vast majority of respondents (95%) described themselves as White British, 1% described themselves as White Irish, 1% as White Other and 1% as Indian.

3.4 Internet access and the local newspaper

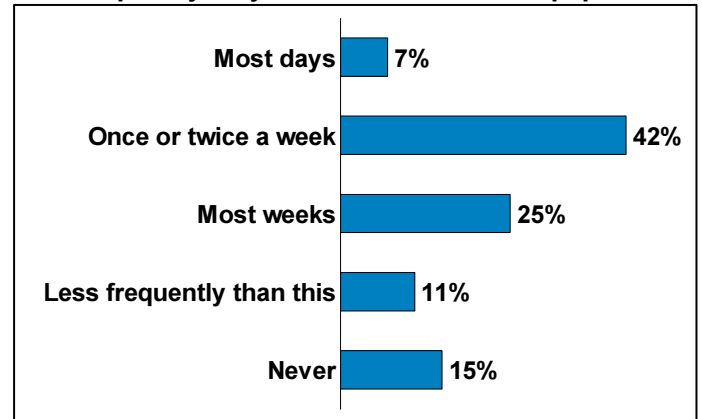
Nearly 7 in 10 respondents (69%) had internet access at home or at work. 34% had access at home and at work, 32% access at home only and 3% had access at work only. Older respondents were significantly less likely to have internet access.

Do you have internet access at home or work?



Base: All respondent (595)

How frequently do you read the local newspaper?



Base: All respondent (601)

7% read a local paper (such as the Bromsgrove Advertiser, Bromsgrove Messenger and Bromsgrove Standard) most days, 42% read a local paper once or twice a week, 25% read a local paper most weeks, and 26% read a local paper less frequently or never.

Those living in Urban 1 were the most likely to read a local paper.

4 COUNCIL PRIORITIES

4.1 Introduction

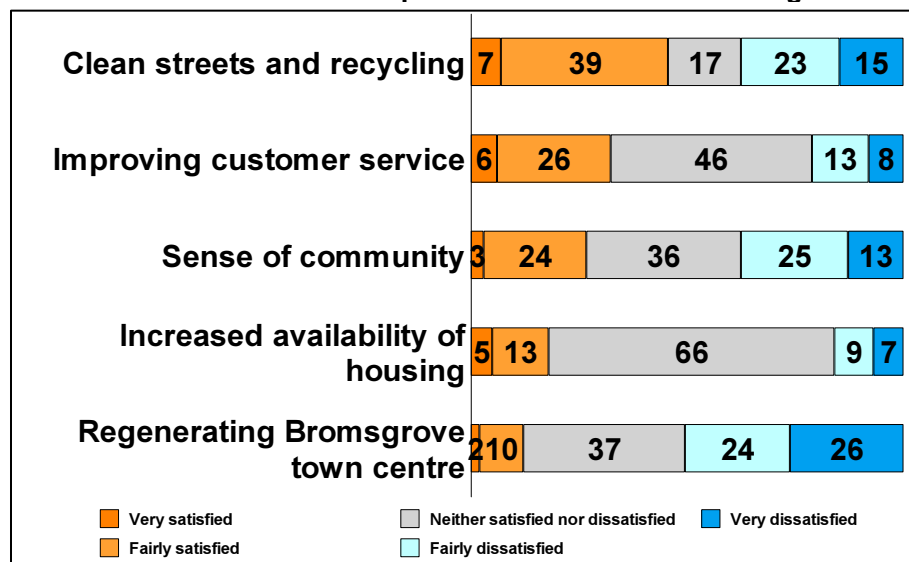
This section looks at satisfaction with the Council's performance towards achieving their priorities, which priority residents would most like to replace, and what they would want to replace it with.

4.2 Progress in meeting priorities

Residents were given a list of the Council's 5 priorities and were asked to state how satisfied or dissatisfied they are with the Council's performance towards achieving each one. The results were mixed:

- 13% were satisfied with the Council's performance towards regenerating Bromsgrove town Centre (50% dissatisfied)
- 18% were satisfied with the Council's performance in increasing the availability of affordable housing (16% dissatisfied)
- 26% were satisfied with the Council's performance in developing an increased sense of community (e.g. through reducing crime and antisocial behaviour and promoting services for children and young people). 37% were dissatisfied.
- 32% were satisfied with the Council's performance in improving customer services (22% dissatisfied)
- 46% were satisfied with the Council's performance towards improving the cleanliness of streets and recycling (38% dissatisfied).

Satisfaction with the Council's performance towards achieving



Base: All respondents (537~566)

There were relatively high proportions of people saying that they were neither satisfied nor dissatisfied, notably for increasing the availability of affordable housing (66% neither satisfied nor dissatisfied) and improving customer service (46% neither satisfied nor dissatisfied).

Those giving a neutral response, may have done so because these areas are less important to them, or because they have no experience of them; e.g. those who are neither satisfied nor dissatisfied with the Council’s performance in increasing the availability of affordable housing may not feel that it is an issue that is particularly relevant to them, perhaps because they own their own property.

The differences across different areas are shown in the table below. The figures highlighted in red show the area that is most dissatisfied with the Council’s performance, while those in green show the most satisfied area. Urban 1 residents are consistently more dissatisfied than other areas:

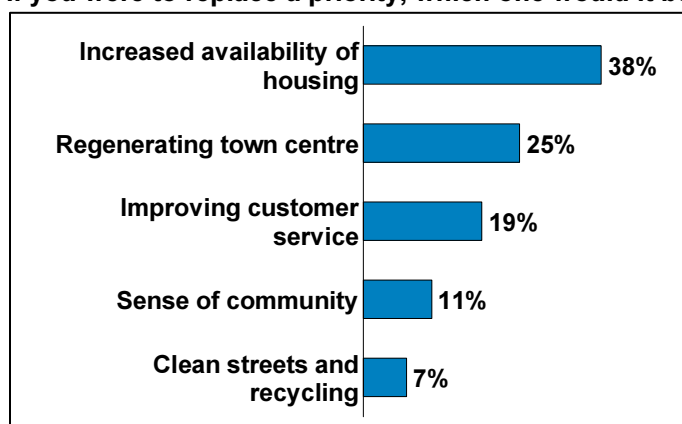
	Urban 1		Urban 2		Rural 1		Rural 2	
	+ve	-ve	+ve	-ve	+ve	-ve	+ve	-ve
Regenerating Bromsgrove Town Centre	9%	66%	18%	2%	19%	21%	23%	17%
Increased availability of affordable housing	15%	19%	15%	9%	30%	10%	23%	10%
Improving customer services	30%	25%	39%	11%	31%	18%	38%	19%
Sense of community	23%	43%	45%	28%	31%	20%	26%	32%
Clean streets and recycling	46%	41%	42%	33%	45%	37%	50%	26%

Interestingly, those people that said that they had no understanding of the choices that the Council has to make, were more likely to say that they were very dissatisfied with the Councils’ performance in delivering on its’ priorities.

4.3 Improving the Council's priorities

Residents were asked to say which of the Council's priorities they would replace if they could replace one. 38% said that they would replace Increasing the availability of affordable housing, 25% said that they would replace Regenerating Bromsgrove Town Centre and 19% would replace Improving customer service.

If you were to replace a priority, which one would it be?



Base: All respondents (562)

There were few differences of note, but younger respondents were more likely than older respondents to say that they would like to replace increasing the availability of affordable housing; 50% of those aged 18-34 would replace affordable housing compared to 44% of those aged 35-54, 34% of those aged 55-74 and 22% of those aged over 75.

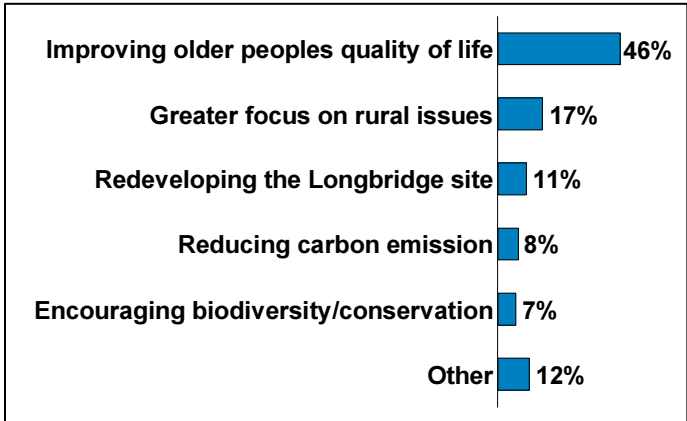
This is a surprising finding given the fact that affordable housing is often considered to be a young persons' issue. It would be interesting to know the motives behind why younger people felt that this was a less important issue for the Council to address, e.g. whether or not it is related to homeownership and fears over the impact that more housing may have on the value of their own property, or whether the motives are more altruistic.

The findings for different areas are shown below:

Which would you replace?	Urban 1	Urban 2	Rural 1	Rural 2
Increased availability of affordable housing	40%	28%	42%	30%
Regenerating Bromsgrove Town Centre	23%	38%	30%	22%
Improving customer services	22%	13%	5%	20%
Sense of community	9%	13%	13%	19%
Clean streets and recycling	6%	9%	10%	9%

Respondents were then asked what priority they would like the Council to focus on instead of the one they wanted to replace, and were given a list of options. 46% chose Improving the lives of older people, 17% chose a Greater focus on rural issues, 11% chose Redeveloping the Longbridge site, 8% chose Reducing carbon emissions and 7% chose Encouraging biodiversity.

Which one of the following would you replace it with?



Base: All respondents (553)

As we would expect, older respondents were more likely than younger respondents to think that the Council should make Improving older peoples’ quality of life a priority: 72% of those aged over 75 chose this option, compared to 58% of those aged 55-74, 28% of those aged 35-54 and 20% of those aged 18-34.

The figures for different areas are shown below:

<i>What would you replace it with?</i>	Urban 1	Urban 2	Rural 1	Rural 2
Improving older people’ quality of life	46%	42%	39%	54%
Greater focus on rural issues	11%	27%	40%	22%
Longbridge site	14%	7%	6%	4%
Reducing carbon emission	9%	6%	6%	2%
Encouraging biodiversity	7%	4%	5%	9%

Respondents were given the opportunity of suggesting other things that the Council should focus in instead of the existing priorities. A selection of these is shown below, and a full list can be found in the appendix.

- "Condition of streets."*
- "Encouraging business and employment opportunity."*
- "Improve public transport, including parking at train station."*
- "Making recycling more user friendly and more bin collections."*
- "Providing activities/supervision centres, etc for local youths."*

5 CUSTOMER ACCESS

5.1 Introduction

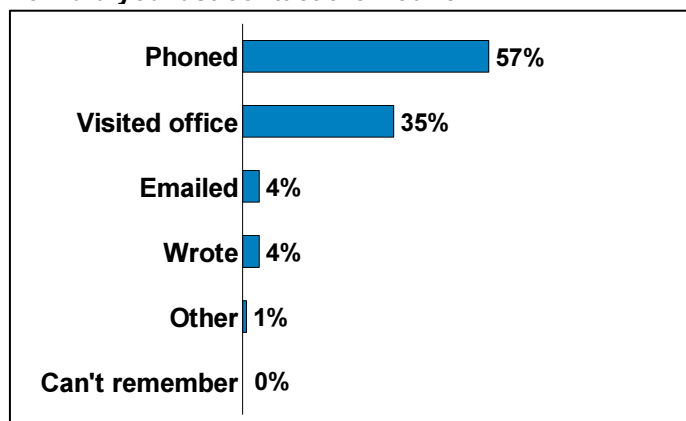
This section looks at whether or not respondents have contacted the Council in the last 12 months, how they have contacted the Council, what they contacted the Council about, the quality of service received when contacting the Council, Bromsgrove Customer Service Centre (CSC) and the Council's Customer Service Standards.

5.2 Method of contact

Almost two thirds of the sample (63%) had contacted the Council in the last 12 months. Of those that had been in contact with the Council, 57% last made contact over the phone and 35% visited an office.

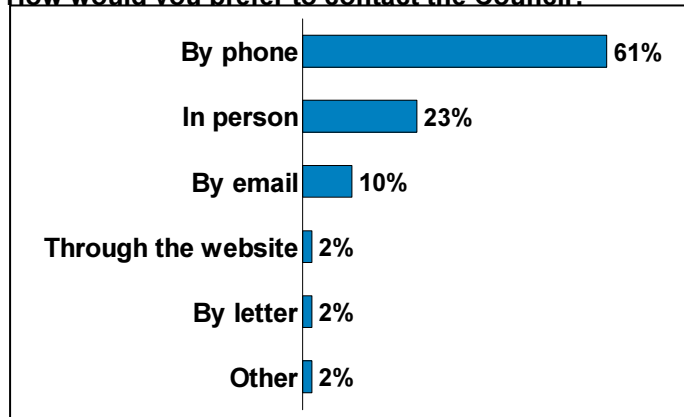
Females (63%) were more likely than males (49%) to have phoned, while males (42%) were more likely than females (29%) to have visited an office. Older respondents were also more likely to have visited an office in person than younger respondents, while younger respondents were more likely to have phoned.

How did you last contact the Council?



Base: All respondents who have contacted the Council in the last 12 months (353)

How would you prefer to contact the Council?



Base: All respondents who have contacted the Council in the last 12 months (357)

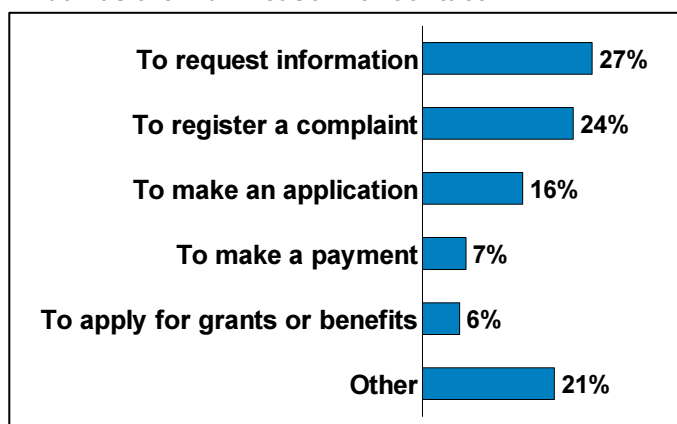
Later on in the survey, respondents were asked how they would prefer to contact the Council. The response pattern is similar to that for the most recent contact, with the majority of respondents who made contact in the last 12 months (61%) saying they would prefer to contact the Council over the phone, followed by contacting the Council in person (23%) and emailing (10%).

However, 23% said that they would prefer to contact the Council in person, compared to 35% whose last contact with the Council was in person at an office. This may suggest, that some of the people who last visited an office would have preferred to have phoned, but did not. This may be due to the nature of their enquiry, to do with the phone system itself or the range of calls that telephone staff can handle.

5.3 Reason for contact

All those who had contacted the Council in the last 12 months were asked to state the main reason for their contact. The main reasons for contact were as follows: 27% had contacted the Council to request information, 24% to register a complaint and 16% to make an application.

What was the main reason for contact?



Base: All respondents who have contacted the Council in the last 12 months (361)

Those who were dissatisfied with the Council overall were more likely to have made contact to make a complaint (33%, compared to 17% of those who are satisfied).

The table below shows the main reason for contact broken down by the method of contact:

Method of contact/ reason for contact	Request info	Complaint	Apply for grant	Payment	Application	Other
Phone	68%	72%	27%	27%	33%	64%
Visit	25%	13%	68%	69%	62%	28%
Email	4%	7%	-	4%	-	3%
Letter	1%	6%	5%	-	4%	5%
Other	1%	1%	-	-	2%	-

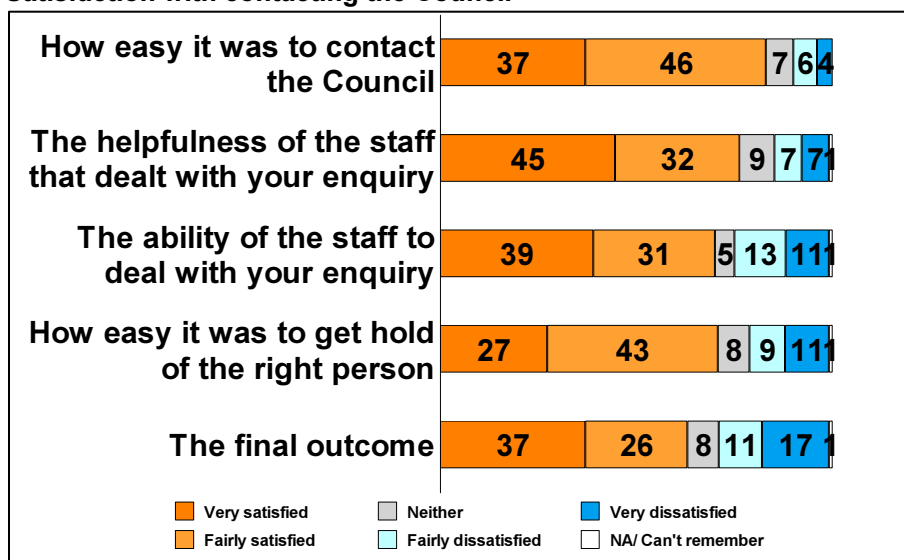
Those who requested information or registered a complaint were significantly more likely to have done so over the phone rather than via other means, whilst those who applied for a grant, made a payment or made an application were more likely to have done so through visiting an office than using a phone.

5.4 Experience contacting the Council

Those who had contact were asked how satisfied or dissatisfied they were with different aspects of their contact. Generally, the results were positive, although a relatively high proportion were dissatisfied with the ease of getting hold of the right person (20% dissatisfied), the ability of staff to deal with the problem (24%) and the final outcome (28%).

- 83% were satisfied with how easy it was to contact the Council (11% dissatisfied)
- 70% were satisfied with how easy it was to get hold of the right person (20% dissatisfied)
- 77% were satisfied with the helpfulness of staff (14% dissatisfied)
- 71% were satisfied with the ability of staff to deal with their enquiry (24% dissatisfied)
- 63% were satisfied with the final outcome of their enquiry (29% dissatisfied)

Satisfaction with contacting the Council



Base: All respondents who have contacted the Council in the last 12 months (342~360)

Those who made a visit to the Council offices, and those who wrote, were generally less satisfied than those who emailed or phoned, (below).

	Phoned	Visit	Email	Wrote
Ease of contacting Council	83%	77%	85%	70%
Ease of getting hold of the right person	70%	62%	75%	70%
The helpfulness of staff	75%	54%	88%	40%
The ability of staff to deal with the problem	67%	50%	85%	55%
The final outcome	57%	50%	80%	55%

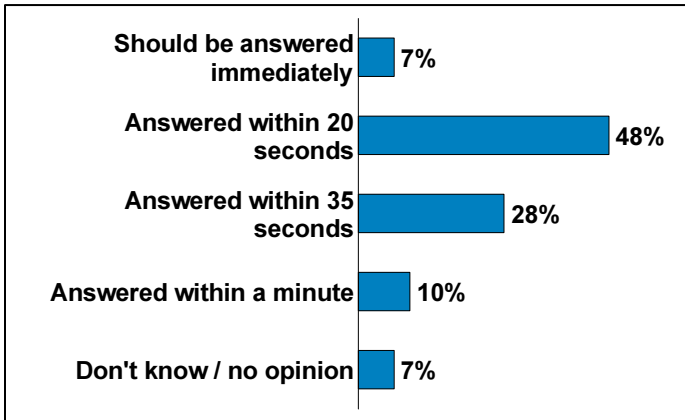
The table below shows the proportion of people who were satisfied with each element, broken down by the reason that they contacted the Council. Those who contacted the Council to register a complaint were generally less satisfied than other respondents, whilst those who submitted an application tended to be more satisfied.

Method of contact/ reason for contact	Request info	Complaint	Apply for grant	Payment	Application	Other
Ease of contacting Council	82%	81%	80%	83%	83%	85%
Ease of getting hold of the right person	73%	57%	72%	67%	83%	73%
The helpfulness of staff	82%	58%	82%	79%	87%	81%
The ability of staff to deal with the problem	75%	42%	80%	83%	83%	79%
The final outcome	70%	29%	68%	83%	88%	65%

5.5 Length of time waiting when calling the Council

Respondents were asked what they felt was an acceptable length of time to wait before having their call answered when calling the Council. The majority (84%) said it should be answered within 6 rings or less (35 seconds).

What do you feel is an acceptable of time to wait before your call is answered?



Base: All respondents (589)

There were no significant differences between subgroups.

5.6 The Customer Service Centre

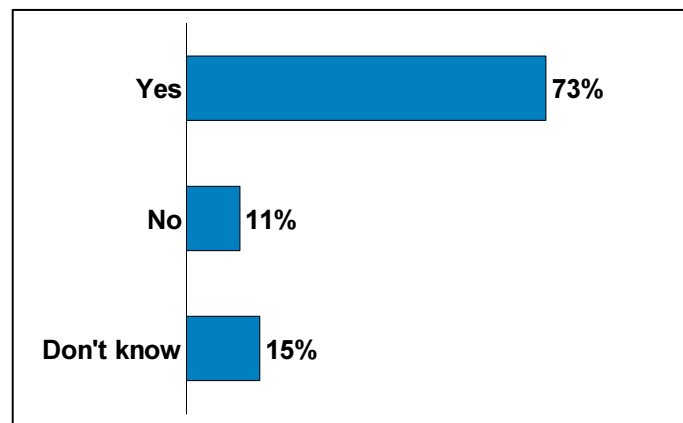
Respondents were asked whether or not they had visited the Customer Service Centre (CSC) in Bromsgrove Town Centre in the last year. 32% said that they had, while 66% said that they had not and 2% were not sure. Older respondents were more likely than younger respondents to have visited the centre (22% of those aged 18-54 had visited the CSC, compared to 41% of those aged 55 or over).

Those who live in Urban 1 were more likely (36%) than those who live in Urban 2 (23%), Rural 1 (24%) or Rural 2 (21%) to have visited the CSC.

Those who had visited the CSC were asked whether or not they would recommend it to a friend or relative. Nearly three quarters (73%) said that they would, while 11% said they would not.

Most of those who said that they would not recommend the CSC were also dissatisfied with BDC and the way that it runs things. In addition, of the 22 people who said they would not recommend the CSC 20 lived in Urban 1.

Would you recommend the Customer Service Centre to a friend?



Base: All respondents who have visited the CSC (202)

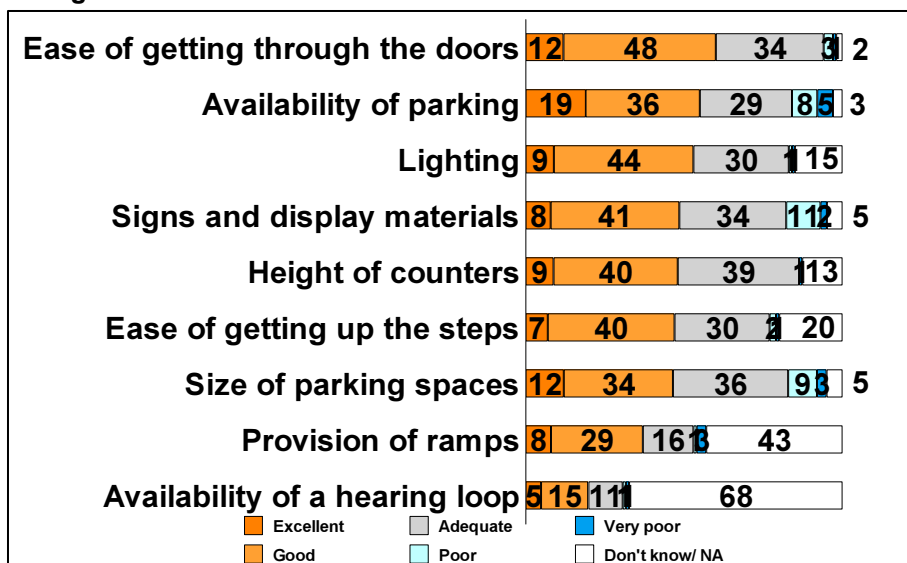
5.7 Experience of the Customer Service Centre

All those who had been to the CSC were asked to rate different elements of it as excellent, good, adequate, poor or very poor. Whilst proportions rating these elements as poor were generally low, there were relatively high proportions of 'adequate' ratings and high proportions as 'don't know':

- 53% rated the availability of parking places positively, (13% poor)
- 45% rated the size of parking places positively, (13% poor)
- 37% rated provision of ramps positively, (4% poor)
- 46% rated the ease of getting up the steps positively, (3% poor)
- 52% rated the lighting positively, (2% poor)
- 21% rated the availability of a hearing loop positively, (2% as poor)
- 49% rated the height of counters positively, (1% poor)
- 49% rated the signs and display materials positively, (12% poor)
- 60% rated the ease of getting through the door positively, (3% as poor)

There were no significant differences between subgroups.

Rating the Customer Service Centre



Base: All respondents (175~195)

The areas attracting the highest proportions of 'don't know' responses were those that were particularly focused towards accessibility for disabled people, in particular the availability of a hearing loop (68% don't know), the provision of ramps (43% don't know) and the ease of getting up the steps (20% don't know). For these factors the differences between disabled and non-disabled respondents were as follows:

- 36% of disabled respondents rated the ease of getting up the steps positively, compared to 52% of non-disabled respondents
- 26% of disabled respondents rated the availability of a hearing loop positively, compared to 18% of non-disabled respondents

- 35% of disabled respondents rated the provision of ramps positively, compared to 36% of non-disabled respondents.

5.8 Customer standards

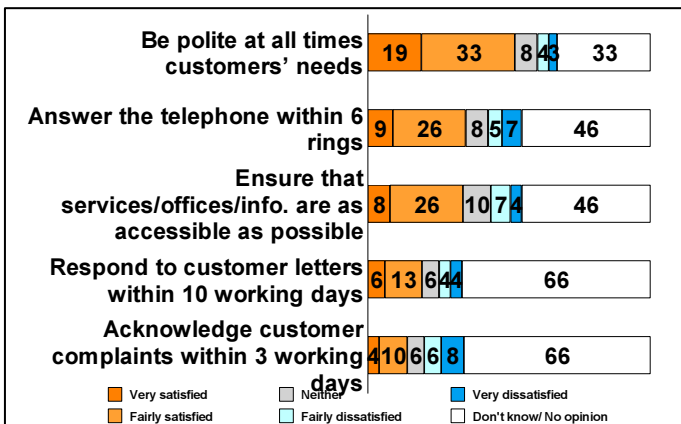
Respondents were asked whether or not they were aware of the Council’s customer service standards. Around 1 in 5 respondents (19%) said that they were. Those who regularly read a local paper were more likely to be aware of the standards; 34% of those who read a local paper most days were familiar with the standards, compared to 25% of those who read a local paper once or twice a week, 15% of those who read a local paper most weeks and 11% of those who read a local paper less regularly.

29% of respondents who claimed to have a full understanding of the choices that the Council has to make were familiar with the Standards, compared to 19% of those who have some understanding and 9% of those who have no understanding of the choices that the Council has to make.

Respondents were then told what the Customer Standards are, and were asked to think about their own experience of being in contact with the Council by phone, letter, email or in person, and how satisfied they were that each of these Standards were met.

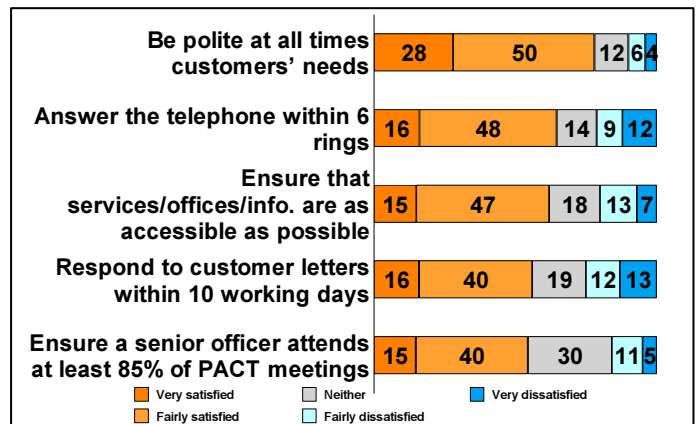
The responses included a high proportions ‘Don’t know/ No opinion’ responses, so the charts below show the results including and excluding these results.

Attitudes towards the Customer Standards



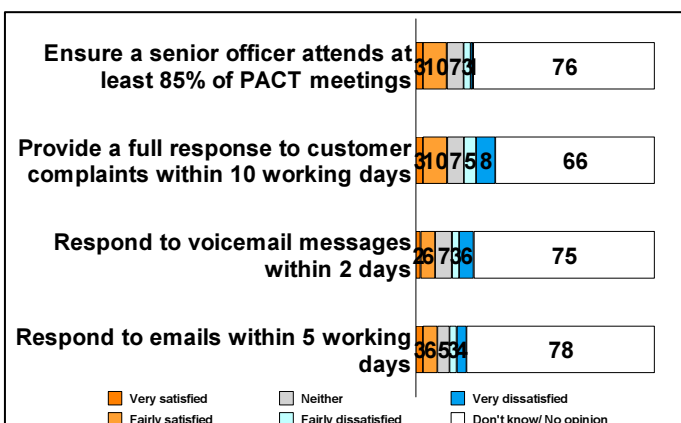
Base: All respondents (565~546)

Attitudes towards the Customer Standards



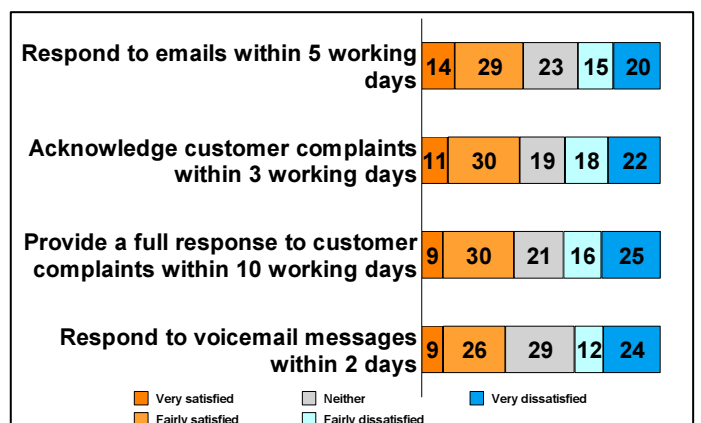
Base: All respondents – excluding ‘no opinion’ (296~378)

Attitudes towards the Customer Standards



Base: respondents (532~529)

Attitudes towards the Customer Standards



Base: All respondents – excluding ‘no opinion’ (117~131)

As can be seen from the charts, interpretation of the data is complicated by the high proportions of respondents saying that they did not know/had no opinion. If these responses are excluded, the most positive responses are for:

- Being polite at all times, listen and understand customer needs: 78% positive
- Answer telephone within 6 rings: 64% positive
- Ensure that services, offices and information are accessible as possible to all customers: 62% positive

The highest proportions of negative responses (once 'Don't know /No opinion' codes are removed) were for:

- Provide a full response to customer complaints within 10 working days: 41% negative
- Acknowledge customer complaints within 3 working days: 40% negative
- Respond to voicemail messages within 2 working days: 36% negative
- Respond to emails within 5 working days: 35% negative

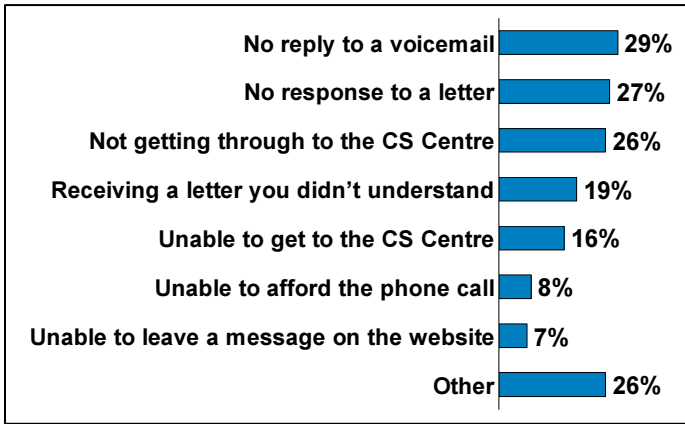
Those respondents who said that they were aware of the customer Standards were more likely to say whether or not they were satisfied that the Council was meeting the Standards, while those who were not aware of the Standards were more likely to tick the 'Don't know/ No opinion' code.

5.9 Problems when contacting the Council

Respondents were then given a list of potential issues that they may have had when contacting/being contacted by the Council and were asked whether or not they had experienced any of them.

Only 210 people (34% of the sample) chose to respond to the question, which may imply that approximately two thirds of the sample had not experienced any of these issues. Of those who did respond, the main issues were; No reply to a voicemail (29%), No response to a letter (27%) and Not getting through the Customer Service Centre (26%).

Did you experience any of the following problems when contacting or being contacted by the Council?



Base: All respondents (210)

Respondents were given the option of writing down other problems that they may have had when contacting/being contacted by the Council. A selection of these are shown below, and a full list of responses is contained in the appendix.

"About Council Tax."

"Bus pass."

"Condition of roads in Hagley."

"No reply to letter."

"Pest control."

"Repair work to drains."

"To request additional recycling bins."

6 COUNCIL COMMUNICATIONS

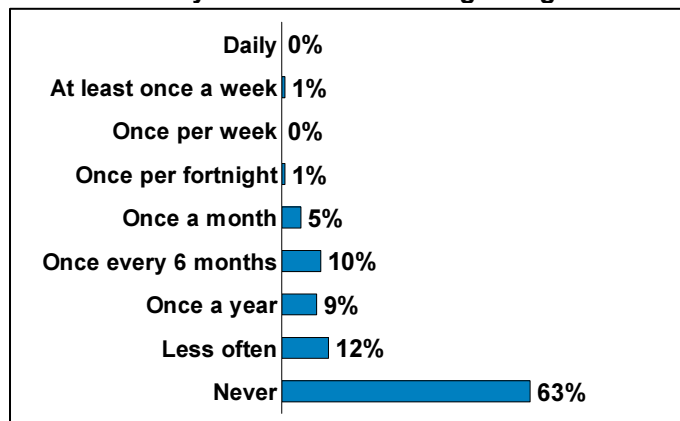
6.1 Introduction

This section looks at the Council website, the Council magazine (Together Bromsgrove), the Council Tax leaflet and the whether or not respondents feel that the local press influences their views of the Council.

6.2 www.bromsgrove.gov.uk

Very few residents (7%) claimed to visit the Councils' website once a month or more, although a further 19% claimed to visit once or twice a year. Those who have the internet at home and at work were more likely to have visited the website.

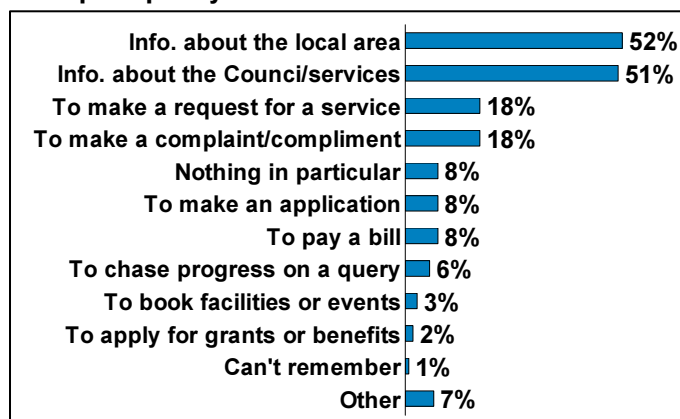
How often do you visit www.bromsgrove.gov.uk?



Base: All respondents (588)

Those who had visited in the last year were asked what prompted them to use the website. The main reason for visiting was to find information on the local area (52%), this was followed by looking for information about the Council or Council services (51%).

What prompted you to use the Councils website?



Base: All respondents who have visited the website in the last year (143)

7% of respondents said that there were other reasons for visiting the website. A selection of these reasons is shown below, and a full list is available in the appendix.

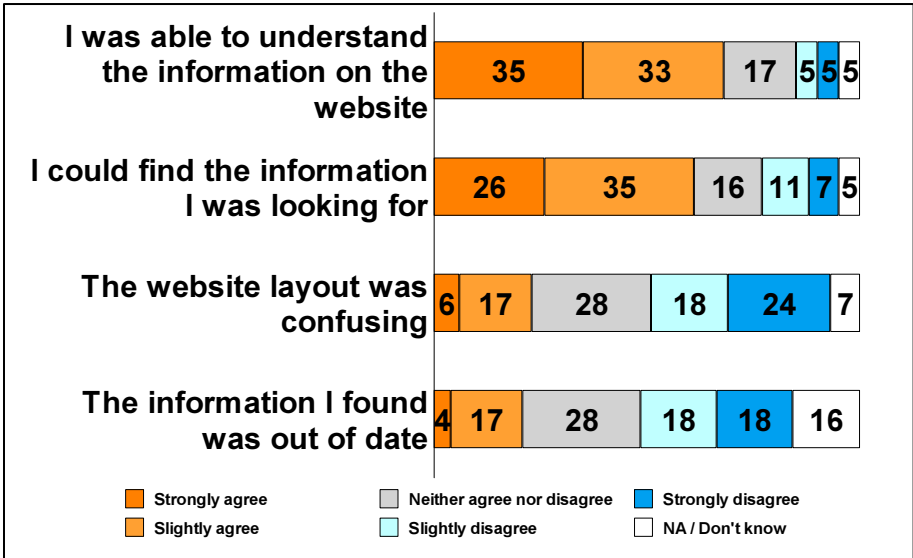
- "Check progress of planning application."
- "Jobs."
- "Planning issues and the Council's meeting minutes."
- "Response to Council survey on recycling."
- "To view jobs."

6.3 Attitudes towards the website

Those who had used the website were asked about their experiences of it. Generally speaking the results were positive:

- 61% said that they could find the information they were looking for (18% could not)
- 20% said the information they found was out of date, while 36% said that it was not
- 67% said that they were able to understand the information on the website, while 11% could not
- 23% said that the layout was confusing, while 42% said it was not confusing.

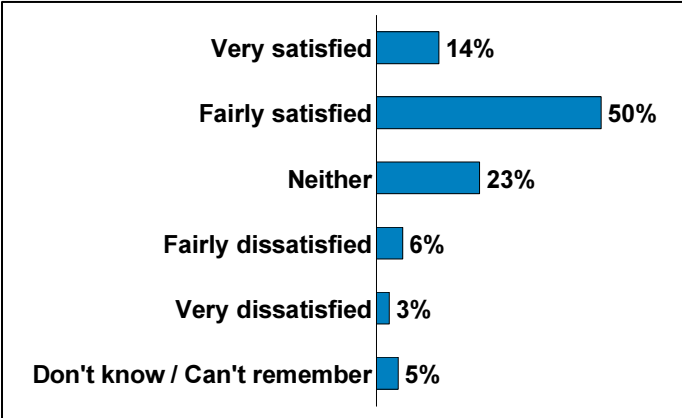
Experience of the website



Base: All respondents who have visited the website in the last year (127~137)

Those who had used the website in the last year were asked whether they were satisfied or dissatisfied with it overall. Nearly two thirds of respondents (64%) said that they were satisfied, while around 1 in 10 respondents said that they were dissatisfied (9%).

Satisfaction with the Council’s website



Base: All respondents who had used the website in the last 12 months (140)

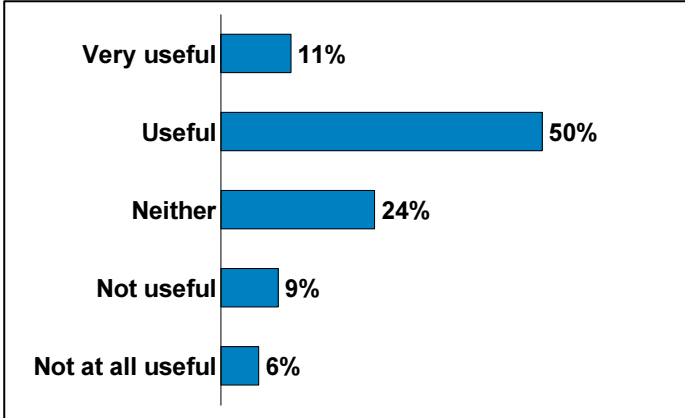
6.4 'Together Bromsgrove'

Around 6 in 10 (62%) respondents said that they remember receiving Together Bromsgrove (TB) in the last four months. Older respondents were more likely than younger respondents to remember receiving TB (76% of those aged over 75, 65% of those aged 55-74, 57% of those aged 35-54, 48% of those aged 18-34).

Those who read a local paper regularly were also more likely than those who do not regularly read a local paper to remember receiving TB.

Those who remembered receiving TB in the last 4 months were asked how useful they found the publication. 62% said it was useful, while 14% said it was not useful.

How useful did you find the magazine?



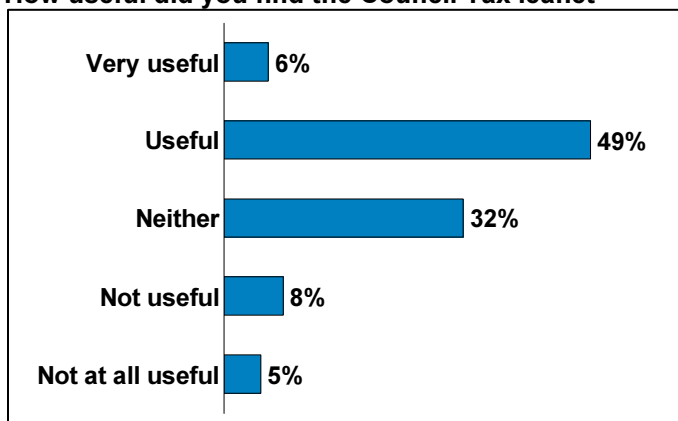
Base: All respondents who received the magazine (361)

Those who said that they had no understanding of the choices that the Council has to make (37%) were less likely than those who had some understanding (65%) or a full understanding (also 65%) to say that TB was useful.

6.5 The Council Tax leaflet

4 in 5 respondents (80%) said that they remembered receiving the most recent Council tax leaflet. Those that did remember receiving it were asked how useful it was; 55% described it as useful while 13% described it as not useful. There were no significant differences between subgroups.

How useful did you find the Council Tax leaflet

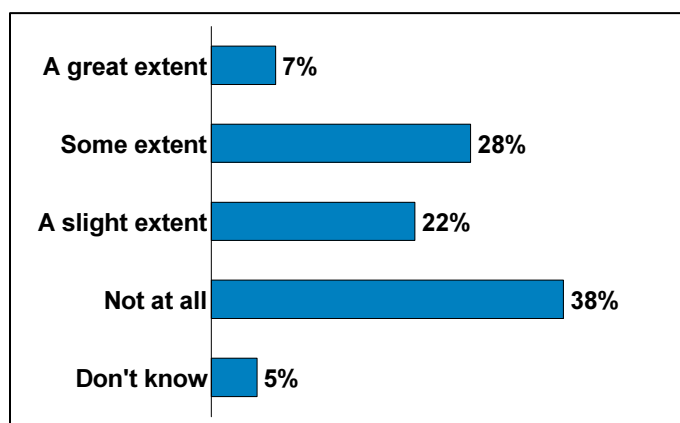


Base: All respondents who received the leaflet (472)

6.6 The influence of the local press

As a final question in this section, respondents were asked the extent to which they feel that the local press influences their views of the Council. 35% said it influenced their views to some extent or to a great extent, while 22% said the press influenced their views to a slight extent and 38% said that the local press does not influence their views at all.

To what extent does the local press influence your view of the Council?



Base: All respondents (589)

Those who regularly read a local paper were more likely to say that the local press influences their views:

- 53% of those who read a local paper most days said that the local press influences their views of the Council to a great or some extent

- 46% of those that read a local paper once or twice a week said that the local press influences their views to a great extent or to some extent
- 32% of those that read a local paper most weeks said that the local press influences their views of the Council to a great extent or to some extent
- 15% of those that read a local paper less frequently said that the local press influences their views of the Council to a great extent or to some extent.

7 STREET SCENE AND WASTE MANAGEMENT SYSTEMS

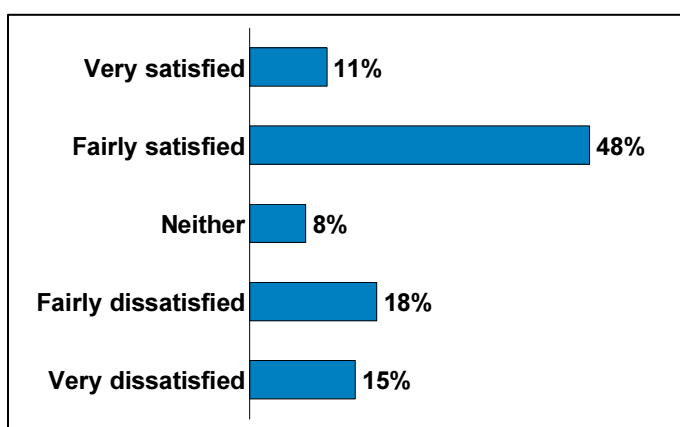
7.1 Introduction

This section looks at how satisfied or dissatisfied residents were with the cleanliness of their street, public open spaces and the refuse collection service. It also looks at fly tipping and charging for green waste collection.

7.2 Satisfaction with street cleanliness

Respondents were asked how satisfied or dissatisfied they are with the cleanliness of their street. 58% were satisfied, while 33% were dissatisfied.

How satisfied or dissatisfied are you with the cleanliness of your street?



Base: All respondents (607)

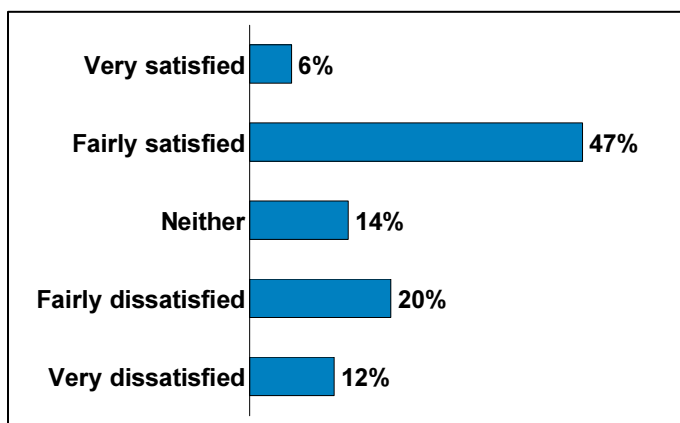
There were few differences between subgroups. The data for the different areas is shown in the table below.

<i>Satisfaction with cleanliness of your street</i>	Urban 1	Urban 2	Rural 1	Rural 2
Very satisfied	8%	17%	13%	15%
Fairly satisfied	49%	44%	39%	49%
Neither	8%	9%	10%	7%
Fairly dissatisfied	19%	19%	14%	20%
Very dissatisfied	15%	12%	23%	9%

7.3 Fly tipping and public open space

Respondents were asked how satisfied or dissatisfied they are that areas of public land in the district are clean. 53% said that they were satisfied, while 33% were dissatisfied.

How satisfied or dissatisfied are you that the areas of public open space within the District are clean?



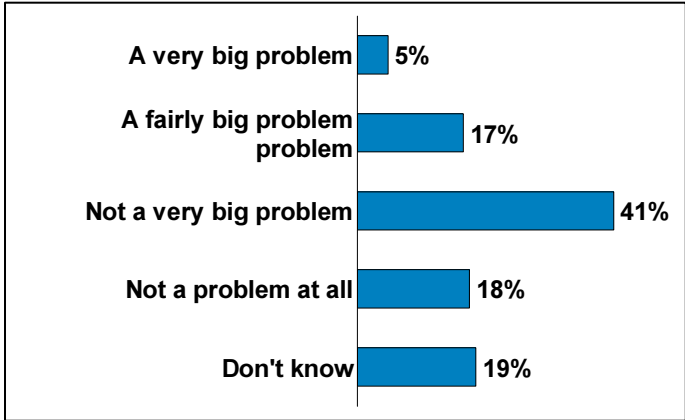
Base: All respondents (597)

There were few differences between subgroups. The data for different areas is shown below.

<i>Satisfaction with cleanliness of public land</i>	Urban 1	Urban 2	Rural 1	Rural 2
Very satisfied	5%	11%	3%	7%
Fairly satisfied	47%	43%	53%	49%
Neither	13%	19%	13%	16%
Fairly dissatisfied	21%	19%	21%	18%
Very dissatisfied	14%	7%	10%	9%

Residents were then asked how much of a problem fly tipping is in their local area. 5% said it was a very big problem and 17% said it was a fairly big problem. There were few significant differences of note between subgroups.

How much of a problem is fly tipping in your local area?



Base: All respondents (604)

The findings for different areas are shown in the table below. Generally speaking, respondents who live in Rural 1 and Rural 2 were more likely than those living in urban areas to say that fly tipping was a problem in their area.

	Urban 1	Urban 2	Rural 1	Rural 2
Very big problem	4%	5%	9%	9%
Fairly big problem	15%	17%	25%	21%
Not a very big problem	40%	44%	40%	48%
Not a problem at all	21%	9%	13%	13%
Don't know	20%	26%	13%	9%

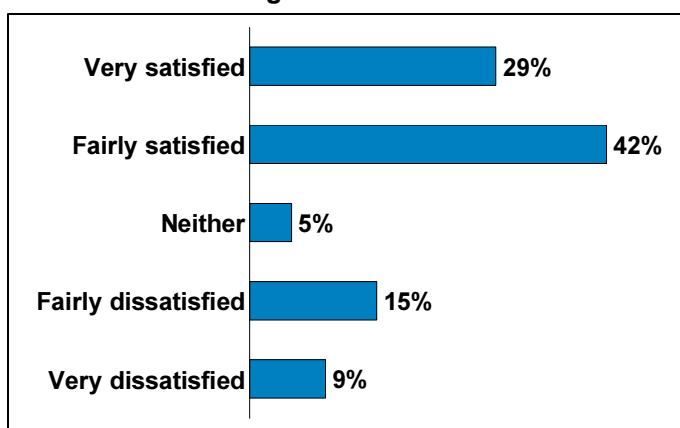
Respondents were asked how promptly fly-tipping is removed when reported to the Council. The majority of respondents (75%) said that they did not know, as they had never reported it, while 6% said it was removed promptly, 11% said it was removed after a short delay, 5% said it was removed after a long delay and 2% said it was never removed.

7.4 The refuse collection service

Residents were asked how satisfied or dissatisfied they are with the refuse collection service. 71% said they were satisfied, while 24% were dissatisfied. Older respondents tended to be more satisfied than younger respondents:

- 60% of 18-34 year olds were satisfied
- 61% of 35-54 year olds were satisfied
- 75% of 55-74 year olds were satisfied
- 92% of those aged 75 or over were satisfied.

How satisfied or dissatisfied are you with the refuse collection service in general?



Base: All respondents (603)

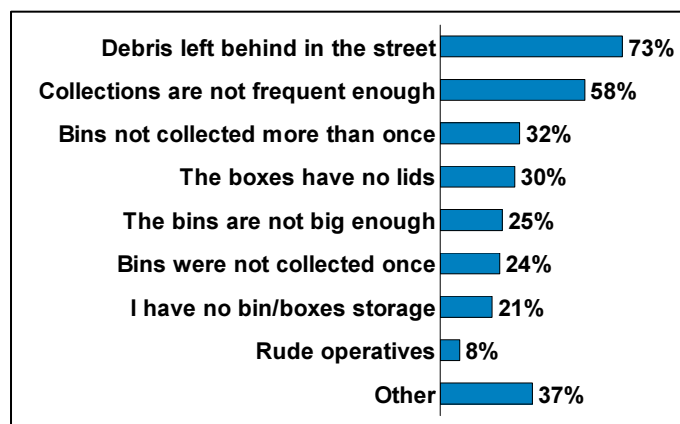
The findings for different areas are shown in the table below. The differences are not statistically significant.

<i>Satisfaction with refuse collection service</i>	Urban 1	Urban 2	Rural 1	Rural 2
Very satisfied	27%	34%	25%	36%
Fairly satisfied	44%	37%	43%	34%
Neither	5%	4%	6%	7%
Fairly dissatisfied	16%	19%	10%	14%
Very dissatisfied	8%	6%	15%	9%

Respondents who were dissatisfied with the refuse collection service were asked if they had experienced any problems with their refuse collection service, and were given a list of possible issues to choose from.

The main issue was debris left in the street (73%), although 58% felt that collections were not frequent enough. There were few differences between subgroups, with the exception of respondents in Urban 1 being significantly more likely than residents in Urban 2 to say that they have had debris left behind in the street (82% of Urban 1 compared to 47% of Urban 2).

Have you ever experienced any of the following issues with your refuse collection service?



Base: All respondents who are dissatisfied with the refuse collection service (142)

Respondents were given the opportunity to list other problems that they may have experienced with the refuse collection service. A selection of these are shown below, and a full list can be found in the appendix.

"7 a.m. on Saturdays!"

"Bins and boxes left blocking pavement and driveways."

"Bins missed on more than 15 occasions - we give up! My husband takes waste to commercial bins himself. Any chance of reduction in Council Tax?"

"Insufficient recycling, no cardboard, metal, etc."

"Other people's wheelie bins left in my drive."

"Recycling should be weekly."

"Recycling boxes not big enough."

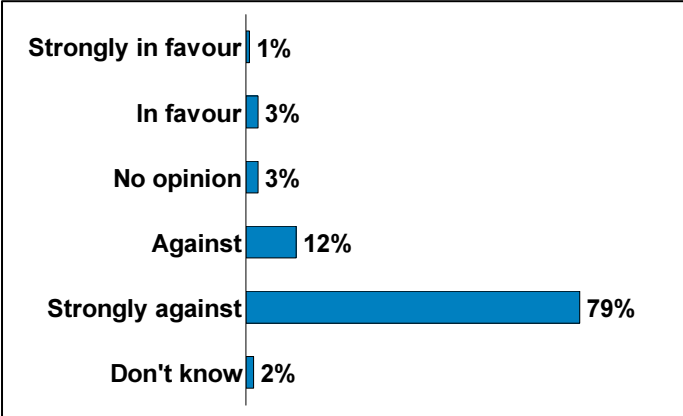
"The bins advertise that they take textiles, but textiles left behind."

"This service is generally very poor, it needs dynamic improvement."

Residents were told that Councillors have taken the decision to no longer provide free green waste collection across the District from April 2009. And that residents wishing to continue this service will be asked to pay a fee of around £30 for 8 collections. They were then asked whether or not they were in favour of this decision.

Around 9 in 10 respondents (91%) said that they were against the decision. There were no notable differences between subgroups.

How do you feel about the decision to pay a fee for the green waste collection?



Base: All respondents (602)

8 BROMSGROVE TOWN CENTRE

8.1 Introduction

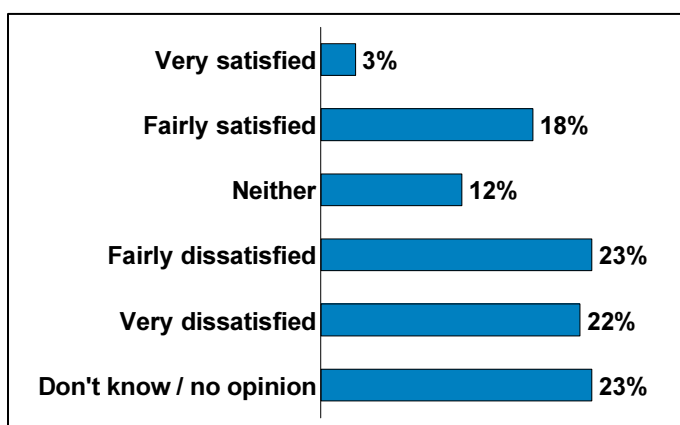
This section looks at attitudes towards Bromsgrove Town Centre in terms of the leisure and recreational facilities that are available and transport links. It also reviews attitudes towards the Councils review of parking restrictions in the District.

8.2 Attitudes towards the services in Bromsgrove town centre

Residents were asked how satisfied or dissatisfied they are with the retail and leisure facilities on offer in the town centre. Overall, 1 in 5 respondents (20%) said that they were satisfied, while 45% were dissatisfied. 23% gave no opinion and 12% were neither satisfied nor dissatisfied.

Males (15%) were less likely to be satisfied than females (24%).

Satisfaction with the retail and leisure facilities in Bromsgrove town centre



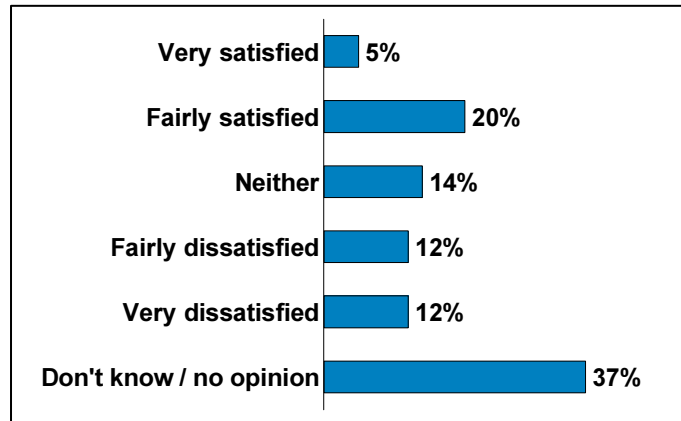
Base: All respondents (588)

The findings for different areas are shown below. Those living in rural areas were more satisfied than those living in urban areas, those living in Urban 2 were the least satisfied overall.

<i>Satisfaction retail and leisure in Bromsgrove</i>	Urban 1	Urban 2	Rural 1	Rural 2
Very satisfied	2%	4%	3%	4%
Fairly satisfied	18%	6%	25%	25%
Neither	13%	13%	11%	11%
Fairly dissatisfied	30%	6%	9%	11%
Very dissatisfied	29%	-	8%	11%
Don't know/ No opinion	9%	72%	45%	38%

Residents were then asked how satisfied or dissatisfied they are with transport links to and from the town centre. In total 25% said that they were satisfied while the same proportion (25%) said that they were dissatisfied.

Satisfaction with the transport links to and from Bromsgrove town centre



Base: All respondents (593)

There were few significant differences between subgroups, although those aged over 55 were more likely to be satisfied (31%) than those aged 18-54 (17%). The findings for different areas are shown below. Residents who live in Urban 1 and Rural 2 were the most positive:

<i>Satisfaction transport links to and from town centre</i>	Urban 1	Urban 2	Rural 1	Rural 2
Very satisfied	6%	-	5%	2%
Fairly satisfied	24%	11%	8%	20%
Neither	16%	4%	14%	12%
Fairly dissatisfied	13%	10%	9%	13%
Very dissatisfied	10%	13%	18%	16%
Don't know/ No opinion	30%	63%	47%	38%

8.3 Improving traffic safety and keeping streets clearer of traffic

The Council is considering a number of steps to improve traffic safety and to keep the streets in Bromsgrove town centre clearer of traffic. A number of these were shown to respondents, and they were asked whether they would be in favour or against each of them.

- 81% were in favour of encouragement to use existing long stay and short stay car parks
- 70% were in favour of fines for illegal parking
- 68% were in favour of the introduction of designated on-street parking zones
- 62% were in favour of encouragement to use local transport links
- 61% were in favour of the introduction of double yellow lines in some areas
- 52% were in favour of shorter on-street parking times to improve parking flow
- 42% were in favour of a greater uniformed warden presence in the street.



Base: All respondents (525~542)

The main differences were observed when comparing the proportions of respondents who are against the initiatives in different areas, in particular when comparing Urban 1 residents with other residents:

- Urban 1 (43%) and Rural 1 residents (42%) were significantly more likely than Urban 2 residents (14%) to be against a greater uniformed warden presence
- Urban 1 residents (21%) were significantly more likely than Urban 2 residents (3%) to be against fines for illegal parking
- Urban 1 residents (18%) were significantly more likely than Urban 2 residents (3%) to be against designated on-street parking zones

The data is shown on the following table:

% Against	Urban 1	Urban 2	Rural 1	Rural 2
Encouragement to use existing car parks	8%	-	2%	6%
Fines for illegal parking	21%	3%	18%	10%
Introduction of on-street parking zones	18%	3%	12%	12%
Encouragement to use local transport	12%	10%	16%	18%
Double yellow lines in some areas	23%	9%	18%	22%
Shorter on-street parking times	30%	24%	24%	29%
Uniformed warden presence in the street	43%	14%	42%	26%

9 CULTURAL AND RECREATIONAL ACTIVITIES

9.1 Introduction

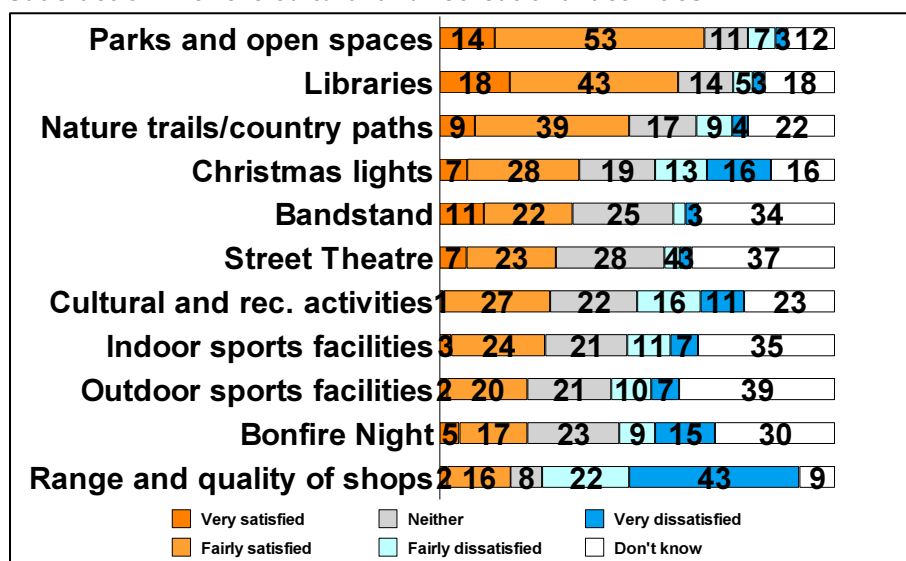
This section looks at satisfaction with cultural and recreational activities, facilities and events on offer in the District. It also looks at satisfaction with the range of entertainment offered at the Artrix Centre and charging for the Bonfire Night.

9.2 Attitudes towards the cultural and recreational activities in the District

Residents were asked how satisfied or dissatisfied they are with some of the cultural and recreational activities, facilities and events. The findings were mixed:

- 67% were satisfied with parks and open spaces (11% dissatisfied)
- 61% were satisfied with the libraries (7% dissatisfied)
- 48% were satisfied with nature trails and country paths (13% dissatisfied)
- 35% were satisfied with the Christmas lights (30% dissatisfied)
- 34% were satisfied with the bandstand (7% dissatisfied)
- 29% were satisfied with street theatre (6% dissatisfied)
- 26% were satisfied with indoor sports facilities (17% dissatisfied)
- 23% were satisfied with the bonfire night (24% dissatisfied)
- 22% were satisfied with outdoor sports facilities (17% dissatisfied)
- 18% were satisfied with the range and quality of shops (65% dissatisfied)
- 28% were satisfied with cultural and recreational facilities overall (27% dissatisfied).

Satisfaction with the cultural and recreational activities



Base: All respondents (548~571)

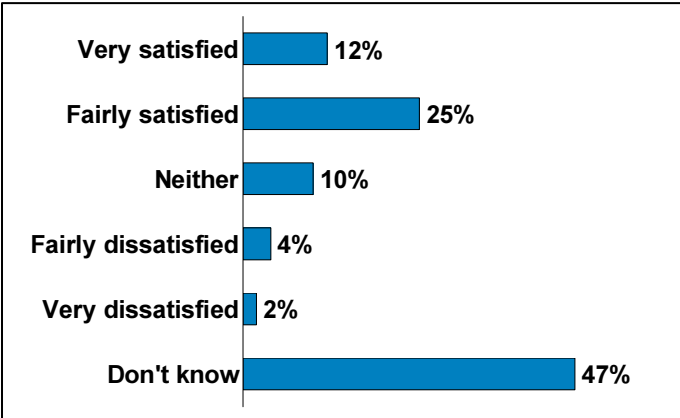
The table below shows the proportion of people satisfied with each element split by area. We have colour coded the area with the highest satisfaction (green) and the lowest satisfaction (red). As the table shows, those in Urban 2 were generally less positive about cultural and recreational facilities activities and events than those who live in other areas.

% Satisfied	Urban 1	Urban 2	Rural 1	Rural 2
Parks and open spaces	73%	43%	61%	60%
Libraries	62%	52%	59%	66%
Nature trails and country paths	50%	35%	61%	43%
Christmas lights	36%	16%	41%	43%
Bandstand	39%	8%	22%	32%
Street theatre	36%	7%	18%	21%
Indoor sports facilities	27%	16%	29%	34%
Bonfire night	22%	30%	18%	21%
Outdoor sports facilities	21%	27%	21%	27%
Range and quality of shops	11%	23%	41%	38%
Cultural and recreational facilities overall	27%	21%	34%	35%

9.3 The entertainment available at the Artrix Centre

Respondents were then asked specifically whether they were satisfied or dissatisfied with the range of entertainment offered at the Artrix Centre. 37% said that they were satisfied, while 6% were dissatisfied and 47% did not know.

Satisfaction with the entertainment offered at Bromsgrove’s Artrix Centre



Base: All respondents (593)

Responses were most positive from Urban 1 residents (47%), while 84% of Urban 2 residents chose the 'Don't know' option.

9.4 The Bonfire Night in Bromsgrove

Residents were told that the Council took the decision to charge residents to attend the Bonfire night as a result of feedback, and were asked whether or not charging should continue. The results were very mixed; 34% said that charging should continue, 31% said that charging should not continue and 34% had no opinion.

10 CORPORATE

10.1 Introduction

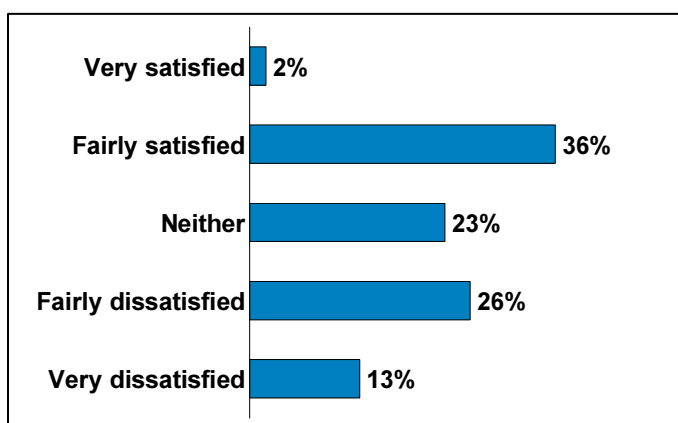
At the end of the survey, a number of general questions relating to corporate issues were included. This section of the report looks at the findings to these questions on how much understanding the respondents have of the choices that the Council has to make, overall satisfaction with the Council, the extent to which residents feel that they can influence decision making and whether or not they know who their ward Councillor is.

10.2 The Council

17% of the sample said that they had a full understanding of the choices that the Council has to make, 70% said that they had some understanding and 13% said that they had no understanding.

Overall, 38% were satisfied with the way that the Council runs things, 23% were neither satisfied nor dissatisfied and 39% were dissatisfied.

Satisfaction with the way the Council runs things



Base: All respondents (602)

Generally speaking, those people who live in Urban 1 were less likely to be satisfied (31%) than those who live in Urban 2 (50%), Rural 1 (50%) or Rural 2 (54%). The data is shown in the table below.

% Satisfied	Urban 1	Urban 2	Rural 1	Rural 2
Very satisfied	1%	8%	3%	5%
Fairly satisfied	30%	42%	47%	48%
Neither	22%	28%	19%	25%
Fairly dissatisfied	30%	13%	28%	16%
Very dissatisfied	16%	9%	3%	5%

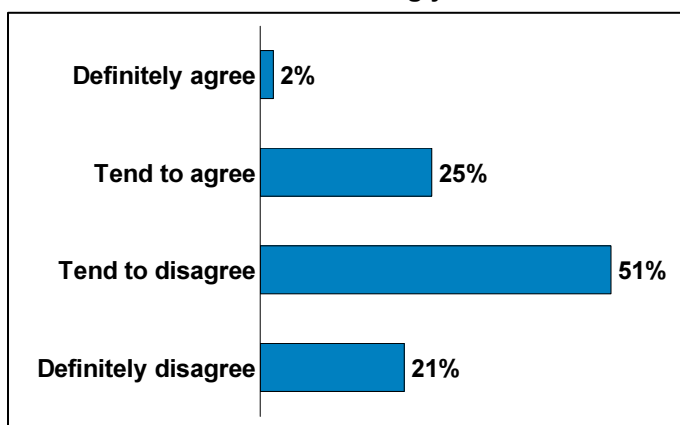
There was also some indication that those who read a local paper are less likely to be satisfied with the Council overall than those who do not. 47% of those who read a local paper less frequently than most weeks were satisfied with the Council overall. This

compares to 36% of those who read a local paper most days being satisfied, 35% of those who read a local paper once or twice a week and 34% of those who read a paper most weeks.

10.3 Local democracy

Just over a quarter of the sample (28%) agreed that they could influence decisions affecting their local area, while 72% disagreed. Those who were dissatisfied with the Council overall were significantly more likely to disagree (92%) than those who were satisfied with the Council overall (48%).

To what extent do you agree or disagree that you can influence decisions affecting your local area?



Base: All respondents (578)

The findings for the different areas are shown below, and suggest that those in Rural 2 (40%) and Urban 2 (38%) are more likely than those in Rural 1 (28%) and Urban 1 (23%) to agree that they can influence decisions affecting their local area.

Influence decisions affecting your local area	Urban 1	Urban 2	Rural 1	Rural 2
Definitely agree	3%	1%	1%	4%
Tend to agree	21%	36%	26%	36%
Tend to disagree	55%	41%	49%	44%
Definitely disagree	22%	22%	24%	16%

4 in 10 respondents knew who their Ward Councillor was. The main differences between subgroups were observed when comparing age groups, with 18% of 18-34 year olds, 29% of 35-54 year olds, 49% of 55-74 year olds and 53% of those aged 75 or over knowing who their ward Councillor is.

11 CONCLUSIONS

11.1 Introduction

The client will have their own interpretation of the data and will be able to put it in the context of other anecdotal, operation and performance indicator to help give a broader picture of the findings. We have identified a number of thoughts below.

11.2 Priorities

There were high proportions of respondents saying that they did not know how satisfied or dissatisfied they are with the Council's performance in meeting their priorities. Whilst we might expect this to be the case (as they are strategic in nature, and many residents may not be familiar with them), the Council should look towards increasing awareness of the smaller 'tactical' or operational schemes that are being implemented to make improvements.

Also, there were high proportions of dissatisfaction with the Council's performance in meeting these priorities. Again, this is to be expected- the Council should be focussing on areas that are weaker- but it is important to note that this survey sets a benchmark, and that the Council should look for improved results in future waves.

The Council has selected the priorities for good reason. The fact that 38% of respondents said that if they could replace one of the priorities, it would be Increasing the availability of affordable housing, is not necessarily sufficient justification for doing so. Some of the Council's priorities and responsibilities are focussed towards smaller, more vulnerable groups of the population, and so a populist approach to setting priorities is not necessarily a sensible one.

Instead the Council should communicate the reasons why increasing affordable housing is important and also focus less public attention on what it is doing in this area- instead communications should focus on the issues that resident think are more important or relevant to them; such as the work that is being undertaken to improve the quality of life of older people.

11.3 Contact with the Council

Those contacting the Council to register a complaint were less satisfied than those who contacted the Council for other reasons. This may be due to the outcome as opposed to the way that the complaint was handled. It is important that staff who handle complaints are fully trained and able to clearly communicate how complaints are being dealt with, when they will be resolved and how the complaints process works. If deemed appropriate the Council may wish to review the complaints policy to enable more complaints to be escalated so that those making a complaint feel that it is being dealt with and can expect some sort of outcome.

The main problems that people experience when contacting or being contacted by the Council were; No reply to a voicemail (29%) and no response to a letter (27%). Again, staff training should focus on the importance of responding to contact from residents; this should be implemented in all teams- not just those that work in call centres or in other frontline roles

The Council has scheduled a series of focus groups on customer access, and the findings from the customer access questions in this survey could be further explored when these are undertaken.

11.4 Council communications

Outward communications in the form of the Council Tax leaflet and Together Bromsgrove were received by the majority, and were generally considered useful. The website, as a more passive form of communication did not reach as many respondents- although it should be noted that the sample was predominantly made up of older respondents who may not turn to the internet as their first point of call for information. Despite this, the majority of those that had used the website were satisfied with it.

11.5 Street scene and waste management

Appendix 1 contains the data from the previous survey, and shows a slight improvement in satisfaction with the waste collection service.

The findings here were generally positive, however, residents typically feel that waste services are a core responsibility of a Council, and improvements are normally welcomed. In particular, attention should be paid to ensuring that debris is not left on the street, and also communicating the reason behind the frequency of collections.

The decision to charge for green waste collection appears to be an unpopular one- however, it is worth noting that the question was asked outside of the context of other budget decisions that the council makes. It is important that those who do use the green waste collection service are clearly explained the reasons for the decisions to introduce charging.

11.6 Bromsgrove Town Centre

This section of the survey included questions on a very particular area of the District, and it was unsurprising to find a high proportion of 'Don't know / No opinion' responses, and that views of residents varied depending on where they live.

Generally speaking respondents appeared supportive of the plans to improve traffic safety- but again there were significant differences between residents from different areas that should be taken into account before making any final decisions. Even if 95% of residents were in favour of, for example, on-street parking zones, there may still be 5% against, whose views need to be carefully considered.

11.7 Cultural and recreational activities

The findings suggested low satisfaction ratings among residents in the Urban 2 area. It is possible that some activities could tour the area, and that more could be done to improve access to or awareness of the activities that are available in the area.

11.8 Corporate

Overall satisfaction with the authority is low at 38%, but shows a slight improvement compared to 2007, (Appendix 1). The survey found that those who were dissatisfied with the authority overall were consistently less satisfied and less positive about elements of the service provided. However, further analysis of the data is possible to try

to explore where the differences are the greatest. This will help to identify some of the key drivers of satisfaction.

The new Place Survey will be focusing more on satisfaction with the area as opposed to satisfaction with the local authority, however it will be interesting to continue asking this question in future waves to track how perceptions of the authority are changing.

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APPENDIX 2

HISTORICAL BENCHMARKING

Satisfaction with the Council's performance against priorities				
	2008	2007	2008	2007
	% Positive	% Positive	% Negative	% Negative
Clean Streets and Recycling (2008)	46	30	38	36
Clean District (2007)				
Improving customer service	32	36	21	19
Sense of community	27	n/a	38	n/a
Increased availability of housing	18	27	16	17
Regenerating Bromsgrove town centre	12	18	50	39

Satisfaction with contacting the Council				
	2008	2007	2008	2007
	% Positive	% Positive	% Negative	% Negative
How easy it was to contact the Council	83	54	10	15

Would you recommend the Customer Service Centre to a friend?		
	2008	2007
Yes	73%	72%
No	11%	28%
Don't know	15%	n/a

How often do you visit www.bromsgrove.gov.uk?		
	2008	2007
Daily	0%	0%
At least once a week	1%	1%
Once per week	0%	n/a
Once per fortnight	1%	1%
Once a month	5%	7%
Once every 6 months	10%	16%
Once a year	9%	8%
Less often	12%	8%
Never	63%	59%

What prompted you to use the Council's website?		
	2008	2007
Info. about the local area	52%	34%
Info. About the Council/services	51%	51%
To make a request for a service	18%	18%
To make a complaint/compliment	18%	10%
Nothing in particular	8%	n/a
To make an application	8%	6%
To pay a bill	8%	n/a
To chase progress on a query	6%	10%
To book facilities or events	3%	1%
To apply for grants or benefits	2%	1%
Can't remember	1%	n/a
Other	7%	20%

How useful did you find Together Bromsgrove?		
	2008	2007
Very useful	11%	4%
Useful	50%	37%
Neither	24%	19%
Not useful	9%	7%
Not at all useful	6%	2%
Did not read/receive	n/a	32%

How useful did you find the Council Tax Leaflet?		
	2008	2007
Very useful	6%	3%
Useful	49%	48%
Neither	32%	23%
Not useful	8%	4%
Not at all useful	5%	2%
Did not read/receive	n/a	20%

How satisfied or dissatisfied are you with the refuse collection service in general?		
	2008	2007
Very satisfied	29%	27%
Fairly satisfied	42%	41%
Neither	5%	6%
Fairly dissatisfied	15%	18%
Very dissatisfied	9%	7%

Satisfaction with entertainment offered at Bromsgrove's Artrix Centre		
	2008	2007
Very satisfied	12%	13%
Fairly satisfied	25%	33%
Neither	10%	47%
Fairly dissatisfied	4%	4%
Very dissatisfied	2%	2%
Don't know	47%	n/a

Satisfaction with cultural and recreational activities				
	2008	2007	2008	2007
	% Positive	% Positive	% Negative	% Negative
Parks and Open spaces	67	71	10	7
Libraries	61	69	8	6
Nature trails/country paths	48	60	13	8
Christmas Lights	35	49	29	9
Bandstand	33	36	5	3
Street Theatre	30	32	7	2
Cultural & rec. activities	28	n/a	27	n/a
Indoor sports facilities	27	34	18	12
Outdoor sports facilities	22	26	17	12
Bonfire Night	22	36	24	5
Range and Quality of Shops	18	n/a	65	n/a

Satisfaction with the way the Council runs things		
	2008	2007
Very satisfied	2%	2%
Fairly satisfied	36%	34%
Neither	23%	36%
Fairly dissatisfied	26%	19%
Very dissatisfied	13%	9%

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APPENDIX 3

RESIDENTS' COMMENTS

Q3. And which of the following would you like to replace it with? - Other

"A fairer focus on Rubery."

"Auditing and streamlining council activities to cut waste and mismanagement - invest to save."

"Better recreational facilities and road repairs in areas such as Wythal, which seems to be totally ignored."

"Better waste disposal/recycling collection, including green collection all year."

"Bromsgrove Centre has had enough, Hollywood hasn't even got a park."

"Condition of streets."

"Congestion and roadworks sharing."

"Consideration for outlying areas who seem to be neglected areas on boundary."

"Council should be more cost effective and listen to Bromsgrove resident needs."

"Decrease car park charges."

"Developing Hagley."

"Developing social/sporting venues."

"Don't want to replace it, current one is good."

"Double efforts on town regeneration."

"Encouraging business and employment opportunity."

"Encouraging business back into Bromsgrove."

"Encouraging shopping and parking/market town."

"Focus more on regenerating town centre and transport links."

"Free green waste bin (garden)."

"Getting some new shops in High Street (its nearly dead)."

"Greater evidence of council activity in my area."

"Highway maintenance."

"Improve on the other four, especially bin collections, clean streets."

"Improve public transport, including parking at train station."

"Improved Birmingham transport links."

"Improved public transport from Alvechurch to Bromsgrove and sack the manager in charge of car parking charges."

"Improving common areas, e.g. cut grass before it gets too long. Bromsgrove would never get a 'best kept town' award."

"Improving infrastructure, congestion, etc., then can increase housing."

"Improving road surfaces."

"Improving roads in rural areas."

"Improving the quality of life of younger people."

"Increase bus service, i.e., evenings during week."

"Increasing access for young people to sports/leisure facilities."

"Increasing availability of places at Fristall First School."

"Making recycling more user friendly and more bin collections."

"More accommodation ready for homeless people."

"More attention to upkeep of highways."

"More facilities for youths."

"More green space areas."

"No good shops left, rent is too high, nothing appeals to bring in visitors."

"None."

"Opening more subjects to discussion, before action."

"Parking issues."

"Pride in the town."

"Problem people in nice areas."

"Providing activities/supervision centres, etc for local youths."

"Providing better value for money."

"Recycling very limited."

"Reducing bureaucracy and expenditure."

"Remove car parking fees."

"Repairing roads and pavements."

"Return Bromsgrove to be a quality town that it used to be."

"Road maintenance."

"Roads (quality/layout) and parking (costs)."

"Roads/footpath maintenance."

"Separate sense of community into two categories, tackling crime and ASB, and improving facilities for children and young people."

"Something for children and young people."

"Sorting out crime. Dealing with young drivers zooming around town."

"Staff that offer excellent performance for less money, starting at the top."

"State of the roads, i.e. Holes."

"Tidy up green areas, i.e. decent grass cutting."

"Vastly improve road surfaces, remove litter from rural lanes. These lanes flood too easily due to blocked ditches and drains."

"We want better amenities."

Q6. What was the main reason that you last contacted the Council?

"About Council Tax."

"Because my new bus pass, hadn't arrived."

"Bin collection."

"Bus pass, upset no longer have car pass; 2008 stopped."

"Bus pass."

"Bus pass."

"Bus pass."

"Change of address."

"Chase up bus pass."

"Condition of roads in Hagley."

"Council Tax enquiry."

"Enquire about garage door."

"Enquire why rubbish not collected."

"For bus pass beginning March. They lost my photo, I have sent another and am still waiting."

"Get travel pass."

"Highways regarding overgrown embankment."

"House move, Council Tax."

"I wrote to ask why all the tenants in Beacon Close had tarmac drives and I had not."

"Inform of change of tenancy in flat."

"Light repair."

"Local tip, could not get access."

"Locked out."

"My bin was missed being emptied."

"My recycle boxes were stolen from the curb side, I needed replacements."

"New bus pass for 60 plus."

"No reply to letter."

"Pest control."

"Re: Council Tax."

"Recycling collections."

"Regarding accommodation for myself as I am recently in Hamilton House, which has closed down."

"Removal of white goods."

"Renew car park permit."

"Repair request."

"Repair work to drains."

"Repairs."

"Replacement bus pass."

"Replacement of recycling bin."

"Report broken road furniture."

"Report road defect."

"Request for repairs."

"Request grey bin collection, which had been forgotten!"

"Request of wheelie bin."

"Request replacement and recycling box."

"Request replacement grey bins as ours was broken."

"Rubbish lying in verges, dog dirt on pavements, needle in verge and manhole still broken."

"Terminate allotment lease."

"To advise of a plague of rats in a nearby field."

"To apply for bus pass."

"To ask about the Council Tax on my father's house after he died."

"To ask for a new green bin lid."

"To ask when I would get my bus pass (May 2008)."

"To collect a new household waste permit."

"To consult a tree officer."

"To draw attention to consistent dangerous parking on New Road."

"To enquire about rubbish removed from back of my house."

"To get new bus pass which had not arrived when my husband's did."

"To have our green bin removed, we do not wish to pay."

"To inform you that my mother had passed away."

"To make a payment and order recycling boxes."

"To make a payment and septic tank emptying."

"To obtain O.A.P. £30/year parking pass."

"To obtain refund of council tax."

"To pay the 12 month car park."

"To provide information required."

"To query council tax bill."

"To register a complaint and report pot holes in road."

"To renew the blue badge."

"To repair the road, Bromsgrove Road, Romsley."

"To report change of circumstances."

"To request additional recycling bins."

"To request information & I phoned the environment dept., re: a gypsy development in Billesley Lane."

"To request new recycling boxes."

"To request new wheelie bin."

"To resist an unjust parking charge (accepted)."

"To sort out a change in Council Tax."

"To speak to allotment officer."

"To try to re-new my £30 parking concession expired on 5th March 08 - not allowed."

Q8. How would you prefer to contact the Council

"Any way that is convenient for me, so any of the above."

"Depends on circumstances."

"Depends on reason for contacting. Could be any of 5."

"Free phone."

"No preference as long as there is a speedy response."

"Not bother at all, waste of time."

"Not bothered."

"Wouldn't really."

Q15 Can you remember experiencing any of the following problems when contacting or being contacted by the council? - Other

"Answering telephone within 6 rings isn't satisfactory, when get a recorded message saying ""all our operators are busy"" for a further 5 mins."

"Assessed as eligible for small grey wheelie bin, but never received one despite repeat requests."

"Being as we only have a phone (have no website or email) the few times of contact has been satisfactory."

"Being hung up on three times."

"Being passed around until getting the right contact."

"Blind, problems all around, especially when needing to go to office although staff good. (See questionnaire)."

"Can't comment."

"Complaint was registered, but no feedback."

"Council representative couldn't give a damn about my query."

"Dispute over hedgerow."

"Getting a good response from various officers in the Council."

"Getting through to the correct member of staff."

"Had no problems."

"Have had no need to contact the Council."

"Have not contacted the Council and therefore, do not know."

"Having spoken to the correct person and action agreed nothing happens, so had to call again and again."

"I have no problems in dealing with the Council."

"Insurance claims against Council for damage caused, not dealt with in proper manner."

"It took the Council Revenues Dept. eight weeks to deal with the letter."

"Lack of information and very poor excuses."

"Never contact the Council."

"No problem."

"No problems whatsoever."

"No problems."

"No reason for contact."

"No response to complaint."

"Not being able to speak to person to deal with my complaint."

"Not being able to speak to the department I want."

"Not contacted the Council."

"Not even letting me know they had lost my photo for my bus pass."

"Not having phone calls returned, having spoken to someone who is supposed to pass a message on to relevant person."

"Not helpful at all."

"Not replying to letter I sent."

"Not sending me my travel permit."

"Not used."

"Our grey bin went missing. Rang the Council and was told we would have one the next day, four phone calls and three weeks later it arrived."

"People to speak clearly on phone, I have a hearing problem."

"Person never called back when said they would."

"Promised a response to a complaint by a manager, still waiting after three months."

"Promises of a response not being followed."

"Too many Customer Service staff on leave in Easter holidays week, resulting in long wait at Customer Service Centre."

"Two application forms (both different) lost in system."

"Unsatisfactory response."

"Very rarely contact the Council."

"We live fifteen miles away, no bus service."

"Website never seems to have the information I require, or it is there but I don't know where to look?"

"When changing address filled out an electoral form, even an idiot would have understood. Still missed voting, could vote in my old address."

Q17 If you have visited the Council's website in the last year, what prompted you to use it? - Other

"Check progress of planning application."

"Check recycling dates."

"Checking right of way and requesting action and job search."

"Jobs available and advice on bonfires."

"Jobs."

"Jobs."

"Pay 12 month car park fee."

"Planning issues and the Council's meeting minutes."

"Planning, local bonfire restrictions."

"Response to council survey on recycling."

"To view jobs."

Q31. If you are dissatisfied with the refuse collection service, please indicate whether you have ever experienced any of the following issues with your refuse collections – Other

"7 a.m. on Saturdays!"

"Appalling service for both grey and green bin collection."

"Bin collections can be a day or more late."

"Bins and boxes left blocking pavement and driveways."

"Bins are always left haphazardly on footpaths causing extreme life threatening situations for the elderly, disabled and young children."

"Bins are not left outside my property, always left further up the road and not even left tidily or with consideration for other path users."

"Bins are not left outside your house."

"Bins collected after 4 p.m. and not always on the correct day. You never know why or when."

"Bins left all over the place. White marks painted on bins and I do not know why."

"Bins left because not exactly in right place. We are not encouraged to recycle by charging us and give small boxes, emptied fortnightly."

"Bins left far away from property or blocking driveways."

"Bins missed on more than 15 occasions - we give up! My husband takes waste to commercial bins himself. Any chance of reduction in Council Tax?"

"Bins routinely left obstructing the pavement, hazard for motorized buggy users and mothers with small children. If a car is parked on the pavement, I understand it is an offence. What about bins?"

"Blocked pavements, having to walk in road but advised that the Council have insurances in case we are injured."

"Boxes are no good on windy days, have to keep putting boxes back, they blow over. When at work all day this causes recycling to be blown around."

"Boxes are not big enough."

"Boxes frequently broken and scattered around the street by the bin men."

"Boxes not big enough (consider small bins)."

"Boxes not big enough, need more boxes."

"Broken boxes (council damage) are not replaced."

"Completely unreliable, kerbside bins and boxes obstruct pavement."

"Difficulty putting out heavy bins when ill or infirm."

"Grey bins and boxes STINK in warm weather."

"Have not been issued with a wheelie bin, birds frequently getting into black bin bags."

"I am not offered any recycling service, refuse only permitted to be 'household' waste. No definition given. Refuse left without explanation at the time."

"I do not appreciate walking up and down the length of our road looking for our bin."

"I have two people in this house using incontinence pads, so the bins smell awful at the end of two weeks, even if wrapped up."

"I live next to bin cupboards, we have flies and it smells."

"I take all my own waste to the tip - we live too far from the end of the lane where the collection takes place. Bins are now making all areas look scruffy."

"If bin is a little overfilled, not emptied at all, so yet another two weeks to wait."

"If windy, empty boxes and bins being blown I road could cause an accident."

"Insufficient recycling, no cardboard, metal, etc."

"Introduction of green bin fee is disgraceful."

"Lorries block the road and don't pull over so you can pass."

"Losing the green bin collection within Council Tax payment."

"Need back door collection, bins on pavement are a hazard for wheelchairs, pushchairs, blind people, etc."

"Neighbours putting out waste the day before collection and local children spreading it around the area. Also, some neighbours not collecting their bins/boxes for anything from a few days to a week."

"No chance to recycle as there is no collection."

"No consistency with collections."

"No opportunity to recycle."

"Often away meaning bin left out drawing attention to an empty house."

"Operatives sometimes do not return bin. I am registered for assistance."

"Other people's wheelie bins left in my drive."

"Papers left in bottom of red box."

"Recycle bins for paper, tins and plastic, etc., are not big enough. Also, our driveway is on a slope so when it's windy the bins are blown down the driveway to the road."

"Recycle capable items being left behind!"

"Recycling boxes not big enough."

"Recycling should be weekly."

"Selective operators who decide what to collect and what not to collect."

"The bins advertise that they take textiles, but textiles left behind."

"The recycle bins are inadequate & unwieldy. Our drive is over 50 metres long & because we are conscientious at recycling, we have 8 boxes to manoeuvre. This is ergonomically unsafe, need wheelie bin."

"They leave stuff behind."

"This service is generally very poor, it needs dynamic improvement."

"Too fussy about what is recycled and don't take enough."

"When my bins were not collected I was unable to speak to anyone about it, my phone calls were not returned and rubbish was not collected, which meant 1 month before collection. This is not acceptable."

Appendix 4 - Comparison of results received from random sample and self selecting Equalities and Diversity Forum / Disabled Users Group

NB:

Group A = Those from the Random sample (611 responses in total)

Group B = Those from the E&D Forum and DUG (11 responses in total)

Council priorities

Q1. Those from group A were generally less satisfied than those from group B in terms of the council's performance in delivering on its priorities:

Satisfaction with priorities	% Satisfied	
	GROUP A	GROUP B
Regenerating Bromsgrove town centre	12%	45%
Increased availability of affordable housing	18%	36%
Improving customer service	31%	55%
Sense of community	26%	27%
Clean streets and recycling	46%	55%

Q2. Both Groups were most keen to replace Increased Availability of Housing as a priority.

Priority Replacement	% Keen to replace as a priority	
	GROUP A	GROUP B
Increased Availability of Housing	37%	50%
Regenerating Bromsgrove town centre	26%	10%
Improving customer service	19%	30%
Sense of community	11%	-
Clean streets and recycling	7%	10%

Q3. Both groups were most keen to introduce 'Improving older people's quality of life' as a priority.

Replaced with...	% who would replace it with the following	
	GROUP A	GROUP B
Improving older peoples quality of life	45%	70%
Greater focus on rural issues	17%	-
Redeveloping the Longbridge site	11%	10%
Reducing carbon emission	8%	10%
Encouraging biodiversity/conservation	7%	10%
Other	12%	-

Customer Access

Q4. 62% of people in Group A had contacted the Council in the last 12 months in comparison to 73% of Group B

Q5. Of those who had contacted the Council in the last 12 months, the majority of both Groups had contacted them over the phone, with 57% of people in both groups using this method.

Q6. Reasons for contacting the Council for those who had made contact from Group A and B.

	% of people contacting for this reason	
	GROUP A	GROUP B
To request information	27%	25%
To register a complaint	24%	25%
To make an application	16%	13%
To make a payment	7%	-
To apply for grants or benefits	5%	25%
Other	22%	13%

Q7. Satisfaction with aspects of Council contact fro Groups A and B:

	% Satisfied	
	GROUP A	GROUP B
How easy it was to contact the Council	83%	88%
How easy it was to get hold of the right person	70%	88%
The helpfulness of the staff that dealt enquiry	77%	88%
The ability of staff to deal with enquiry	70%	88%
The final outcome	63%	63%

Q8. Both groups preferred to contact the Council over the phone

Preferred Contact Method	%	
	GROUP A	GROUP B
By phone	63%	40%
In person	19%	30%
By Email	10%	10%
By Letter	3%	20%
Through the website	3%	-
Other	1%	-

Q9. Those from Group A generally thought calls should be answered within 20 seconds whereas those from Group B were less demanding:

Acceptable length of time for calls to be answered	%	
	GROUP A	GROUP B
Should be answered immediately	7%	9%
Answered within 20 seconds	48%	18%
Answered within 35 seconds	28%	45%
Answered within a minute	10%	18%
Don't know/No opinion	7%	9%

Q10. Those from Group A were significantly less likely than those from Group B to have visited the Council's Customer Service Centre in Bromsgrove with 31% of Group A saying they had visited the CSC compared to 91% of Group B.

Q11 Those in Group A and Group B who had visited the Customer Service Centre, were asked to rate the following factors of the CSC:

	% Positive	
	Group A	Group B
Availability of parking	55%	50%
Size of parking spaces	46%	50%
Provision of ramps	37%	56%
Ease of getting up the steps	47%	40%
Lighting	52%	70%
Availability of a hearing loop	20%	20%
Height of counters	48%	60%
Signs and display materials	49%	50%
Ease of getting through the doors	61%	60%

Q12. Of those who had visited the CSC the number of those who would recommend the centre to a friend were similar in both groups, with 73% in Group A saying that they would recommend the CSC and 70% in Group B.

Q13. 19% of respondents in Group A were aware of the Council's customer standards in comparison to 50% of those in Group B

Q14. Of those who were aware of the Council's Customer Standards, the satisfaction for the standards being met is shown below

	% Satisfied	
	GROUP A	GROUP B
Respond to customer letter within 10 working days	18%	55%
Acknowledge customer complaints within 3 working days	13%	64%
Provide a full response to customer complaints within 10 working days	12%	55%
Respond to emails within 5 working days	8%	55%
Answer the telephone within 6 rings	35%	45%
Respond to voicemail messages within 2 days	8%	45%
Be polite at all times customers' needs	51%	91%
Ensure that services/offices/info. are as accessible as possible	33%	64%
Ensure a senior officer attends at least 85% of PACT meetings	12%	45%

Q15. Negative experiences when being contacted by the Council:

	% Experienced	
	GROUP A	GROUP B
No reply to a voicemail	28%	43%
No response to a letter	27%	14%
Not getting through to the CS centre	24%	71%
Receiving a letter you didn't understand	18%	43%
Unable to get to the CS centre	16%	14%
Unable to afford the phone call	7%	14%
Unable to leave a message on the website	7%	14%
Other	26%	14%

Council Communications

Q16. The majority of both groups of respondents had never visited the Council's website

Frequency of visit to website	%	
	GROUP A	GROUP B
Daily	-	9%
At least once a week	1%	-
Once per week	0%	-
Once per fortnight	1%	9%
Once a month	5%	-
Once every 6 months	10%	18%
Once a year	9%	-
Less often	12%	9%
Never	63%	55%

Q17-19. Not enough members of either group had visited the website enough for it to be viable to analyse these three questions.

Q20. 61% of those in Group A had said they had remembered receiving the Together Bromsgrove magazine in comparison to 82% of those in Group B

Q21. Of those who had remembered receiving the magazine, 100% of Group B members gave a positive response towards it and 61% of Group A.

Q22. Of those in Group A, 80% had remembered receiving the Council Tax leaflet and 91% of those in Group B

Q23. A higher proportion of members of Group B than those in Group A gave a positive response in relation to whether or not the Council Tax Leaflet was useful.

- 55% of Group A gave a positive response
- 80% of Group B gave a positive response

Q24. Those in Group A (34%) were less likely than those in Group B (73%) to say that the local press influenced their view of the Council

Street scene and Waste Management Services

Q25. For Group A, 58% were satisfied with the cleanliness of their street this is lower than Group B (73%).

Q26. Of those in Group A, 53% were satisfied with the areas of public open space within the District area are clean and 64% in Group B

Q27. In terms of fly tipping in the local area being a problem, the results from both groups were broadly similar: 22% of Group A had a negative opinion and 27% of Group B had a negative opinion.

Q28. 6% of Group A had a positive view on the promptness of fly-tipping being removed when reported, compared to 18% of Group B

Q29. The majority of both groups were strongly against the idea of paying a fee to continue using the free waste collection service with only 4% positive in group A and 9% positive in group B.

Opinion on waste collection service charges	%	
	GROUP A	GROUP B
Strongly in Favour	1%	-
In favour	3%	9%
No opinion	3%	-
Against	12%	27%
Strongly Against	79%	64%
Don't know	2%	-

Q30. Both groups were satisfied with the refuse collection service in general with 71% of Group A being satisfied and 73% of Group B.

Q31. The number of respondents from Group B that answered this question were not significant enough in order to analyse this question.

Bromsgrove Town Centre

Q32. The number of people satisfied with the leisure facilities on offer in Bromsgrove Town Centre was higher in Group A (20%) than in Group B (9%).

Q33. 25% of Group A and 18% of Group B were satisfied with the transport links to and from the town centre

Q34. The differences in the ways that Group A and B responded to the proposals for parking enforcement are shown below:

	% In favour	
	GROUP A	GROUP B
Greater uniformed warden street presence	42%	55%
Fines for illegal parking	70%	64%
Designated on-street parking zones	68%	82%
Bring in double yellow lines	61%	50%

Encouragement to use car parks	81%	90%
Encouragement to use local transport links	62%	100%
Shorter on-street parking times	53%	50%

Cultural and Recreational Activities

Q35.

	% Satisfied	
	GROUP A	GROUP B
Outdoor sports facilities	22%	9%
Indoor sports facilities	26%	27%
Nature trails/country paths	49%	20%
Parks and open spaces	66%	73%
Libraries	61%	80%
Bonfire night	22%	45%
Street Theatre	29%	36%
Bandstand	33%	45%
Christmas Lights	35%	45%
Range and quality of shops	18%	0%
Cultural and rec. activities	28%	18%

Q36. 55% of Group B and 36% of Group A were satisfied with the overall range of entertainment offered at Bromsgrove's Artrix Centre

Q37. 34% of Group A and 36% of Group B said they would be prepared to see charging continue at the annual bonfire event night.

Finally

Q38. In terms of the respondents understanding of the choices the Council has to make, members of Group B had a marginally better understanding than Group A with 27% against 17%. The majority of both groups had some understanding of the Council's choices.

Q39. Overall, 55% of members of Group B were satisfied with the way the Council runs things, this was less in Group A with 38% being satisfied.

Q40. Those in Group A were less likely than those in Group B to believe that they could influence decisions affecting their local area

- 27% of Group A were positive
- 55% of Group B were positive

Q41. Members of Group A were less likely than those in Group B to know who their Ward Councillor was

- 39% in Group A said they knew
- 55% in Group B said they knew

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BROMSGROVE DISTRICT COUNCIL

PERFORMANCE MANAGEMENT BOARD

19 AUGUST 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 (Customer Satisfaction).</p> <p>Housing Inspection Report and Updated Inspection Action Plan.</p> <p>Local Neighbourhood Partnerships</p> <p>Community Strategy/LSP Performance Update</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>Housing Strategy Action Plan Update (moved from August) and Annual BDHT Performance Report (moved from January 2009).</p> <p>CPA Self Assessment</p> <p>Performance Management Strategy</p> <p>Spatial Project Monitoring Report.</p>

	PMB Work Programme
21 Oct 08	<p>Period 5 08/09 Performance Report</p> <p>Period 5 08/09 Improvement Plan Mark 3 progress report</p> <p>Concessionary Parking for Over 60s.</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>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>Staff Survey Results (moved from September)</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>

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