



BROMSGROVE DISTRICT COUNCIL

MEETING OF THE PERFORMANCE MANAGEMENT BOARD

TUESDAY, 20TH JANUARY 2009, 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 16th December 2008 (Pages 1 - 6)
4. Sundry Debtors (Pages 7 - 12)
5. Performance Management Strategy (Pages 13 - 46)
6. Performance Report (November 2008) (Pages 47 - 66)
7. Improvement Plan Exception Report (November 2008) (Pages 67 - 86)
8. Quarterly Recommendation Tracker (Pages 87 - 96)
9. Work Programme (Pages 97 - 104)
10. To consider any other business, details of which have been notified to the Head of Legal, Equalities and Democratic Services prior to the commencement of the meeting and which the Chairman, by reason of special circumstances, considers to be of so urgent a nature that it cannot wait until the next meeting

The Council House
Burcot Lane
BROMSGROVE
Worcestershire
B60 1AA

9th January 2009

K. DICKS
Chief Executive

Agenda Item 3

BROMSGROVE DISTRICT COUNCIL

MEETING OF THE PERFORMANCE MANAGEMENT BOARD

TUESDAY, 16TH DECEMBER 2008, AT 6.00 P.M.

PRESENT: Councillors J. T. Duddy (Chairman), Mrs. M. Bunker,
Miss D. H. Campbell JP, S. R. Colella and Mrs. A. E. Doyle (during
Minutes Nos. 72/08 to 79/08)

Observers: Councillors Dr. D. W. P. Booth JP and R. Hollingworth

Officers: Mr. H. Bennett, Ms. J. Pitman, Ms. D. Poole, Mr. J. Godwin and
Ms. R. Cole

72/08 APOLOGIES FOR ABSENCE

An apology for absence was received from Councillor C. B. Taylor.

73/08 DECLARATIONS OF INTEREST

Councillor Miss D. H. Campbell declared a personal interest in agenda item 4 (Artrix Performance Report) as a member of the Operating Trust of Bromsgrove Arts Centre.

74/08 MINUTES

The minutes of the meeting of the Performance Management Board held on 18th November 2008 were submitted.

RESOLVED that the minutes be approved as a correct record.

75/08 ARTRIX PERFORMANCE REPORT

The Board considered a report on the performance of the Artrix Arts Centre during 2007/2008 and on the progress made towards the establishment of a Service Level Agreement (SLA) between this Council and the Arts Centre Operating Trust.

It was reported that negotiations regarding the SLA had reached an advanced stage and it was anticipated that the agreement would be signed early in 2009. In advance of the final agreement of the SLA, the Trust was already putting in place many of the provisions of the draft SLA.

It was noted that performance had improved with total attendances increasing by 21 per cent. It was acknowledged that there were still areas where further improvement was required, including awareness of the facility as revealed in

the Authority's annual satisfaction survey. There were provisions within the proposed SLA to address these areas.

A number of issues were raised including the need for improved advertising of the events programme and to ensure that the booking systems were effective and user friendly. The Assistant Chief Executive undertook to consider whether performance at the Artrix could be included within the Authority's quarterly performance reports.

RESOLVED that the report be noted and a further Annual Review be undertaken in twelve months.

76/08 **SPATIAL PROJECT BENEFITS**

Consideration was given to a report on the benefits of the Spatial Project which had been completed on time in October 2008 and within budget.

The report referred to benefits to both internal and external stakeholders in that the programme had provided systems and improved processes to enable staff to deliver improved services to the public. It was reported that the project had delivered efficiency savings of £300,000 and it was now the responsibility of individual departments to further realise the benefits of the projects within their work areas. In addition the next stage of the project (FM2) had been agreed by the Council in a reduced form. This would commence in January 2009 and was expected to take six months to complete.

The Board felt it would have been helpful for the report to contain additional detail on the benefits achieved to date although it was acknowledged this would be dependent to some extent upon departments embedding the new systems within their activities and adapting ways of working. It was felt the successful implementation of the project should be communicated to Members possibly through the Members' Bulletin.

RESOLVED

- (a) that a report on progress of the FM2 stage of the project be submitted in six months; and
- (b) that a further report on the Spatial Project be considered in twelve months time when more evidence has been obtained regarding the benefits of the project.

77/08 **SICKNESS ABSENCE**

Consideration was given to a report on sickness absence within the Authority. The report had been requested previously by the Board in the light of declining performance in relation to sickness absence over a number of months.

The report contained details of current sickness levels and the actions which had been taken to address these including the use of a revised sickness absence policy and the holding of two performance clinics looking specifically at long term sickness and at policy issues. There was detailed discussion and

Members raised a number of questions to which the Head of Human Resources and Organisational Development responded.

RESOLVED:

- (a) that a further performance clinic be arranged to look again at the application of the Council's sickness absence policy by Heads of Service including progression to the informal stage of the policy;
- (b) that the policy itself be reconsidered including the various "trigger points" set out within the policy;
- (c) that consideration be given to introducing spot checks in relation to the carrying out of return to work interviews in order to promote a consistency of approach;
- (d) that officers produce a breakdown of periods of short term sickness to identify any particular patterns
- (e) that a further report be considered at the February Board Meeting.

78/08 **PERFORMANCE REPORT (OCTOBER 2008)**

Consideration was given to a report on the Council's performance as at 31st October 2008.

RESOLVED:

- (a) that it be noted that 67% of performance indicators were stable or improving;
- (b) that it be noted that 76% of performance indicators which had a target were meeting their target as at the month end and that 92% of performance indicators which had a target were predicted to meet their target at the year end;
- (c) that the performance figures for October 2008 as set out in Appendix 2 be noted;
- (d) that the particular areas of improvement as summarised in section 3.4 of the report be noted; and
- (e) that the particular areas of concern as set out in section 3.5 of the report be noted.

79/08 **SIX MONTHLY REVIEW OF ESTIMATED OUTTURN**

The Board considered a report on the Council's performance at the mid year point (30th September 2008) in relation to all of the performance measures published in the 2008/2009 Business Plans. There was discussion on indicator AC007 relating to outstanding debts. It was noted that it had been agreed previously that a report on this issue was to be submitted to the next meeting of the Board and that the Portfolio Holder for Finance would be invited to attend.

In response to queries raised by the Board, the Assistant Chief Executive undertook to provide additional information on the indicator relating to the number of employees retiring early (formerly BV14) and on measures available to maximise the percentage of Council Tax and Business Rates collected (LPICT1 and LPICT2). The issue of maximising opportunities for the

employment of people with disabilities (formerly BV16a) was also discussed and the Assistant Chief Executive referred to the proposed work of the Local Strategic Partnership Economic Theme Group in this area.

RESOLVED:

- (a) that it be noted that 82% of corporately reported performance indicators were projected to meet or exceed their target (as previously reported in the Integrated Finance and Performance report for Quarter 2) and that 77% of all targets set in Business Plans are expected to be met; and
- (b) that the overall positions for each department in relation to their performance targets as set out in section 3.3 of the report be noted.
- (c) that a report be submitted to the Board in six months in relation to the employment of people with disabilities.

RECOMMENDED

- (a) that the corporate system be used to record all performance information both for corporately reported performance indicators and departmental performance indicators; and
- (b) that as from 2009/2010 all performance measures included in Business Plans be required to have a performance indicator procedure note.

80/08 **IMPROVEMENT PLAN EXCEPTION REPORT (OCTOBER 2008)**

Consideration was given to the Improvement Plan Exception report for October 2008 together with the corrective action being taken. In relation to the Town Centre, the Assistant Chief Executive undertook to provide information on access issues in respect of the proposed new Health Centre. Following discussion it was

RESOLVED:

- (a) that the revisions to the Improvement Plan Exception report together with the corrective actions being taken be approved; and
- (b) that it be noted that for the 141 actions highlighted for October within the plan 73.8% of the improvement Plan was on target (green), 5% was one month behind (amber) and 10.6% was over one month behind (red). 10.6% of actions had been reprogrammed with approval.

81/08 **WORK PROGRAMME 2008/2009**

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

RESOLVED:

- (a) that the Staff Survey Results be considered in March 2009 rather than in February 2009;
- (b) that the reports on the Housing Strategy Action Plan Update and the Housing Inspection Report and Updated Action Plan be combined and considered in February 2009.
- (c) that the remainder of the report be noted.

The meeting closed at 7.55 p.m.

Chairman

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BROMSGROVE DISTRICT COUNCIL

PERFORMANCE MANAGEMENT BOARD

20 JANUARY 2008

SUNDRY DEBTORS

Responsible Member	Councillor - Geoff Denaro – Portfolio Holder for Finance
Responsible Head of Service	Jayne Pickering – Head of Financial Services

1. SUMMARY

- 1.1 The report sets out the sundry debtor activity and processes for recovery at the Council.

2. RECOMMENDATIONS

- 2.1 It is recommended that:

- i. The Board considers the report and makes any comments as appropriate.

3. BACKGROUND

- 3.1 The integrated finance and performance report that is presented to this Board on a quarterly basis presents general information on the sundry debt that is outstanding and the nature of the aged debt.
- 3.2 A request was made for a more detailed report to be presented to inform members of the arrangements made for the invoicing, processing and recovery of the debt to ensure the Council has a robust system in place.
- 3.3 Sundry Debtors are raised for a number of income streams within the Council. These include :
- Excess Car Parking Charges
 - Cesspool Emptying
 - Trade Waste
 - Use of Sports facilities
 - Licenses
 - Rental charges (eg Spadesbourne Suite, industrial units)
 - Lifeline
 - Building inspections
 - Allotments

- 3.4 Sundry Debt processing and initial recovery is the responsibility of the Accountancy team within Financial Services. The provision of this service is undertaken as part of roles within the team. The Council does not have a designated officer due to efficiencies that have been realised through the use of the automated financial system.
- 3.5 Invoices are raised via departmental officers to ensure the accuracy and ownership of the debt. The invoices are then generated and sent to customers from the accountancy section who process the debt onto the customer accounts.
- 3.6 Customers are required to pay debt within 28 days of the date of the invoice. There are a number of payment methods including, direct payment at the Customer Service Centre, cheque by post, internet or automated phone payment.
- 3.7 Once payment is overdue a reminder is automatically generated from the system. These are run on a daily basis and details the debt outstanding. If the debtor fails to make payment within 7 days a final reminder is generated which gives the debtor a further 7 days to make full payment. If this remains unpaid the debt is passed over to the legal department for recovery.
- 3.8 The finance team have been trained in providing debt management advice and support to our customers to minimise the number of cases proceeding to court.
- 3.9 There are a number of procedures that are followed by the legal department in the recovery of sundry debtor. The steps are as follows:
- Initial pre-action letter requesting payment or payment arrangement within 14 days. Explanation of proceeding to Court if letter ignored.
 - Final action letter giving 7 days to pay or Court proceedings to be commenced. Details are given as to the impact on financial rating of receiving County Court judgement
 - Claim form sent to Court to detail all information relating to debtors to include Court Fee, interest amount and solicitors costs. Documents served by Court onto debtor.
 - Once judgement is received the Council requests the payment arrangement from the debtor that may be recovered through an attachment of earnings or direct payments from the debtor. These payments are monitored by finance via the customer accounts.
 - If payment is not made following the issue of a judgement the Council will make a determination as to the use of a bailiff to recover the debt.
 - If no payment is recovered and the legal section determines that the recovery of debt is no longer achievable by the Council the debt will be requested to be written off in line with the financial regulations policy as detailed below. The current provision for bad debts is £46k.

3.10 Write off Policy (extract from Financial Regulations)

3.10.1 It will be the responsibility of Service Managers to promptly notify the Head of Financial Services of the need to write off any debt, giving details of the steps taken to recover the debt and valid reasons for the write off. A "debt" may be classified as:

- (i) an individual amount for an individual debtor; or
- (ii) the cumulative amount of several related debts for an individual debtor, (for example all business rates arrears or all outstanding trade refuse payments).
- (iii) an amount "due to the Council arising through the provision of a service by the Council or by way of a sanction, Council tax or NNDR debts" or an amount held on the Agresso sundry debtors module or the Academy system

3.9.2 The write off of an individual debt greater than £2,500 will require the authorisation of the Executive Cabinet.

3.9.3 In all cases, due consideration will be given during the write off process to the ongoing provision of the service and any other Council services being provided to the debtor

3.11 The Sundry Debtor processes have recently been audited by the Councils Internal Audit Service and has been assessed as operating effectively.

3.11 Debt Analysis

3.11.1 The outstanding sundry debt to the end December 2008 was £506k. The debt at 1st April 2008 was £401k. The following table details the debt raised and recovered on a quarterly basis over the last 9 months;

Table 1

Arrears Performance Sundry Debts			
Quarter	Debt Raised £'000	Amount collected £'000	Arrears end Period £'000
1.4.08			401
30.6.08	674	-728	347
30.9.08	431	-471	306
31.12.08	634	-434	505

3.11.2 The debt over 30 days is £177k of which £100k is with the legal department for recovery. Over 50% of the debt that is being recovered through the Legal section represents only 4 debtors. The remainder of the debts are being managed within the finance team.

4. FINANCIAL IMPLICATIONS

4.1 The debt recovery procedure aims to maximise income received by the Council and the costs associated with the debt management is included in the Councils approved budget.

5. LEGAL IMPLICATIONS

5.1 The legal team follow legislative guidelines in the recovery of debt outstanding.

6. CORPORATE OBJECTIVES

6.1 The recovery of debt applies to all the Council's objectives.

7. RISK MANAGEMENT

7.1 The risk associated with the non collection of debt is addressed within the financial services risk register and is mitigated by the procedures followed and the regular discussions between departments and customers to support them in making payments.

8. CUSTOMER IMPLICATIONS

8.1 The debt recovery process ensures that all our customers have an opportunity to use the Councils services with a robust framework in place to protect the Councils funds whilst supporting the customer when payments are required.

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
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	No
Corporate Procurement Team	No

11. APPENDICES

None

12. BACKGROUND PAPERS

Detailed sundry debt analysis

CONTACT OFFICERS

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Agenda Item 5

BROMSGROVE DISTRICT COUNCIL

PERFORMANCE MANAGEMENT BOARD

DATE 20 JANUARY 2009

PERFORMANCE MANAGEMENT STRATEGY

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 present the proposed Performance Management Strategy to The Board

2. RECOMMENDATION

- 2.1 That The Board notes the Performance Management Strategy and the Implementation Action plan contained within it at Appendix 2 of the attached Strategy and makes recommendations to Cabinet as deemed appropriate (noting the timescale for submission to Cabinet as set out in para 3.3).
- 2.2 That The Board notes that progress on achieving the Implementation action plan will be reported to the Performance Management Board.

3. BACKGROUND

- 3.1 The Council has, for some while, had a performance management framework which defines the linkages between the various key strategic planning documents, e.g. Corporate Plan and Business Plans (see section 1.4 in the attached Strategy document).
- 3.2 This Performance Management Strategy has been developed in order to steer the Council's further progress on its performance improvement journey. The strategy has been developed by taking into account recognised best practice in other authorities rated good or excellent that also score highly on performance management in their CPA assessments, as well as anticipating future implications and expectations of the new Corporate Area Assessment regime due to be implemented by the Audit Commission in 2009.
- 3.3 This report will be submitted for Cabinet approval in March 2009, in line with the Forward Plan.

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:

- Poor progress on implementation of the action plan associated with the strategy

7.2 This risk is being managed as follows:

- Regular reporting to Performance Management Board

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 Management Strategy

15. **BACKGROUND PAPERS**

None

Contact officer

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Bromsgrove District Council

Performance Management Strategy



CONTENTS

- 1 CONTEXT
 - 1.1 Introduction
 - 1.2 Why performance management is important to us
 - 1.3 Purpose of this strategy
 - 1.4 Our performance framework
 - 1.5 National, regional & local context
- 2 WHAT WE ARE AIMING TO ACHEIVE
 - 2.1 Our vision for performance
 - 2.2 Key principles
- 3 HOW WE WILL ACHIEVE OUR VISION
 - 3.1 Delivering our strategy
 - 3.1.1 A performance culture inspired by strong leadership
 - 3.1.2 Clear accountabilities
 - 3.1.3 Regular and robust performance information
 - 3.1.2 Clear accountabilities
 - 3.1.3 Regular and robust performance information
 - 3.1.4 Active management of performance
 - 3.1.5 Support & learning
 - 3.2 Key steps to delivering our strategy
- Appendix 1 Glossary of terms
- Appendix 2 Implementation action plan
- Appendix 3 Annual planning & reporting cycle
- Appendix 4 Performance monitoring arrangements
- Appendix 5 Use of Resources KLOE
- Appendix 6 Corporate Communications Policy & Performance team structure chart
- Appendix 7 Outline KLOE for Performance Management

1 CONTEXT

1.1 Introduction

Welcome to our Performance Management Strategy. This document sets out our vision for managing performance across the Council and outlines the key steps to achieving our goals.

The Performance Management Strategy supports the Council Plan and Improvement Programme. Links to other projects have been highlighted where appropriate. The Performance Management Board is responsible for monitoring its delivery through the action plans contained in Appendix 2.

1.2 Why performance management is important to us

Performance management is defined as *'taking action in response to actual performances to make outcomes for users and the public better than they would otherwise be'* (IDeA, 2004). Performance management is one element of the Council's overall arrangements, which help us to plan, monitor and manage delivery of our services.

Getting performance right is important to us for a number of reasons.

Improving services

Bromsgrove District Council is committed to improving services for local people. Every year we review our plans and priorities to make sure we are focused on achieving the right goals, in line with local needs and expectations. Performance management helps us track our progress in delivering these priorities, enabling us to shift resources or change the way we deliver services to achieve agreed outcomes. Managing our performance is key to ensuring we deliver our priorities and ultimately demonstrate excellent improvement in services.

Motivating our people

Performance management is not simply about setting targets to get things done. Effective performance management allows staff to understand what is expected from them and how they fit into the overall framework for managing service delivery.

Meeting Government expectations

Over recent years the public sector has seen a wide range of new Government initiatives, which demands a more sophisticated approach to performance – one that looks to measure outcomes rather than inputs and outputs. The Local Government and Public Involvement in Health Act 2007 provides a statutory basis for local partnership working. It puts a duty to co-operate on key public bodies and also requires local authorities to prepare a Local Area Agreement to specify local improvement targets. The Audit Commission will commence Comprehensive Area Assessment (CAA) in 2009. Performance management will form a key part of the Organisational Assessment under CAA .

Delivering shared outcomes with Partners

Managing performance in partnerships has become more important too. At Government and at local level, partnerships are seen as a way of achieving better and more joined-up services. The Local Strategic Partnership brings together public sector agencies, businesses, the voluntary sector and wider community interest groups to deliver community goals. The complex demands of delivering services through partnership means that a wider approach to performance is essential to reflect horizontal as well as vertical accountabilities.

Delivering Value for Money

Making clear links between resources and outcomes helps to put our performance into context so that we can ensure that the Council is delivering value for money. It also helps us to achieve savings in line with the Governments' efficiency agenda. "Efficiency" is defined as achieving the same outputs for less resource or additional outputs for the same resource.

1.3 Purpose of this strategy

Effective performance management requires not only good management processes and systems, but also an organisational culture that supports these systems and integrates them into the day-to-day work of front-line staff and managers to encourage and enable them to deliver real service improvements and outcomes.

We recognise that more needs to be done to move the Council towards a real performance culture, particularly integrating individual performance more effectively and moving from measuring outputs to outcomes.

Figure 1



This document sets out the future vision for performance management at the Council and describes the framework and approach we have put in place to support us in achieving our vision.

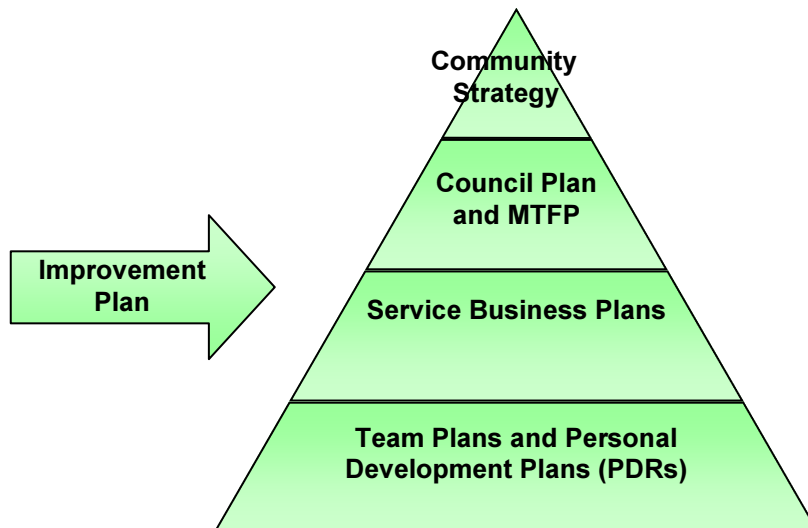
A glossary of key terms can be found in **Appendix 1**.

1.4 Our performance framework

Our performance framework reflects the 'plan-do-review-revise' elements of the performance cycle and provides the mechanism for linking objectives, priorities and resources throughout the framework – the so-called 'golden thread'.

Over the last three years the Council has moved from having no framework to where we are now, aspiring to Excellence and we need to be able to ensure we can respond to the forward challenges in managing our performance. The Lead Official has commented that the corporate resource available to support performance management is the minimum level required and employs less full time equivalent staff than in other local District Councils. The Corporate Communications Policy & Performance team has increased by only 1 fte in the last three years and has an annual budget of £426,000 (see Appendix 6 for a structure chart).

Figure 2



Our **Community Strategy** sets the long-term vision and community goals for all partners in Bromsgrove.

The **Council Plan** describes how we will support the Community Strategy and focus resources on key priorities and actions for improvement.

Business Plans are the cornerstone of the performance framework and demonstrate how each section of the Council will deliver improvements in line with priorities.

Team and individual plans allow employees to develop an understanding of how they should be contributing towards our goals and priorities.

An essential part of an effective performance management framework is to have accurate, transparent and timely planning, reviewing and reporting process at all levels. A flowchart outlining the Council's performance management framework processes is shown in **Appendix 3**. Monitoring arrangements are shown in **Appendix 4**.

1.5 National, regional & local context

We are writing this strategy now as the Council is at a crossroads in terms of its performance improvement. Similarly, local government in general is at a crossroads in terms of performance management.

At a local level, the Council has been very successful at building a corporate performance framework over the last three years, which should help the Council achieve a Comprehensive Performance Assessment (CPA) rating of 'Good' or 'Fair', just before CPA is replaced in 2009 by Corporate Area Assessment (CAA). Achieving this improved CPA rating will provide two new challenges:

- 1) Making the more subtle changes required to shift the Council to Excellence; and
- 2) Responding to the significant changes at a national and regional level that are now taking place

At a local level the Council has five main challenges:

- 1) The need for a programme management framework which ensures projects are managed in a similar way that performance is.
- 2) Delivery of Value for Money (VFM). The Council has progressively shifted from putting its finances in order, to putting its performance in order. This has meant that the Council has needed greater resources than an already stable council. The Council is now "normalising" and needs to switch its focus to continuing to improve performance whilst driving out efficiencies.
- 3) Delivery of improved service in some of the more complex areas of the Council, that require more than just management attention to solve them, i.e. they require different methods, new systems, ICT, investment etc. Examples include the customer experience, the Spatial project and the vehicle fleet at the depot.
- 4) Delivering long term outcomes for our residents, for example, a better retail and leisure experience in the town centre, more affordable housing, improved health, reduced carbon emissions etc
- 5) Achieving improved customer satisfaction and perception levels as measured through the Customer Panel and Place Survey.

These five challenges are mirrored by changes at national level:

- 1) Efficiency and Improvements

In the Comprehensive spending review in 2007 (CSR07), local authorities are again required to make efficiency gains over the next three years, the new target is for an annual 3% cashable gain. In achieving this we are supported by the West Midlands Regional Improvement and Efficiency Partnership (WMRIEP), who have funded a post of Improvement Manager for 18 months from April 2008 to September 2009.

Performance Management Strategy

The role of the West Midlands Regional Improvement and Efficiency Partnership (RIEP) is to support local government to work together to improve services to the community and to deliver these more efficiently, it brings together three key improvement elements to business process improvement:

Programme and Project Management
Leadership and Change Management
Business Process Improvement and lean systems thinking

2) The move to Corporate Area Assessment (CAA)

CAA replaces Comprehensive Performance Assessment (CPA) in 2009. Whereas CPA focussed on the performance of local authorities the CAA is concerned with an area assessment and thus measures how effectively partnerships are operating in the area.

CAA looks at how well local services are working together to improve the quality of life for local people.

- It is about people and places.
- It will give people a snapshot of life in their local area each year.
- It will help local services improve quality of life in their area.
- It will help people understand if they are getting value for money from their local services.

For the first time, local public services will be held collectively to account for their impact on better outcomes. This means that CAA will look across councils, health bodies, police forces, fire and rescue services and others responsible for local public services, which are increasingly expected to work in partnership to tackle the challenges facing their communities. For each area, the public will be able to log onto the web and look at their area. Outcomes like affordable housing, educational attainment etc. will have either a red flag or green flag.

CAA will still have an organisational focus through the annual "Organisational Assessment", which will combine the new Use of Resources assessment and a separate Performance Assessment. The results will be published annually.

3) National Indicators (NI's)

The Local Government White Paper Strong and Prosperous Communities published in October last year, committed to introducing a set of streamlined indicators that would reflect national priority outcomes for local authorities working alone or in partnership. A single set of 198 national indicators was announced as part of the Comprehensive Spending Review 2007. The national indicators, which were implemented from April 2008 are now the only measures on which central Government will performance manage outcomes delivered by local government working alone or in partnership.

The external auditors make an annual assessment of our arrangements for data management and quality of performance data, guided by a set of Key Lines of Enquiry for Data Quality. In order to ensure we meet these requirements the council has a data Quality Strategy underpinned by an Action Plan.

4) Local Government & Public involvement in Heath Act 2007

The Government is concerned that the current levels of consultation and civic participation are not bringing about a sufficient understanding of the difficulties politicians face in balancing the competing needs of communities and this is driving an increasing dissatisfaction with public services at a time when they are actually improving. The Act will come into force on 01 April 2009, the key consequences being:-

- Consultation will need to provide “genuine opportunities” for people to be involved, so councils will want to draw on widespread evidence of what constitutes good practice in consultation. .
- An expectation that we undertake “participatory budgeting” and “citizen juries”.

The Council needs to be able to respond to these challenges. It will do this at two levels:-

- 1) Embedding existing good practice in this Strategy
- 2) Through an action plan to deliver the strategy (see Appendix 2).

2 WHAT WE ARE AIMING TO ACHIEVE

2.1 Key Principles

This strategy will support the delivery of the Council's vision through five key principles of performance management

Outcome driven - Any process consists of four elements – inputs, processes, outputs and outcomes. It is essential to measure all four, however it is the outcome that is all important for end-users. Too often performance management focuses on inputs and outputs rather than outcomes. Our framework is based on a balanced set of measures at all levels – whether it be our Council Plan, Business Plans or Team/Individual plans.

Evidence based - For performance management to be effective, decision makers must have confidence in the information they use to make decisions. This means information produced is based on good data quality. All our processes and procedures around performance are designed to support good data quality, in line with the Data Quality Strategy.

Transparent – Performance information must be objective and readily accessible to users. The monthly performance reports and supporting spreadsheets play a key role making data accessible and enabling challenge through 'traffic lighted' assessment of trends and performance against target.

Focused - Performance management should be based on sound prioritisation in line with the Councils' priorities which, in turn, should be based on a robust understanding of the local context. We have worked to develop the processes to identify a more focused set of priorities meaning that we can both maintain focus, through a smaller number of key actions and targets and enjoy a sustainable performance management framework. Performance measures are continually subject to review to ensure relevancy – to reduce monitoring for monitoring sake.

Owned - Everyone must accept a role in managing performance and take action to ensure improvement.

3 HOW WE WILL ACHIEVE OUR VISION

3.1 Delivering our Strategy

There are many different components that contribute towards effective performance management in any organisation. This section sets out the five areas we have chosen to focus upon over the next three years.

3.1.1 A performance culture inspired by strong leadership

A performance management culture is one in which seeking out and adopting good practice is integral to the way in which the organisation is structured and managed. It is a culture in which every person in the organisation understands the organisational vision and priorities, and their own roles in helping achieve those priorities. It enables everyone to be empowered, encouraged and motivated to use performance information to act in achieving agreed targets within recognised limits of their authority.

Whilst it is everyone's job to manage performance, a performance culture must be driven by Council leaders. In Bromsgrove, the primary leadership role lies with Cabinet and Corporate Management Team.

Strong leaders and managers are clear about what kind of performance they expect and communicate the importance of everyone's contribution towards meeting corporate and community ambitions. We need to focus on the areas of innovation and good practice that exist in the Council and Partnership and use these examples to promote the benefits of performance management, thereby supporting a culture of creativity and achievement.

Key outcomes

- Across the Council managers set clear expectations about performance which are regularly reviewed in DMTs, one to one meetings and performance reviews e.g. through business planning.
- There is a consistent appraisal process with performance measures and clear links to other parts of the performance framework.
- The Council has an open and innovative culture where good performance is celebrated and notable practice is shared across the Council.

Areas for Improvement

- Excellence Statements (July 2009)
- Clear benefit statements and proposed levels of performance for new joint services (Joint CEO project), developed through the project management methodology business cases.
- Develop "Plan B" – how to proceed if the joint Chief Executive pilot does not go forward

• 3.1.2 Clear accountabilities

Effective performance management requires defined roles and responsibilities and clear ownership of outcome measures. A summary of roles and responsibilities is shown below:

Members	Senior Managers	Internal staff/groups
<p>Cabinet</p> <ul style="list-style-type: none"> Deliver the Council's Priorities Reviews performance quarterly and challenges underperformance Ensure value for money is delivered <p>Portfolio holder for performance Management</p> <ul style="list-style-type: none"> Overall responsibility for Performance Management and Data Quality <p>Council</p> <ul style="list-style-type: none"> Provide a clear vision and set priorities in Council Plan Approve budgets to align resources to priorities Challenge services Recognise achievement <p>Performance Management Board</p> <ul style="list-style-type: none"> Monitor delivery of Performance Management Strategy Monitor delivery of the data Quality Strategy. Monitor performance against targets <p>Audit Board</p> <ul style="list-style-type: none"> Independently contribute to the Council's process for ensuring an effective internal control environment is maintained <p>Portfolio Holders</p> <ul style="list-style-type: none"> Provide direction to Heads of Service Approve Business Plans Receive Departmental Monthly report, provide support & challenge <p>Scrutiny</p> <ul style="list-style-type: none"> Policy Development Review decisions 	<p>Corporate Management team</p> <ul style="list-style-type: none"> Take Strategic responsibility for delivering the Council's priorities Review performance regularly Agree actions to address underperformance or data quality issues Ensure performance is kept high on agenda within departments Approve objectives and targets in business plans <p>Heads of Service</p> <ul style="list-style-type: none"> Identify opportunities for improvement Manage departmental performance and deliver improvements as set out in Business Plans and Improvement plans. Take responsibility for underperformance, drawing up action plans where necessary <p>Managers</p> <ul style="list-style-type: none"> Develop and manage team action plans Hold regular, performance focussed team meetings Undertake PDR's and manage staff development & improvement actions 	<p>All staff</p> <ul style="list-style-type: none"> Have an understanding of how what they do contributes to overall priorities of the Council Understand and deliver on personal targets and help to implement action plans for improvement Actively contribute towards performance by suggesting ideas for improvement and sharing good practice <p>Corporate Communications Policy & Performance Team</p> <ul style="list-style-type: none"> Provide expert support and lead on advice/good practice in all aspects of performance management <p>Performance Management Champions</p> <ul style="list-style-type: none"> Be the departmental champion for Performance, Performance Management, Data Quality and Business Planning Ensure that all PI's have an owner and Deputy and an up to date PI procedure note <p>PI owners</p> <ul style="list-style-type: none"> Accurate calculation of performance in accordance with PI definition <p>Internal Audit</p> <ul style="list-style-type: none"> Assess overall arrangements for producing performance info Audit high risk indicators

Key outcomes

- Everyone in the Council has a clear understanding of the performance framework and believes achieving excellent performance is important.
- Members play a key role in monitoring and managing performance.
- All employees have a demonstrable appreciation as to how their work contributes towards Council Plan priorities.
- A clear link between the Community Engagement Strategy and Performance Management Framework.
- Outcomes and perception measures reflected in the Community Strategy, Council Plan and service business plans.
- All those involved understand the shift from processes and outputs to outcomes and perceptions

Areas for Improvement

- Member understanding on new arrangements from Audit Commission, e.g. CAA, NI's etc
- Development of Community Engagement Strategy linked to Local Government and Public Involvement in Health Act 2007 and Communities in Control white paper 2008..

3.1.3. Regular and robust performance information

The Council's performance information is used by a wide range of groups, individuals and stakeholders.

We will continue review the relevance and range of Local PIs and. Data quality remains a high priority and we have a separate data quality action plan to underpin improvements for managing data.

Key outcomes

- Plans are supported by a balanced suite of local performance measures which cover all aspects of our priorities including value for money and outcomes and perceptions.
- Integrated and timely performance reporting, with high quality commentary to put performance into context.
- Data quality is taken seriously with good arrangements in place at all levels.
- Local people feel informed about the Council's performance and progress in achieving its priorities.

Areas for Improvement

- Data quality level 4 achieved by 2011
- Overhaul website to include 'user friendly' performance information
- Evaluate the use of "Ten" or similar system for performance management, linked to County Local Area Agreement system
- As part of the 'team clinics' planned for 2009/10, review local information on outcomes and perceptions.
- Implementation of procedures to deal with National Indicators, including the Place Survey
- Alignment with other Worcestershire Districts and County in the approach to NI calculations and NI reporting
- Develop a clear means of displaying Value for Money and efficiency achievements
- Evaluate Wychavon District Council Mosaic Pilot

3.1.4. Active management of performance

Proactive and honest assessment of performance at all levels is a critical part of any performance culture. This can take the form of rigorous target setting or effective action planning to focus on areas of underperformance, ensuring prompt corrective action to bring performance back in line with planned profiles. Management of value for money is also one element we would like to focus on going forward.

Our best resource is our employees, and their development is vital for the future of the Council. It is well accepted that there are many benefits in agreeing objectives with employees, giving them feedback on their achievements and addressing their development needs in a structured way. It is also widely accepted that for an organisation's policies and objectives to be effectively and consistently implemented, there needs to be a system of cascading these through the organisation. The PDR scheme allows us to align the development of our employees to Council, department or service priorities and objectives, while integrating accountability through the objectives agreed by individuals as part of the process.

Key outcomes

- There are clear linkages between resources and outcomes – and the Council has strong evidence it continues to provide value for money in all areas.
- Improved challenge of performance through the continuation of 'performance clinics' to focus on underperforming PIs.
- Target setting is based on accurate profiling/forecasting of data and drives service improvement.
- We proactively manage poor performers and recognise and reward good performers
- Bring the Council's project & programme management standards up to the same level as those for project management

Areas for Improvement

- Programme Board and framework in place.
- Lean systems pilot (2008-09).
- Review Capability procedure.
- Programme Board implementation (subject to external audit review, quarter 3 2009).
- Incentivisation (in the longer term).

3.1.5. Support and learning

Learning underpins the development of a performance-oriented culture. Learning is about gathering and understanding information about what has and has not worked and using this information to change what is done. There are current mechanisms in place to share learning such as Performance Champions Group. However time needs to be set aside more frequently to promote evaluation of lessons learnt and good practice.

Training and development is vital to developing skills and knowledge at all levels. Performance management is already acknowledged as a key competence of managers and looking ahead, more structured development will be undertaken specifically to improve understanding of the performance framework and roles within this.

Key outcomes

- A knowledge base of tools and guidance to support active management of performance.
- Shared learning within and between departments of the Council, wider partners and other local authorities.
- More structured learning around performance management

Areas for Improvement

- Performance management training/awareness for Members and managers
- Closer collaboration on performance management and improvement with partners and other local authorities
- Continued use of Performance Clinics to raise performance and share learning
- Enhanced role for departmental Performance Champions and Performance Champions Group
- Lean systems training
- Customer team clinics
- Project management

3.2 Key steps to delivering our strategy

We plan to deliver the strategy through the implementation action plan, which is set out in Appendix 2. Progress against the action plan will be monitored by Performance Management Board on a six monthly basis.

Bibliography

Information sources used in the preparation of this strategy include:-

National Indicator Definitions.

Audit Commission documents on Comprehensive Area Assessment and Use of Resources.

Statutory guidance on Strong & Prosperous Communities (CLG).

Local Government & Public involvement in Health Act 2007.

Derby City Council – Performance Management Strategy.

Rotherham MBC – Performance framework.

Solihull MBC – Corporate Performance Management Framework.

Varney Report.

CAA	Comprehensive Area Assessment
CPA	Comprehensive Performance Assessment
CSC	Customer Service centre
DoT	Direction of Travel statement
ICT	Information and Communications Technology
IDeA	Improvement and Development Agency
KLOE	Key Lines of Enquiry
LAA	Local Area Agreement
LSP	Local Strategic Partnership
MTFP	Medium Term Financial Plan
NI	National Indicator
PDR	Personal Development review
PI	Performance Indicator
UoR	Use of Resources
VFM	Value for Money
WMRIEP	West Midland Regional Improvement and Efficiency Partnership

No	Action	How	Who	When	Priority
1	Performance Culture Inspired by Strong Leadership				
1.1	Excellence statements	Joint Chief Executive Service Business Cases.	HoS	End July 2009	H
1.2	Benefits statements /clear statement of service expectations	Joint Chief Executive Service Business Cases.	HoS	End July 2009	H
1.3	Develop "Plan B"	Benchmarking with Warwick DC, Wychavon DC etc.	Hugh Bennett	31 March 2009	M
2	Clear Accountabilities				
2.1	Improved Member understanding	PMB training All Member briefing on CAA.	Hugh Bennett	Jan 09 Mar 09	M
2.2	Development of community engagement strategy linked to Local Government and Public Involvement in Health Act 2007	Write strategy and review action plan each month.	Jenny McNicol	Nov 08	M
3	Regular and robust performance information				
3.1	Data quality level 4 achieved by 2011	Data Quality Strategy Action Plan	John Outhwaite	March 2012	H
3.2	Improved performance information on council website	Develop user friendly web pages and procedures to maintain them	John Outhwaite	July 2009	M
3.3	Evaluate "Ten" or similar system for performance management, linked to County LAA system	Undertake evaluation as per project methodology	John Outhwaite	Need to wait and see what impact CAA has	M
3.4.	Implementation of procedures to deal with National Indicators, including the Place Survey	Procedure notes completed, PI clinics for difficult ones	John Outhwaite/ PI owner & Hugh Bennett	December 2008	H

No	Action	How	Who	When	Priority
3.5	Alignment with other Worcestershire Districts and County in the approach to NI calculations and reporting	Through county HOPI and POG meetings	Hugh Bennett John Outhwaite	December 2008 & ongoing	H
3.6	Improved Value for Money information	CCPP Team and Financial Services to construct VFM "dashboard"	John Outhwaite Jayne Pickering	Mar 09	M
3.7	Mystery shopping	External contractor	Deb Poole Hugh Bennett	July 2009	M
3.8	Evaluation of MOSAIC	Evaluate Wychavon purchase	Hugh Bennett	September 2009	M
3.9	Customer team clinics	Joint work with HR&OD bringing together customer information for clinic with each team in training setting.	Jo Pitman Hugh Bennett Deb Poole	September 2009	H
4	Active management of performance				
4.1	Lean systems pilot	Identify and undertake two pilot studies and implement	Improvement Manager to facilitate	July 2009	M
4.2	Capability Procedure review	HR to conduct and update	HROD (Dee Severn)	November 2008	M
4.3	Incentivisation (2011/2012)	Discuss with HR&OD nearer the time	HROD	2011/2012	M
4.4	Programme Board (external audit)	External Audit review	Audit Commission	March 2009	M
5	Support and training				
5.1	Performance management awareness and training for managers	Customer team clinics Project Management Training Lean System Training	Sharon Sharpe Brian Nicholls Brian Nicholls	Sep 09 Mar 09 Jul 09	H

No	Action	How	Who	When	Priority
5.2	Closer collaboration on performance management and improvement with partners and other local authorities	Heads of Policy and Improvement Group	Hugh Bennett	On-going	M
5.3	Performance clinics to raise performance and share learning	Clinics with relevant officers and ACE.	Hugh Bennett John Outhwaite	As and When	M
5.4	Enhanced role for departmental Performance Champions and Performance Champions Group	Report to CMT on proposed changes.	John Outhwaite	Dec 08	M
5.5	Lean systems awareness training	CMT only at this stage	Brian Nicolls & RIEP	June 2009	M
5.6	Customer Team Clinics	Day out with each team with CCPP , facilitated by trainer	Hugh Bennett Helen Parkinson	July 2009	M
5.7	Project Management training	Simon Haslem	Hugh Bennett Helen Parkinson	March 2009	H

Annual Planning & Reporting Cycle

Performance Management Strategy Appendix 3

Report	January	February	March	April	May	June	July	August	September	October	November	December
Annual review of Members roles		note: dependent on statutory guidance from Government.										
Annual external Audit report			✓									
Annual CAA organisational assessment			✓									
CAA Area assessment											✓	
Annual Governance Statement						✓						
Bright Ideas monthly award	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Improvement Plan Agreed							✓					
Business Planning Guidance Issued						✓						
Customer Panel Satisfaction Surveys									✓			
Budget Jury						✓	✓			✓	✓	
Consult staff on priorities at staff forums.						✓						
Manager's Forum to build on this.						✓	✓					
C&YP Participatory Budgeting	✓											
E&D Budget Community Bids									✓	✓		
CWP & Action Plans									✓			
Internet Budget Consultation											✓	
Financial prospects for the next three years									✓			
Outline Budget remit set									✓			
Council Plan part 1									✓			
DMT awaydays to develop business plans									✓			
Detailed review of Business Plans											✓	
Management Conferences									✓			
Budget options considered												
- by CMT (Cap +Rev)									✓			
- by Group										✓		
- by Cabinet											✓	
Budget Approved by Full Council	✓											
Band D calculation	✓											
Capital programme finalised	✓											
Council Tax set		✓										
Report	January	February	March	April	May	June	July	August	September	October	November	December
Service Business Plans finalised			✓									
Council Plan published			✓			21						
Community Strategy update											✓	
Communication Planner	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

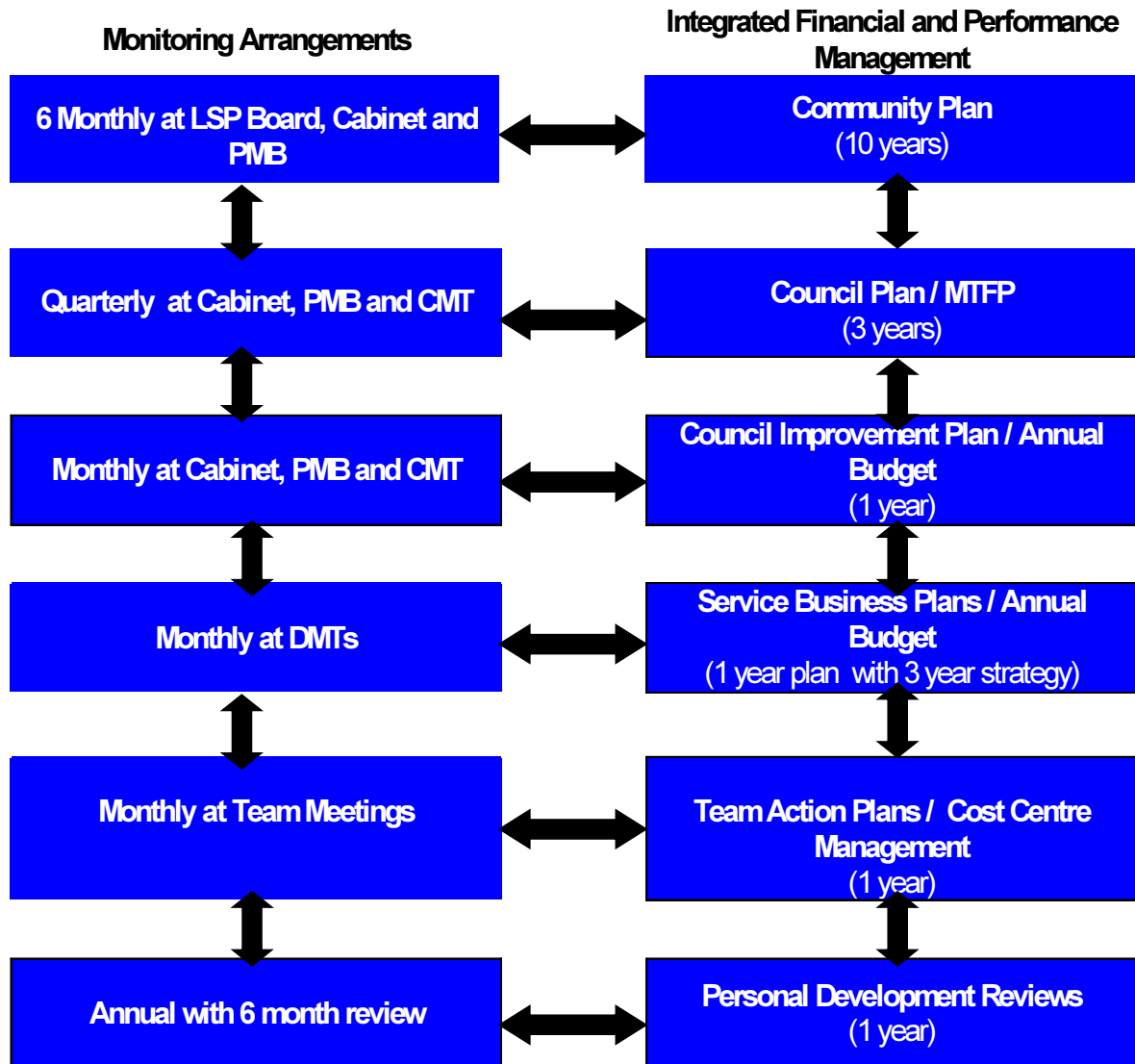
Annual Planning & Reporting Cycle

Performance Management Strategy Appendix 3

Report	January	February	March	April	May	June	July	August	September	October	November	December
Service Plans finished			✓									
Council Plan issued			✓									
Community Plan update											✓	
Communication Planner	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Annual Report to Full Council						✓						
Published Annual Report									✓			
Determine Member training Plan						✓						
Determine officer training Plan				✓								
Exception report Improvement Plan	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Internal Audit Plan reported			✓									
Issue Member bulletin	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Issue Together Bromsgrove		✓			✓			✓			✓	
LSP Board Meeting (with PIs)	✓			✓		✓			✓		✓	
PDR's completed				✓								
PI report	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Quarterly Performance reports:												
Quarterly Fin/ perf report		✓			✓			✓			✓	
Quarterly review of Risk registers		✓			✓			✓			✓	
Review CSC performance	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Quarterly meeting Leader & PMB chair re Scrutiny and Audit	✓			✓			✓			✓		
Report on accounts closure						✓						
Review Council forward plan	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Staff survey results									✓			
Team of the Month	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Treasury policy statement			✓									
VFM:												
Annual VFM Plan approved	✓											
VFM Review Future Programme												✓
VFM quarterly review		✓			✓			✓			✓	

Performance Monitoring Arrangements

Appendix 4



Use of Resources KLOE (for 2008/2009)

KLOE 1.1 -Does the organisation plan its finances effectively to deliver its strategic priorities and secure sound financial health?

KLOE focus - The organisation:

- integrates financial planning with strategic and service planning processes on a medium- to long-term basis;
- engages local communities and other stakeholders in the financial planning process;
- manages spending within available resources and is financially sound over the medium-term; and
- recognises individual and collective responsibilities for financial management and values and develops financial skills

KLOE 1.2 Does the organisation have a sound understanding of its costs and performance and achieve efficiencies in its activities?

KLOE focus - The organisation:

- understands its costs, including whole life, transaction and unit costs, the main factors that influence these and how they link to performance;
- takes account of this understanding of its costs and performance in decision making and commissioning; and
- identifies the scope for making efficiencies and is on track to achieve planned efficiencies.

KLOE 1.3 Is the organisation's financial reporting timely, reliable and does it meet the needs of internal users, stakeholders and local people?

KLOE focus - The organisation:

- produces relevant, timely and reliable financial monitoring and forecasting information;
- uses financial and related performance information to monitor performance during the year;
- produces financial reports that are clear, relevant and concise to support strategic decision making;
- prepares accounts that meet statutory requirements, financial reporting standards and present fairly, or give a true and fair view of, the financial performance and position; and
- publishes reports that provide an objective, balanced and understandable assessment of the organisation's performance in the year.

Use of Resources KLOE (for 2008/2009)

KLOE 2.1 Does the organisation commission and procure quality services and supplies, tailored to local needs, to deliver sustainable outcomes and value for money?

KLOE focus - The organisation:

- has a clear vision of intended outcomes for local people which shapes its commissioning and procurement, and is based on an ongoing analysis and understanding of needs;
- involves local people, partners, staff and suppliers in commissioning services;
- seeks to improve the customer experience, quality and value for money of services through service redesign, making effective use of IT;
- understands the supply market and seeks to influence and develop that market;
- evaluates different options (internal, external and jointly with partners) for procuring services and supplies; and
- reviews the competitiveness of services and achieves value for money, while meeting wider social, economic and environmental objectives.

KLOE 2.2 Does the organisation produce relevant and reliable data and information to support decision making and manage performance?

KLOE focus - The organisation:

- produces relevant and reliable data and works with partners to ensure the quality of partnership data;
- understands the needs of its decision makers and provides them with information that is fit-for-purpose and is used to support decision making;
- ensures data security and compliance with relevant statutory requirements; and
- monitors performance against its priorities and targets, and addresses underperformance.

Use of Resources KLOE (for 2008/2009)**KLOE 2.3 Does the organisation promote and demonstrate the principles and values of good governance?**

KLOE focus - The organisation:

- has adopted, promotes and demonstrates, the principles of good governance;
- maintains focus on its purpose and vision;
- demonstrates a strong ethical framework and culture; and
- applies the principles and values of good governance to its partnership working.

KLOE 2.4 Does the organisation manage its risks and maintain a sound system of internal control?

KLOE focus - The organisation:

- has effective risk management which covers partnership working;
- has a clear strategy and effective arrangements, including allocation of appropriate resources, to manage the risk of fraud and corruption; and
- has a sound system of internal control including internal audit.

Use of Resources KLOE (for 2008/2009)

KLOE 3.1 Is the organisation making effective use of natural resources?

KLOE focus - The organisation:

- understands and can quantify its use of natural resources and can identify the main influencing factors;
- manages performance to reduce its impact on the environment; and
- manages the environmental risks it faces, working effectively with partners.

KLOE 3.2 Does the organisation manage its assets effectively to help deliver its strategic priorities and service needs?

KLOE focus - The organisation:

- has a strategic approach to asset management based on an analysis of need to deliver strategic priorities, service needs and intended outcomes;
- manages its asset base to ensure that assets are fit for purpose and provide value for money; and
- works with partners and community groups to maximise the use of assets for the benefit of the local community.

KLOE 3.3 Does the organisation plan, organise and develop its workforce effectively to support the achievement of its strategic priorities?

KLOE focus - The organisation:

- has a productive and skilled workforce;
- knows in the medium to longer term what staff it will need, with what skills, and has plans to achieve this;
- engages and supports staff in organisational change; and
- has policies which support diversity and good people management.

The Audit Commission included outline key lines of enquiry for performance management in the consultation document on CAA published in summer 2008. These are as follows:

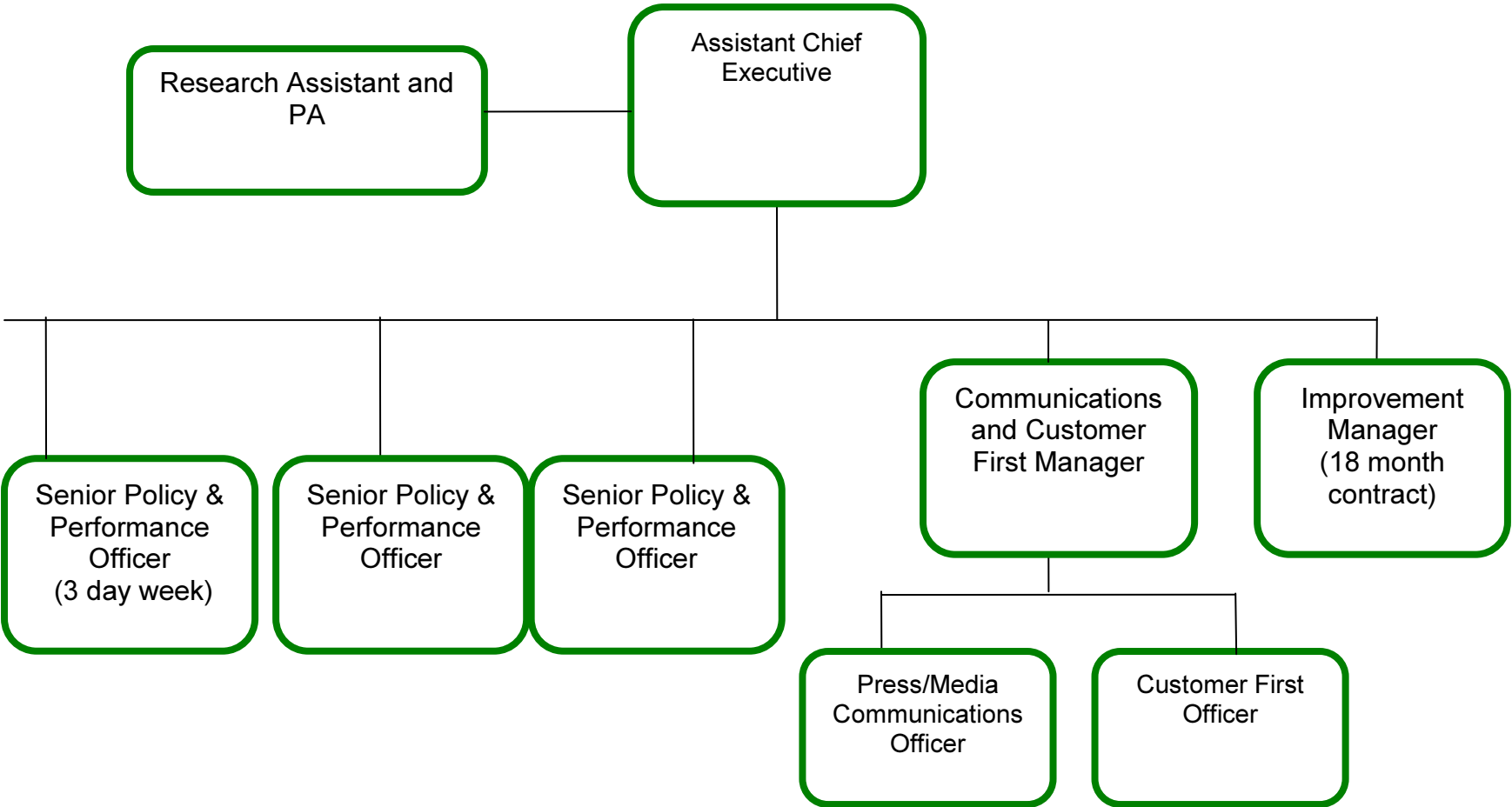
1 How well is the organisation delivering its priority services, outcomes and improvements that are important to local people?

2 Does the organisation have the leadership, capacity and capability it needs to deliver future improvements?

3 KLOE focus, the organisation is:

- effective in identifying and delivering priority services and outcomes;
- improving the services and outcomes for which it is responsible;
- contributing to wider community outcomes; and
- tackling inequality and improving outcomes for people in vulnerable circumstances.

Communications Policy & Performance team structure chart



Page 45

8.6 FTE

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Agenda Item 6

BROMSGROVE DISTRICT COUNCIL

PERFORMANCE MANAGEMENT BOARD

20 JANUARY 2009

NOVEMBER (PERIOD 8) 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 Performance Management Board on the Council's performance at 30 November 2008 (period 8).

2. RECOMMENDATIONS

- 2.1 That The Board notes that 67% of PIs are stable or improving.
- 2.2 That The Board notes that 83% of PI's that have a target are meeting their target as at the month end and that 90% 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 November 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, and makes recommendations to Cabinet as is deemed appropriate.

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 continued to be maintained, with time to answer calls improving again from 18 to 17 seconds (against a target of 30 seconds).
 - Streetscene performance continues at 100% clear up within timescales for abandoned vehicles, animal debris and removal of flytips.
 - NI195 is a new indicator this year replacing BVPI 199. It is therefore difficult to draw a direct comparison. However targets have been set comparable as far as possible with previous years and the service is performing extremely well against those targets.
 - Performance in processing benefit claims improved in November, however the increasing number of new claims, due to the economic climate will put pressure on maintaining performance
- 3.5 Performance of potential concern is as follows:
- Sickness absence continues to run at a level significantly worse than target, albeit there has been a very slight improvement in the November figures. The year end target will be missed by a significant amount. A performance clinic has been held and another is due shortly to attempt to reverse this. A detailed report on sickness absence was considered at PMB in December.

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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email: j.outhwaite@bromsgrove.gov.uk
Tel: (01527) 881602

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%	On target	23	85%
Declining	7	26%	Missing target by less than 10%	4	15%	Missing target by less than 10%	1	4%
No data		0%	Missing target by more than 10%	1	4%	Missing target by more than 10%	1	4%
			No data	2	7%	No data	2	7%
Total Number of Indicators	27	100%	Total Number of Indicators	27	100%	total	27	100%

SUMMARY - Period 6 (September) 2008/09								
Monthly (September) performance				Estimated Outturn				
	No.	%		No.	%		No.	%
Improving or stable.	16	44%	On target	23	64%	On target	22	61%
Declining	14	39%	Missing target by less than 10%	3	8%	Missing target by less than 10%	1	3%
No data	6	17%	Missing target by more than 10%	2	6%	Missing target by more than 10%	1	3%
			No data	8	22%	No data	12	33%
Total Number of Indicators	36	100%	Total Number of Indicators	36	100%	total	36	100%

SUMMARY - Period 7 (October) 2008/09								
Monthly (October) performance				Estimated Outturn				
	No.	%		No.	%		No.	%
Improving or stable.	18	67%	On target	19	70%	On target	23	85%
Declining	9	33%	Missing target by less than 10%	4	15%	Missing target by less than 10%	1	4%
No data	0	0%	Missing target by more than 10%	2	7%	Missing target by more than 10%	1	4%
			No data	2	7%	No data	2	7%
Total Number of Indicators	27	100%	Total Number of Indicators	27	100%	total	27	100%

SUMMARY - Period 8 (November) 2008/09								
Monthly (November) performance				Estimated Outturn				
	No.	%		No.	%		No.	%
Improving or stable.	22	67%	On target	24	83%	On target	28	90%
Declining	9	27%	Missing target by less than 10%	3	10%	Missing target by less than 10%	1	3%
No data	2	6%	Missing target by more than 10%	2	7%	Missing target by more than 10%	2	6%
			No data	0	0%	No data	0	0%
Total Number of Indicators	33	100%	Total Number of Indicators	29	100%	total	31	100%

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

Street Scene & Community

NI 191	Residual Household waste per household	M	C	n/a	n/a	297.68	292.64	W	349.70	344.19	I	399.98	392.59	I	593.00	591.00	I	October figs now updated, Nov figures exclusive of Trade waste and 3rd party recycling. When figures are received they are likely to improve NI191 by approx 2 kg
NI 192	Percentage of household waste re-used, recycled and composted	M	C	n/a	n/a	46.71	49.46	I	48.55	49.25	W	41.90	48.17	W	45.00	42.00	S	October figs now updated, Nov figures exclusive of Trade waste and 3rd party recycling. When figures are received they are likely to improve NI192 by approx 2%
NI 195	Improved street & environmental cleanliness - graffiti	M*	S			n/a	n/a	n/a	n/a	n/a	n/a	5.00	2.00	S	5.00	5.00	S	Score is well under target for end of year. NI195 is a new indicator this year replacing BVPI 199 a,b,c and d. It is therefore difficult to draw a direct comparison. However targets have been set comparable as far as possible with previous years and the service is performing extremely well against those targets.
NI 195	Improved street & environmental cleanliness -litter	M*	S			n/a	n/a	n/a	n/a	n/a	n/a	13.00	6.00	S	13.00	13.00	S	as above
NI 195	Improved street & environmental cleanliness - detritus	M*	S			n/a	n/a	n/a	n/a	n/a	n/a	20.00	15.00	I	20.00	20.00	S	as above
NI 195	Improved street & environmental cleanliness - fly posting	M*	C			n/a	n/a	n/a	n/a	n/a	n/a	1.00	0.00	S	1.00	1.00	S	as above
NI 196	Improved street and environmental cleanliness - fly tipping	M*	C			n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	2.00	2.00	S	
LPI depot	%age of reported abandoned vehicles investigated within 24 hours	M	C	100.00	1	95.00	97.67	S	95.00	98.00	S	95.00	98.15	S	95.00	98.15	I	4 vehicles reported and investigated within timescale
LPI depot	%age of abandoned vehicles removed within 24 hours of legal entitlement	M	C	98.78	1	95.00	100.00	S	95.00	100.00	S	95.00	100.00	S	95.00	100.00	S	1 vehicle identified and removed within timescale
LPI Depot	% animal/debris cleared within timescales	M	C	100.00	n/a	95.00	100.00	S	95.00	100.00	S	95.00	100.00	S	95.00	100.00	S	13 dead animals reported and removed within timescale
LPI Depot	% of flytips dealt with in response time	M	C	99.46	n/a	95.00	100.00	S	95.00	100.00	S	95.00	100.00	S	95.00	100.00	S	140 incidents of fly tipping all removed within timescale
LPI Depot	Number of missed household waste collections	M	C	1102	n/a	696	575	I	812	671	W	928	771	W	1,400	1,150	W	99 missed refuse collections = 0.06% of 152,000collections (4 weeks x 38,000)
LPI Depot	Number of missed recycle waste collections	M	C	352	n/a	300	138	W	350	153	I	400	170	W	600	250	W	17 missed recycling collections = 0.01% of 144,000 collections (4 weeks x 36,000)

Ref	Description	Report - ed?	Cum or Snap?	2007/08				2008/09							Comments			
				Actuals	Quartile	Sep. Target	Sep. Actual	Target &Trend	Oct Target	Oct Actual	Target & trend	Nov Target	Nov Actual	Target & trend		Target	Est. Outturn	Est. Outturn Target &Trend
NWBCU 1	The number of domestic burglaries	M	C	355	n/a	180	176	I	210	225	W	240	276	W	360	360	W	The increase in domestic burglaries relates to two areas with in the district namely the Wythall area and Cofon Hackett that have been targeted by Persistent Prolific Offenders (PPO) from Birmingham area. These PPO's have been carrying out a large number of offences with in Bromsgrove following their recent release from a custodial sentence, West Mercia police have now identified these offenders and this has resulted in there arrest and subsequent investigation into these matters. Local police teams are confident that this matter is now addressed and the target will be met. Officer will be raising this issue at the next CDRP partnership meeting based on overall concerns related to the economic down turn and the current trend in this area.
NWBCU 2	The number of violent crimes	M	C	1093	n/a	527	574	I	616	632	I	702	707	W	1056	1082	I	Violent crime remain with in 10% of the commutative target and the trend analysis show that the Nov performance was the second lowest month so far this year, if current performance continues it is expect that the overall performance with be below target. The local Police team are confident that following a review of this matter and increased patrols over the Christmas period that Decembers performance will be below target and this will be maintained for the rest of the year.
NWBCU 3	The number of robberies	M	C	67	n/a	30	24	W	35	26	I	40	31	W	60	45	I	Ongoing performance is strong however the Nov out turn was the worst month so far this year, this matter has been identified as a priority for the police and will be reviewed at the next full CDRP Partnership meeting. Overall performance is expected to be below target however the current estimated out turn is being reviewed due to a month on month increase in crime in this area.
NWBCU 4	The number of vehicle crimes	M	C	710	n/a	383	332	W	448	417	W	510	480	I	768	694	I	Performance in this area is strong and both the police and officers are confident that the annual target will be meet and that the estimated out turn can be reduced at the end of quarter 3. One area of concern is around the theft of high performance cars that is linked to domestic burglaries, this is due to the houses being broken into to acquire the cars keys. Local police teams are reviewing this matter and due to report back to a future CDRP tasking meeting.
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	17,090	20,002	I	25,253	25,253		The 2 xmas light switch on events were well attended and consequently figure is higher than the target
LPI SC 2	Number of people attending the annual bonfire	A	S		n/a	n/a	n/a	n/a					2,757	n/a	11,339	2,757		Attendance figure is low primarily due to poor weather conditions at the bonfire

Ref	Description	Report - ed?	Cum or Snap?	2007/08		Sep. Target	Sep. Actual	Target &Trend	Oct Target	Oct Actual	Target & trend	Nov Target	Nov Actual	Target & trend	2008/09			Comments
				Actuals	Quartile										Target	Est. Outturn	Est. Outturn Target &Trend	
LPI SC 4	Sports Centres Usage	M	C	592,133	n/a	339,943	322,646	I	395,160	386,056	I	453,675	437,658	I	672,420	672,420	I	Dry side usage at dolphin centre slightly down. Haybridge above target for month due to new classes and session in place. Both centres now working on programmes for New Year.
LPI SC 5	Sports development usages	M	C	18,213	n/a	9,793	10,142	I	11,556	12,244	I	13,400	14,109	W	20,505	20,505	I	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	74.00	W	75.00	75.00	I	Major 1/2 = 50% (National indicator is 60 %) Application at the Lodge Stourbridge Road went over time as a result of officer sickness. The application that was determined in time was reported to Committee (Glenfield Nursing home)
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	72.00	I	80.00	80.00	I	Minor (National Indicator is 65%). 6/6 = 100%. All applications determined in this category were within time. The numbers in this category are low in relation to normal but does reflect the numbers received in August .
NI 157	The percentage of other planning applications determined within 8 weeks	M	C	93.11	1	90.00	93.00	W	90.00	91.00	W	90.00	90.00	W	90.00	90.00	I	The numbers in this category again represent a further reduction (November (35), October (42) September (63) August (55). Of the ten that went out of time 2 required deferral to GOWM, 2 were as a result of officer sickness, 2 were as a result of problems with Uniform and press notices and issues associated with Decision notice preparation. The final 2 were a result of needing amended plans/changes to recommendation. Performance in this category has been affected by staff retention and sickness absence issues. The Section have now successfully recruited two new Planning Officers one of whom is currently in post. Managers are also monitoring this category on a weekly basis by way of case officer clinics.

E-Government & Customer Services

CSC	Monthly Call Volumes Customer Contact Centre	M	S	n/a	n/a	7,497	n/a	n/a	6,931	n/a	n/a	6,653	n/a	n/a	n/a	n/a	n/a	Overall the downward trend continues against the average to date which does fit the expected call profile for this point in the Council year. Calls to the Customer contact Centre have fallen by 4% compared to last month
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Ref	Description	Report - ed?	Cum or Snap?	2007/08		Sep. Target	Sep. Actual	Target &Trend	Oct Target	Oct Actual	Target & trend	Nov Target	Nov Actual	Target & trend	2008/09			Comments
				Actuals	Quartile										Target	Est. Outturn	Est. Outturn Target &Trend	
CSC	Monthly Call Volume Council Switchboard	M	S	n/a	n/a		5,389	n/a	n/a	5,081	n/a	n/a	4,361	n/a	n/a	n/a	n/a	Calls to the Council switchboard have fallen by 14% compared to last month which matches the previous trends at this point in the year.
CSCLP13.1	Resolution at First Point of Contact all services (percentage)	M	C	94.30	n/a	85.00	98.00	W	85.00	99.00	I	85.00	99.00	S	90.00	90.00		Resolution performance remains consistent with last month and is in excess of target
CSCLP13.2	% of Calls Answered	M	C	84.00	n/a	85.00	89.00	W	85.00	91.00	I	85.00	91.00	S	85.00	85.00		Performance remains above target this month and is consistent with the progressive improvement of contact centre.
CSCLP13.3	Average Speed of Answer (seconds)	M	C	36	n/a	30.00	24.00	W	30.00	18.00	I	30.00	17.00	I	30.00	30.00		Excellent performance has been sustained during this month

Financial Services

NI181	Time taken to process HOB/CT benefit new claims or change events	M	C	n/a	n/a	16.00	16.76	W	16.00	16.58	I	16.00	15.12	I	16.00	16.00	I	Planned activity in November to reduce work in progress - new claims are rising due to economic climate so maintaining performance will be a challenge - NB this temporary indicative calculation will be replaced in the new year when NI 181 becomes available from the DWP
FP001	Percentage of invoices paid within 90 days of receipt	M	C	97.83	1	98.00	99.53	I	98.00	99.60	I	98.00	99.63	I	98.00	99.00		On Target

Chief Executive's Department

LPI CCPP01 (SS)	Number of complaints received (Council wide) Monthly. Source new complaints system.	M	C	n/a	n/a	n/a	129	I	n/a	145	W	n/a	161	S	n/a	n/a	n/a	The majority of complaints received were 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	41	I	n/a	n/a	n/a	We still 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	2	S	2	2	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 prep
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Human Resources and Organisational Development

Ref	Description	Report - ed?	Cum or Snap?	2007/08		Sep. Target	Sep. Actual	Target &Trend	Oct Target	Oct Actual	Target & trend	Nov Target	Nov Actual	Target & trend	2008/09			Comments
				Actuals	Quartile										Target	Est. Outturn	Est. Outturn Target &Trend	
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	5.68	7.27	I	8.75	10.93	W	There has been a very slight decrease in the number of reported absences during November, however this is not enough to avoid the projected outturn of Red. Further details will be sent round shortly.

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2008/09 Monthly Performance figures

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

NI 191	Residual Household waste per household	M	C	Target	50.80	105.00	52.50	50.10	46.79	49.57	49.78	50.18				
				Actual	50.80	52.75	48.87	55.71	49.03	49.87	54.89	48.40				
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	41.90				
				Actual	46.23	49.50	49.49	47.03	45.71	48.46	43.98	38.96				
NI 195	Improved street & environmental cleanliness - graffiti	M*	C	Target	na	na	na	na	na	na						
				Actual	na	na	na		na	na		2.00				
NI 195	Improved street & environmental cleanliness -litter	M*	C	Target	na	na	na	2.00	na	na						
				Actual	na	na	na		na	na		6.00				
NI 195	Improved street & environmental cleanliness - detritus	M*	C	Target	na	na	na	6.00	na	na						
				Actual	na	na	na		na	na		15.00				
NI 195	Improved street & environmental cleanliness - fly posting	M*	C	Target	na	na	na	16.00	na	na						
				Actual	na	na	na		na	na		0.00				
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				
LPI depot	%age of reported abandoned vehicles investigated within 24 hours	M	C	Target	95.00	95.00	95.00	95.00	95.00	95.00	95.00	95.00	95.00	95.00	95.00	95.00
				Actual	87.50	100.00	100.00	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
				Actual	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00			
LPI Depot	% animal/debris cleared within timescales	M	C	Target	95.00	95.00	95.00	95.00	95.00	95.00	95.00	95.00	95.00	95.00	95.00	95.00
				Actual	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00			
LPI Depot	% of flytips dealt with in response time	M	C	Target	95.00	95.00	95.00	95.00	95.00	95.00	95.00	95.00	95.00	95.00	95.00	95.00
				Actual	100.00	100.00	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
				Actual	104	123	67	98	93	91	96	99				
LPI Depot	Number of missed recycle waste collections	M	C	Target	50	50	50	50	50	50	50	50	50	50	50	50
				Actual	35	28	18	18	17	21	15	17				
LPI	The number of domestic burglaries	M	C	Target	30	30	30	30	30	30	30	30	30			
				Actual	21	20	24	30	44	39	47	51				
LPI	The number of violent crimes	M	C	Target	88	89	86	89	89	86	89	86				
				Actual	89	92	101	98	101	93	58	75				
LPI	The number of robberies	M	C	Target	5	5	5	5	5	5	5	5				
				Actual	3	3	2	7	4	5	2	5				
LPI	The number of vehicle crimes	M	C	Target	64	65	62	65	65	62	65	62				
				Actual	49	53	64	65	56	61	69	63				
LPI Community Services	Number of attendances at arts events	M	C	Target	60	530	500	800	12,000	600	600	2,000				
				Actual	66	390	523	2,365	12,768	625	625	2,640				
LPI Community Safety	Sports Centres Usage	M	C	Target	53,601	53,899	53,993	62339	58184	57927	55217.00	58515.00				
				Actual	53,964	54,580	55,401	57391	45616	55694	57410.00	57602.00				
LPI Community Safety	Sports development usages	M	C	Target			1,636	1654.00	1681.00	1763.00	1763.00	1620				
				Actual	1,854	1,901	1,663	1792.00	1334.00	1818.00	2102.00	1865				

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					
				Actual	100.00	80.00	50.00	66.00	100.00	66.00	100.00	50.00					
		numerator				2	4	1	2	1	2	1	1				
		denominator				2	5	2	3	1	3	1	2				
NI157	The percentage of minor planning applications determined within 8 weeks	M	C	Target	80.00	80.00	80.00	80.00	80.00	80.00	80.00	80.00					
				Actual	67.00	88.00	85.00	58.00	100.00	46.00	72.00	100.00					
		numerator				10	15	11	11	6	7	13	6				
		denominator				15	17	13	19	6	15	18	6				
NI157	The percentage of other planning applications determined within 8 weeks	M	C	Target	90.00	90.00	90.00	90.00	90.00	90.00	90.00	90.00					
				Actual	95.00	96.00	90.00	88.00	93.00	88.00	78.00	71.00					
		numerator				75	81	73	64	51	56	33	25				
		denominator				79	84	81	72	55	63	42	35				

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
				Actual	9,685	7,576	6,341	7,215	6,275	7,497	6,931	6,653				
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
				Actual	6,243	5,629	5,412	5,657	4,842	5,389	5,081	4,361				
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				
				Actual	98.00	98.60	98.90	99.00	98.70	98.40	99.00	99.00				
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				
				Actual	78.00	77.00	87.00	83.00	94.90	88.70	91.00	91.00				
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				

CCC LPI 10.0 Average Speed of Answer (seconds)	M	C	Actual	34.00	36.00	26.00	28.00	22.00	24.00	18.00	17.00				
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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	15.12					
		numerator											33.17				
		denominator											2				
FP001	Percentage of invoices paid within 30 days of receipton time	M	C	Target	98.00	98.00	98.00	98.00	98.00	98.00	98.00	98.00					
				Actual	99.85	99.68	99.30	99.18	99.55	99.66	100.00	99.84					

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	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	6				

Legal, Equalities & Democratic services

LD LPI	The level of the Equality Standard for Local Government to which the Authority conforms.	M	C	Target	2	2	2	2	2	2	2	2				
				Actual	2	2	2	2	2	2	2	2				

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	1.12				

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Sickness Figures for 2008/2009 by Service

Total FTE @ May 08	Actual no of employees - August	SERVICE	Total Sickness days April 08 & on	Days per FTE - Year to Date	Projected - per FTE	Sickness Target 2008/09	Month																
							Apr-08	May-08	Jun-08	Jul-08	Aug-08	Sep-08	Oct-08	Nov-08	Dec-08	Jan-09	Feb-09	Mar-09					
28.00	2.00 1.00	Legal & Democratic Short term Absences up to 28 days Long term Absences 29 days+	75.50 55.50 20.00	2.70 1.98 0.71	4.04	5.5	29.95 4.00 0.00 0.13	28.00 13.00 0.00 0.46	28.00 0.00 0.00 0.00	28.00 3.00 0.00 0.11	28.00 5.00 0.00 0.18	28.00 5.00 0.00 0.18	28.00 17.00 0.00 0.61	29.95 8.50 20.00 0.95									
14.00	1.00 0.00	CEO & Policy Short term Absences up to 28 days Long term Absences 29 days+	107.50 49.50 58.00	7.68 3.54 4.14	11.52	6.0	13.17 2.00 22.00 1.82	14.00 0.00 16.00 1.14	14.00 3.00 0.00 0.21	14.00 5.00 0.00 0.36	14.00 25.00 0.00 1.79	14.00 7.00 20.00 1.93	14.00 3.50 0.00 0.25	13.17 4.00 0.00 0.30									
31.00	1.00 2.00	Egovernent & Customer Services Short term Absences up to 28 days Long term Absences 29 days+	233.00 114.00 119.00	7.52 3.68 3.84	11.27	5.00	31.01 32.00 14.00 1.48	31.00 11.50 3.00 0.47	31.00 2.00 0.00 0.06	31.00 38.00 0.00 1.23	31.00 3.00 38.00 1.32	31.00 5.00 36.00 1.34	31.00 17.00 8.00 0.81	31.01 5.00 20.00 0.81									
41.00	3.00 2.00	Finance Short term Absences up to 28 days Long term Absences 29 days+	244.50 119.50 125.00	5.96 2.91 3.05	8.95	9.0	43.32 39.50 11.00 1.17	41.00 3.00 19.50 0.55	41.00 19.00 10.50 0.72	41.00 24.00 11.50 0.87	41.00 4.00 22.50 0.65	41.00 22.00 11.00 0.80	41.00 3.00 24.50 0.67	43.32 5.00 14.50 0.45									
8.00	1.00 0.00	HR0D Short term Absences up to 28 days Long term Absences 29 days+	11.00 11.00 0.00	1.38 1.38 0.00	2.06	4.25	8.83 1.00 0.00 0.11	8.00 3.00 0.00 0.38	8.00 1.00 0.00 0.13	8.00 0.00 0.00 0.00	8.00 2.00 0.00 0.25	8.00 1.00 0.00 0.13	8.83 3.00 0.00 0.34										
61.00	7.00 2.00	Planning & Environment Services Short term Absences up to 28 days Long term Absences 29 days+	366.50 229.50 137.00	6.01 3.76 2.25	9.01	7.25	63.68 34.50 0.00 0.54	61.00 7.00 0.00 0.11	61.00 3.00 0.00 0.05	61.00 49.50 0.00 0.81	61.00 27.00 33.00 0.98	61.00 9.50 40.00 0.81	61.00 49.00 40.00 1.46	63.68 50.00 24.00 1.16									
168.00	28.00 7.00	Street Scene & Community Services Short term Absences up to 28 days Long term Absences 29 days+	1520.00 706.00 814.00	9.05 4.20 4.85	13.57	11.0	167.70 65.00 40.00 0.63	168.00 67.00 48.00 0.68	168.00 82.00 98.00 1.07	168.00 82.50 174.00 1.53	168.00 55.00 141.00 1.17	168.00 111.50 78.00 1.13	168.00 123.00 116.00 1.42	167.00 120.00 119.00 1.43									

351.00

Total Short Term Absence YTD	1285.00	178.00	104.50	110.00	202.00	119.00	162.50	213.50	195.50	0.00	0.00	0.00	0.00
Total Long Term Absence YTD	1273.00	87.00	86.50	108.50	185.50	234.50	185.00	188.50	197.50	0.00	0.00	0.00	0.00
TOTAL Days lost YTD	2558.00	265.00	191.00	218.50	387.50	353.50	347.50	402.00	393.00	0.00	0.00	0.00	0.00

TARGET sick days per FTE per month	0.71	0.71	0.71	0.71	0.71	0.71	0.71	0.71	0.71	0.71	0.79	0.79	0.78
BVPI 12 Sick Days Per FTE in Month	0.74	0.54	0.62	1.10	1.01	0.99	1.15	1.12					
TARGET sick days per FTE YTD	0.71	1.42	2.13	2.84	3.55	4.26	4.97	5.68	6.39	7.18	7.97	8.75	
BVPI 12 - Sick Days per FTE YTD	0.74	1.29	1.91	3.01	4.02	5.01	6.15	7.27					
BVPI 12 Projected Outturn	8.89	7.79	7.69	9.08	9.68	10.05	10.57	10.93					

2004-05	3074.99	735.87	875.43	836.52	627.17
2005-06	3570.58	695.38	949.95	883.98	1041.27
2006-07	3806.00	1067.00	959.50	951.00	828.50
2007-08	3348.50	792.00	759.50	963.00	834.00
2008-09	2558.00	674.50	1088.50	795.00	0.00
Year	Annual	Quarter 1	Quarter 2	Quarter 3	Quarter 4

FTE March 08 357.66
 FTE May 08 351.00
 FTE March 09
 # of Months 8

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

Page 65

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BROMSGROVE DISTRICT COUNCIL

20 JANUARY 2009

PMB

IMPROVEMENT PLAN EXCEPTION REPORT [NOVEMBER 2008]

Responsible Portfolio Holder	Councillor Mike Webb Portfolio Holder for Customer Care and Service
Responsible Officer	Hugh Bennett Assistant Chief Executive

1. SUMMARY

- 1.1 To ask PMB to consider the Improvement Plan Exception Report for November 2008 (Appendix 1).

2. RECOMMENDATION

- 2.1 That PMB considers and approves the revisions to the Improvement Plan Exception Report attached as Appendix 1, and the corrective action being taken.
- 2.2 That PMB notes that for the 138 actions highlighted for November within the plan 78.3 percent of the Improvement Plan is on target [green], 3.6 percent is one month behind [amber] and 9.4 percent is over one month behind [red]. 8.7 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	Yes
Chief Executive	Yes
Executive Director (Partnerships and Projects)	Yes
Executive Director (Services)	Yes
Assistant Chief Executive	Yes
Head of Service	Yes
Head of Financial Services	Yes
Head of Legal & Democratic Services	Yes
Head of Organisational Development & HR	Yes
Corporate Procurement Team	No

13. WARDS AFFECTED

13.1 All wards

14. APPENDICES

14.1 Appendix 1 Improvement Plan Exception Report November 2008

15. BACKGROUND PAPERS:

15.1 The full Improvement Plan for November 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 November 2008 Improvement Plan

Appendix 1

PROGRESS IN 2008

Overall performance as at the end of November 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 71

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	13	9.4%	RED		
AMBER	3	2.3%	AMBER	4	3.4%	AMBER	8	6.0%	AMBER	7	5.0%	AMBER	5	3.6%	AMBER		
GREEN	114	89.1%	GREEN	96	81.4%	GREEN	99	73.9%	GREEN	104	73.8%	GREEN	108	78.3%	GREEN		
REPRO	0	0%	REPRO	1	0.8%	REPRO*	11	8.2%	REPRO	15	10.6%	REPRO	12	8.7%	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 November 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 138 actions for November 2008, 5 actions have been extended with approval. This amounts to 3.6 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: High Street enhancement and improved High Street events (1.6); Popularity of events programme x 2 (4.3); and Speed of processing customer enquiries x 2 (12.2).

An Exception Report detailing corrective actions follows:

CP1: Town Centre																	
Ref	November 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				Issues and options consultation ended in September. Advice sought on OJEU process from commercial advisors regarding market hall site. There are no plans now to appoint a preferred developer for wider developments. Report went to Cabinet in November.										PS	Jul-08	Nov-08
1.2.	Work Commenced (see 1.4)																
1.2.2	Identify commercial support	PS														Sale of site to retailer no longer to be pursued, the site will now go out to OJEU procurement in early 2009. As circumstances have altered a new timescale is likely to be introduced.	

CP1: Town Centre																	
Ref	November 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				Application made by Bromsgrove Society to English Heritage to list the building. Listed status now granted which now precludes buying police and fire stations on the site.										PS	Aug-08	Dec-08
1.3	Agree sites for relocation of public sector partners																
1.3.1	Consultation on Parkside	PS														Discussions to take place with English Heritage regarding listed building consent to allow access to proposed medical centre and to explore potential uses for building.	

CP1: Town Centre																	
Ref	November 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				Meeting arranged with AWM and will take place on 20 th January										PS	Sept-08	Jan-09
1.6	High street enhancement and improved high street events																
1.6.2	Meet with AWM	PS														Extended further, to January	

CP1: Town Centre																	
Ref	November 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. The funding gap remains at £6.2m.										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														Discussions with Network Rail and funders on-going. As circumstances have altered a new timescale is likely to be introduced	

CP1: Town Centre																	
Ref	November 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.										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														On hold pending funding resolution. As circumstances have altered a new timescale is likely to be introduced	

CP1: Town Centre																	
Ref	November 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													On hold pending funding resolution. As circumstances have altered a new timescale is likely to be introduced		

CP4: Sense of Community																	
Ref	November 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	Feb-09
4.3	Popularity of events programme																
4.3.13	Establish monitoring & meeting arrangements set out in the SLA with the Artrix.	JG														A meeting was held on the 17 th Dec and it is envisaged that the formal document will be signed and agreement reached by both parties in Feb 09.	

CP4: Sense of Community																	
Ref	November 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	Feb-09
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														A meeting was held on the 17 th Dec and it is envisaged that the formal document will be signed and agreement reached by both parties in Feb 09.	

Exception Report for November 2008 Improvement Plan

Appendix 1

CP4: Sense of Community																	
Ref	November 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. Sign off is anticipated for February 2009												JG	Sep-08	Feb-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.	

FP1: Value For Money																	
Ref	November 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 (This action to become 'Service Review and Fitness Suite' from Dec 08)				Report went to Cabinet on 4 th December and review proposals and new business plan were accepted.										PS	Jul-08	Mar-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 (This action to become 'Service Review and Fitness Suite' from Dec 08)	PS													Review to be implemented from 1 st February 2009. New fitness suite to be equipped and operate from March 2009.		

Exception Report for November 2008 Improvement Plan

Appendix 1

FP1: Value For Money																		
Ref	November 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	Dec-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 December

FP4: Financial and Performance Reporting																		
Ref	November 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			
9.1.3	Internet consultation campaign															HB	Nov-08	Dec-08
9.1	Budget consultation																	
9.1.3	Internet consultation campaign	HB																The online consultation went live in December.

FP4: Financial and Performance Reporting																	
Ref	November 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	November 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														Will take place in January.	

PR3: Spatial Business Project																	
Ref	November 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				Focus groups held. Review will not take place until first draft of customer access strategy has been prepared.										HB	Sept-08	Feb-08
12.2	Speed of processing customer queries																
12.2.3	Review results and revise standards	HB														Delayed, but draft will be completed by February.	

PR3: Spatial Business Project																	
Ref	November 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		
12.2.4	Agree with CMT, Leader's and Cabinet				Review and agreement will not take place until first draft of customer access strategy has been prepared.										HB	Nov-08	Feb-08
12.2	Speed of processing customer queries																
12.2.4	Agree with CMT, Leader's and Cabinet	HB														Delayed, but draft will be completed by February.	

HR&OD2: Modernisation																	
Ref	November 2008 Action		Colour		Corrective Action										Who	Original Date	Revised Date
16.2.2	Implementation				Delayed pending close of consultation period in Jan 09.										JP	Aug-08	Nov-08
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
16.2	Single Status																
16.2.2	Implementation	JP														Cabinet resolved to begin statutory 90 day period of consultation with the trade unions and Department for Business Enterprise and Regulatory Reform (formerly DTI) with a view to potentially moving to dismissal and re-engagement	

HR&OD2: Modernisation																		
Ref	November 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															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 Department for Business Enterprise and Regulatory Reform (formerly DTI) with a view to potentially moving to dismissal and re-engagement

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Agenda Item 8

BROMSGROVE DISTRICT COUNCIL

20 JANUARY 2009

PERFORMANCE MANAGEMENT BOARD

PMB RECOMMENDATIONS TRACKER

Responsible Portfolio Holder	Councillor James Duddy PMB Chairman
Responsible Head of Service	Hugh Bennett Assistant Chief Executive

1. SUMMARY

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

2. RECOMMENDATIONS

- 2.1 That The Board notes the attached update

3. BACKGROUND

- 3.1 The previous report was submitted to the November 2008 meeting (deferred from the October meeting).
- 3.2 Resolutions and recommendations that were reported as fully completed on the last report have been deleted from the document. Resolutions and recommendations up to and including the November 2008 meeting of the Board have been added. Progress on all outstanding actions is shown in **bold** text. Earlier progress reports, where they exist, are shown in normal text, so that members can see the history for each item. Items that are shown as completed in this report will be removed from the next version of the report.

4. FINANCIAL IMPLICATIONS

- 4.1 There are no financial implications

5. LEGAL IMPLICATIONS

- 5.1 There are no legal implications.

6. COUNCIL OBJECTIVES

- 6.1 Tracking of recommendations links to the Improvement objective

7. RISK MANAGEMENT

7.1 There are no risks associated with this report

8 CUSTOMER IMPLICATIONS

8.1 Performance Improvement is a Council Objective

9. EQUALITIES AND DIVERSITY IMPLICATIONS

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

10. VALUE FOR MONEY IMPLICATIONS

10.1 ▪ There are no VFM implications

11. OTHER IMPLICATIONS

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

12. OTHERS CONSULTED ON THE REPORT

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

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

13. WARDS AFFECTED

All Wards’.

14. APPENDICES

Appendix 1 Recommendations Tracker

15. BACKGROUND PAPERS

None

Contact officer

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Meeting date & minute ref	Minute & Action	Progress update
18 Mar 2008		
93/07	<p>MONTHLY PERFORMANCE REPORT - PERIOD 10 (JANUARY 2008)</p> <p>RESOLVED:</p> <p>(e) that, on the question of sickness absence (as referred to in Section 3.6 of the report), the Head of Human Resources and Organisational Development be requested to look further into a recently reported Government proposal which would allow General Practitioners to issue patients with “well notes” rather than sick notes, (i.e., setting out what they were capable of undertaking rather what they were not), and that a report be brought back to the Board in this regard in due course.</p>	<p><u>07/08 Current Position: Fit for work certificates:</u></p> <ul style="list-style-type: none"> • Dame Carol Black’s report ‘Working for a healthier Tomorrow’ published March 2008; • DWP currently carrying out a review of the sick note with intention of introducing a new system by NEXT SPRING (2009); • Pilots to be launched to investigate this new type of sick note (no timescales given or who will be involved); • Government is set to respond to Dame Carol Black’s report in Summer of 2008; • Recommendation 7 of Dame Carol Black’s report asks ministers to pilot the entire fit-for work service. <p>We are therefore awaiting the Government’s response to Dame Carol Black’s report before reporting more information to PMB.</p> <p>10/08 No further update available on this topic</p> <p>01/09 A report was taken to PMB in December in relation to sickness absence (see point 66/08 below).</p>
22 Apr 2008		
100/07	<p>LICENSING SECTION VALUE FOR MONEY REVIEW</p> <p>RESOLVED that the report be noted and that the issue be included on the Board’s work programme for review in April</p>	<p>07/08 This will be included in next years work programme.</p>

Meeting date & minute ref	Minute & Action	Progress update
	2009.	
20 May 2008		
7/08	NEIGHBOURHOOD AREA COMMITTEE EVALUATION RESOLVED that the Neighbourhood Area Committee schemes be reviewed again in 12 months' time.	07/08 This will be included in next years work programme
8/08	CUSTOMER PANEL SURVEY 2 - QUALITY OF LIFE RECOMMENDED: (b) that the use of the survey during the development of the Council Plan be added to the Board's Work Programme 2008/2009.	07/08 This will be included in next years work programme
15 July 2008		
24/08	CONCESSIONARY PARKING FOR OVER 60s RESOLVED: (a) that this item be included within the Board's work programme and an officer's report on concessionary parking for the over 60s be considered by the Board at its meeting due to be held on 21st October 2008, when six months worth of the necessary data would be available; (b) that officers be requested to ensure current legal, equalities and diversity implications in relation to concessionary	10/08 A report will be submitted to the October meeting. However this will probably be an interim report as there will be only limited time for the analysis of the data to analyse it before the meeting. There is also ongoing discussion about a number of alternatives, which may have budget implications. 01/09 report submitted to the October 08 meeting Report

Meeting date & minute ref	Minute & Action	Progress update
	<p>parking are included within the report;</p> <p>(c) that the Chairman contact the Head of Street Scene and Community suggesting the report covers further information on possible resistance from user groups, the impact concessionary parking may have had on traders and that the comments already put forward by Mr. C. Bateman be taken into account; and</p> <p>(d) that, via the Members' Bulletin, Members be requested to contact the relevant Portfolio Holder and Head of Service, with suggestions on what information should be included within the report to the Performance Management Board.</p>	<p>received by members and further discussion had with Mr Bateman. Advised that process complies with relevant legislation in terms of equality and diversity. Figures show an increase in ticket sales and income but difficult to attribute this to one single factor. Therefore very difficult to draw a conclusion. COMPLETED</p>
26/08	<p>ANNUAL FINANCIAL AND PERFORMANCE REPORT 2007/2008 RESOLVED</p> <p>(b) that unemployment figures be submitted to the Performance Management Board's meeting scheduled to be held on 16th September 2008.</p>	<p>10/08 Figures will be supplied to the November meeting. 01/09 Not provided to November meeting. ACE to provide figures to January meeting.</p>

Meeting date & minute ref	Minute & Action	Progress update
27/08	<p>IMPROVEMENT PLAN EXCEPTION REPORT - PERIOD 2 (MAY 2008) RESOLVED:</p> <p>RECOMMENDED that the relevant Portfolio Holder and Strategic Housing Manager be requested to commence discussions with the Care and Repair Agency and review the Service Level Agreement (SLA) to ensure it is robust.</p>	<p>10/08 Approved at 30th July Cabinet.</p> <p>10/08 A meeting with Redditch BC – Repairs, Capital and Care and Repair Manager has been set for 22nd October 2008</p> <p>01/09 Revisions to SLA agreed with Redditch BC, currently awaiting revised draft for sign off. On a larger scale the provision of Home Improvement Agency services across Worcestershire is under review and is to be put out to tender for a Countywide Scheme in the new year. COMPLETED</p>
19 August 2008		
36/08	<p>INTEGRATED FINANCE AND PERFORMANCE REPORT QUARTER 1 RESOLVED:</p> <p>(f) that at the next meeting information be made available on the level of member investigations and the associated cost implications; and (g) that information be provided to members on complaints received together with feedback from the new complaints system.</p>	<p>10/08 The Head of Equalities, Legal and Democratic has suggested that a Member of the Board meet with her to discuss the issue of Member complaints. Detailed complaints data were provided and will be provided via e-mail every quarter.</p> <p>01/09 No further complaints were recorded in the last quarter. The Head of Equalities, Legal and Democratic services has not been contacted by anyone from PMB to discuss the situation further but the offer remains if members want to discuss it. COMPLETED</p>

Meeting date & minute ref	Minute & Action	Progress update
39/08	<p>LOCAL NEIGHBOURHOOD PARTNERSHIPS</p> <p>RESOLVED that the progress report be noted and the business case be considered in due course.</p>	<p>10/08 A business case is currently being drafted. A project plan, financial plan, risk register and issues log have now been completed.</p> <p>01/09 The business case will be completed in January. Two consultation events with parish councils have also been undertaken.</p>
40/08	<p>BROMSGROVE PARTNERSHIP - SUSTAINABLE COMMUNITY STRATEGY: PERFORMANCE 2007/08</p> <p>RESOLVED:</p> <p>(c) that members be provided with information on progress regarding the Biodiversity Action Plan including responsible officers; and</p> <p>(d) that the Assistant Chief Executive be requested to follow up the progress of the Older People's Theme Group and to provide members with further information on progress made.</p>	<p>10/08 A Biodiversity plan will shortly be provided by the County Council.</p> <p>01/09 two reports were submitted to the November meeting. COMPLETED</p> <p>10/08 A summary of progress has been requested from the Theme Leader.</p> <p>01/09The presentation from Theme Group chair was circulated to PMB Members.</p>
21 October 2008		

Meeting date & minute ref	Minute & Action	Progress update
59/08	<p>SPATIAL PROJECT MONITORING REPORT</p> <p>RESOLVED that the report be noted and a further update be given at the next meeting of the Board.</p>	<p>01/09 Spatial project highlight reports have been reported to PMB on a monthly basis. As this project has now finished, reporting has stopped. A final report outlining the benefits of the Spatial Project was presented to PMB on 16th December 2008. COMPLETED</p> <p>01/09 A further report will go to PMB in December 2009 outlining the benefits that have been realised by the project</p>
60/08	<p>IMPROVEMENT PLAN EXCEPTION REPORT (AUGUST 2008)</p> <p>The Assistant Chief Executive undertook to provide members with additional information regarding the situation in respect of the Parkside site.</p>	<p>01/09 The Executive Director Partnerships and Projects subsequently attended the Board to explain latest position on the town centre.</p>
18 November 2008		
66/08	<p>INTEGRATED FINANCE AND PERFORMANCE REPORT QUARTER 2</p> <p>Members requested that information on the green waste service and payments system be included in the next Members Bulletin.</p> <p>RESOLVED: (e) that detailed information on sickness absence and sundry debtors be made available at the next meeting.</p>	<p>01/09 Members were sent detailed information direct about the scheme prior to calendars being posted. COMPLETED</p> <p>01/09 A Sickness Absence report was taken to PMB on 16th December 2008. The purpose of the report was to:</p> <ul style="list-style-type: none"> ▪ update the Board on the Council's level of sickness absence and how this compares to the national picture;

Meeting date & minute ref	Minute & Action	Progress update
		<ul style="list-style-type: none"> ▪ to consider the interventions currently used by the Council to reduce sickness absence levels in comparison with nationally recognised interventions; ▪ to highlight areas where further action could be taken, with appropriate financial support. ▪ The report also updated the Board on the Government's response to Dame Carol Black's report 'Working for a healthier tomorrow'. <p>COMPLETED</p> <p>01/09 A verbal update on debtors has been provided, a full report will come to the meeting in January 2009</p>

BROMSGROVE DISTRICT COUNCIL

PERFORMANCE MANAGEMENT BOARD

20 JANUARY 2008

PERFORMANCE MANAGEMENT BOARD PROPOSED PROGRAMME 2008/09

Responsible Member	Councillor - James Duddy, Performance Management Board Chairman
Responsible Head of Service	Hugh Bennett -Assistant Chief Executive

1. SUMMARY

- 1.1 This report sets out the updated work programme for 2007/08 (March only as background) and the agreed work programme for 2008/2009.

2. RECOMMENDATIONS

- 2.1 It is recommended that:

i. The Board considers the programme and updates it if required.

3 BACKGROUND

- 3.1 The recent Audit Commission Direction of Travel report described the Council's performance management arrangements as "robust" and "becoming embedded". The Performance Management Board has played an important role in this improvement, providing a "star chamber" where portfolio holders and officers can be challenged on a range of performance issues.
- 3.2 The 2007/2008 programme has evolved through the year, as the Board has identified new issues it wishes to look at, but the basic nature of the programme should be fixed due to the cyclical nature of financial and performance management. The 2007/2008 programme has had some slippage, but this needs to be set in the context of the level of detail that is being provided to Members. For example, many councils only report performance quarterly and few have an improvement plan or one that is as detailed as Bromsgrove's.
- 3.3 There are two outstanding pieces of work from the 2007/2008 programme that need to be rolled forward to 2008/2009. These are: the Performance Management Strategy and the evaluation of the Area Committee report. The first item is not on the Improvement Plan and is a lower priority piece of work for the Corporate Communications, Policy and Performance Team. Pressure to deliver on other competing priorities means the Team have not had the capacity to deliver this, despite buying in an extra 13 days time from a part time member of staff (this gives an indication of the

lack of capacity). The Area Committee report was delayed in the first instance by the consultant undertaking the review and in the second instance with the need to allow both the Leader and Leader of the Opposition to have sight of the report first. This report can now come to May's meeting, with the Performance Management Strategy left unallocated at this stage.

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

4. FINANCIAL IMPLICATIONS

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

5. LEGAL IMPLICATIONS

- 5.1 No legal implications to the report.

6. CORPORATE OBJECTIVES

- 6.1 The Board's programme applies to all the Council's objectives.

7. RISK MANAGEMENT

- 7.1 The Board has previously expressed an interest in risk management. This falls under the remit of the Audit Board; however, PMB can make recommendations to this Board or Cabinet on issues around risk management identified through its work.

8. CUSTOMER IMPLICATIONS

- 9.1 The Board will receive customer complaints data during 2008/09 as part of the quarterly integrated financial and performance reports.

9. OTHER IMPLICATIONS

Procurement Issues N/A
Personnel Implications N/A
Governance/Performance Management N/A
Community Safety including Section 17 of Crime and Disorder Act 1998 N/A
Policy N/A
Environmental N/A
Equalities and Diversity N/A

10. OTHERS CONSULTED ON THE REPORT

Portfolio Holders	Via E-Mail and at PMB.
Chief Executive	Via e-mail.
Corporate Director (Services)	Via e-mail.
Assistant Chief Executive	Yes
Head of Service	Via e-mail.
Head of Financial Services	Via e-mail.
Head of Legal & Democratic Services	Via e-mail.
Head of Organisational Development & HR	Via e-mail.
Corporate Procurement Team	No

11. APPENDICES

Appendix 1 – PMB Work Programme 2008/09

12. BACKGROUND PAPERS

2007/08 PMB Work Programme.

CONTACT OFFICERS

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Proposed Performance Management Board Work Programme 2008/09

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

	<p>Spatial Project Monitoring Report</p> <p>Artrix SLA</p> <p>PMB Work Programme</p>
15 Jul 08	<p>Period 2 08/09 Performance Report</p> <p>Period 2 08/09 Improvement Plan Mark 3 progress report</p> <p>Youth Provision Presentation</p> <p>Annual Financial and Performance Report 2007/2008</p> <p>Quarterly Recommendation Tracker.</p> <p>Spatial Project Monitoring Report</p> <p>PMB Work Programme</p>
19 Aug 08	<p>Quarter 1 08/09 Integrated Finance & Performance report.</p> <p>Period 3 08/09 Improvement Plan Mark 3 progress report.</p> <p>Customer Panel 3 (Customer Satisfaction).</p> <p>Housing Inspection Report and Updated Inspection Action Plan.</p> <p>Local Neighbourhood Partnerships</p> <p>Community Strategy/LSP Performance Update</p> <p>Spatial Project Monitoring Report.</p> <p>Data Quality Strategy 6 Month Update</p> <p>PMB Work Programme.</p>
16 Sep 08	<p>Period 4 08/09 performance report</p> <p>Period 4 08/09 Improvement Plan Mark 2 progress report</p> <p>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>Annual BDHT Performance Report (moved from January 2009).</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>
20 Jan 09	<p>Period 8 08/08 Performance Report</p> <p>Period 8 08/09 Improvement Plan Mark 3 progress report.</p> <p>Outstanding Debts</p> <p>Performance Management Strategy</p> <p>Quarterly Recommendation Tracker</p>

	PMB Work Programme.
17 Feb 09	<p>Quarter 3 08/09 Integrated Finance & Performance report.</p> <p>Period 9 08/09 Improvement Plan Mark 3 progress report.</p> <p>Annual Customer First Strategy Review.</p> <p>6 Month Review of Data Quality Strategy.</p> <p>PMB Work Programme.</p>
17 Mar 09	<p>Period 10 07/08 Performance Report.</p> <p>Period 10 08/09 Improvement Plan Mark 3 progress report.</p> <p>External Audit Report</p> <p>Staff Survey Results (moved from September)</p> <p>Housing Strategy Action Plan Update and Housing Inspection Action Plan.</p> <p>Direction of Travel.</p> <p>Council Plan 2009-2012.</p> <p>Employee Stress Survey</p> <p>Annual PACT review.</p> <p>PMB Work Programme 2008/2009.</p>

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