



BROMSGROVE DISTRICT COUNCIL

MEETING OF THE PERFORMANCE MANAGEMENT BOARD

TUESDAY, 16TH DECEMBER 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, Mrs. A. E. Doyle and E. J. Murray

AGENDA

1. To receive apologies for absence
2. Declarations of Interest
3. To confirm the accuracy of the minutes of the meeting of the Performance Management Board held on 18th November 2008 (Pages 1 - 4)
4. Artrix Performance Report (Pages 5 - 30)
5. Spatial Project Benefits (Pages 31 - 34)
6. Sickness Absence (Pages 35 - 64)
7. Performance Report (October 2008) (Pages 65 - 82)
8. Six Monthly Review of Estimated Outturn (Pages 83 - 110)
9. Improvement Plan Exception Report (October 2008) (Pages 111 - 132)
10. Work Programme 2008/2009 (Pages 133 - 140)
11. To consider any other business, details of which have been notified to the Head of Legal, Equalities and Democratic Services prior to the commencement of the meeting and which the Chairman, by reason of special

circumstances, considers to be of so urgent a nature that it cannot wait until the next meeting

K. DICKS
Chief Executive

The Council House
Burcot Lane
BROMSGROVE
Worcestershire
B60 1AA

5th December 2008

Agenda Item 3

BROMSGROVE DISTRICT COUNCIL

MEETING OF THE PERFORMANCE MANAGEMENT BOARD

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

PRESENT: Councillors Mrs. M. Bunker, Miss D. H. Campbell JP, S. R. Colella and Mrs. A. E. Doyle

Officers: Mr. T. Beirne, Mr. H. Bennett, Ms. J. Pickering (during Minute No's 62/08 to 66/08) and Ms. P. Ross

62/08 **APPOINTMENT OF CHAIRMAN FOR THE MEETING**

RESOLVED that Councillor S. R. Colella be appointed Chairman of the meeting.

63/08 **APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillors J. T. Duddy, C. B. Taylor and E. J. Murray.

64/08 **DECLARATIONS OF INTEREST**

Councillor Miss D. H. Campbell JP declared a personal interest in agenda item 7 (Improvement Plan Exception Report), as a member of the Operating Trust of Bromsgrove Arts Centre.

65/08 **MINUTES**

The minutes of the Performance Management Board held on 21st October 2008 were submitted.

RESOLVED that the minutes of the meeting be approved as a correct record, subject to Councillor Miss D. H. Campbell being included in the list of Members present.

66/08 **INTEGRATED FINANCE AND PERFORMANCE REPORT QUARTER 2**

The Board considered a report on the Council's performance and financial position at 30th September 2008. Members raised a number of issues relating to the report on sickness absence and sundry debtors, to which the Head of Financial Services and the Assistant Chief Executive responded. Members requested that information on the green waste service and payments system be included in the next Members Bulletin.

RESOLVED:

- (a) that it be noted that 44% of PI's for which data was available are Improving or Stable;
- (b) that it be noted that 82% of PI's for which data was available are achieving their Year to Date target;
- (c) that it be noted 92% of PI's for which data was available are predicted to meet their target at year end;
- (d) that the successes and areas for potential concern as set out in the 'Council summary' be noted; and
- (e) that detailed information on sickness absence and sundry debtors be made available at the next meeting.

67/08 **SUSTAINABLE COMMUNITY STRATEGY ANNUAL REPORT 2007/08**

The Board considered a report on the Local Strategic Partnership Sustainable Community Strategy Annual Report 2007/08. The report detailed performance for the year 2007/08 against the priorities listed in the report and provided information about the performance of the Compact Steering Group and the Communications Theme Group. Members raised a number of issues relating to the report, to which the Assistant Chief Executive responded. During the discussion the Assistant Chief Executive undertook to provide a copy of the Biodiversity Action Plan and the Water Vole Strategy to the relevant Members.

RESOLVED that the report together with the progress made to date against each High Level Action Plan be noted.

68/08 **SUSTAINABLE COMMUNITY STRATEGY 2008 - 2011 UPDATE**

The Board considered a report on the Update of the Sustainable Community Strategy 2008-2011, which set out the overall strategic direction and long-term vision for the economic, social and environmental well-being of a local area.

RESOLVED

- (a) that it be noted that the full Council had ratified the updated Sustainable Community Strategy 2008-2011; and
- (b) that it be noted that the document had been updated to reflect the new Local Area Agreement 2008-2011.

69/08 **IMPROVEMENT PLAN EXCEPTION REPORT (SEPTEMBER 2008)**

The Board considered the Improvement Plan Exception Report for September 2008, together with the corrective action being taken as set out in appendix 1 to the report.

RESOLVED:

- (a) that the revisions to the Improvement Plan Exception report together with the corrective action being taken be approved; and
- (b) that it be noted that for the 134 actions highlighted for September within the plan 73.9 percent of the Improvement Plan was on target (green), 6.0 percent was one month behind (amber) and 11.9 percent

was over one month behind. 8.2 percent of actions had been reprogrammed with approval.

70/08 **PMB RECOMMENDATION TRACKER**

Consideration was given to the report tracking progress on recommendations and decisions made by the Board from April 2007 to December 2007. During the discussion the Assistant Chief Executive undertook to provide further information on the Government's response to Dame Carol Black's report, (Meeting date 18th March 2008, Minute Ref. 93/07).

RESOLVED that the recommendation tracker report be noted.

71/08 **WORK PROGRAMME 2008/09**

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

RESOLVED:

- (a) that following the completion of Phase 1 of the Spatial Project, the Spatial Project Monitoring Report be removed from the February 2009 work programme; and
- (b) that the report be noted.

The meeting closed at 7.35 p.m.

Chairman

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BROMSGROVE DISTRICT COUNCIL

Performance Monitoring Board (PMB)

16th DECEMBER 2008

Artrix Centre – Trustee’s Report & Financial Statement 2007/08

Responsible Portfolio Holder	Cllr Roger Hollingsworth
Responsible Head of Service	John Godwin (Deputy Head of SS&C)

1. SUMMARY

- 1.1 The report is to provide information to Members on the performance of the Artix Arts Centre and to provide an update on the current progress being made with establishing a service level agreement with the Artrix’s operating Trust.

2. RECOMMENDATION

- 2.1 The report seeks Members comments on:

- The current performance of the Artrix centre.
- The progress that has been made with proposed Service Level Agreements (SLA).

3. BACKGROUND

- 3.1 As Members will be aware on the 20th November 2007 officer reported to PMB on annual report of Bromsgrove Arts Centre Trust, Trustee’s Report & Financial Statement for the year to 31st March 2007. At the meeting members requested that on an annual basis PMB receive an update on the performance of the centre for their comments.
- 3.2 With in the report members will see the sections relating to the Trustee’s report including performance information, the independent Auditors report of the centre, statement of financial activities and a copy of the balance sheet for the financial year ending 31st march 2008.
- 3.3 Member will be aware that as part of the establishment of the Artrix centre the Executive Cabinet in June 2005 agreed to provide funding to the arts centre for a ten year period up to £120,000 per year.
- 3.4 As part of this agreement the arrangements were to be reviewed in January 2008 prior to the end of the three year fixed period. Officers have been in negotiation with the Operating Trust to establish a formal SLA based on the Executive Cabinet report in February this year for the past 12 months.

- 3.5 The SLA is currently being discussed between both organisations and subject to minor changes around some of the terminology, the agreement is nearing completion. The aim of the SLA is to establish a framework where by the operation of the centre will be focused on the key objective and priorities of the Council and will ensure that value for money and effective use of resources are achieved from the support provided.
- 3.6 As part of this process officers will be establishing a key set of performance measure to monitoring the delivery of the arts centre based on the principles shown in 3.5. This will include a set of structured meetings and the agreement of annual targets for the centre including a six month review of performance. However as the signing of the SLA has been delayed due to the ongoing discussions, this years report is based upon a like for like comparison with the information provide last year.
- 3.7 Overall the key headline figures are very positive, show growth across the programme, demonstrate an increased use of resources and Value for Money by virtue of the increased usage. This is supported by the following headline performance information, a full break down can be found in page 5 of the annual report (please note there is data entre issues on page relating to NEWC average usage):
- Total attendance (performances and screenings): 2007/ 08 – 73,910 compared to 2006 / 07 – 58,274. An increase of 21%,
 - Increased attendances per performance across the programme.
 - Total number of events: 2007/ 08 – 426 compared to 2006 / 07 – 389. An increase of 8.75%.
 - Total number of Artrix workshop sessions 2007/08 – 355 compared to 2006 / 07 – 242. An increase of 32%.
 - Total number of days open in 2007/08 – 349, there is no 2006/07 comparison available, as this information was requested as part of the SLA proposal.
 - 12 exhibitions in 2007/08, compared to 12 in 2007/07. This is due to the limited exhibition space and the time allocated to each display (1 per month).
 - Bromsgrove Arts Alive (local arts organisation) contributed 31% of the 2007/08 programme. A comparator figures is not available as again this was not measured in this way prior to the SLA discussions commencing.
 - 100% term time usage by NEWC and an overall uptake of available space of 87%.

- Increased income generation across users and lettings, £396,800 in 2007/08 against £305,355. An increase of 23%.

3.8 Although performance on site has significantly improved it is acknowledge that there are areas for improvement this is supported by the Council annual resident satisfaction survey where 37% of those surveyed were satisfied with 47% saying they did not know. This does lead to questions relating to the sites market penetration and the overall suitability of the programme to met the whole communities needs.

3.9 On page 6 of the annual report members will see the future plans for the site. It should be acknowledge that actions contained with in this section are designed to achieve the outcomes built into the SLA. Discussion have been held between both organisations and is felt that these improvements will address some of the concerns contained with in the residences household survey and aid the site to achieve the performance targets with in the SLA.

3.10 As part of the implementation of the SLA the Councils will be hosting user and resident (none user) panels in partnership with the Operating Trust to ensure that future improvement plans address the key issues impacting upon user satisfaction.

4. FINANCIAL IMPLICATIONS

4.1 There are no financial implications contained with in this report, that are currently not with in existing budgets. At year 8 (20012/13) with in the legal agreement officer will be reviewing the funding arrangements and adjusting the Medium Term Financial Plan accordingly.

5. LEGAL IMPLICATIONS

5.1 Officers are working with colleagues in the legal section to ensure that the SLA that is developed is financially and legally robust and ensure BDC objectives are met.

6. COUNCIL OBJECTIVES

6.1 The formation of a robust SLA will assist the Council to deliver it's objective of Sense of Community & Well Being by increasing the quality of Cultural activities in the local area. Further more it will also help to improve the Council's reputation by reviewing the users satisfaction result of the centre and implementing service improvement plans.

7. RISK MANAGEMENT

N/A

8. CUSTOMER IMPLICATIONS

8.1 Please see comments in the Council Objectives Section.

9. EQUALITIES AND DIVERSITY IMPLICATIONS

9.1 Officers are working with colleagues in the Equalities section to ensure that the SLA that is developed will address equality & diversity issues and promote a diverse programme that is accessible to the whole community.

10. 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 – N/A
Personnel Implications – N/A
Governance/Performance Management – Contained with in the SLA being established.
Community Safety including Section 17 of Crime and Disorder Act 1998 – N/A
Policy –N/A
Environmental – N/A

11. OTHERS CONSULTED ON THE REPORT

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

Portfolio Holder	NO
Chief Executive	NO
Corporate Director (Services)	<u>YES</u>
Assistant Chief Executive	<u>YES</u>
Head of Service	<u>NO</u>
Head of Financial Services	<u>YES</u>
Head of Legal, Equalities & Democratic Services	<u>YES</u>

Head of Organisational Development & HR	<u>NO</u>
Corporate Procurement Team	<u>NO</u>

12. APPENDICES

Appendix 1 - Bromsgrove Arts Centre Trust, Trustee's Report & Financial Statement for the year to 31st March 2008.

13. BACKGROUND PAPERS

CONTACT OFFICER

Name: John Godwin
E Mail: j.godwin@bromsgrove.gov.uk
Tel: (01527) 881730

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BROMSGROVE ARTS CENTRE TRUST
TRUSTEES' REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR TO 31 MARCH 2008
Registered Charity No : 1097573

BROMSGROVE ARTS CENTRE TRUST

CONTENTS

	Page
Trustees' Report	1
Independent Auditors' Report	8
Statement of Financial Activities	9
Balance Sheet	10
Notes forming part of the Financial Statements	11

BROMSGROVE ARTS CENTRE TRUST

TRUSTEES' REPORT

for the year ended 31 March 2008

The trustees present their report and accounts for the year ended 31 March 2008.

Reference and Administrative Information

Charity name	Bromsgrove Arts Centre Trust (also known as Artrix)
Charity Registration Number	1097573
Registered office	Artrix School Drive Bromsgrove B60 1AX

Independent Auditors

Clement Keys
Chartered Accountants
39/40 Calthorpe Road
Edgbaston
Birmingham
B15 1TS

Bankers

Natwest
Bromsgrove Branch
124 High Street
Bromsgrove
B61 8HJ

Secretary

Ms M D'Andreae Brown

Principal Officers

Mr A Woods – Chief Executive

Structure, Governance and Management

Governing Document

The Bromsgrove Arts Centre Trust is constituted under a Trust Deed dated 23 April 2003 and is a registered charity number 1097573.

The Trustees of the charity are in the process of registering an incorporated entity (limited company number 5455644) as a registered charity. Assuming registration is successful and permission is granted from the Charity Commission, the activities, assets and liabilities of this charity will be transferred to the limited company.

BROMSGROVE ARTS CENTRE TRUST

TRUSTEES' REPORT – continued

for the year ended 31 March 2008

Recruitment and Appointment of Trustees

The Board of the Bromsgrove Arts Centre Trust is made up of 15 Trustees, of whom 5 are from the community, 5 are appointed by North East Worcestershire College and 5 are appointed by Bromsgrove District Council.

The Trustees of the charity who served during the year and up to the date of this report are set out below:

Ms S Hirst	
Ms W Maton	
Mr D Trigger	
Dr M White	
Mrs D Wilson	Chair
Mr B Adams	
Mr N Bromley	
Ms T Burton	
Mr A Howells	
Mr C Smith	
D Campbell	
Cllr J Duddy	to 25 September
Cllr J Griffiths	Vice Chair
Cllr M Sherrey	from 25 September
Cllr R Smith	from 25 September
Cllr C Spencer	from 25 September

Trustee induction and training

New Trustees receive an induction and welcome from the Chair and Chief Executive on appointment. The Trust maintains indemnity insurance for its Trustees.

Risk management

The financial assets of the Trust are invested in Natwest Bank Current and Deposit accounts. The Trustees are of the view that the current investment has a minimal risk for the Trust.

The Trustees consider other risks associated with the Charity and ensure that there is an adequate control environment to mitigate them through the practice of fire and health and safety risk assessment and monitoring, staff training in health, safety and security matters and the maintenance of safe operating practices and financial protocols laid down in the staff handbook.

The Trustees carried out an analysis of risks associated with the Charity during the year and implemented an adequate control environment to mitigate these risks.

Organisational Structure

The day to day management of activities, as directed by the Trustees, has been delegated to the chief executive who is assisted by a senior management team consisting of an administrative officer and a marketing officer. Operational matters are overseen by the senior management team and are carried out by teams of duty managers, technicians, box office staff and cleaners.

The Trust is supported in its work by a team of volunteers who staff its catering operation and provide ushering services for performances.

BROMSGROVE ARTS CENTRE TRUST

TRUSTEES' REPORT – continued

for the year ended 31 March 2008

Objectives and Activities

Bromsgrove District Council in partnership with North East Worcestershire College (NEW College) established two charitable trusts in April 2003 to manage Artrix.

The two trusts had shared objectives:

To advance education and increase appreciation and understanding of all forms of the arts amongst members of the public including (without limitation) the arts of drama, dance, music and performance and visual arts in particular but without limitation;

- (a) by presenting, producing, organising and promoting or procuring to be presented, produced, organised or promoted either alone or with others performances of music, drama or any other form or arts; and
- (b) by providing, organising or promoting classes and courses in drama, music, painting or any other form of the arts.

The Bromsgrove Arts Development Trust (charity number 1097575) holds the building in trust, and leases it for a peppercorn rent to this Trust which operates and maintains the property.

Review of activities

Between 1 April 2007 and 31 March 2008 Artrix opened to the public for 349 days, hosting 208 live performances and 218 film screenings to an audience of 40,296 (up 17.5% on 2006/7). The live programme consisted of 29 chamber, choral and orchestral concerts; 71 jazz, blues, folk soul and rock concerts; 71 theatre performances; 24 dance performances; 7 comedy nights and 6 spoken word events and included performances by local schools, youth organisations and community theatre groups as well as professional touring companies. Over the same period Artrix curated 12 exhibitions and promoted 355 creative workshop sessions.

Key to the continuing success of the venue has been its partnership with Bromsgrove Arts Alive! (BAA!), a consortium of local arts organisations whose members promote professional performance at Artrix (Bromsgrove Concerts, Bromsgrove Festival, Words and others) or use it as a performance base for community performance (Bromsgrove Operatic, All and Sundry theatre, local choirs and orchestras). Their activities made up 31% of the Artrix event programme over the year.

Significant project funding received in 2005 from the Arts Council of England enabled Artrix to continue to develop its directly promoted performance programme and include within it challenging new work by national companies and a schools residency programme.

With key partner NEW College filling every space in the building during teaching hours in term time and Artrix hosting an average of 1.17 performances and screenings a day the venue is working close to capacity. Of the 1,095 morning, afternoon and evening sessions available in the theatre over the year, 87% were used with breaks only being taken for Christmas and a summer maintenance closedown.

None of this would have been possible without generous revenue support from Bromsgrove District Council, project support from Worcestershire County Council and the Arts Council of England and the partnership of NEW College for which the venue is very grateful.

BROMSGROVE ARTS CENTRE TRUST

TRUSTEES' REPORT – continued

for the year ended 31 March 2008

Review of activities – continued

Theatre

With the continuing support of the Arts Council we further developed our professional theatre programme over the year with visits by, amongst many others, the astounding Aiden Dooley with Tom Crean: Antarctic Explorer; Guy Masterson with his subtle interpretations of Dylan Thomas's Under Milk Wood and Fern Hill; Red Shift with Much Ado About Nothing; European Arts with A Picture of Dorian Grey; Heartbreak Productions with Wuthering Heights and Hard Graft with its brilliant Coast to Coast. We also hosted our first professional pantomime at Christmas and co-produced Charlotte Badger, the tale of a Bromsgrove born antipodean female pirate!

BAA! Partners Bromsgrove Operatic did wonders with Oliver, All and Sundry produced Noises Off, Allo Allo and the pantomime Dick Wittington while North Bromsgrove High School presented West Side Story and NEW College students produced various plays through the year.

Dance

Our dance programme really took off in 2007/8 with performances by the Blue Eyed Soul, ACE, Union Dance, 2 Faced Dance, Motion House and Shobanah Jeyasingh companies. Particularly successful was a sold out week long residency by 2 Faced Dance.

Music

We are incredibly fortunate to have Bromsgrove Concerts and Bromsgrove Festival as BAA! partners, bringing both the best and some of the most challenging chamber music around to the venue. Other musical BAA partners to perform at Artrix were a number of local choral groups and orchestras, creating a classical music programme to match any at a similarly sized venue.

Our mainstream music programme encompassed jazz from Soweto Kinch, the Worcestershire Youth Jazz Orchestra and the late Humphrey Lyttleton, folk from Jacqui McShee, Phil Beer and Ralph McTell, rock and blues from The Animals, The Blues Band and The Hamsters, soul music from Roy G Hemmings and wonderful performances by The Mujenkyo Taiko Drummers and Tango Siempre.

Spoken Word

Artrix once again partnered the Worcestershire schools poetry slam and through 'Words' hosted a brilliant and very funny performance by poet Ian McMillan.

Comedy

Artrix's reputation as an important comedy venue continues to grow with appearances by Sean Locke, Punt and Dennis, John Shuttleworth, Count Arthur Strong and Mitch Benn.

Cinema

As well as continuing to build Bromsgrove's audience for specialist cinema, Artrix also took cinema into the community by helping to launch a new film society in Dodford, and by running two summer outdoor screenings at the Avoncroft Museum.

Exhibitions

With the help of Worcestershire County Council we were able to upgrade lighting for our exhibition area, which now attracts exciting new local artists pushing the boundaries of their chosen fields of work.

BROMSGROVE ARTS CENTRE TRUST

TRUSTEES' REPORT – continued

for the year ended 31 March 2008

Review of activities – continued

Education

Artrix's workshops programme continued to grow, with a major performing arts summer school and the launch of Act It, Stage It and Move It, our three new termly performing arts workshops for young people. Its partnerships with NEW College, North Bromsgrove High School and Worcester Arts Education, meanwhile, produced an exciting range of new projects.

Performance and attendance information

	2006/07			2007/08		
	No. performances/ screenings/ sessions	Attendance	Attendance per performances/ screenings/sessions	No. performances/ screenings/sessions	Attendance	Attendance per performances/ screenings/sessions
Artrix cinema	199	6,689	34	218	7,848	36
Artrix performance	85	12,081	142	106	17,066	161
Hires and partner promotions	105	15,540	148	102	15,380	150
Total number of events	389			426		
Artrix workshop sessions	242	3,064	13	355	7,216	18
NEW College workshop sessions (estimated)	950	20,900	222	1,196	26,400	22
Total attendance at performances and screenings		58,274			73,910	

Financial Review

Principal Funding Sources

The principal source of funds of the trust were grants from Bromsgrove District Council totalling £120,000. Grants were also received from NEW College (£23,811) and Worcestershire County Council (£10,000). From time to time donations are also received.

The arts centre was open to users during the year and income from users and lettings totalled £301,156 and £95,644 respectively.

Investment policy

The Trustees' investments are held in current and deposit bank accounts so as to protect the capital invested.

BROMSGROVE ARTS CENTRE TRUST

TRUSTEES' REPORT – continued

for the year ended 31 March 2008

Reserves policy

Reserves at the year end totalled £51,550 of which £12,290 was represented by restricted reserves. Free reserves (that is those unrestricted reserves not represented by fixed assets) totalled negative £31,360 at the year end.

The trustees are continuing to develop the programme of events at Artrix and are investing any surpluses generated by the charity in achieving the same. It is the intention of the Trustees to review reserves policy with a view to establishing a level of reserves which will enable the Trust to continue to be in a position to operate as envisaged.

Future plans

Trustees recognise that it is crucial to the venue's growth and to its ability to deliver its core values of quality, challenge and equity that it broaden both its programme and audience base.

This will achieved by:

Programme development

- (a) Increasing the percentage of directly promoted contemporary theatre, dance, music, poetry and live art events in the programme, giving precedence to the development of work for/by young people, by reducing the number of third party hires; and
- (b) Developing the existing education programme with the introduction of day and weekend workshops, particularly for young people.

Audience development

- (a) Developing our e-marketing capability to complement marketing through print and the media; and
- (b) Introduce web social networking to improve communicate with young people.

Outreach development

- (a) Build on the success of our 2007/8 schools residency programme;
- (b) Provide more performing and training opportunities for young musicians;
- (c) With partners, developing the service we offer to those with particular needs;
- (d) Further developing our outdoor and community cinema programme, and work with local schools on developing a film education programme; and
- (e) In local schools providing an artist-in-residence in partnership with the County Council and NEW College.

Resource development

- (a) Continuing to develop our capital resource base to allow us to increase the quality and broaden the range of activities we can host; and
- (b) Seeking funding for the purchase and installation of air conditioning in the Artrix auditorium.

BROMSGROVE ARTS CENTRE TRUST

TRUSTEES' REPORT – continued

for the year ended 31 March 2008

Responsibilities of the Trustees

The Trustees are responsible for preparing the Annual Report and the financial statements in accordance with applicable law and United Kingdom Generally Accepted Accounting Practice.

Trust law requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charity and of the surplus or deficit of the charity for that year. In preparing those financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business;
- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements.

The Trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charity and to enable them to ensure that the financial statements comply with the Charities Act 1993. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Auditors

Clement Keys have expressed their willingness to continue to act as the charity's auditors.

Approved by the Board of Trustees on 7 July 2008 and signed on its behalf by:

D Wilson
Trustee

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF BROMSGROVE ARTS CENTRE TRUST

We have audited the financial statements for the year ended 31 March 2008 which are set out on pages 9 to 17 and which comprise the Statement of Financial Activities, Balance Sheet and related notes. These financial statements have been prepared under the historical cost convention and the accounting policies set out therein.

This report is made solely to the charity's Trustees, as a body, in accordance with the Charities Act 1993. Our audit work has been undertaken so that we might state to the charity's Trustees those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Respective responsibilities of Trustees and auditors

As described in the Statement of Trustees' Responsibilities the Trustees are responsible for the preparation of the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepting Accounting Practice).

Our responsibility is to audit the financial statements in accordance with relevant legal and regulatory requirements and International Standards on Auditing (UK and Ireland).

We report to you our opinion as to whether the financial statements give a true and fair view and are properly prepared in accordance with the Charities Act 1993. We also report to you if, in our opinion, the Trustees' Annual Report is not consistent with the financial statements, if the charity has not kept proper accounting records, if we have not received all the information and explanations we require for our audit, or if information specified by law regarding Trustees' remuneration and transactions with the charity are not disclosed.

We read other information contained in the Trustees' Annual Report, and consider whether it is consistent with the audited financial statements. We consider the implications for our report if we become aware of any apparent misstatements or material inconsistencies with the financial statements. Our responsibilities do not extend to any other information.

Basis of audit opinion

We conducted our audit in accordance with International Standards on Auditing (UK and Ireland) issued by the Auditing Practices Board. An audit includes an examination, on a test basis, of evidence relevant to the amounts and disclosures in the financial statements. It also includes an assessment of the significant estimates and judgements made by the Trustees in the preparation of the financial statements, and of whether the accounting policies are appropriate to the charity's circumstances, consistently applied and adequately disclosed.

We planned and performed our audit so as to obtain all the information and explanations which we considered necessary in order to provide us with sufficient evidence to give reasonable assurance that the financial statements are free from material misstatements, whether caused by fraud or other irregularity or error. In forming our opinion we also evaluated the overall adequacy of the presentation of information in the financial statements.

Opinion

In our opinion the financial statements give a true and fair view, in accordance with United Kingdom Generally Accepted Accounting Practice, of the state of the charity's affairs as at 31 March 2008 and of its incoming resources and application of resources in the year then ended and have been properly prepared in accordance with the Charities Act 1993.

**39/40 Calthorpe Road
Edgbaston
Birmingham
B15 1TS**

**CLEMENT KEYS
Chartered Accountants
Registered Auditor
7 July 2008**

BROMSGROVE ARTS CENTRE TRUST
STATEMENT OF FINANCIAL ACTIVITIES

For the year ended 31 March 2008

	Unrestricted Note	funds £	Restricted funds £	2008 Total £	2007 Total £
Incoming resources					
Incoming resources from generated funds					
<i>Voluntary income</i>					
Donations, legacies and gifts	3	109	-	109	2,065
Activities for generating funds					
Investment income – rents		95,644	-	95,644	68,637
Investment income – bank interest		3,030	-	3,030	1,435
Incoming resources from charitable activities					
Grants receivable	4	153,811	4,950	158,761	176,753
Charges to users	5	301,156	-	301,156	236,718
Other income	6	-	-	-	4,042
		-----	-----	-----	-----
Total incoming resources		553,750	4,950	558,700	489,650
		=====	=====	=====	=====
Resources expended					
Activities for generating funds					
Charitable activities		549,980	3,930	553,910	494,466
Governance costs		3,512	-	3,512	3,320
		-----	-----	-----	-----
Total charitable expenditure	7	553,492	3,930	557,422	497,786
		=====	=====	=====	=====
Net incoming/(outgoing) resources for the year		258	1,020	1,278	(8,136)
Reconciliation of funds					
Fund balances at the beginning of the year		39,002	11,270	50,272	58,408
		-----	-----	-----	-----
Fund balances at the end of the year		39,260	12,290	51,550	50,272
		=====	=====	=====	=====

All incoming resources and resources expended are derived from continuing activities. There are no other gains and losses other than those recognised above and accordingly no separate statement of total recognised gains and losses has been prepared.

BROMSGROVE ARTS CENTRE TRUST

BALANCE SHEET

at 31 March 2008

	Note	£	2008	£	£	2007	£
Fixed assets							
Tangible fixed assets	11		70,620			48,088	
Current assets							
Stock		4,019			3,421		
Debtors	12	10,318			7,776		
Cash at bank and in hand		94,613			74,210		
			<hr/>		<hr/>		
			108,950		85,407		
Creditors : amounts falling due within one year	13	(113,020)			(58,223)		
			<hr/>		<hr/>		
Net current (liabilities) / assets			(4,070)			27,184	
Creditors: amounts falling due after more than one year	14		(15,000)			(25,000)	
			<hr/>			<hr/>	
Total assets less liabilities			51,550			50,272	
			<hr/> <hr/>			<hr/> <hr/>	
Reserves							
Unrestricted funds			39,260			39,002	
Restricted funds	15		12,290			11,270	
			<hr/>			<hr/>	
Total funds	16		51,550			50,272	
			<hr/> <hr/>			<hr/> <hr/>	

The notes on pages 11 to 17 form part of the financial statements.

Approved by the Board of Trustees on 7 July 2008 and signed on its behalf by:

D Wilson
Trustee

BROMSGROVE ARTS CENTRE TRUST
NOTES TO THE FINANCIAL STATEMENTS
for the year ended 31 March 2008

1 Principal accounting policies

The following accounting policies have been applied consistently in dealing with items which are considered material in relation to the Trust's financial statements.

Basis of accounting

The financial statements have been prepared in accordance with the provisions of the Charities Act 1993 and in compliance with the historical cost accounting rules, on an accruals basis and in compliance with applicable Accounting Standards. In preparing the financial statements the Trustees have adopted the provisions of the Statement of Recommended Practice - "Accounting and Reporting by Charities" (SORP 2005).

Fund accounting

Restricted funds

Restricted funds represent grants and donations which are subject to restrictions on their expenditure imposed by the donor or through the terms of an appeal.

Unrestricted funds and designated funds

Unrestricted funds represent funds that are expendable at the discretion of the Trustees in the furtherance of the objects of the charity. Such funds may be held in order to finance both working capital and capital investment. Designated funds are those funds which are unrestricted in nature but which have been designated by the Trustees to be used in a particular manner.

Incoming resources

All incoming resources are included in the Statement of Financial Activities when the charity is entitled to the income and the amount can be quantified with reasonable accuracy. The following specific policies are applied to particular categories of income:

- Voluntary income by way of grants, donations and gifts is included in full in the Statement of Financial Activities when receivable. Grants, where entitlement is not conditional on the delivery of a specific performance by the trust, are recognised when it becomes unconditionally entitled to the grant.
- Donated services and facilities are included at the value to the charity where this can be quantified. The value of services provided by volunteers has not been included in these accounts.
- Incoming resources from grants, where related to performance and specific deliverables, are accounted for as the charity earns the right to consideration by its performance. Where income is received in advance of performance it is treated as deferred income and included within creditors.
- Grants and donations received for capital purposes are accounted for as restricted funds and depreciation of the underlying fixed assets is charged to these funds.
- Income from arts activities is included in incoming resources in the period in which the relevant activity takes place. Income is deferred when admission fees are received in advance of the performances or events to which they relate.
- Investment income is included in the financial statements as and when receivable and the amounts shown include taxation recoverable thereon, where applicable.

BROMSGROVE ARTS CENTRE TRUST
NOTES TO THE FINANCIAL STATEMENTS
for the year ended 31 March 2008

1 Principal accounting policies – continued

Resources expended

Expenditure is recognised on an accruals basis as a liability is incurred.

Charitable expenditure comprises those costs incurred by the charity in the delivery of its activities and services for its beneficiaries.

Governance costs include those costs associated with meeting the constitutional and statutory requirements of the charity and include audit fees and costs linked to the strategic management of the charity.

All costs are allocated between the expenditure categories of the Statement of Financial Activities on a basis designed to reflect the use of the resource. Costs relating to a particular activity comprise both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.

VAT

The charity is partially exempt for VAT. Value added tax which is not recoverable by the charity is included in the relevant costs in the Statement of Financial Activities and tangible fixed assets.

Tangible fixed assets and depreciation

Tangible fixed assets are stated at cost less depreciation.

Depreciation is provided at rates calculated to write off the cost of fixed assets, less their estimated residual value, over their expected useful lives on the following bases:

Office equipment	- 25% straight line
Fixtures and equipment	- 25% straight line

The charity capitalises fixed assets over a value of £1,000.

Operating leases

Rentals applicable to operating leases where substantially all the benefits and risks of ownership remain with the lessor are reflected in the Statement of Financial Activities as incurred.

2 Net incoming resources	2008	2007
	£	£
These are stated after charging the following		
Depreciation	23,946	24,284
Auditors' remuneration	2,800	2,700
	<u> </u>	<u> </u>

BROMSGROVE ARTS CENTRE TRUST
NOTES TO THE FINANCIAL STATEMENTS
for the year ended 31 March 2008

3	Voluntary income - donations and similar incoming resources	2008 £	2007 £
	Donations in kind of fixed assets	-	-
	Other donations	109	2,065
		<hr/>	<hr/>
		109	2,065
		<hr/> <hr/>	<hr/> <hr/>
4	Incoming resources from activities to further the trust's objects	2008 £	2007 £
	Unrestricted grants receivable		
	- Bromsgrove District Council	120,000	120,000
	- North East Worcestershire College - in lieu of staff	23,811	23,153
	- Worcestershire County Council	<u>10,000</u>	<u>10,000</u>
		153,811	153,153
	Restricted grants receivable		
	- Worcestershire County Council	2,000	-
	- Arts Council England West Midlands	<u>2,950</u>	<u>23,600</u>
		158,761	176,753
		<hr/> <hr/>	<hr/> <hr/>
5	Charges to users	2008 £	2007 £
	Cinema sales	35,392	23,613
	Catering income	64,342	53,960
	Box Office sales – Events	190,835	154,450
	Other	<u>10,587</u>	<u>4,695</u>
		301,156	236,718
		<hr/> <hr/>	<hr/> <hr/>
6	Other income	2008 £	2007 £
	Insurance claims	-	4,042
		<hr/> <hr/>	<hr/> <hr/>

BROMSGROVE ARTS CENTRE TRUST

**NOTES TO THE FINANCIAL STATEMENTS
for the year ended 31 March 2008**

7	Total resources expended	Cinema	Events	Catering	Arts development	Governance	2008 Total	2007 Total
		£	£	£	£	£	£	£
	Costs directly allocated to activities							
	Film hire and transport	14,036	-	-	-	-	14,036	11,254
	Artists costs	-	151,779	-	-	-	151,779	99,415
	Performing rights royalties	-	5,242	-	-	-	5,242	5,116
	Catering purchases	-	-	31,497	-	-	31,497	26,497
	Other direct costs	-	15,124	-	18,004	-	33,128	22,649
	Support costs allocated to activities							
	Wages, salaries and other staff costs	40,612	103,965	9,251	17,968	762	172,558	163,002
	Marketing	4,761	42,849	-	-	-	47,610	38,183
	IT costs	1,010	9,085	-	-	-	10,095	12,242
	Premises	1,481	5,922	-	7,402	-	14,805	12,637
	Repairs and renewals	362	1,446	-	-	-	1,808	7,407
	Insurance	454	1,817	-	2,271	-	4,542	7,646
	Licences	-	432	-	-	-	432	304
	Heat and light	2,191	8,766	-	10,957	-	21,914	21,695
	Travel and motor	176	1,581	-	-	-	1,757	1,052
	Water	107	321	107	534	-	1,069	(1,108)
	Telephone	684	2,735	-	-	-	3,419	3,003
	Postage	215	862	-	-	-	1,077	565
	Office costs	573	1,719	573	2,864	-	5,729	9,969
	Depreciation	9,578	9,578	4,790	-	-	23,946	24,284
	Bank charges	34	306	-	-	-	340	446
	Professional charges	891	2,673	891	4,454	2,750	11,659	5,457
	Equipment hire	-	313	-	-	-	313	382
	Other costs	(133)	(400)	(133)	(667)	-	(1,333)	25,689
		<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
		77,032	366,115	46,976	63,787	3,512	557,422	497,786
		<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>

Support costs are allocated on the following basis:
 - Wages and salaries – actual time spent on activity
 - Other costs – estimate of percentage of resources spent on activity

BROMSGROVE ARTS CENTRE TRUST

**NOTES TO THE FINANCIAL STATEMENTS
for the year ended 31 March 2008**

8 Staff costs and number	2008	2007
	£	£
Salaries and wages	159,569	149,667
Social security	7,491	6,790
Pension costs	3,357	3,115
	<u>170,417</u>	<u>159,572</u>
	<u><u>170,417</u></u>	<u><u>159,572</u></u>

Included within wages, salaries and other staff costs at note 7 are the above payroll costs plus an additional £2,141 (2007: £3,430) in respect of staff training and recruitment.

The average number of employees during the year, calculated on the basis of full time equivalents was:	No	No
Artistic Director	1	1
Administration and support	<u>8</u>	<u>8</u>
	9	9
	<u><u>9</u></u>	<u><u>9</u></u>

No employee earned in excess of £60,000.

In addition to the above paid staff, there are 61 volunteers who assist duty staff with ushering and catering tasks and the technical team with event presentation.

9 Trustees remuneration and related party transactions

No Trustee received any remuneration or reimbursed expenses during the year.

No Trustee or other person related to the charity had any personal interest in any contract or transaction entered into by the charity during the year.

10 Taxation

As a charity, Bromsgrove Arts Centre Trust, is exempt from tax on income and gains falling within section 505 of the Taxes Act 1988 or Section 256 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects. No tax charges have arisen within the charity.

BROMSGROVE ARTS CENTRE TRUST

**NOTES TO THE FINANCIAL STATEMENTS
for the year ended 31 March 2008**

11	Tangible fixed assets	Plant and machinery £	Fixtures and fittings £	Office equipment £	Total £
	Cost				
	At 31 March 2007	6,981	78,747	4,772	90,500
	Additions	37,161	1,471	7,846	46,478
		<hr/>	<hr/>	<hr/>	<hr/>
	At 31 March 2008	44,142	80,218	12,618	136,978
		<hr/>	<hr/>	<hr/>	<hr/>
	Depreciation				
	At 31 March 2007	591	39,558	2,263	42,412
	Charge for year	2,777	20,060	1,109	23,946
		<hr/>	<hr/>	<hr/>	<hr/>
	At 31 March 2008	3,368	59,618	3,372	66,358
		<hr/>	<hr/>	<hr/>	<hr/>
	Net book value				
	At 31 March 2008	40,774	20,600	9,246	70,620
		<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>
	At 31 March 2007	6,390	39,189	2,509	48,088
		<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>
12	Debtors			2008 £	2007 £
	Trade debtors			1,558	5,657
	Other debtors			-	1,390
	Prepayments			8,760	729
	Accrued income			<hr/>	<hr/>
				10,318	7,776
				<hr/> <hr/>	<hr/> <hr/>
13	Creditors: amounts due within one year			2008 £	2007 £
	Trade creditors			31,538	19,624
	Other creditors			17,784	9,677
	Other taxation			4,469	3,515
	Accruals			20,911	9,920
	Advance income – ticket sales			<u>38,318</u>	<u>15,487</u>
				113,020	58,223
				<hr/> <hr/>	<hr/> <hr/>
14	Creditors: amounts falling due after more than one year			2008 £	2007 £
	Other creditors			15,000	25,000
				<hr/> <hr/>	<hr/> <hr/>

BROMSGROVE ARTS CENTRE TRUST

**NOTES TO THE FINANCIAL STATEMENTS
for the year ended 31 March 2008**

15	Restricted resources	Balance at 1 April 2007 £	Incoming resources £	Outgoing resources £	Balance at 31 March 2008 £
	Arts Council England West Midlands	11,270	2,950	(1,932)	12,288
	Worcestershire County Council	-	2,000	(1,998)	2
		<hr/>	<hr/>	<hr/>	<hr/>
		11,270	4,950	(3,930)	12,290
		<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>
16	Analysis of net assets between funds	Unrestricted funds £	Restricted funds £	2008 Total £	2007 Total £
	Tangible fixed assets	70,620	-	70,620	48,088
	Net current (liabilities) / assets	(16,360)	12,290	(4,070)	27,184
	Long term liabilities	(15,000)	-	(15,000)	(25,000)
		<hr/>	<hr/>	<hr/>	<hr/>
		39,260	12,290	51,550	50,272
		<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>
17	Financial commitments			2008 Other £	2007 Other £
	The trust has financial commitments under the following non-cancellable operating leases			£	£
	Expiry within :				
	one year			1,265	-
	one to two years			-	353
	two to five years			-	-
				<hr/> <hr/>	<hr/> <hr/>

18 Related party transactions

A number of the trustees of Bromsgrove Arts Centre Trust have interests in organisations which have provided support and funding to the charity in the year. The Trustees of Bromsgrove Arts Centre Trust have considered the disclosure requirements of Accounting and Reporting by Charities: Statement of Recommended Practice (revised 2005) and of Financial Reporting Standard number 8: Related Party Disclosures, and consider that the transactions requiring disclosure are as follows:

Mrs D Wilson is the Chair of the West Midlands Council and is a member of the National Council of Arts Council England. During the year, the charity has received restricted grants of £2,950 (2007: £23,600) from Arts Council England West Midlands.

Councillors J Duddy, J Griffiths, M Sherrey, R Smith and C Spencer together with D Campbell are appointed by, and represent, Bromsgrove District Council. During the year, the charity received grants of £120,000 (2007: £120,000) from Bromsgrove District Council.

Mr B Adams, Mr N Bromley, Ms T Burton, Mr A Howells and Mr C Smith are appointed by, and represent, NEW College. During the year, the charity received monies in lieu of staff of £23,811 (2007: £23,153) from NEW College. In addition, NEW College hired facilities from the charity during the year on an arm's length basis.

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BROMSGROVE DISTRICT COUNCIL
PERFORMANCE MONITORING BOARD

16 DECEMBER 2008

Responsible Member	Councillor Del Booth, Portfolio Holder for ICT and Major Projects
Responsible Head of Service	Deb Poole, Head of E-Government and Customer Service

SPATIAL PROJECT BENEFITS

1. SUMMARY

- 1.1 The Spatial Project was a modernisation programme aimed at providing staff with the systems, processes and tools to deliver improved services to BDC customers. The project was approved by Council in 2006 and was completed in October 2008 on time and to budget.

2. BACKGROUND

- 2.1 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 stages of the project have been:

- data cleansing – Gazetteer, other data sets
- back office systems and software installations. Process mapping.
- support contract with MDA initiated for systems in 'live'
- corporate document management rollout
- integration with core applications

- 2.2 The project has delivered 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

3. PROJECT BENEFITS

Some benefits are already available from the project whilst others will be realised as departments embed the new systems and processes in their day to day activities. The key benefits of the Spatial project are:

3.1 External Stakeholders

- The provision of customer accessible information direct from our web site including:
 - Environmental Health (Scores on the Doors) assessments of Restaurants and catering outlets.
 - Planning applications including drawings and mapping information
 - Access to the Planning Portal for submission of online applications.
 - Building Control applications submitted to Bromsgrove District Council.
 - Automation of the process of viewing planning applications and submitting an objection.
 - The development of the Local Development Framework including online consultations.
 - Online applications reduce the amount of data re-keying and so reduce the potential for errors in customer applications.
- To ensure all core Council Tax and Business Rate information is based on accurate property information to reduce erroneous information being sent to customers.
- To improve turn around times for local land searches on a sustainable and consistent basis whilst reducing the risks incurred by reliance on manual processes and data
- The provision of mobile technology to enable key staff to access their systems from wherever they may be working and to deliver services 'in the field' to customers.
- To connect the Customer Services Centre directly to back office systems providing a single view of customer data to Customer Service Centre staff. This will enable a more proactive approach to customer enquiries and reduce avoidable contact (as part of FM2)
- To enable the continued migration of services to the Customer Service Centre including: Licensing, Planning and Environmental Health. Offering a more customer focused service and reducing back office intervention.

3.2 Internal Stakeholders

- The replacement of old and in some cases unsupported business applications in Planning, Environmental Health, Licensing, Electoral Registration, Building Control, Gazetteer, Housing, Contaminated Land, Land Charges.
- The provision of new corporate business applications where none existed for Asset Management, Graves, Local Development Framework, Electronic Document Management System.

- As part of the maintenance and support contract; the provision of an MDA support desk to escalate spatial system problems.
- Software refreshes are built in to the support arrangement to assist with future proofing the solution.
- The provision of a corporate gazetteer and gazetteer management process. Including:
 - An accurate recognised national property reference number (UPRN) for every property
 - Link to Revenues and Benefits of all addresses
 - One address style
 - One council database instead of numerous ones
 - Potential to increase tax revenue
 - Electoral roll accuracy
 - Information held within the Gazetteer is cleansed and addresses comply to British Standards (BS7666).
- The establishment of a single custodian of information held within the gazetteer. This will enable effective working practices to be implemented for the creation of new properties and management of existing properties.
- To provide efficiency savings of £300,000, increase capacity through process change and improvement and reduce revenue expenditure in the medium to long term as a result of the 7 year support contract.
- Improved Partnership working eg: Current project to allow Redditch BC to use our elections management system to deliver a shared service.
- To supply a base of spatial information that will support the Street Scene and Depot Services.

4. FINANCIAL IMPLICATIONS

The project is based on a 'fixed price' and has been delivered on time and within budget.

5. LEGAL IMPLICATIONS

None

6. CORPORATE OBJECTIVES

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

7. RISK MANAGEMENT

7.1 The main risks associated with this project were identified as:

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

7.2 These risks have been 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

8. **CUSTOMER IMPLICATIONS**

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

9. **APPENDICES**

None

10. **BACKGROUND PAPERS**

None

CONTACT OFFICERS

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

Agenda Item 6

BROMSGROVE DISTRICT COUNCIL
PERFORMANCE MANAGEMENT BOARD
16TH DECEMBER 2008

SICKNESS ABSENCE

Responsible Portfolio Holder	Councillor Roger Smith
Responsible Head of Service	Joanne Pitman
Non-Key Decision	

1. SUMMARY

- 1.1 The report is provided in response to a request from PMB to update the Board on the Council's level of sickness absence, how this compares to the national picture and to consider the interventions currently used to reduce these levels in comparison with nationally recognised interventions, and to highlight areas where further action could be taken, with appropriate financial support. The report also updates the Board on the Government's response to Dame Carol Black's report 'Working for a healthier tomorrow'.

2. RECOMMENDATION

- 2.1 For the content of the report to be noted.

3. BACKGROUND

- 3.1 PMB routinely tracks the performance of sickness absence levels across the council, and, whilst performance improved significantly during the first quarter of 2008/09, the Board has expressed concern that performance has dropped markedly again since July 2008. The Board has therefore requested further information/explanation about the interventions currently in place and any issues within the Council that may be affecting employee absence levels. The Board is also closely monitoring the development of Dame Carol Black's report in relation to absence.
- 3.2 As a result of the increasing levels of absence across the Council, a **Performance clinic** was held on 22nd October 2008, where national and local measures to reduce sickness absence were considered, together with the effectiveness of the Council's current sickness absence policy and whether this needed to be revised.
- 3.3 The average age of the workforce was also discussed as to whether this could be a contributing factor to the levels of sickness, particularly being mindful of the long-term sickness cases in the year to date.

- 3.4 There was an acceptance that on the whole the sickness absence recorded was genuine. It was acknowledged, however, that the levels continued to be too high, which impacts on the Council's service delivery and that further interventions needed to be considered to reverse the upward trend in absence levels.
- 3.5 Street Scene and Community were highlighted as a service area where the sickness absence policy was now embedded and that, following some initial problems, employees were progressing to the formal stages of the process. It was noted that one employee had been dismissed for persistent short-term sickness within this service-area.
- 3.6 It was agreed that further analysis was needed into the main causes of sickness absence at the Council and to consider the effectiveness of the Council's existing interventions (including the Sickness Absence Policy) in a national context and to consider what further action could be taken.
- 3.7 **National Findings in relation to sickness absence:** Levels of sickness absence, as reported in the recent Confederation of British Industries (CBI) and AXA report for the UK stand at an average of 6.7 days per employee which equates to 3.3% of working time and some 172 million lost days across the UK Economy.
- 3.8 **Absence Levels:** The CIPD Annual Survey 2008 reports that absence levels in the public sector remain the highest at an average of 9.8 days per employee, per year but have reduced slightly compared with the previous year when the absence level was 10.3 days. Paragraph 3.19 details the Council's current performance level and how it compares against these performance statistics.
- 3.9 **Causes of Absence:** The main cause of short-term absence according to the CIPD research for both manual and non-manual workers is minor illnesses such as colds, flu and stomach upsets. Among manual workers, the next main causes of short-term absence are back-pain, musculoskeletal injuries, stress and home and family responsibilities. Among non-manual workers, besides minor illnesses, the major causes of short-term absence for non-manual workers are stress, musculoskeletal injuries, back pain and home and family responsibilities.
- 3.10 The research goes on to highlight the main causes of long-term absence among manual workers are acute medical conditions, followed by back pain, musculoskeletal conditions, stress and mental health problems. Among non-manual workers, stress is the number one cause of long-term absence, followed by acute medical conditions, mental health problems such as anxiety and depression, musculoskeletal conditions and back pain. An analysis of the causes of sickness absence in the current year is being undertaken and will be reported orally to this meeting of PMB.
- 3.11 **Managing Absence:** CIPD research shows that return-to-work interviews are rated as the most effective approach to managing short-term absence, followed by trigger mechanisms. The top three most highly rated approaches to

managing long-term absence are occupational health support, the provision of rehabilitation programmes and flexible working.

3.12 Nationally Recognised Interventions: Employee Well-being Programmes/Employee Well-being Strategy are a means of providing benefits to employees. The most common elements include:

- access to counselling services;*
- stop smoking support;
- employee assistance programmes;
- healthy eating options in staff restaurants;*
- subsidised gym membership;*
- advice on healthy eating;
- access to physiotherapy;
- health screening.

In addition to these interventions, imaginative or interesting interventions cited in the LGE Sickness Absence Levels and Causes Survey 2006-2007 include:

- rigorous monitoring of sickness absence through an absence management policy; *
- training of staff, particularly managers, in sickness absence policies;*
- greater role for occupational health;
- incentives (e.g. quarterly prize draws or additional days leave for those who had not had any absence);
- health promotion schemes and assessment;
- fast tracking medical appointments;
- fitness promotion schemes and assessments;
- independent healthcare schemes where employees pay as part of their salaries;
- help with debt;
- free fresh fruit;
- health insurance;
- critical illness insurance;
- hydration promotion.

* These interventions are those which are currently used by the Council, some of which are discussed in more detail below.

3.13 National Costs of Absence: Direct – the direct cost of absence, according to the Confederation of British Industries (CBI) and AXA report for the UK fell slightly in 2007, to £517 per year per employee. Extrapolating this across the UK economy, more than £13.2 billion was lost last year. Direct costs are: Salary, NI, Sick pay, over-time and paying for cover (i.e. agency staff at the Depot needed to complete crews).

3.14 Indirect costs – the average indirect cost of absence was £263 per employee per year. Indirect costs are: Management time to administer absence policies,

reallocate work, source cover, wider impact on team, potential delayed project delivery, potential impact on customer service.

3.15 Combined Costs – £780 per employee - the overall cost of absence for the UK was close to £20 billion. Absence costs were higher in the public sector (£692) than in the private sector (£459). According to these statistics, the inclusion of indirect costs increases average absence costs by over 50%.

3.16 Government Paper 'Improving Health and Work: Changing Lives': The Government has now issued a full response to Dame Carol Black's report 'Working for a Healthier Tomorrow' which was published in March 2008. This response was published on 25th November 2008 and is built around three key aspirations to enable the delivery of their wider vision:

- Creating new perspectives on health and work;
- Improving work and workplaces; and
- Supporting people to work.

3.17 The following key initiatives have been included in the Government's plans:

- Electronic 'fit note': A new electronic 'fit note' will replace the current medical certificate, and help GPs switch the focus of their advice to what people can do rather than what they cannot. The new 'fit note' will help employers and individuals have better access to timely information about when and how to return to work. The revised form is more user-friendly, simpler to complete and supports GPs to provide the best advice to their patients on fitness for work. It will also help employers consider whether an earlier return to work can be accommodated in the workplace and how this might be achieved. The Government will consult formally on the regulations required to change the certificate early in 2009.
- A National Education Programme for GPs: Intended to improve GPs knowledge, skills and confidence when dealing with health and work issues, enabling them to adapt the advice they give to help people stay in or return to work;
- The Business HealthCheck Tool: has been designed to enable businesses to estimate the costs of sickness absence, turnover, worker ill-health and injury in their organisation; enable employers to identify the savings that could be generated by investing in health and well-being programmes; and help in measuring the return on investment;
- Piloting Early Intervention Services: A range of services will be piloted in 2009 and will seek to help individuals by making access to work-related health support more widely available. Helping those people who are inactive because of a health condition or a disability find work was at the heart of Dame Carol's Review.

- 3.18 **Summary of Performance to Date:** The Sickness Absence Performance update for October was recently forwarded to Heads of Service and Cabinet members and highlights the extent to which the sickness absence levels have again increased across the Council.
- 3.19 The projected out-turn figure for 2008/09 is now standing at 10.57 days (based upon accumulated figures within the performance year to date) against a year-end target of 8.75 days per full-time equivalent.
- 3.20 The overall trend for October was upward, and compared to the same time last year, there has been an increase in the overall sickness absence levels across the Council (of 282.5 days) with only three service areas in a better position than the same time last year (Legal, Equalities & Democratic Services, Finance and HR&OD).
- 3.21 Only three departments (Legal, Equalities & Democratic Services, HR&OD and Planning & Environment) are green against the Council's overall corporate target of 8.75 days sickness absence for the year.
- 3.22 The average age of the workforce as at 1st November 2008, is 41.7 years.
- 3.23 The graphs and spreadsheets within Appendix 1 are included to highlight the increase in overall sickness absence across the Council.
- 3.24 **Current Interventions:** *The Sickness Absence policy* was revised during 2006 and, following Union agreement, was implemented in January 2007. A summary document and a one-page reporting procedure were also developed and are available to all managers and employees via the intranet. Sickness absence training was provided for all managers to ensure they understood their responsibilities under the new policy as well as providing general sickness absence case management guidance. In addition workshops at supervisor level have also been undertaken to assist managers on a practical level.
- 3.25 The sickness absence policy splits absence into Long-term sickness and Short-term sickness, with specific guidance on the effective management of both.
- 3.26 The policy contains '*trigger points*' in relation to an individual employee's sickness absence level to enable Managers to make an assessment as to whether further action is required. This action is taken at one of three levels: Informal, Formal 1 and Formal 2.
- 3.27 The number of employees across all departments of the Council currently being reviewed under the Sickness Absence Policy at the various levels is broken down below.

Service	Informal	Formal 1	Formal 2	Dismissal
Street Scene & Community	22	1	1	1
HR & OD	0	0	0	0
Legal, Equalities & Democratic	0	0	0	0
CEO	0	0	0	0
Planning & Environment	0	0	0	0
Finance	0	0	0	0
E-Government & Customer Services	0	0	0	0
Totals	22	1	1	1

3.28 **Sickness Reviews with Heads of Service.** Following the receipt of the **Sickness Absence Performance Updates** (issued monthly), all Heads of Service meet with Human Resource Advisors to discuss the levels of sickness absence within individual services.

3.29 **Return To Work Interviews.** Heads of Service are asked regularly to remind all service managers and departmental management teams that return to work interviews and prompt completion of the associated forms are an essential part of the sickness absence policy and our strategy to reduce sickness absence levels. Effective return-to-work interviews are recognised as being one of the most positive forms of managing sickness absence.

3.30 **Occupational Health Referrals.** The Council currently engages the services of Performance Through Health (PTH), an independent Occupational Health Service, for specific guidance and advice on managing long-term sickness cases and persistent short-term sick offenders, as well as pre-employment screening.

3.31 **Access to Counselling.** The Council, through PTH, provide a counselling service to employees who are experiencing difficulties in both their working and personal lives.

3.32 **Rehabilitation Programmes.** The Council, with advice from PTH, support employees returning from periods of absence through phased return to work programmes, payment for physiotherapy and alternative therapies, to aid an earlier return to work date and in some cases to ensure that employees remain in work.

3.33 **Flexible working/Homeworking.** The Council considers all requests for flexible working in line with our statutory obligations and seeks to support employees wherever possible. This is one area of policy development which is due to be reviewed in line with the HR&OD Business Plan for next year. Specifically this will involve the review of Work/life Balance and Family Friendly policies and approaches, with the aim of underpinning our commitment to becoming an employer of choice, which in turn could have an effect on absence levels.

- 3.34 **Back-Care Workshops.** The Council organises manual handling training for all staff and has now incorporated a back-care programme designed to reduce work-related injuries, specifically to backs.
- 3.35 **Employee Well-Being.** The Council is currently working in partnership with the local Primary Care Trust, predominantly in relation to the health and well-being of the community, however also focussing on employees. There have been several well-being/awareness days, which have raised awareness of mental health issues, as well as offering a range of alternative therapies for employees to experience. In line with the HR&OD Business Plan for 2010/11, the Council are also committed to delivering a comprehensive Employee Health and Well-being programme.
- 3.36 Stress Survey, Stress Awareness Training**
As part of its commitment to reducing sickness absence levels and improving our approach to employee welfare, the Council undertook its first employee stress survey in 2007. The results were particularly pleasing with 3 out of the 6 HSE standards being achieved/exceeded, and the remaining 3 falling slightly short of the standard. Consequently a corporate stress audit action plan was developed as a way of responding to this, and acting as a further intervention to managing absence levels. The first action taken was to hold a series of training events for managers to raise awareness of stress amongst their team members. Training for employees will commence in the new year.
- 3.37 **Proposed Additional Intervention:** In addition to the above interventions currently being used by the Council, a funding request was submitted for 2009/10 for the introduction of an integrated sickness absence management system across the Council. This bid was considered by CMT and ranked in priority order along with all other budget bids against how they each contributed to the Council's corporate priorities, and affordability. CMT ranked the bid as medium priority. Consequently the bid did not proceed to the first stage recommendation of the budget proposals to Cabinet, and is therefore not likely to attract funding in the forthcoming year. Without such additional funding further managerial interventions are therefore extremely limited in what they can achieve by way of reducing current absence levels.
- 3.38 The sickness absence management system provided by AHP (Active Health Partners) seeks to reduce absence through a combination of medical expertise and technology that focuses on reporting and managing illness from 'day one'. Their proactive management service has been proven to cut absence in the workplace by over 30%, whilst offering obvious benefits to the employee of 24/7 access to health advice. Case study examples include the London Borough of Newham, where absence was reduced by approximately 40%, South Bedfordshire District Council, where absence reduced by over 30%, and more locally Sandwell Homes have reduced their absence from 14 days per FTE to 9.77 in six months).

3.39 Attached as Appendix 2 is the AHP White Paper 'Calculating the cost of absence', which considers the impact of sickness absence on an organisation's ability to operate efficiently. Both direct and indirect costs are discussed as well as encouraging a wider understanding of the cost of absence.

4. FINANCIAL IMPLICATIONS

4.1 The current estimated direct cost of Sickness for the Council, based on 351 full-time equivalent positions, with an annual average salary of £21,443 (excluding National Insurance costs, Pension contribution etc), with an absence rate of 4.64% (10.57 days per employee per annum) equates to £349,229.27. A 20% reduction in absence would equate to £70,297. In addition to these costs, some service areas (Street Scene and Community in particular) can make direct savings through lower absence levels because the need to employ temporary agency cover would reduce. Essentially, lower absence levels result in productivity/capacity gain for the organisation and thus increased levels of organisational performance/output.

4.2 Appendix 3 – The attached AHP spreadsheet highlights the monetary savings achievable. The costs submitted within the original bid have remained the same, however, the savings are potentially now greater – as these were originally based on a sickness absence rate of 7.77 days, which has now increased to 10.57 days per employee.

5. LEGAL IMPLICATIONS

5.1 No legal implications

6. COUNCIL OBJECTIVES

6.1 Council Objective Two: Improvement

7. RISK MANAGEMENT

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

- Negative commentary within the CPA Inspection Report in relation to capacity as a direct result of absence levels
- Reducing capacity/performance output as a result of high absence levels.
- Inability to proceed with any further organisational interventions due to absence of funding

7.2 These risks are being managed as follows:

- Reducing capacity/performance output as a result of high absence levels

Risk Register: HR&OD Services
Key Objective Ref No: 1 (sickness absence)

Actions: 1.1 Training for all managers, 1.5 monitoring of Government's agenda, 1.6 Consideration of AHP medical support services 1.7 Monitor performance monthly.

7.3 Currently the risk identified in the first and third bullet points in 7.1 are not addressed by any risk register and will be added to the HR & OD Services risk register as follows:

Key Actions:

Increase council-wide awareness of limitations of reducing sickness absence without funding for specific, nationally recognised interventions.

8. CUSTOMER IMPLICATIONS

8.1 Continued rises in sickness absence will continue to have a negative impact on the Council's productivity levels and capacity, which in turn impacts on the levels of organisational performance/output.

9. EQUALITIES AND DIVERSITY IMPLICATIONS

9.1 None applicable.

10. VALUE FOR MONEY IMPLICATIONS

10.1 None applicable

11. OTHER IMPLICATIONS

<p>Procurement Issues Sandwell Homes have established a Collaborative Framework Agreement for the provision of absence management services (including call service and reporting to reduce sickness and absence levels) which the Council could utilise.</p>
<p>Personnel Implications As outlined within the body of this report.</p>
<p>Governance/Performance Management As outlined within the body of this report, specifically in relation to organisational capacity and performance.</p>
<p>Community Safety including Section 17 of Crime and Disorder Act 1998 None</p>
<p>Policy None</p>
<p>Environmental</p>

None

12. OTHERS CONSULTED ON THE REPORT

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

13. WARDS AFFECTED

All Wards.

14. APPENDICES

Appendix 1a Graph showing Cumulative days sickness per FTE
Appendix 1b October Monthly Performance Statistics
Appendix 1c Graph showing Total days sickness per FTE month on month

Appendix 2 AHP White Paper: Calculating the Cost Of Absence
Appendix 3 AHP Spreadsheet

15. BACKGROUND PAPERS

- Dame Carol Black's report "Working for a healthier tomorrow" March 2008
- Monthly sickness absence statistics
- CIPD Annual Absence Report 2008
- LGE Sickness Absence Levels and Causes Survey 2006-7
- CBI/AXA Absence and labour turnover survey 2008

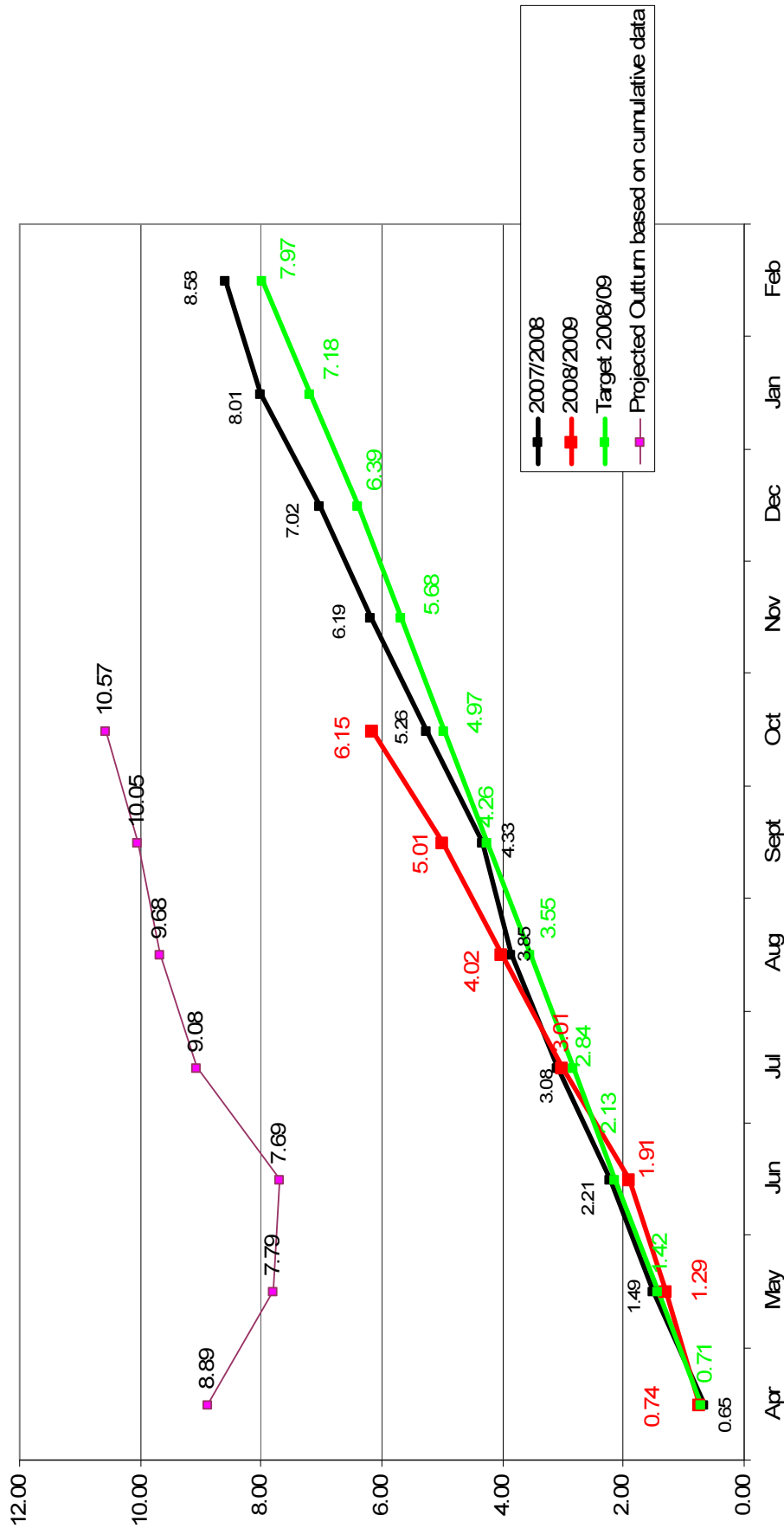
- AHP White Paper: Calculating the Cost of Absence
- Government Paper: 'Improving Health and Work: Changing Lives' (November 2008) <http://www.workingforhealth.gov.uk/Government-Response>

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Cumulative days sickness per FTE 2008/09
in comparison to 2007/2008



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Sickness Figures for 2008/2009 by Service

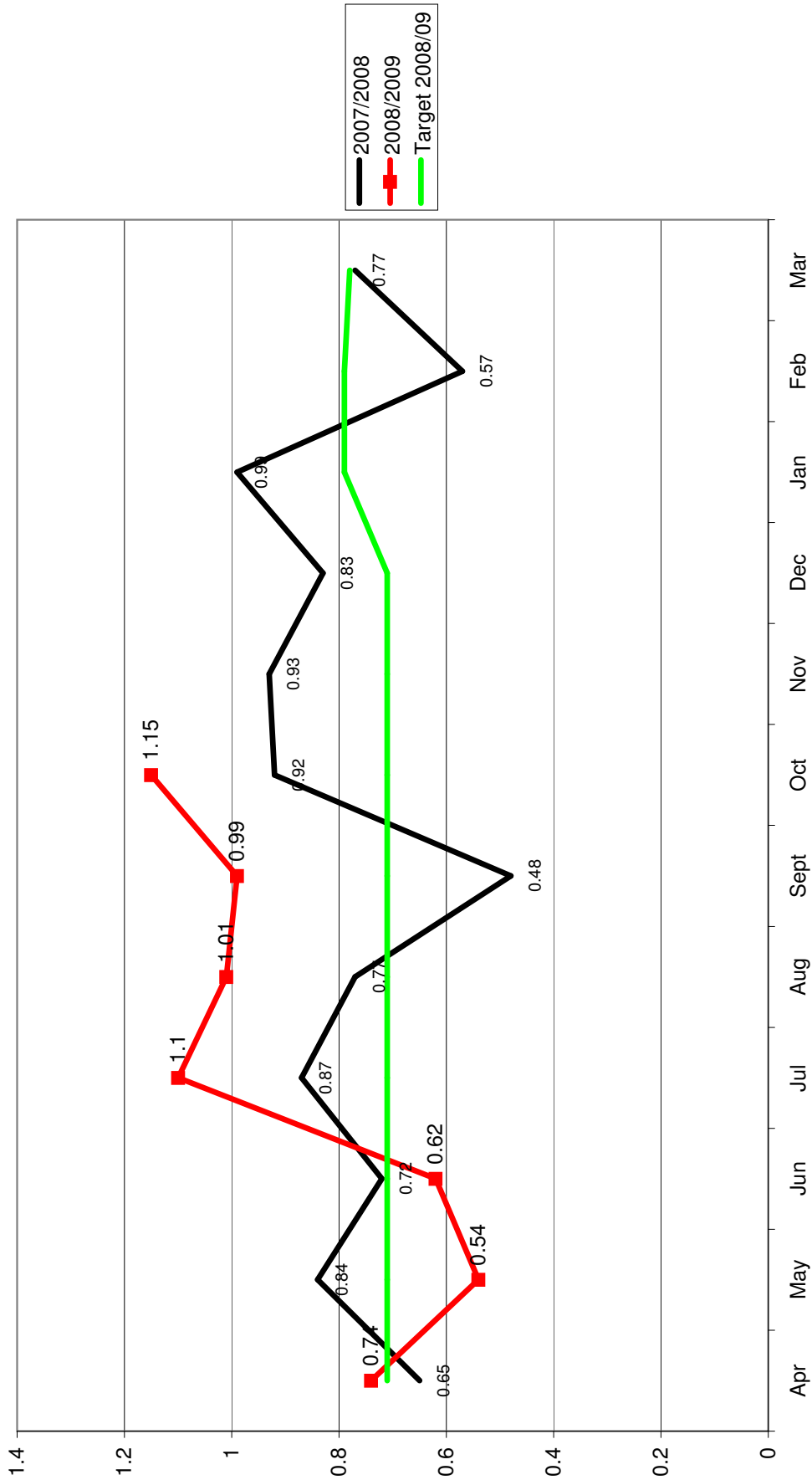
Total FTE @ May 08	Actual no of employees - April 08	Total Sickness days April 08	Sickness Target 2008/09														
			Apr-08	May-08	Jun-08	Jul-08	Aug-08	Sep-08	Oct-08	Nov-08	Dec-08	Jan-08	Feb-08	Mar-08			
26.00	47.00	1.68	29.95	28.00	28.00	28.00	28.00	28.00	28.00	28.00	28.00	28.00	28.00	28.00	28.00	28.00	28.00
	3.00	1.68	4.00	13.00	0.00	3.00	5.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	0.00	0.00	0.13	0.46	0.00	0.11	0.18	0.18	0.18	0.18	0.18	0.18	0.18	0.18	0.18	0.18	0.18
14.00	103.50	7.39	13.17	14.00	14.00	14.00	14.00	14.00	14.00	14.00	14.00	14.00	14.00	14.00	14.00	14.00	14.00
	45.50	3.25	2.00	0.00	3.00	5.00	25.00	7.00	3.50	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	58.00	4.14	22.00	16.00	0.00	0.00	0.00	20.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
31.00	208.00	6.71	1.82	1.14	0.21	0.36	1.79	1.93	0.25	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	109.00	3.52	31.01	31.00	31.00	31.00	31.00	31.00	31.00	31.00	31.00	31.00	31.00	31.00	31.00	31.00	31.00
	99.00	3.19	32.00	11.50	2.00	38.00	3.00	5.50	17.00	8.00	8.00	8.00	8.00	8.00	8.00	8.00	8.00
41.00	225.00	5.49	1.48	0.47	0.06	1.23	1.32	1.34	0.81	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	114.50	2.79	43.32	41.00	41.00	41.00	41.00	41.00	41.00	41.00	41.00	41.00	41.00	41.00	41.00	41.00	41.00
	110.50	2.70	39.50	3.00	19.00	24.00	4.00	22.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
8.00	8.00	1.00	1.17	0.55	0.72	0.87	0.65	0.80	0.67	0.67	0.67	0.67	0.67	0.67	0.67	0.67	0.67
	0.00	0.00	8.83	8.00	8.00	8.00	8.00	8.00	8.00	8.00	8.00	8.00	8.00	8.00	8.00	8.00	8.00
	0.00	0.00	1.00	3.00	1.00	0.00	0.00	2.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
61.00	292.50	4.80	0.11	0.38	0.13	0.00	0.00	0.25	0.13	0.13	0.13	0.13	0.13	0.13	0.13	0.13	0.13
	179.50	2.94	63.68	61.00	61.00	61.00	61.00	61.00	61.00	61.00	61.00	61.00	61.00	61.00	61.00	61.00	61.00
	113.00	1.85	34.50	7.00	3.00	49.50	27.00	9.50	49.00	49.00	49.00	49.00	49.00	49.00	49.00	49.00	49.00
168.00	1281.00	7.63	0.54	0.11	0.05	0.81	0.98	0.81	1.46	1.46	1.46	1.46	1.46	1.46	1.46	1.46	1.46
	586.00	3.49	167.70	168.00	168.00	168.00	168.00	168.00	168.00	168.00	168.00	168.00	168.00	168.00	168.00	168.00	168.00
	695.00	4.14	65.00	67.00	82.00	82.00	55.00	111.50	123.00	123.00	123.00	123.00	123.00	123.00	123.00	123.00	123.00
351.00	1089.50	10.57	0.63	0.68	1.07	1.53	1.17	1.13	1.42	1.42	1.42	1.42	1.42	1.42	1.42	1.42	1.42
	1075.50	10.57	178.00	104.50	110.00	202.00	119.00	162.50	213.50	213.50	213.50	213.50	213.50	213.50	213.50	213.50	213.50
	2165.00	8.75	87.00	86.50	108.50	185.50	234.50	185.50	347.50	347.50	347.50	347.50	347.50	347.50	347.50	347.50	347.50
			265.00	191.00	218.50	387.50	353.50	347.50	402.00	402.00	402.00	402.00	402.00	402.00	402.00	402.00	402.00
			0.71	0.71	0.71	0.71	0.71	0.71	0.71	0.71	0.71	0.71	0.71	0.71	0.71	0.71	0.71
			0.74	0.54	0.62	1.10	1.01	0.99	1.15	1.15	1.15	1.15	1.15	1.15	1.15	1.15	1.15
			0.71	1.42	2.13	2.84	3.55	4.26	4.97	4.97	4.97	4.97	4.97	4.97	4.97	4.97	4.97
			0.74	1.29	1.91	3.01	4.02	5.01	6.15	6.15	6.15	6.15	6.15	6.15	6.15	6.15	6.15
			8.89	7.79	7.69	9.08	9.66	10.05	10.57	10.57	10.57	10.57	10.57	10.57	10.57	10.57	10.57

2004-05	3074.99	875.43	836.52	627.17
2005-06	3570.58	949.95	883.98	1041.27
2006-07	3906.00	1067.00	951.00	828.50
2007-08	3348.50	759.50	963.00	834.00
2008-09	2165.00	1088.50	402.00	0.00
Year				
Quarter 1	735.87			
Quarter 2	875.43			
Quarter 3	949.95			
Quarter 4	627.17			

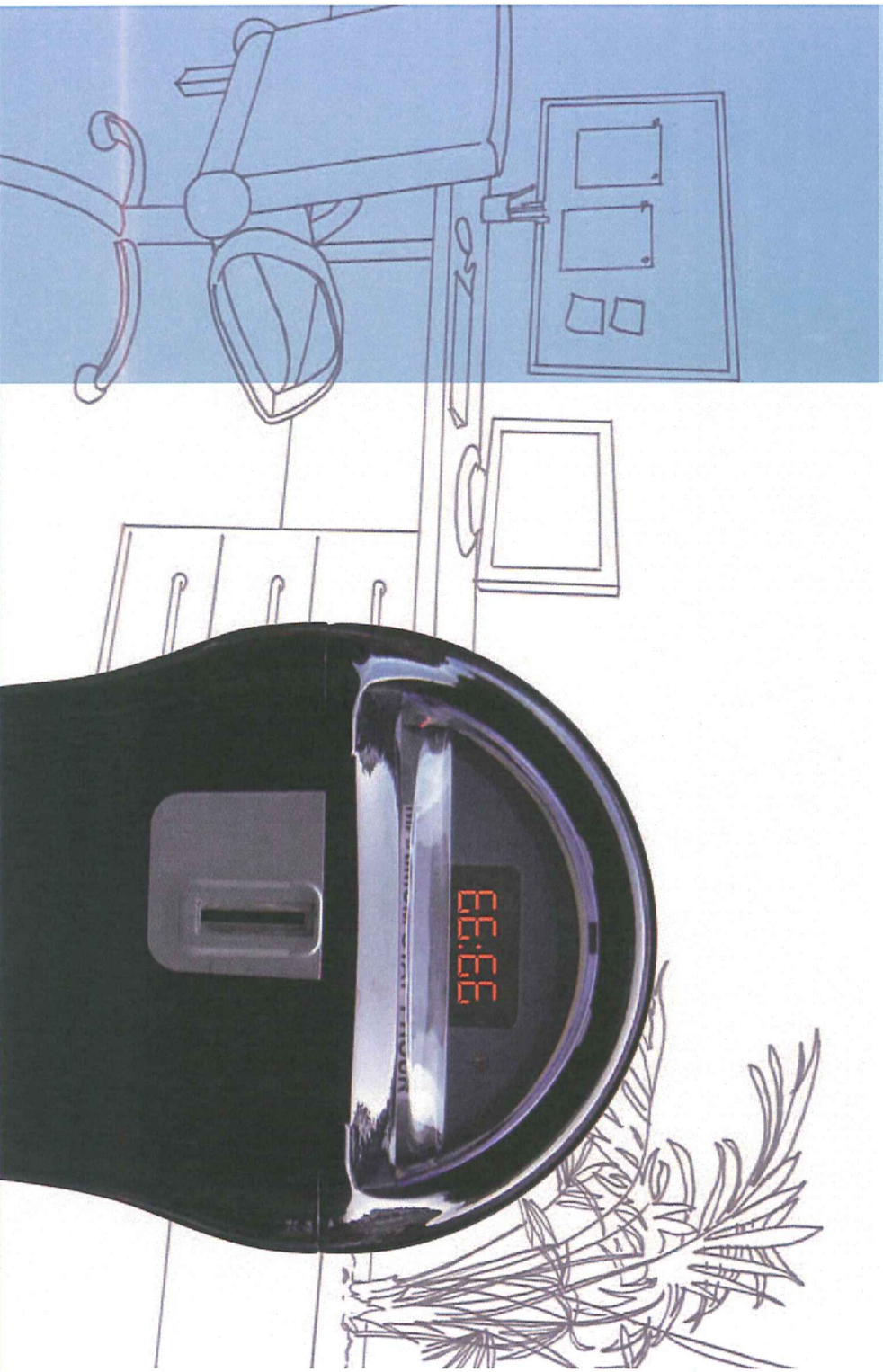
Key: more than 10% worse than target worse than target, but within 10% on or better than target

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**Total days sickness per FTE 2008/09
in comparison to 2007/2008**



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Calculating the cost of absence

A White Paper from Active Health Partners

By Ralph Allen | November 2008

2

Contents

Executive summary	3
Introduction	4
Direct costs: averages of averages	5
Indirect costs: intangible but significant	6
True costs: opportunity not money	7
Avoidable costs: fraud and its consequences	9
Conclusion	9

3

Executive summary

- Only 40% of organisations monitor the cost of absence, although the majority recognise that it is a significant or very significant business expense
- The cost of absence has risen by over 17% per employee in the last five years
- Spreadsheets are available that provide organisations with an easy way to calculate the average cost of absence per employee
- These calculations provide useful indicators that are beneficial for all organisations, but they typically only allow for direct costs
- When indirect costs (hidden costs) are taken into account alongside direct costs, the total cost of absence per employee increases by over 50%
- On aggregate, high absence rates indicate low return on investment, low employee engagement and poor business efficiency
- The true cost of absence should be measured in terms of the lost opportunity to deliver good customer service and grow the business

4

Introduction

In its 2008 survey into Absence Management, the Chartered Institute of Personnel and Development (CIPD) found that only 40% of organisations monitor the cost of absence. Yet more than eight out of ten of the organisations surveyed admitted that absence is a significant or very significant cost to their business.

Every senior manager knows that if costs are not monitored and carefully managed, they inevitably start to increase – and that's precisely the problem that is occurring across the UK. The average cost of absence per employee in 2007 was £666, whereas in 2002 it was £567. These figures indicate that the cost of absence has risen by over 17% per employee in the last five years. If any other business cost were increasing at this rate, managers would certainly be monitoring it – if not also implementing measures to stem the increases. So why do most organisations still not take steps to calculate and monitor their absence costs?

The answer to this question isn't straightforward. In truth, there are many different reasons why organisations don't count the cost of absence. However, in the experience of Active Health Partners (AHP), organisations often fall into one of three categories:

1. Organisations who want to calculate their absence costs, but don't know how to go about doing it, given the huge complexity involved
2. Organisations who simply don't recognise the costs associated with absence and therefore don't see the need to calculate and monitor them
3. Organisations where processes have evolved such that their capture of absence data is so poor that they believe their absence is low enough not to worry about

For some organisations, the cost of absence is an actual figure (direct cost) that must be budgeted for every month. It comprises the cost of sourcing agency staff at short notice or paying other employees overtime to cover the shifts of their colleagues. For the majority of businesses, however, absence is not a line item in the profit and loss statement. It is an inconvenience, but as it doesn't result in the need for immediate expenditure to provide cover, it fails to attract the attention that it merits. It is, in effect, another of those 'hidden costs' of business that can quietly erode business profitability and performance.

The true cost of absence should never be underestimated. When effectively calculated, it will comprise the direct costs (of replacing absent staff) and the indirect costs (of managing absence). But it must also include the cost to the business in terms of the lost opportunity to deliver good customer service, make new sales or operate efficiently. When all the implications are taken into account, the financial – and operational – price of absence becomes far too significant to ignore.

The majority of UK organisations do not monitor the cost of absence.

The cost of absence has risen by 17% in the last five years.

5

Direct costs: averages of averages

The complexity involved in calculating the cost of absence cannot be denied. Direct costs can be made up of many components ranging from salary and sick pay to ill health retirement and litigation. Given that all organisations are unique, and employees in different roles have different absence-related costs, it is perhaps not surprising that so few companies have attempted to do the sums.

Regrettably, there is no standard tool or methodology that companies can use to calculate their absence costs. What is more surprising is that there is rarely any real consensus about how to arrive at the right figure or what approach to take. If a business leader were to ask the HR manager to calculate the cost of absence, he or she would most likely approach the challenge in a very different way from the financial director. This lack of common understanding within businesses of the costs associated with absence is another factor that prevents them from being effectively monitored.

Even a very simplistic calculation of absence costs can provide valuable management information.

But organisations have to start somewhere – and even a very simplistic calculation of absence costs can provide valuable management information. For example, let us assume that a transportation company has an average absence rate of 10.6 days per employee per year – a figure that is fairly indicative of this sector – and 20,000 employees who each receive an average salary of £20,000. In addition, each employee costs the company a further 13% of salary for National Insurance, 8% for training and recruitment and 10% for pension and other benefits. When this total figure is divided by 221 working days in a year, the cost per employee per day works out at just over £18.

Now multiply this sum by 10.6 (the average number of days of absence per year) and then multiply it again by 20,000 employees. The calculated cost of absence in this organisation is over £25 million. This figure assumes that there are no costs involved in providing agency cover or paying overtime to replace absent employees. The full cost could, therefore, be even greater.

It would be a relatively easy exercise for most organisations to determine their average absence rate and salary and then calculate their average absence costs in the same way as above. However, this kind of calculation will obviously be based on a number of assumptions. Not all employees are paid the same salary, have the same sick pay benefits or have the same costs associated with providing cover. For example in a transportation company, an absent truck driver will cost more than an absent secretary, as the truck driver will have to be replaced by an agency worker.

For many years, Active Health Partners (AHP) has worked closely with a wide variety of organisations to help them assess their absence costs and then take proactive steps to reduce them. By drawing on our experience across many different industry sectors, we have produced template spreadsheets that help companies to quickly arrive at indicative absence costs, based on their actual financial overheads.

Much more sophisticated than the illustration given above, our spreadsheets are designed to allow for a range of different variables, such

6

as the percentage of absence covered by sick pay. Multiple spreadsheets can also be used in combination to carry out different calculations for different groups of employees and employees in different salary brackets. By drawing on the support of AHP and using our spreadsheets, organisations can be as precise as possible with their calculations. Ultimately, though, we are still dealing with averages of averages. No matter how thorough an organisation is, any calculation of the direct cost of absence will be an approximation – but a valuable approximation nevertheless.

Indirect costs: intangible but significant

So far, this white paper has only considered the direct costs of absence, such as salary, National Insurance, statutory sick pay, overtime and cover. But while these costs make up the largest proportion of the total cost of absence, there are other indirect costs that must also be taken into account. If a key employee is off work sick, how long will it take his manager to reallocate the work or source cover? What will be the effect on his colleagues who may have to work harder to fill his place? Will a project be delayed as a result? Will the absence have an impact on customer service?

There is an argument that if secretarial employees take a few days off here or there for a cough or a cold, it will have little impact on the smooth running of the business. Their work will still be on their desk when they get back. For other individuals, however, their absence may lead to delays in orders being delivered or projects being completed. If a machine breaks down, the cost of this failure is not just the sum what is not being produced, but also the bottleneck it causes further up the production line and the effort required to alleviate this situation.

Indirect costs include the management time required to administer absence policies, record absence accurately, find cover and deal with the employees when they get back. Due to the nature of absence, advanced planning is almost impossible. It's not just about having people off sick; it's about not knowing early enough that people are going to be off sick to plan cover. As a result, many organisations – such as those that provide security guards, truck drivers or street cleaning crews, for example – are forced to put more effort into planning shifts to build in contingency. The cost of over-staffing 'just in case' is another significant indirect cost. When absence rates fall, the job of a team or a department can often be accomplished by fewer permanent members of staff.

Staff morale can be affected when employees repeatedly find themselves having to cover for absent colleagues. Even if that cover is being rewarded with overtime pay, it can still lead to feelings of frustration, use and exhaustion. The strain of covering for colleagues can affect employees' own health and, in turn, lead to a vicious circle of people over-working, getting sick and taking more leave. While this situation continues, the ultimate impact is felt by the customers who can suffer inconsistent and poor service.

*Any calculation
of the direct
cost of absence
will be an
approximation.*

7

These indirect costs may seem a little intangible, but they are nevertheless very significant. In a recent report, The Confederation of British Industries (CBI) and AXA calculate that the average direct cost of absence was £517 per employee in 2007. However, CBI and AXA are keen to point out that this isn't the full picture. When indirect costs, such as lower customer satisfaction, are added to the direct costs, the CBI-AXA report finds that the real cost of absence is actually £780 per employee. According to these statistics, the inclusion of indirect costs increases average absence costs by over 50%. CBI and AXA conclude that, while absence from work cost the UK economy 13.2 billion in direct costs in 2007, this figure jumps up to a staggering £19.9 billion when average indirect costs are included.

First London and Berkshire Buses (First London) is one example of a business that closely monitors its absence rate and understands both the direct and indirect costs involved. When employees are off work, the company faces the additional expense and inconvenience of having to find replacement drivers – and risks providing a poor service for the public if it cannot do so quickly. "Obviously a low absence rate is a big commercial advantage in delivering services to our passengers and in striving for our goal of zero cancellations," says Dave Fielding, Business Support Manager at First London. "Passengers expect to see our services, and we want them there on time, all of the time."

After using the AHP absence management service, First London succeeded in reducing its absence rates by 19% and calculated that it saved over 5,000 days in one twelve month period. This reduction in absence led to a corresponding reduction in costs – both direct and indirect. "Cover payments have come down," says Fielding. "In addition, we have reduced indirect costs by reducing the amount of time managers spend rushing around at the last minute trying to find replacement drivers. More strikingly, failure to deliver services to benchmarked performance standards, set by Transport for London, could result in the loss of bus routes in the Capital. Clearly the knock-on effect of failing to deliver high standards of service, because of a shortage of staff through absence, could have a huge impact on the viability of the company." While it is difficult to put a precise figure on this indirect cost saving, the benefit to the business is in no doubt.

*The inclusion
of indirect costs
increases average
absence costs by
over 50%.*

True costs: opportunity not money

For nearly a decade the 'Efficiency Agenda' (in different guises) has guided policy across all public sector organisations. High profiled reports, such as the Gershon Review and its more recent successors, have focused local and central government organisations on the need to improve efficiency and the productivity of staff. In the private sector, there may not be an official 'Agenda' as such, but efficiency improvements have certainly been among the main priorities for businesses across all industries.

Public and private sector organisations alike have invested heavily in a range of different initiatives with the aim of improving efficiency. As well as technology, they have invested in Investors In People (IIP) programmes,

8

better offices, flexible working practices and tailored training, for example. Although diverse, all of these initiatives have one thing in common: they aim to get people to do more work for the same salary cost. Yet, if organisations truly want to achieve efficiency gains, shouldn't their first priority be to get people to work in the first place?

The investment in salaries is the biggest investment that most organisations will ever make. Yet not all companies apply the same rigorous principles to their personnel costs as they do to their information technology (IT) costs for example. Do organisations assess the return on investment (ROI) for employees? ROI targets for new IT projects are usually calculated with a great deal of care and attention. This is despite the fact that ROI from any IT project is almost impossible to determine. (In fact, ROI targets are rarely met for IT projects, because there is a tendency for people to overstate the potential benefits of new technologies.) In contrast, the ROI from the investment in an employee who is absent is easy to determine: it's zero.

Absent members of staff deliver absolutely no return on the investment made in recruiting, training and employing them. Every day of absence damages an organisation's efficiency, and the absence of one person almost inevitably impedes the productivity of his or her colleagues. Therefore, it's not just about the profit and loss statement. In most instances, the true cost of absence can be measured in terms of the negative impact on business efficiency and productivity. Simply put: it's not just lost money (direct and indirect costs), but also a lost opportunity to deliver good customer service and grow the business.

This view is supported wholeheartedly by Jayne Haywood, HR Manager of Sandwell Homes, an Arms Length Management Organisation (ALMO) that was formerly part of Sandwell Metropolitan Borough Council. Sandwell Homes has calculated that for every £1 spent on absence management services from AHP, it has gained £3.80 back in terms of value to the business. This figure represents not just direct cost savings, but also the 'opportunity' benefit of improved employee availability and productivity. "Having more employees available to work gives us a far greater opportunity to deliver a good service for our customers," says Haywood.

Sandwell Homes has been able significantly improve upon its previous best of 14 days absence per full time employee. After using AHP for just six months, this figure fell to 9.77 days, a reduction of around 30%. However, Haywood doesn't just measure the organisation's success in financial savings. Rather, she measures it in terms of improved business advantage and operational efficiency. "[Our reduced absence rate] clearly shows that we are becoming a better value-for-money organisation," she says.

It's not just lost money, but also a lost opportunity to deliver good customer service and grow the business.

9 Avoidable costs: fraud and its consequences

Not all sickness is genuine. In total, CBI calculates that 172 million days were lost to absence in the UK in 2007. More significantly, the organisation suggests that as many as 12% of these sick days occurred when employees decided to feign illness to extend their weekends, enjoy the summer sunshine or watch a big match. The report claims that employees may take as many as 21 million 'sickies' every year at a cost to the UK economy of £1.6 billion.

Furthermore, AHP has worked with clients to identify patterns of behaviour across its workforce, which may suggest a number of days being lost to non-genuine sickness absence. For example, many organisations see the highest number of 2 day absence spells starting on a Thursday, the highest number of 3 day spells starting on a Wednesday and the highest number of 4 day spells starting on a Tuesday.

No organisation can justify incurring additional costs simply to fund extra days off for less conscientious employees.

Conclusion

Clearly, calculating the true cost of absence isn't easy. Even direct costs can only be estimated, based on the sum of averages, and indirect costs are even harder to put a value on. But research from organisations such as the CIPD and CBI provide conclusive evidence that there is a significant and growing cost that cannot be ignored.

In almost all instances, what organisations really need to focus on is not a comprehensive mathematical calculation. Instead, they need to work towards building a company-wide and board-level understanding that there is a cost of absence. Only then can they start to address the issue.

The cost of absence is a major – and growing – burden for both public and private sector organisations. If, however, business leaders take proactive steps to reduce their absence rates, they will cut both their direct and indirect costs. But more important than this, they will also improve their 'opportunity' to operate more efficiently and more profitably.

Organisations need to work towards building a company-wide and board-level understanding that there is a cost of absence.

Notes:

- 1 CIPD Absence Management Report, 2008
- 2 CIPD Absence Management Report, 2008
- 3 CIPD Absence Management Report, 2003
- 4 These spreadsheets are available from AHP on application
- 5 CBI/AXA Absence Survey, 2008
- 6 CBI/AXA Absence Survey, 2008



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Page 62



Annual Payroll Costs and Costs of Absence			
Client	No of Employees	Annual Average Salary £	Cost of Absence* £
Bromsgrove Council	351	22,722	646,906
* Key Assumptions Total Payroll Costs Includes uplift of 15% for employers NI etc. Sick Pay Ratio 100% (Average percentage of salary paid) Overtime Cover Ratio 40% (Proportion of absence requiring cover) Marginal Cost Ratio 50% (Extra cost of overtime)			
		Total Payroll costs £	Current Absence rates %
		9,171,735	4.64
		Equivalent to 10.57 days per annum per employee	
		Annual working days lost	3709
		Annual working days saved AHP 20%	742

Cost/Benefit Analysis of AHP Service - ROI			
ROI Breakout			
Reduction of absence rates		Reduction of absence rates	
Daily Cost Absence	£2,837	10%	20%
Monthly Cost of Absence	£53,909	£5,391	£10,782
(Cost divided by 12)			
Gross Monthly Saving		£1,667	£1,667
Monthly AHP Cost	£4.75	£3,724	£9,115
Net Savings Per Month		£44,684	£109,374
1 Year Net Saving			£174,065
Cost Neutral Absence Reduction	3.09%	Reduction in absence rate, equivalent to a reduction of 0.33days per employee per annum i.e reduction from current absence rate of 4.64 to 4.49 percent	

Agenda Item 7

BROMSGROVE DISTRICT COUNCIL

PERFORMANCE MANAGEMENT BOARD

DATE 16 DECEMBER 2008

OCTOBER (PERIOD 7) PERFORMANCE REPORTING

Responsible Portfolio Holder	Cllr Mike Webb, Portfolio Holder for Customer Care & Service
Responsible Head of Service	Hugh Bennett, Assistant Chief Executive
Non Key Decision	

1. SUMMARY





- 1.1 To report to Leader's Group on the Council's performance at 31 October 2008 (period 7).

2. RECOMMENDATIONS

- 2.1 That The Board notes that 67% of PIs are stable or improving.
- 2.2 That The Board notes that 76% of PI's that have a target are meeting their target as at the month end and that 92% of PI's that have a target are predicted to meet their target at the year end.
- 2.3 That The Board notes the performance figures for October 2008 as set out in Appendix 2.
- 2.4 That The Board notes the particular areas of improvement as summarised in section 3.4.
- 2.5 That The Board notes the PI's of particular concern as set out in section 3.5.

3. BACKGROUND

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

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

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

- 3.2 Comparisons of overall performance improvements this month to last month are shown on Appendix 1.
- 3.3 Performance continues to be held at levels already achieved for the majority

of performance indicators, with only six indicators behind target at this point in the year. Of those six, four are projected to recover during the remaining months of the year and to hit target.

3.4 Performance worthy of particular mention is as follows:

- Previous strong performance considerably above target at the CSC has not only been maintained, but has improved in October. In particular the average speed of answer improved from 24 seconds to 18 seconds.
- 100% of invoices were paid within 30 days in October
- Streetscene performance continues at 100% clear up within timescales for abandoned vehicles, animal debris and removal of flytips.
- Improvements in performance in missed household waste collections and recycle collections mean that these two are now have a predicted outturn significantly exceeding the target.
- Performance in processing benefit claims improved considerably during October, reversing the gradual decline reported over the past months, taking on average 2 days less time to process than in September as efforts begin to take effect. However figures may fluctuate in November before normal workload is achieved, but the target is expected to be met.

3.5 Performance of potential concern is as follows:

- Sickness absence worsened by 15% in October over the already high levels in September and for the past four months has been between 40% to 60% worse than monthly target. The projected outturn, based on performance year to date is 10.57 days, against a target of 8.75 days. However actual outturn is likely to be even worse as the current estimated outturn figure is helped by the good figures achieved during the first three months of the year, since when there has been a significant and sustained worsening of performance. If performance is not improved then the outturn could be of the order of 11.5 days. Furthermore we are now approaching the winter period when sickness levels tend to increase rather than decrease, adding further pressure to the outturn. A 'Performance Clinic' was held on 22 October to consider sickness absence and a report was submitted to CMT on 2 December, a second clinic will be held shortly.
- Although processing of minor planning applications is currently projected to achieve target, performance will need to improve to and be sustained at around 88% each month for the remainder of the year for this to be achieved, whereas average monthly performance year to date has been 71%

4. FINANCIAL IMPLICATIONS

4.1 There are no financial implications

5. LEGAL IMPLICATIONS

5.1 There are no legal implications.

6. COUNCIL OBJECTIVES

6.1 Performance reporting & management links to the Improvement objective

7. RISK MANAGEMENT

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

- Data quality problems
- Poor performance

7.2 These risks are being managed as follows:

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

8 CUSTOMER IMPLICATIONS

8.1 Performance Improvement is a Council Objective

9. EQUALITIES AND DIVERSITY IMPLICATIONS

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

10. VALUE FOR MONEY IMPLICATIONS

10.1 ■ There are no VFM implications

11. OTHER IMPLICATIONS

Procurement Issues None
Personnel Issues None
Governance/Performance Management – Production of the performance report supports the aim of improving performance & performance management
Community Safety including Section 17 of Crime & Disorder Act 1988 None
Policy None
Environmental None

12. OTHERS CONSULTED ON THE REPORT

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

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

13. **WARDS AFFECTED**

All Wards'.

14. **APPENDICES**

- Appendix 1 Performance Summary for October 2008
- Appendix 2 Detail Performance report for October 2008
- Appendix 3 Detailed figures to support the performance report
- Appendix 4 Departmental analysis of sickness absence

15. **BACKGROUND PAPERS**

None

Contact officer

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APPENDIX 1

SUMMARY - Period 5 (August) 2008/09						
	Monthly (August) performance			Estimated Outturn		
	No.	%		No.	%	No.
Improving or stable.	20	74%	On target	20	74%	23
Declining	7	26%	Missing target by less than 10%	4	15%	1
No data		0%	Missing target by more than 10%	1	4%	1
			No data	2	7%	2
Total Number of Indicators	27	100%	Total Number of Indicators	27	100%	27
						total
						85%
						4%
						4%
						7%
						100%

SUMMARY - Period 6 (September) 2008/09

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Ref	Description	Report - ed?	Cum or Snap?	2007/08		Target & Trend	Oct Actual	Oct Target	Target & Trend	2008/09		Comments	
				Actuals	Quartile					Sep. Target	Sep. Actual		Target
Street Scene & Community													
NI 191	Residual Household waste per household	M	C	n/a	n/a	W	349.70	347.53	W	593.00	591.00	I	Trade waste yet to come off Oct (has now been taken off Sep)
NI 192	Percentage of household waste re-used, recycled and composted	M	C	n/a	n/a	I	48.55	49.00	W	45.00	42.00	S	Trade waste yet to come off Oct (has now been taken off Sep)
LPI depot	%age of reported abandoned vehicles investigated within 24 hours	M	C	100.00	1	S	95.00	98.00	S	95.00	97.67	I	7 vehicles reported and investigated within timescale
LPI depot	%age of abandoned vehicles removed within 24 hours of legal entitlement	M	C	98.78	1	S	95.00	100.00	S	95.00	100.00	S	4 vehicles identified and removed within timescale
LPI Depot	% animal/debris cleared within timescales	M	C	100.00	n/a	S	95.00	100.00	S	95.00	100.00	S	33 Dead animals reported, all removed within timescale
LPI Depot	% of flytips dealt with in response time	M	C	99.46	n/a	S	95.00	100.00	S	95.00	100.00	S	131 incidents of fly tipping, all removed within timescale
LPI Depot	Number of missed household waste collections	M	C	1102	n/a	I	812	671	W	1,400	1,048	W	96 missed refuse collections - 0.05% collections missed (5 weeks x 38,000)
LPI Depot	Number of missed recycle waste collections	M	C	352	n/a	W	350	153	I	600	193	I	15 missed recycling collections - 0.008% of 190,000 collections missed (5 weeks x 36,000)
NWBCU 1	The number of domestic burglaries	M	C	355	n/a	I	210	223	W	360	331	W	There has been a recent spike in burglaries in Cofon Hackett area bordering West Midlands. However, a known prolific offender with burglary offending habits from West Mids was arrested in October. A continuous tasking priority.
NWBCU 2	The number of violent crimes	M	C	1093	n/a	I	616	632	I	1056	1128	I	Violent Crimes are normally associated with the Town Centre Night Time Economy. October had 35 less incidents than September a 38% decrease, and 31 under target. This is due to ongoing 'operation Majestic'. Additional policing in hot spots during peak hours on Thursday, Friday and Saturday evenings.
NWBCU 3	The number of robberies	M	C	67	n/a	W	35	26	I	60	45	I	Still under target and October had only 2 robberies in the whole of Bromsgrove District. The lowest its been all year.
NWBCU 4	The number of vehicle crimes	M	C	710	n/a	W	448	401	W	768	694	I	Actuals increased by 5 between August and September and then by 8 in October. Although an increasing trend this is expected this time of year with less sunlight hours in the evening. Estimated Outturn is still on target. This may be raised as a tasking priority during the winter.

Ref	Description	Report - ed?	Cum or Snap?	2007/08		Sep. Target	Sep. Actual	Target & Trend	Oct Target	Oct Actual	Target & trend	2008/09		Comments
				Actuals	Quartile							Target	Est. Outturn	
LPI SC 1	Number of attendances at arts events	M	C	25,056	n/a	14,490	16,737	W	15,090	17,362	S	25,253	25,253	The actual attendance and target attendance are in line with each other
LPI SC 4	Sports Centres Usage	M	C	592,133	n/a	339,943	322,646	I	395,160	386,056	I	672,420	672,420	Above target for month at Dolphin centre – new sports hall sessions in place and running well. Multi skills and exercise taster day bought in extra dry side usage for month. Swimming club had annual club championships throughout month increasing wet side usage. New dance studio classes should further increase usage towards end of November. Haybridge below target mainly due to low school usage. Few gaps in programme which are currently being advertised and new bookings have been taken for early November for the end of year and start of New Year.
LPI SC 5	Sports development usages	M	C	18,213	n/a	9,793	10,142	I	11,556	12,244	I	20,505	20,505	Continued growth in number of usages due to PSP project now up and running for Autumn term plus rugby hockey & multi skills festivals

Planning & Environment

NI 157	The percentage of major planning applications determined within 13 weeks	M	C	95.35	1	75.00	75.00	W	75.00	75.00	I	75.00	75.00	Major 1/1 = 100% (National Indicator is 60%). Only one application was determined in this category relating to a pavement cross over in Houndsfield lane
NI 157	The percentage of minor planning applications determined within 8 weeks	M	C	92.42	1	80.00	71.00	W	80.00	71.00	I	80.00	80.00	Minor 13/18 = 72% (National Indicator is 65%). Numbers in this category represent an increase in relation to Sept (15) and performance has also improved from 46% in September. One of the out of time applications was as a result of sickness, the other four are due to consultations/neighbours.

Ref	Description	Report - ed?	Cum or Snap?	2007/08		Target & Trend	Oct Actual	Oct Target	Target & Trend	2008/09		Comments
				Actuals	Quarile					Sep. Target	Sep. Actual	
NI157	The percentage of other planning applications determined within 8 weeks	M	C	93.11	1	W	91.00	90.00	W	90.00	90.00	Other 33/42 = 78% (National Indicator is 80%). Applications submitted in this category represent a drop in relation to both Sept (63) and Aug (55). Officers leaving the authority have influenced performance in this category. One application was called to Committee and two required additional neighbour notification.

E-Government & Customer Services

CSC	Monthly Call Volumes Customer Contact Centre	M	S	n/a	n/a	n/a	6,931	n/a	n/a	n/a	n/a	Call volumes show a downward trend against the monthly average to date which is expected at this point in the year. Calls to the customer contact centre show a
CSC	Monthly Call Volume Council Switchboard	M	S	n/a	n/a	n/a	5,081	n/a	n/a	n/a	n/a	Calls to the council switchboard show a reduction of 5.5% compared to previous month and matches previous annual call profiles
CSC	Resolution at First Point of Contact all services (percentage)	M	C	94.30	n/a	W	99.00	85.00	I	90.00	90.00	Performance remains consistent with previous months and is in excess of target.
CSC	% of Calls Answered	M	C	84.00	n/a	W	91.00	85.00	I	85.00	85.00	Performance remains above target this month and supports the progressive improvement of the contact centre during this year. This is the best performance achieved by the contact centre since opening
CSC	Average Speed of Answer (seconds)	M	C	36	n/a	W	18.00	30.00	I	30.00	30.00	Performance above target this month and supports the continued performance improvement of the contact centre during this year. This is the best performance achieved by the contact centre since opening

Financial Services

NI181	Time taken to process HOB/CT benefit new claims or change events	M	C	n/a	n/a	W	16.58	16.00	I	16.00	16.00	commenced work on reducing work in progress starting to have some impact - next months result may fluctuate until we return to normal workload
FP001	Percentage of invoices paid within 30 days of receipt	M	C	97.83	1	I	99.60	98.00	I	98.00	99.00	100% of invoices were paid within 30 days in October

Ref	Description	Report - ed?	Cum or Snap?	2007/08		Sep. Target	Sep. Actual	Target & Trend	Oct Target	Oct Actual	Target & trend	2008/09		Comments
				Actuals	Quarile							Target	Est. Outturn	

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	129	I	n/a	145	W	n/a	n/a	Complaints have increased this month due to publicity about green waste charges
LPI CCPP03 (SS)	Number of compliments received	M	C	n/a	n/a	n/a	34	I	n/a	35	W	n/a	n/a	We need to encourage Staff to input compliments on to the system!

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	2	S	2	2	S	2 moving to 3	S	A Peer Challenge to test our claim that we have will have reached Level 3 has now been arranged for April 2009. We are preparing the current evidence to present to CMT for a final decision on our readiness for the Challenge. A project plan is being prepared to map all the stages that will need to be completed in readiness for the Challenge.
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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	4.26	5.01	I	4.97	6.15	W	8.75	10.57	Unfortunately October sees an increase in the level of sickness, with the outturn remaining red. Further details will be sent round in due course.
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Ref	Description	Freq	C or S	2008/09 Monthly Performance figures											
				Apr.	May.	Jun.	Jul.	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.

Street Scene & Community

NI 191	Residual Household waste per household	M	C	Target	50.80	105.00	52.50	50.10	46.79	49.57	49.78						
				Actual	50.80	52.75	48.87	55.71	49.03	49.87	54.89						
NI 192	Percentage of household waste re-used, recycled and composted	M	C	Target	45.00	45.00	45.00	44.02	47.14	45.08	42.34						
				Actual	46.23	49.50	49.49	47.03	45.71	48.46	43.98						
NI 195	Improved street & environmental cleanliness - graffiti	M*	C	Target	na	na	na	na	na	na	na						
				Actual	na	na	na	na	na	na	na						
NI 195	Improved street & environmental cleanliness - litter	M*	C	Target	na	na	na	2.00	na	na	na						
				Actual	na	na	na	na	na	na	na						
NI 195	Improved street & environmental cleanliness - detritus	M*	C	Target	na	na	na	6.00	na	na	na						
				Actual	na	na	na	na	na	na	na						
NI 195	Improved street & environmental cleanliness - fly posting	M*	C	Target	na	na	na	16.00	na	na	na						
				Actual	na	na	na	na	na	na	na						
NI 196	Improved street and environmental cleanliness - fly tipping	M	C	Target	na	na	na	0.00	na	na	na						
				Actual	na	na	na	na	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	95.00
				Actual	87.50	100.00	100.00	100.00	100.00	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	95.00
				Actual	100.00	100.00	100.00	100.00	100.00	100.00	100.00						
LPI Depot	% animal/debris cleared within timescales	M	C	Target	95.00	95.00	95.00	95.00	95.00	95.00	95.00	95.00	95.00	95.00	95.00	95.00	95.00
				Actual	100.00	100.00	100.00	100.00	100.00	100.00	100.00						
LPI Depot	% of flytips dealt with in response time	M	C	Target	95.00	95.00	95.00	95.00	95.00	95.00	95.00	95.00	95.00	95.00	95.00	95.00	95.00
				Actual	100.00	100.00	100.00	100.00	100.00	100.00	100.00						

LPI Depot	Number of missed household waste collections	M	C	Target	116	116	116	116	116	116	116	116	116	116	116	116	116	116	116	116	
				Actual	104	123	67	98	93	91	96										
LPI Depot	Number of missed recycle waste collections	M	C	Target	50	50	50	50	50	50	50	50	50	50	50	50	50	50	50	50	
				Actual	35	28	18	18	17	21	15										
LPI	The number of domestic burglaries	M	C	Target	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	
				Actual	21	20	24	30	44	39	47										
LPI	The number of violent crimes	M	C	Target	88	89	86	89	89	86	86	89	89	89	89	89	89	89	89	89	89
				Actual	89	92	101	98	101	93	58										
LPI	The number of robberies	M	C	Target	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	
				Actual	3	3	2	7	4	5	2										
LPI	The number of vehicle crimes	M	C	Target	64	65	62	65	65	62	62	65	65	65	65	65	65	65	65	65	65
				Actual	49	37	64	65	56	61	69										
LPI Community Services	Number of attendances at arts events	M	C	Target	60	530	500	800	12,000	600	600	600	600	600	600	600	600	600	600	600	600
				Actual	66	390	523	2,365	12,768	625	625										
LPI Community Safety	Sports Centres Usage	M	C	Target	53,601	53,899	53,993	62,339	58,184	57,927	55,217.00	55,217.00	55,217.00	55,217.00	55,217.00	55,217.00	55,217.00	55,217.00	55,217.00	55,217.00	
				Actual	53,964	54,580	55,401	57,391	45,616	55,694	57,410.00										
LPI Community Safety	Sports development usages	M	C	Target			1,636	1,654.00	1,681.00	1,763.00	1,763.00	1,763.00	1,763.00	1,763.00	1,763.00	1,763.00	1,763.00	1,763.00	1,763.00	1,763.00	
				Actual	1,854	1,901	1,663	1,792.00	1,334.00	1,818.00	2,102.00										

Planning & Environment

NI157	The percentage of major planning applications determined within 13 weeks		M	C	Target	75.00	75.00	75.00	75.00	75.00	75.00	75.00	75.00	75.00	75.00								
				Actual	100.00	80.00	50.00	66.00	100.00	66.00	100.00	66.00	100.00	66.00	100.00	66.00	100.00						
NI157	The percentage of minor planning applications determined within 8 weeks		numerator		2	4	1	2	1	2	1	2	1	2	1	2	1	2	1	2	1		
			denominator		2	5	2	3	1	3	1	3	1	3	1	3	1	3	1	3	1	3	
			M	C	Target	80.00	80.00	80.00	80.00	80.00	80.00	80.00	80.00	80.00	80.00	80.00	80.00	80.00	80.00	80.00	80.00	80.00	80.00
				Actual	67.00	88.00	85.00	58.00	100.00	46.00	72.00	46.00	72.00	46.00	72.00	46.00	72.00	46.00	72.00	46.00	72.00	46.00	72.00
NI157	The percentage of other planning applications determined within 8 weeks		numerator		10	15	11	11	6	7	13	6	7	13	6	7	13	6	7	13	6		
			denominator		15	17	13	19	6	15	18	6	15	18	6	15	18	6	15	18	6	15	
			M	C	Target	90.00	90.00	90.00	90.00	90.00	90.00	90.00	90.00	90.00	90.00	90.00	90.00	90.00	90.00	90.00	90.00	90.00	90.00
				Actual	95.00	96.00	90.00	88.00	93.00	88.00	78.00	88.00	78.00	88.00	78.00	88.00	78.00	88.00	78.00	88.00	78.00	88.00	78.00
CSC	Monthly Call Volumes Customer Contact Centre		M	S	Target	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	
		Actual	9,685	7,576	6,341	7,215	6,275	7,497	6,931	7,497	6,931	7,497	6,931	7,497	6,931	7,497	6,931	7,497	6,931	7,497	6,931	7,497	
CSC	Monthly Call Volume Council Switchboard		M	S	Target	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	
		Actual	6,243	5,629	5,412	5,657	4,842	5,389	5,081	5,389	5,081	5,389	5,081	5,389	5,081	5,389	5,081	5,389	5,081	5,389	5,081	5,389	
CSC LPI 3.1	Resolution at First Point of Contact all services (percentage)		M	C	Target	85.00	85.00	85.00	85.00	85.00	85.00	85.00	85.00	85.00	85.00	85.00	85.00	85.00	85.00	85.00	85.00	85.00	
		Actual	98.00	98.60	98.90	99.00	98.70	98.40	99.00	98.40	99.00	98.40	99.00	98.40	99.00	98.40	99.00	98.40	99.00	98.40	99.00	98.40	
CSC LPI 3.2	% of Calls Answered		M	C	Target	85.00	85.00	85.00	85.00	85.00	85.00	85.00	85.00	85.00	85.00	85.00	85.00	85.00	85.00	85.00	85.00	85.00	
		Actual	78.00	77.00	87.00	83.00	94.90	88.70	91.00	88.70	91.00	88.70	91.00	88.70	91.00	88.70	91.00	88.70	91.00	88.70	91.00	88.70	
CSC LPI 3.3	Average Speed of Answer (seconds)		M	C	Target	30.00	30.00	30.00	30.00	30.00	30.00	30.00	30.00	30.00	30.00	30.00	30.00	30.00	30.00	30.00	30.00	30.00	

E-government & Customer Services

CSC	Monthly Call Volumes Customer Contact Centre		M	S	Target	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
		Actual	9,685	7,576	6,341	7,215	6,275	7,497	6,931	7,497	6,931	7,497	6,931	7,497	6,931	7,497	6,931	7,497	6,931	7,497	6,931	7,497
CSC	Monthly Call Volume Council Switchboard		M	S	Target	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
		Actual	6,243	5,629	5,412	5,657	4,842	5,389	5,081	5,389	5,081	5,389	5,081	5,389	5,081	5,389	5,081	5,389	5,081	5,389	5,081	5,389
CSC LPI 3.1	Resolution at First Point of Contact all services (percentage)		M	C	Target	85.00	85.00	85.00	85.00	85.00	85.00	85.00	85.00	85.00	85.00	85.00	85.00	85.00	85.00	85.00	85.00	85.00
		Actual	98.00	98.60	98.90	99.00	98.70	98.40	99.00	98.40	99.00	98.40	99.00	98.40	99.00	98.40	99.00	98.40	99.00	98.40	99.00	98.40
CSC LPI 3.2	% of Calls Answered		M	C	Target	85.00	85.00	85.00	85.00	85.00	85.00	85.00	85.00	85.00	85.00	85.00	85.00	85.00	85.00	85.00	85.00	85.00
		Actual	78.00	77.00	87.00	83.00	94.90	88.70	91.00	88.70	91.00	88.70	91.00	88.70	91.00	88.70	91.00	88.70	91.00	88.70	91.00	88.70
CSC LPI 3.3	Average Speed of Answer (seconds)		M	C	Target	30.00	30.00	30.00	30.00	30.00	30.00	30.00	30.00	30.00	30.00	30.00	30.00	30.00	30.00	30.00	30.00	30.00

34.00	36.00	26.00	28.00	22.00	24.00	18.00				
Actual										

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	16.00	16.00	16.00	16.00	16.00				
		Actual	15.51	16.27	16.42	16.91	17.53	18.52	16.58							
FP001	Percentage of invoices paid within 30 days of reception time	numerator		Target	98.00	98.00	98.00	98.00	98.00	98.00	98.00	98.00				
		denominator		Actual	99.85	99.68	99.30	99.18	99.55	99.66	100.00					

Chief Executive's Department

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
		Actual	23	17	18	39	22	10	16							
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
		Actual	9	5	4	8.00	3	5	1							

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	2.00	2.00	2.00	2.00	2.00				
		Actual	2.00	2.00	2.00	2.00	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	0.71	0.71	0.71	0.71	0.71				
		Actual	0.72	0.50	0.62	1.13	1.01	0.99	1.15							

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Agenda Item 8

BROMSGROVE DISTRICT COUNCIL

PERFORMANCE MANAGEMENT BOARD

16TH DECEMBER 2008

SIX MONTHLY REVIEW OF ESTIMATED OUTTURN

Responsible Portfolio Holder	Cllr Mike Webb, Portfolio Holder for Customer Care & Service
Responsible Head of Service	Hugh Bennett, Assistant Chief Executive
Non Key Decision	

1. SUMMARY

- 1.1 To report to The Board on the Council's performance at the mid year point (end September) on all performance measures published in the 2008/09 business plans.

2. RECOMMENDATIONS

- 2.1 That The Board notes that 82% of corporately reported PIs are projected to meet or exceed their target (as previously reported in the Quarter 2 integrated performance report) and that 77% of all targets set in business plans are expected to be met.
- 2.2 That The Board notes the overall positions for each department on all their performance targets as set out at para 3.3.
- 2.3 That The Board notes the recommendations made to Leaders' Group about those performance indicators which are included in business plans but not regularly reported as part of the corporate PI set (see section 3.4) and make recommendations if deemed appropriate.

3. BACKGROUND

- 3.1 Each year Heads of Service include a number of performance measures and targets in the departmental business plans. A subset of these targets, those which most closely support the corporate priorities of the Council, are included in the Council Plan. This set is referred to 'corporately reported' PIs and it is these that are reported on each month and quarter in the Monthly Performance reports and Quarterly Integrated Finance & Performance reports which are submitted to members. The other PIs which are included in the departmental business plans are monitored within each Department and are discussed and managed at Departmental Management Team meetings (DMTs).
- 3.2 This report provides a mid year view of our progress against all of the performance measures and targets that were published in the business plans. The summary position analysis is shown by department in section 3.3

below. Appendix 1 contains the detailed list of targets, the mid year position and estimated outturn with a commentary where appropriate.

- 3.3 The departmental analysis is shown in the table below, as can be seen from the table performance against all targets in business plans, compares favourably with performance against targets for the corporately reported subset of indicators. 77% of all targets set in business plans are expected to be met, compared to 82% of targets declared in the Council Plan.

Department	Number / % of PI's expected to meet target (green)	Number/ % of PI's expected to miss target but by less than 10% (amber)	Number/ % of PI's expected to miss target by more than 10% (red)
Streetscene and Community	31 (94%)	2 (6%)	1 (3%)
Planning and Environment	8 (100%)	0	0
Chief Executives department	8 (54%)	2 (13%)	5 (33%)
Legal, Equalities and Democratic Services	10 (77%)	3 (23%)	0
Human Resources & Organisational Development	3 (37.5%)	0	5 (62.5%)
Financial Services	14 (67%)	4 (19%)	3 (14%)
E Government and Customer Services	12 (100%)	0	0
Overall Council	86 (77%)	11 (10%)	14 (13%)

- 3.4 Preparation of this report has highlighted that the quality of the management of those performance measures that are managed at DMT's is variable and not, in some cases, as robust as the processes and procedures that have been in place for the corporately reported PI set. Issues and recommendations to address these are as follows:

- The Corporate system, based on Excel spreadsheets, for capturing performance information for corporately reported Performance

indicators was changed last year so that it could also be used by Departments to record performance information on those other performance measures and targets in their business plans that are managed within the department and at DMTs. The idea being that this would enable departments to have a repository of all performance information pertaining to the department in a single place. Not all departments have taken up this option. In some cases where performance information was not kept on the Excel spreadsheet it took some time to be delivered for use in this report, thus suggesting that it might not be stored appropriately. It is therefore RECOMMENDED that it becomes mandatory to use the corporate system to record all performance information, both for corporately reported PIs and those reported only at DMT.

- In other cases it became clear that there is scope for differing interpretation of those local performance measures and targets which are not corporately. At the moment those PI's which are corporately reported are supported by a PI procedure note which sets out, amongst other things, the definition of the PI and the method of calculation. It is RECOMMENDED that from 2009/10 onwards all performance measures that are included in Business Plans have a PI procedure note, whether they are corporately reported PI's or not.

4. FINANCIAL IMPLICATIONS

- 4.1 There are no financial implications

5. LEGAL IMPLICATIONS

- 5.1 There are no legal implications.

6. COUNCIL OBJECTIVES

- 6.1 Performance reporting & management links to the Improvement objective

7. RISK MANAGEMENT

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

- Data quality problems
- Poor performance

- 7.2 These risks are being managed as follows:

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

8 CUSTOMER IMPLICATIONS

- 8.1 Performance Improvement is a Council Objective

9. EQUALITIES AND DIVERSITY IMPLICATIONS

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

10. VALUE FOR MONEY IMPLICATIONS

10.1 ■ There are no VFM implications

11. OTHER IMPLICATIONS

Procurement Issues None
Personnel Issues None
Governance/Performance Management – Production of the performance report supports the aim of improving performance & performance management
Community Safety including Section 17 of Crime & Disorder Act 1988 None
Policy None
Environmental None

12. OTHERS CONSULTED ON THE REPORT

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

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

13. WARDS AFFECTED

All Wards'.

14. APPENDICES

Appendix 1 detailed estimated outturn information by Department

15. BACKGROUND PAPERS

None

Contact officer

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Street Scene and Community

Ref.	Description	2008/09 Target	Position at end Sep 08	Estimated outturn	Commentary on EO
NI 191	Residual Household waste per household (kg)	593	295.53	591	Current projections identify EO will come in slightly better than target (lower is better for this indicator)
NI 192	Percentage of household waste re-used, recycled and composted	45.00	49.46	42.00	Current projections identify EO to come in below target at 42-43%. The 49.46% figure as at September will dramatically reduce at the end of November due to the cessation of green waste collections.
NI 195	Improved street & environmental cleanliness - graffiti	5.00	2.00*	5.00	* NI 195 is based on a visual assessment and grading of the amount of graffiti, litter etc present on a selection of land & highways. From this a calculation of the percentage of land and highways having deposits which fall below an acceptable level is calculated. Hence 'low is good' for this indicator. This is done to nationally agreed definitions and calculations. The assessments are made three times a year, the latest available figure is from July
NI 195	Improved street & environmental cleanliness - litter	13.00	6.00*	13.00	As above
NI 195	Improved street & environmental cleanliness - detritus	20.00	16.00*	20.00	As above

Estimated Outturn and commentary for Performance measures in 2008/09 Business Plans Appendix 1

Ref.	Description	2008/09 Target	Position at end Sep 08	Estimated outturn	Commentary on EO
NI 195	Improved street & environmental cleanliness - fly posting	1.00	0.00*	1.00	As above
NI 196	Improved street and environmental cleanliness - fly tipping	2	n/a	3	EO is likely to be 3 as we have not had an increase in enforcement, yet we have an increase in fly tip reports
LPI depot	%age of reported abandoned vehicles investigated within 24 hours	95.00	97.67	97.67	Outturn expected to be better than target
LPI depot	%age of abandoned vehicles removed within 24 hours of legal entitlement	95.00	100	100	Outturn expected to be better than target
LPI Depot	% animal/debris cleared within timescales	95.00	100	100	Outturn expected to be better than target
LPI Depot	% of flytips dealt with in response time	95.00	100	100	Outturn expected to be better than target
LPI	Missed household waste collections	1,400	575	1150	Outturn expected to be better than target
LPI	Missed recycling collections	300	138	250	Outturn expected to be better than target
LPI	Missed commercial collections	48	33	43	Outturn expected to be better than target

Estimated Outturn and commentary for Performance measures in 2008/09 Business Plans Appendix 1

Ref.	Description	2008/09 Target	Position at end Sep 08	Estimated outturn	Commentary on EO
LPI	% ECN appeals responded to within 10 days	95%	97.45	97.06	Outturn expected to be better than target
NWBCU 1 #	Domestic Burglaries	360	176	331	Outturn expected to be better than target
NWBCU 2 #	Violent Crime	1056	558	1128	Outturn expected to be slightly worse than target
NWBCU 3 #	Robberies	60	25	45	Outturn expected to be better than target
NWBCU4 #	Vehicle Crime	768	349	694	Outturn expected to be better than target
LPI SC1	Number of attendances at Arts Events	25,253	16,737	25,253	Outturn expected to equal target
LPI SC2	Number of people attending the annual bonfire.	11,339	n/a	11,339	Outturn expected to equal target
LPI SC4	Sports Centre Usage	672,420	322,646	672,420	Outturn expected to equal target
LPI SC5	Sports Development Usage	20,505	10,142	20,505	Outturn expected to equal target
LPI LL1	Life line units in use	556	532	556	Outturn expected to equal target

Estimated Outturn and commentary for Performance measures in 2008/09 Business Plans Appendix 1

Ref.	Description	2008/09 Target	Position at end Sep 08	Estimated outturn	Commentary on EO
NI139	The extent to which older people receive support they need to live independently.	TBC			Place survey, figure will be available in January 2009
LPI CS 1a	CCTV incidents reported - Crime	2,983	1706	3,500	Figure above target, due to new camera schemes being installed in Stourport and Bewdley.
LPI CS1b	CCTV incidents Initiated by CCTV	1047	495	1,047	The position at End Sept is just below target of 522, however should meet estimated outturn following the introduction of monitoring patterns.
LPI CS2	Number of locally delivered diversionary sessions.	157	105	170	Outturn expected to be better than target
LPI CS3	Numbers of users attending diversionary activities.	436	227	436	Outturn expected to equal target
LPI SD1	SD - Quality Assured Clubs	18	17	18	Outturn expected to equal target
LPI SD2	SD - Clubs working to quality assurance	7	7	7	Outturn expected to equal target
LPI SD3	SD – Number of SD sessions delivered	1,100	511	1,100	The majority of the SD sessions will be delivered between Sept and March in line with Sports Seasons. The target will be met and more than likely exceeded

Estimated Outturn and commentary for Performance measures in 2008/09 Business Plans Appendix 1

Ref.	Description	2008/09 Target	Position at end Sep 08	Estimated outturn	Commentary on EO
LPI SD4	SD – Number of users attending SD sessions	8,400	4,730	8,400	Outturn expected to equal target
LP 119e	Satisfaction with Parks and Open Spaces	78%	78%	78%	Outturn expected to equal target
LPI CE2	Artrix average % update of activities	60%	87%	87%	Outturn expected to be better than target
LPI SC6	Fear of Crime % (nighttime) – Bromsgrove General CDRP Outturn (annual)	64	n/a	n/a	Figures available shortly (from West Mercia Crime & Safety survey)

Planning & Environment

Ref.	Description	2008/09 Target	Position at end Sep 08	Estimated outturn	Commentary on EO
NI 157 (BVPI 109a)	Time taken to determine 'Major' planning applications.	75%	75.00	75.00	Outturn expected to equal target
NI 157 (BVPI 109b)	Time taken to determine 'Minor' planning applications.	80%	71.00	80.00	Performance surrounding the determination of "minor" applications has been affected by a number of long periods of sickness in conjunction with officers leaving

Estimated Outturn and commentary for Performance measures in 2008/09 Business Plans Appendix 1

Ref.	Description	2008/09 Target	Position at end Sep 08	Estimated outturn	Commentary on EO
					the authority. That has put greater pressure on the remaining officers to take over applications that were not originally allocated to them. In order to improve the performance in this category a highlight report will be issued to enable the Area Planning Managers to monitor more effectively the minor applications.
NI 157 (BVPI 109c)	Time taken to determine 'Other' planning applications.	90%	93.00	90.00	Outturn expected to equal target
NI 155	Number of affordable homes delivered	80	74	160	Target will be significantly exceeded
NI 156	Number of households occupying temporary accommodation	34	10	24	Outturn expected to be better than target
LPI	Average time (weeks) from referral to completion for category 1 DFGs	n/a	38	n/a	New PI introduced mid year, targets will be set for next year based on this years' performance
LPI	Average time (weeks) from referral to completion for category 2 DFGs	n/a	51	n/a	New PI introduced mid year, targets will be set for next year based on this years' performance
LPI	Average time (weeks) from referral to completion for category 3 DFGs	n/a	44	n/a	New PI introduced mid year, targets will be set for next year based on this years' performance

Ref.	Description	2008/09 Target	Position at end Sep 08	Estimated outturn	Commentary on EO
LPI	Percentage of DFG budget allocated to approved schemes	n/a	37.50	n/a	New PI introduced mid year, targets will be set for next year based on this years' performance
LPI	Percentage of DFG budget spent	n/a	25.80	n/a	New PI introduced mid year, targets will be set for next year based on this years' performance
LPI	% of residents satisfied with retail and leisure facilities offered in the town centre	n/a	21%	21%	Figures from residents survey, 3% very satisfied, 18% fairly satisfied
LPI	% of residents satisfied with transport links to and from town centre	n/a	25%	25%	Figures from residents survey, 5% very satisfied, 20% fairly satisfied
LPI	Registration of planning application.	80	96	96	Excellent performance delivered at a time when introducing two new IT systems (including running parallel systems) and the extent of time being given to staff training
LPI	Payment of invoices.	97	100	100	Excellent performance following implementation of new systems to carry out departmental invoicing.
LPI	Planning histories-Letter response times.	98	100	99	Excellent performance during a period of training a new employee.

Chief Executives Department

Estimated Outturn and commentary for Performance measures in 2008/09 Business Plans Appendix 1

Ref.	Description	2008/09 Target	Position at end Sep 08	Estimated outturn	Commentary on EO
CCPP01	Number of complaints received	n/a	129	n/a	New PI introduced this year, no target set. Target for 2009/10 will be set based on experience this year
CCPP02	% of PACT meetings attended by SMT members	85.00	86.00	85.00	The target was missed in the first quarter, but corrective action was taken during the second quarter, so we are back on target.
CCPP03	Number of compliments received	n/a	34	n/a	New PI introduced this year. Consideration will be given as to whether this will have a target next year, or whether it remains an 'activity measure'
CCPP04	% of press articles which enhance our reputation (Monthly - DMT LPI).	75%	69.91	72%	The CCPP team are issuing a significant number of press releases (4/5 a week), but issues like green waste, car parking and the town centre are causing negative headlines that are difficult for the team to combat. There is hardly any reactive communications now, so we are managing our reputation as much as possible.
CCPP05	Number of press articles arising from other sources	n/a	147	n/a	New PI introduced this year, no target set. Target for 2009/10 will be set based on experience this year
CCPP06	% of Members responding about the content/relevance/ usefulness of the Member Bulletin (Annual – Member Survey).	n/a	n/a	n/a	Figure will be obtained from the member survey when capacity allows

Estimated Outturn and commentary for Performance measures in 2008/09 Business Plans Appendix 1

Ref.	Description	2008/09 Target	Position at end Sep 08	Estimated outturn	Commentary on EO
CCPP07	% of Members responding about relevance/usefulness who expressed positive views (Annual – Member Survey).	n/a	n/a	n/a	Figure will be obtained from the member survey when capacity allows
CCPP08	Is the Connect Newsletter a useful way of keeping you up to date with what is going on? (Annual – Employee Survey)	85%	n/a	n/a	Figure will be obtained from the staff survey
CCPP09	Usefulness of Together Bromsgrove (Annual Source – Customer Panel).	70%	61%	61%	The target was missed, but 61% of residents surveyed through the Customer Panel found Together Bromsgrove “very useful” or “useful”, up from 41% the previous year. We would expect this figure to increase any next year, as residents become more familiar with the magazine.
CCPP10	% of reports to LSP 5 working days before the meeting (Monthly).	100%	50%	80%	The LSP now has a clear performance management framework, but producing papers to time is proving difficult due to delays in the CCPP receiving papers from our partners. The issue has been raised at the Board.
CCPP11	% of LSP PI's where EO is on target (six monthly) Source – from KPI report.	85%	90%	85%	Outturn expected to equal target

Estimated Outturn and commentary for Performance measures in 2008/09 Business Plans Appendix 1

Ref.	Description	2008/09 Target	Position at end Sep 08	Estimated outturn	Commentary on EO
CCPP12	% of actions on the LSP Community Improvement Plan that are green (bi-monthly).	85%	88%	85%	Outturn expected to equal target
CCPP13	Percentage of complaints resolved within 10 days		66.67	n/a	New PI introduced this year, no target set. Target for 2009/10 will be set based on experience this year
CCPP14	% of proposers to Bright Ideas who receive feedback	100%	100.00	100.00	All proposers received feedback.
CCPP15	% of Corporately Reported PI's where EO is projected to meet target (Monthly)	70%	85.00	80.00	Expected to exceed target
CCPP16	% of reports on Cabinet Forward Plan issued on time	90%	88.00	90.00	Some minor slippage.
CCPP17	% of reports to GOWM 8 calendar days before the meeting	95%	100.00	100.00	Outturn expected to be better than target
CCPP18	% of reports on PMB Work Programme Issued on Time.	85%	96.00	90.00	Outturn expected to be better than target

Estimated Outturn and commentary for Performance measures in 2008/09 Business Plans Appendix 1

Ref.	Description	2008/09 Target	Position at end Sep 08	Estimated outturn	Commentary on EO
CCPP19	Number of core briefs sent out by 9 a.m. the day after Strategic CMT	95%	60%	80%	The target is to put out Core Brief by 9am on the Wednesday after CMT. This has been missed, but normally only by less than an hour.
CCPP20	% of actions on the improvement plan that are green/on target. Monthly.	90%	73.10	80%	Target will be missed due to slippage of some milestones on major schemes, e.g. single status, town centre, railway station into next year.
CCPP21	% Response rate for customer panel surveys. Six monthly.	45%	41%	44%	The Council has no control over how many respondents return their surveys, but the subject matter of the survey and the size of the sample surveyed can help increase the response rate.
CCPP22	% Team Response rate for Employee Survey (Annual)	100%	n/a	n/a	Figures not available yet
CCPP23	% Response rate for Member surveys. Six monthly.	60%	n/a	n/a	Figures not available yet
CCPP24	% of red/amber items on Team risk register (low is good). Quarterly	5%	22.2	20%	As at the end of September 8 out of 36 actions were red. A number of actions have been suspended due to lack of capacity and will therefore remain red, the other red outturns are due to slippage and reductions in capacity. - making a 20% outturn figure more likely this year

Legal, Equalities and Democratic Services

Ref.	Description	2008/09 Target	Position at end Sep 08	Estimated outturn	Commentary on EO
LD LPI 2	No. of racial incidents reported to council per 100,000 population	Not appropriate to set	0	n/a	Not possible to anticipate the no. of reported incidents. This indicator can only be reported retrospectively
LD LPI 3	% of those racial incidents that have resulted in further action	100%	100.00	n/a	Not possible to anticipate the no. of incidents that will result in further action. This indicator can only be reported retrospectively
LD LPI 1	The level of the Equality Standard to which the Authority conforms	Level 2 moving towards Level 3	Level 2	Level 2	Outturn expected to equal target
LD LPI 4	The duty to promote race equality as a % of a scorecard	87.50	87.50	87.50	Outturn expected to equal target
LD LPI 5	% of Authority buildings' public areas that are suitable and accessible to the disabled	85.00%	85.70	85.70	Outturn expected to equal target

Estimated Outturn and commentary for Performance measures in 2008/09 Business Plans Appendix 1

Ref.	Description	2008/09 Target	Position at end Sep 08	Estimated outturn	Commentary on EO
LD LPI 6	% debt collection letters sent < 10 days	100%	100.00	100.00	Outturn expected to equal target
LD LPI 7	% of internal clients completing client satisfaction survey	n/a	n/a	n/a	New PI introduced this year, no target set Not possible to supply figures as baseline data being collated
LD LPI 8	% of people who are aware of the elected member complaints system	n/a	n/a	n/a	New PI introduced this year, no target set Not possible to supply figures as baseline data being collated
LD LPI 9	% of ombudsman complaints responded to by officers within 10 days of receiving the request	100	83.33	90.00	Target missed in August only and only by one day which was due to relevant officers being on leave combined with an administrative error
LD LPI 10	% of ombudsman complaints responded to by the council within 28 days	100	83.33	90.00	Target missed in August only which was due to relevant officers being on leave combined with an administrative error
LD LPI 11	% Cabinet Reports = Forward Plan targets	80%	84.86	80.00	This indicator is a corporate not a departmental indicator
LD LPI 12	% committee minutes produced within 5 days	100%	90.51	92.00	Capacity issues within the committee team following the loss of a post resulted in some minutes missing the target. This has been addressed with further staff changes and re-allocation of work

Ref.	Description	2008/09 Target	Position at end Sep 08	Estimated outturn	Commentary on EO
LD LPI 13	% planning committee minutes produced within 10 days	100%	100	100	Outturn expected to equal target
LD LPI 14	% committee agenda dispatched within 5 clear working days of meeting	100	100	100	Outturn expected to equal target
LD LPI 15	% of responders at annual canvass for registration of electors	93.50	n/a	95.00	The annual canvass does not end until 30 November 08. This indicator is reported annually
LD LPI 16	% of electors with postal votes	11.25	11.77	12.00	Following the annual canvass further administrative work is required. This indicator is reported annually
LD LPI 17	Annual additions to the rolling register	1500 (=2%)	1072 (1.45%)	1500 (+2%)	This figure represents the 2007/08 register and the new register is published on 1 December 08 following the annual canvass. This indicator is reported annually

Human Resources & Organisational Development

Ref.	Description	2008/09 Target	Position at end Sep 08	Estimated outturn	Commentary on EO
LPI formerly BV 12	Average number of days lost due to sickness	8.75	5.01	10.57	Sickness levels remain a concern. A 'performance clinic' was held at the end of October and another will be held shortly.
LPI formerly BV11a	% of top 5% of earners who are women	33	39.10	39.10	Outturn expected to be better than target

Estimated Outturn and commentary for Performance measures in 2008/09 Business Plans Appendix 1

Ref.	Description	2008/09 Target	Position at end Sep 08	Estimated outturn	Commentary on EO
LPI formerly BV11b	% of top 5% earners from minority ethnic communities	1	0	0	Outturn expected to be more than 10% below target
LPI formerly BV11c	% of top 5% earners with a disability	3.88	0	0	Outturn expected to be more than 10% below target
LPI formerly BV14	% of employees retiring early (excluding ill-health)	12 (linked to implications of MTFP)	1.75	1.75	Outturn expected to be better than target
LPI formerly BV15	% employees retiring on the ground of ill-health	0.2	0	0	Outturn expected to be better than target
LPI formerly BV16a	% of employees with a disability	2.75	1.00	1.00	An awareness campaign is in progress, including adverts being placed in appropriate publications such as Ethnic Britain
LPI formerly BV17a	% of employees from minority ethnic communities	2.0	1.75	1.75	An awareness campaign is in progress, including adverts being placed in appropriate publications such as Ethnic Britain
LPI Human Resources	% posts vacant	n/a	9.85	n/a	Activity measure
LPI Human Resources	% of staff appraisals undertaken	100	n/a		Will be measured during February to May 2009

Estimated Outturn and commentary for Performance measures in 2008/09 Business Plans Appendix 1

Ref.	Description	2008/09 Target	Position at end Sep 08	Estimated outturn	Commentary on EO
LPI Human Resources	% of payroll paid correctly	99.00			Figures not yet available

Financial Services

Ref.	Description	2008/09 Target	Position at end Sep 08	Estimated outturn	Commentary on EO
LPICT1	Percentage of Council Tax collected	98.91	59.00	98.91	The Council Tax collection is anticipated to be on target however there are concerns that the impact of the economy over the next 6 months may reduce customers' ability to pay. BDC staff have received debt management training to support customers in the payment of arrears
LPICT2	Percentage of Business Rates collected	99.02	59.37	98	The impact of the economy has affected the ability to pay business rates by local companies. Full recovery is being undertaken to include phone calls to businesses in arrears. It is anticipated that this decline will impact on the year end position
LPIF1	Number of Fraud Investigators per 1000 caseload	0.43	0.42	0.43	An increase in benefit caseload will impact on this PI as there is a static number of investigators
LPIF2	Number of Prosecutions per 1000 caseload	5	1.06	10.06	Exceeding target
NI 179	VFM - total net value of on-going cash releasing VFM gains since the start of 2008-09	£602k	£305k	£615k	Outturn expected to be slightly better than target
NI180	Number of changes in circumstances which affect customer's HB/CT entitlement	n/a			Unable to calculate this as it relies on information from DWP which they have not yet provided (all councils are in the same position on this)

Estimated Outturn and commentary for Performance measures in 2008/09 Business Plans Appendix 1

Ref.	Description	2008/09 Target	Position at end Sep 08	Estimated outturn	Commentary on EO
NI181	Time taken to process HB/CT benefit new claims or change events	16	16.76	16	A pilot trial of a fast track voice system (supported by DWP) will be implemented in November, this is expected to reduce time to process some claims by a significant amount of time.
LPIB2	Percentage of recoverable overpayments (in year) that have been recovered	No target set	60.04		
LPIB3	Percentage of recoverable overpayments (in year and previous years) that have been recovered	No target set	16.43		
FP001	% of invoices paid within 30 days of receipt	98%	99.53	99.00	Outturn expected to be slightly better than target
FP01	Setting of Council tax in line with Council Objectives and priorities	March 09			On target
AC002	Production of Monitoring Statements to Officers	7 days	7 days	7 days	Outturn expected to equal target
AC003	Production of Monitoring Statements to Members	quarterly	Q	Q	Outturn expected to equal target

Estimated Outturn and commentary for Performance measures in 2008/09 Business Plans Appendix 1

Ref.	Description	2008/09 Target	Position at end Sep 08	Estimated outturn	Commentary on EO
AC005	Completion of Systems and Account reconciliations – income and payroll	4 working days	3.33	4	
AC006	Completion of Systems and Account reconciliations – Ctax and NNDR	3 weeks	3	3	On target
AC007	% of Debtors over 35 days	10%	20.90	15%	The outstanding debt of £273k relates to a number of service areas including car park fines, S106 funds and general hire charges for the use of our services. A number of actions are being undertaken including contacting companies to make payment arrangements to secure the debt and a review of the car park fines processes is being undertaken to establish the value for money in the recovery of debt. It is anticipated that the financial downturn will impact in the customers' ability to pay outstanding arrears
AC004	Delivery of Financial Training Programme	4 sessions pa		4	
AC001	Completion of Statutory Accounts	June 09			On target

Estimated Outturn and commentary for Performance measures in 2008/09 Business Plans Appendix 1

Ref.	Description	2008/09 Target	Position at end Sep 08	Estimated outturn	Commentary on EO
IA01	Number of audit assignments planned for the year actually finished	90%	0%	90%	Due to the delays in completing the 2007/08 plan (staff shortages) the 2008/09 plan was late in commencing. In order to achieve the plan as anticipated a temporary auditor has been appointed together with support from Worcester City to deliver the plan by year end
IA02	Planned total time for month v total time actually booked for month	95%	80%	90%	As above
IA03	Actual time booked for the month that is classed as productive	69%	58%	60%	As above
IA04	Number of finished jobs completed within day allocation.	86%	0%	80%	As above
IA05	Number of recommendations reported that were accepted / implemented	96%	0%	85%	As above
IA06	Number of customer surveys returned that scored the service as good	93%	0%	90%	As above

E Government and Customer Services

Ref.	Description	2008/09 Target	Position at end Sep 08	Estimated outturn	Commentary on EO
ICT LPI2 .1	Resolution of reported incidents within timescale	88%	94.06%	95%	
ICT LPI2 .2	Acquisition costs of a workstation	£425	£370	£370	
ICT LPI2 .3	Acquisition costs of a laptop	£600	£450	£450	
ICT LPI2 .4	Support costs per workstation	£230	£230	£220	
ICT LPI2 .5	Workstations supported per support specialist	175	175	175	
ICT LPI2 .6	ICT Service availability:	100 %	100%	100%	
	Level 1 – network is unavailable but users can still use their PC locally				

Estimated Outturn and commentary for Performance measures in 2008/09 Business Plans Appendix 1

Ref.	Description	2008/09 Target	Position at end Sep 08	Estimated outturn	Commentary on EO
	Level 3 - major applications available for all users of a specific application	95%	95%	95%	
CS CLP I3.1	90% or more of service requests will be resolved entirely within the CSC.	90%	98.00	90.00	
CS CLP I3.2	80% of total telephone calls will be answered within 30 seconds.	80%	89.00	85.00	
CS CLP I3.3	The average time that a customer waits in the CSC telephone queue will be 30 seconds or less	30	24	30	
IML P16.1	% FOI requests responded < 20 days	100%	100.00	100.00	
IML P16.2	% Data Protection Access requests responded < 40 days	100%	100.00	100.00	

Agenda Item 9

BROMSGROVE DISTRICT COUNCIL

16 DECEMBER 2008

PERFORMANCE MANAGEMENT BOARD

IMPROVEMENT PLAN EXCEPTION REPORT [OCTOBER 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 report progress on actions in the Improvement Plan as at the end of October 2008 (Appendix 1).

2. RECOMMENDATION

- 2.1 That The Board notes the revisions to the Improvement Plan Exception Report attached as Appendix 1, and the corrective action being taken.
- 2.2 That The Board notes that for the 141 actions highlighted for October within the plan 73.8 percent of the Improvement Plan is on target [green], 5.0 percent is one month behind [amber] and 10.6 percent is over one month behind [red]. 10.6 percent of actions have been reprogrammed with approval. [NB reprogrammed actions are those that have been suspended completely and those that have been moved to a later point in the year. Extended actions are listed separately are actions that are anticipated to take longer than had originally been programmed].
- 2.3 This month's performance is shown on the first page of Appendix 1.

3 BACKGROUND

- 3.1 July 2008 Cabinet approved the Improvement Plan 2008/09. The Improvement Plan is directly linked to the five corporate priorities and thirteen enablers identified in the Council Plan 2008/2011.
- 3.2 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 five priorities as per the 2008/2011 Council Plan.

7. RISK MANAGEMENT

7.1.1 The risks associated with the Improvement Plan are covered in the CCPP departmental risk register. Specific corporate risks are related to the Improvement Plan in the following ways:

Corporate Risk Title	Improvement Plan Reference
KO1: Effective Financial Management and Internal Control	FP2 – Financial Management FP3 – Financial Strategy
KO2: Effective corporate leadership	FP1 – Value for Money FP2 – Financial Management FP3 – Financial Strategy FP4 – Financial and Performance Reporting PR2 –Improved Governance
KO3: Effective Member / Officer relations	PR2 –Improved Governance HROD1 – Learning and Development
KO4: Effective Member / Member relations	PR2 –Improved Governance HROD1 – Learning and Development
KO5*: Full compliance with the Civil Contingencies Act and effective Business Continuity	PR1 – Customer Process
KO6: Maximising the benefits of investment in ICT equipment and training	PR3 – Spatial Business Project
KO7: Effective partnership working	PR4 – Improved Partnership Working
KO8: Effective communications (internal and external)	PR1 – Customer Process FP4 – Financial and Performance Reporting HROD 4– Performance Culture
KO9: Equalities and diversity agenda embedded across the Authority	CP3 – Customer Service CP4 – Sense of Community
KO10: Appropriate investment in employee development and training	HROD1 – Learning and Development HROD2 – Modernisation HROD4 – Performance Culture
KO11: Effective employee recruitment and retention	HROD2 – Modernisation
KO12: Full compliance with all Health and Safety legislation	FP3 – Financial Strategy PR1 – Customer Process

	HROD2 – Modernisation
KO13: Effective two tier working and Community Engagement	CP4 – Sense of Community PR4 – Improved Partnership Working
KO14: Successful implementation of Job Evaluation	HROD2 - Modernisation
KO15: All Council data is accurate and of high quality	FP2 – Financial Management FP4 – Financial and Performance Reporting PR3 – Spatial Business Project HROD4 – Performance culture
KO16: The Council no longer in recovery	FP1 – Value for Money FP4 – Financial and Performance Reporting
KO17: Effective Projects Management	FP1 – Value for Money PR3 – Spatial Business Project
KO19: Effective Business and Performance Management	FP4 – Financial and Performance Reporting
KO20: Effective Customer Focused Authority	CP3 – Customer Service CP4 – Sense of Community PR1 – Customer Process

* KO5 and KO18 have been merged

8. CUSTOMER IMPLICATIONS

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

9. EQUALITIES AND DIVERSITY IMPLICATIONS

9.1 Please see sections CP3 and CP4 of the Improvement Plan

10. VALUE FOR MONEY IMPLICATIONS

10.1 See section FP1 of the Improvement Plan

11. OTHER IMPLICATIONS

Procurement Issues: See Section FP1 of the Improvement Plan.
Personnel Implications: See Sections HROD1-HROD4 of the Improvement Plan.
Governance/Performance Management: See Sections FP4 and PR2 of the Improvement Plan.
Community Safety including Section 17 of Crime and Disorder Act 1998: See section CP4 of the Improvement Plan
Policy: All sections of the Improvement Plan relate to this.
Environmental: See sections CP1 and PR5 of the Improvement Plan.

12. OTHERS CONSULTED ON THE REPORT

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

13. WARDS AFFECTED

13.1 All wards

14. APPENDICES

14.1 Appendix 1 Improvement Plan Exception Report October 2008

15. BACKGROUND PAPERS:

15.1 The full Improvement Plan for October can be found at www.bromsgrove.gov.uk under meetings Minutes and Agendas. A hard copy is also left in the Members' Room each month.

CONTACT OFFICER

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Exception Report for October 2008 Improvement Plan

Appendix 1

PROGRESS IN 2008

Overall performance as at the end of September 2008, in comparison with the previous year, 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	1	0.6%	REPRO	2	1.4%	REPRO	3	1.8%	REPRO	6	3.6%	REPRO	5	3.1%	REPRO	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	4	2.9%	REPRO	4	2.9%	REPRO	6	4.4%	REPRO	5	4.5%	REPRO	8	7.55%	REPRO	12	12.5%

Page 115

July 2008			August 2008			September 2008			October 2008			November 2008			December 2008		
RED	11	8.6%	RED	17	14.4%	RED	16	11.9%	RED	15	10.6%	RED			RED		
AMBER	3	2.3%	AMBER	4	3.4%	AMBER	8	6.0%	AMBER	7	5.0%	AMBER			AMBER		
GREEN	114	89.1%	GREEN	96	81.4%	GREEN	99	73.9%	GREEN	104	73.8%	GREEN			GREEN		
REPRO	0	0%	REPRO	1	0.8%	REPRO*	11	8.2%	REPRO	15	10.6%	REPRO			REPRO		

January 2009			February 2009			March 2009			April 2009			May 2009			June 2009		
RED			RED			RED			RED			RED			RED		
AMBER			AMBER			AMBER			AMBER			AMBER			AMBER		
GREEN			GREEN			GREEN			GREEN			GREEN			GREEN		
REPRO			REPRO			REPRO			REPRO			REPRO			REPRO		

Exception Report for October 2008 Improvement Plan

Appendix 1

Where: -

	On Target or completed		One month behind target or less		Over one month behind target		Original date of planned action	Re-programmed date.*
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* NB. Reprogrammed actions are both those that have been suspended completely and those that have been moved to a later point in the year. They are not actions that have been extended and they do not appear on the exception report.

Out of the total of 141 actions for October 2008, 5 actions have been extended with approval. This amounts to 3.5 percent of the original actions scheduled for this month. Extended actions are shown with hatched marking and extend the timescale of a current or ongoing action on the Improvement Plan. The actions that have been extended this month are: Agree sites for relocation of public sector partners x 2 (1.3); Agreed plans for Longbridge (14.1); and Rolling vision of the District x 2 (14.3)

An Exception Report detailing corrective actions follows:

Exception Report for October 2008 Improvement Plan

Appendix 1

CP1: Town Centre																	
Ref	October 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		
1.2.2	Identify commercial support		[Red Hatched]		Issues and options consultation ended in September. Advice sought on OJEU process from commercial advisors regarding Market Hall site, but decision on appointing a preferred developer for wider developments delayed until appraisal of all sites is completed.										PS	Jul-08	Nov-08
1.2.	Work Commenced (see 1.4)																
1.2.2	Identify commercial support	PS	[Red]	[Red Hatched]	[Red Hatched]	[Red Hatched]	[Red Hatched]	[Diagonal Hatched]								Commercial pressures and economic climate are likely to impact on current project timescales. Report to go to Cabinet in November regarding recommendations for action.	

CP1: Town Centre																	
Ref	October 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		
1.3.1	Consultation on Parkside		[Red Hatched]		Consultation delayed by discussions with Church Commissioners regarding covenant on site. The planning application for the new surgery goes to Planning Committee on 1 st December. Discussions taking place with police and fire and rescue service about new facilities, but no date set at present on when a planning application will come forward.										PS	Aug-08	Dec-08
1.3	Agree sites for relocation of public sector partners																
1.3.1	Consultation on Parkside	PS		[Red]	[Red Hatched]	[Red Hatched]	[Diagonal Hatched]	[Diagonal Hatched]								Extended to December to allow for further negotiations	

CP1: Town Centre																	
Ref	October 2008 Action		Colour		Corrective Action										Who	Original Date	Revised Date
1.4.2	Seek commercial advice		[Red Hatched]		Issues and options consultation ended. Advice sought on OJEU process from commercial advisors regarding market hall site. Report going to Cabinet proposing market hall site be redeveloped and only when decisions have been taken on how other sites are to be used will further consideration be given to tendering for a preferred developer for wider developments.										PS	Jul-08	Nov-08
Ref.	Action	Lead			July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
1.4	Reach agreement on redevelopment of the market hall site																
1.4.2	Seek commercial advice	PS	[Red]	[Red]	[Red Hatched]	[Red Hatched]	[Diagonal Hatched]									Commercial pressures and economic climate are likely to impact on current project timescales. Report to go to Cabinet in November regarding recommendations for action	

Exception Report for October 2008 Improvement Plan

Appendix 1

CP1: Town Centre																	
Ref	October 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		
1.6.2	Meet with AWM				Efforts made to arrange meeting, but AWM have not yet confirmed a date.										PS	Sept-08	Nov-08
1.6	High street enhancement and improved high street events																
1.6.2	Meet with AWM	PS														Extended to November.	

CP1: Town Centre																	
Ref	October 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		
1.7.1	Network Rail to agree business case and funding for station.				Network Rail still working on business case and multiple funding of station project. There is not much the District Council can do here, but wait for the funding package to be agreed. AWM /Network Rail meeting not successful.										HB	Jul-08	Nov-08
1.7	Agree funding and planning permission for train station redevelopment, with transport links to town centre																
1.7.1	Network Rail to agree business case and funding for station.	HB														Network Rail still working on business case and multiple funding of station project. A meeting of the project team will take place in November after which more should be known. Extended again to November	

CP1: Town Centre																	
Ref	October 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		
1.7.2	Agree historic dimension to new build.				There have been discussions with Network Rail and BRUG, but until the station funding package is agreed this cannot be finalised. Timescales may be extended further. AWM /Network Rail meeting not successful.										HB	Jul-08	Nov-08
1.7	Agree funding and planning permission for train station redevelopment, with transport links to town centre																
1.7.2	Agree historic dimension to new build.	HB														Network Rail still working on business case and multiple funding of station project. On hold pending funding resolution.	

Exception Report for October 2008 Improvement Plan

Appendix 1

CP1: Town Centre																	
Ref	October 2008 Action	Colour	Corrective Action												Who	Original Date	Revised Date
1.7.3	Obtain planning permission.		The planning application process cannot commence until funding is approved.												HB	Jul-08	Dec-08
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
1.7	Agree funding and planning permission for train station redevelopment, with transport links to town centre																
1.7.3	Obtain planning permission.	HB														Network Rail still working on business case and multiple funding of station project. On hold pending funding resolution.	

CP4: Sense of Community																	
Ref	October 2008 Action	Colour	Corrective Action												Who	Original Date	Revised Date
4.1.6	Develop action plans and submit to LSP and Cabinet (if Budget Bids)		Currently out to consultation with two stakeholder groups.												HB	Jul-08	Oct-08
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
4.1	Neighbourhood management																
4.1.6	Develop action plans and submit to LSP and Cabinet (if Budget Bids)	HB														Have developed plan for Rubery, but need to develop for Alvechurch. HB to meet with the Leader in November to develop this.	

CP4: Sense of Community																	
Ref	October 2008 Action		Colour		Corrective Action										Who	Original Date	Revised Date
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
4.3.1 3	Establish monitoring & meeting arrangements set out in the SLA with the Artrix.				Work in this area is ongoing due to concern raised by the Operating Trust of the Artrix over some of the phrasing in the agreement document. Extended to December.										JG	Jul-08	Dec-08
4.3	Popularity of events programme																
4.3.13	Establish monitoring & meeting arrangements set out in the SLA with the Artrix.	JG														Officers have forwarded the revised SLA to the Operating Trust and are awaiting feedback before commencing formal discussions. Officers have yet to receive feedback and are at present chasing this issue up and requesting completion pre Christmas.	

Exception Report for October 2008 Improvement Plan

Appendix 1

CP4: Sense of Community																	
Ref	October 2008 Action	Colour	Corrective Action												Who	Original Date	Revised Date
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
4.3.1 4	Agree service improvement plan and targets based on SLA, previous years performance and BDC user feedback out turns.		Work in this area is ongoing due to concern raised by the Operating Trust of the Artrix over some of the phrasing in the agreement document. Extended to December.												JG	Jul-08	Dec-08
4.3	Popularity of events programme																
4.3.14	Agree service improvement plan and targets based on SLA, previous years performance and BDC user feedback out turns.	JG														Officers have forwarded the revised SLA to the Operating Trust and are awaiting feedback before commencing formal discussions.	

CP4: Sense of Community																	
Ref	October 2008 Action	Colour	Corrective Action												Who	Original Date	Revised Date
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
4.3.1 5	Agree service improvement plan and targets based on SLA, previous years performance and BDC user feedback out turns.		Due to delays in the acceptance of the SLA work in this area has not yet been progressed. Extended to January.												JG	Sep-08	Jan-09
4.3	Popularity of events programme																
4.3.15	Agree service improvement plan and targets based on SLA, previous years performance and BDC user feedback out turns.	JG														Officers have forwarded the revised SLA to the Operating Trust and are awaiting feedback before commencing formal discussions.	

Page 125

FP1: Value For Money																	
Ref	October 2008 Action	Colour	Corrective Action												Who	Original Date	Revised Date
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
6.2.3	Transfer Dolphin Centre to Leisure Trust		Trust withdrew from transfer negotiations on 4 th September. Service review undertaken in pursuit of efficiencies and these will be included in report to Cabinet on 4 th December.												PS	Jul-08	Dec-08
6.2	Alternative methods of service delivery, to include revisiting the shared services/ joint working agenda																
6.2.3	Transfer Dolphin Centre to Leisure Trust	PS														Report to Cabinet on 4 th December.	

FP1: Value For Money																		
Ref	October 2008 Action	Colour	Corrective Action												Who	Original Date	Revised Date	
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action			
6.5.5	Comparable costing information for benchmarking to be analysed using other councils information															JLP	Oct-08	Nov-08
6.5	VFM ratings																	
6.5.5	Comparable costing information for benchmarking to be analysed using other councils information	JLP																To be undertaken in November

FP4: Financial and Performance Reporting																		
Ref	October 2008 Action	Colour	Corrective Action												Who	Original Date	Revised Date	
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action			
9.2.4	'Glossy' Annual Report published															HB	Sept-08	Nov-08
9.2	Integrated Annual Report																	
9.2.4	'Glossy' Annual Report published	HB																Published in November.

Exception Report for October 2008 Improvement Plan

Appendix 1

FP4: Financial and Performance Reporting

Ref	October 2008 Action	Colour	Corrective Action												Who	Original Date	Revised Date
9.3.1	Monthly reporting to Portfolio Holders		Running but need to check on how these are working. Need to re-activate this.												HB	Oct-08	Dec-08
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
9.3	Performance and Project Management																
9.3.1	Monthly reporting to Portfolio Holders	HB														Running but need to check on how these are working. Need to re-activate this.	

PR1: Customer Process

Ref	October 2008 Action	Colour	Corrective Action												Who	Original Date	Revised Date
10.3.2	Ordered functions by tolerance		Work progressing on business continuity plan. However, the preparation of the plan has take longer than anticipated and the plan will now not be completed before mid November. Report will go to Leaders Group in January 2009.												PS	Aug-08	Jan-09
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
10.3	Business Continuity																
10.3.2	Ordered functions by tolerance	PS														Extended again to January.	

Exception Report for October 2008 Improvement Plan

Appendix 1

PR3: Spatial Business Project

Ref	October 2008 Action	Colour	Corrective Action												Who	Original Date	Revised Date
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
12.2.3	Review results and revise standards														HB	Sept-08	Nov-08
12.2	Speed of processing customer queries																
12.2.3	Review results and revise standards	HB														Extended to November when draft CA Strategy will have been developed.	

HR&OD2: Modernisation

Ref	October 2008 Action	Colour	Corrective Action												Who	Original Date	Revised Date
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
16.1.3	Establish Workforce Planning Champions for each Service area														JP	Sept-08	Nov-08
16.1	Workforce Planning																
16.1.3	Establish Workforce Planning Champions for each Service area	JP														Project plan on workforce planning is being revised to align with Redditch's work in this area. HOS to update Improvement Plan with new project plan dates	

HR&OD2: Modernisation																	
Ref	October 2008 Action		Colour		Corrective Action										Who	Original Date	Revised Date
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
16.1.4	Data Collection				Timeline adjusted to take account of joint working with RBC.										JP	Sept-08	Nov-08
16.1	Workforce Planning																
16.1.4	Data Collection	JP														Project plan on workforce planning is being revised to align with Redditch's work in this area. HOS to update Improvement Plan with new project plan dates	

HR&OD2: Modernisation																	
Ref	October 2008 Action		Colour		Corrective Action										Who	Original Date	Revised Date
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
16.2.2	Implementation				Special Cabinet meeting held on 22 nd October to consider how to proceed										JP	Aug-08	Nov-08
16.2	Single Status																
16.2.2	Implementation	JP														Cabinet resolved to begin statutory 90 day period of consultation with the trade unions and BERR with a view to potentially moving to dismissal and re-engagement	
HR&OD2: Modernisation																	
Ref	October 2008 Action		Colour		Corrective Action										Who	Original Date	Revised Date
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
16.2.3	Appeals				Special Cabinet meeting held on 22 nd October to consider how to proceed										JP	Oct-08	Dec-08
16.2	Single Status																
16.2.3	Appeals	JP														Cabinet resolved to begin statutory 90 day period of consultation with the trade unions and BERR with a view to potentially moving to dismissal and re-engagement	

Exception Report for October 2008 Improvement Plan

Appendix 1

HR&OD2: Modernisation																	
Ref	October 2008 Action	Colour	Corrective Action												Who	Original Date	Revised Date
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
16.4.3	Produce quick guide to recruitment process		Delayed by 2 months due to workload arising from payroll transfer.												JP	Sept-08	Nov-08
16.4	Recruitment and retention																
16.4.3	Produce quick guide to recruitment process	JP														In the process of drawing up guide together with flowchart	

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BROMSGROVE DISTRICT COUNCIL

PERFORMANCE MANAGEMENT BOARD

16 DECEMBER 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 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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Tel: (01527) 881430

Proposed Performance Management Board Work Programme 2008/09

Date	Agenda Item
18 Mar 08	Period 10 07/08 Performance Report. Period 10 07/08 Improvement Plan Mark 2 progress report. External Audit Report (considered by Audit Board) Employee Stress Survey Results Council Plan 2008/2011 PMB Work Programme 2008/2009.
22 Apr 08	Period 11 07/08 Performance Report. Period 11 07/08 Improvement Plan Mark 2 progress report. Housing Strategy Action Plan Update (deferred to enable update to contain findings from Housing Inspection) Direction of Travel. VFM Licensing Review. Quarterly Recommendation Tracker. PMB Work Programme.
20 May 08	Period 12 07/08 Integrated Finance & Performance report Period 12 07/08 Improvement Plan Mark 2 progress report Annual PACT review (deferred from March) Neighbourhood Area Committee Evaluation Report (deferred to enable sufficient time for consideration by Leader's Group and Cabinet). Customer Panel 2 Spatial Project Monitoring Report PMB Work Programme.
17 Jun 08	Period 1 07/08 Performance Report Period 1 Improvement Plan 2008/2009 Mark 3

	<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>Town Centre Project Update (verbal update from Executive Director Partnerships and Projects)</p> <p>Housing Strategy Action Plan Update (moved from August)</p> <p>Draft CPA Self Assessment</p> <p>Council Plan 2009/2012 Part 1</p> <p>Performance Management Strategy (deferred)</p>

	<p>Spatial Project Monitoring Report.</p> <p>PMB Work Programme</p>
21 Oct 08	<p>Period 5 08/09 Performance Report.</p> <p>Period 5 08/09 Improvement Plan Mark 3 progress report.</p> <p>Concessionary Parking for Over 60s.</p> <p>Spatial Project Monitoring Report.</p> <p>(Agenda items were reduced at this meeting to enable time for training after the meeting).</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</p> <p>Community Strategy Update</p> <p>Quarterly Recommendation Tracker (moved from Oct-08)</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>Artrix Performance Report (moved from Nov 08.)</p> <p>2008/2009 Predicted Outturn for Corporate Indicators.</p> <p>Spatial Project Benefits (Initial Report).</p> <p>PMB Work Programme.</p>
13 Jan 09	<p>PMB Training</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>Draft Performance Management Strategy</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> <p>(we need to consider the agenda for this meeting, as agenda too long)</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>

Note: need to confirm if/when the Annual BDHT Performance Report is coming to the Board. Similarly, the Local Neighbourhood Partnership Business Case.

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