



BROMSGROVE DISTRICT COUNCIL

MEETING OF THE PERFORMANCE MANAGEMENT BOARD

TUESDAY, 17TH FEBRUARY 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 20th January 2009 (Pages 1 - 4)
4. Integrated Finance and Performance Report (Quarter 3) (Pages 5 - 42)
5. Improvement Plan Exception Report (December 2008) (Pages 43 - 60)
6. Update on Data Quality Strategy Action Plan (Pages 61 - 76)
7. Work Programme 2008/2009 (Pages 77 - 84)
8. To consider any other business, details of which have been notified to the Head of Legal, Equalities and Democratic Services prior to the commencement of the meeting and which the Chairman, by reason of special circumstances, considers to be of so urgent a nature that it cannot wait until the next meeting

K. DICKS
Chief Executive

The Council House
Burcot Lane
BROMSGROVE
Worcestershire
B60 1AA
6th February 2009

This page is intentionally left blank

Agenda Item 3

BROMSGROVE DISTRICT COUNCIL

MEETING OF THE PERFORMANCE MANAGEMENT BOARD

TUESDAY, 20TH JANUARY 2009, AT 6.00 P.M.

PRESENT: Councillors J. T. Duddy (Chairman), C. B. Taylor (Vice-Chairman),
Mrs. M. Bunker and Miss D. H. Campbell JP

Observers: Councillors G. N. Denaro and M. J. A. Webb

Officers: Mr. H. Bennett, Ms. J. Pickering and Ms. R. Cole.

82/08 APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors S. R. Colella, Mrs. A. E. Doyle and E. J. Murray.

83/08 DECLARATIONS OF INTEREST

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

84/08 MINUTES

The minutes of the meeting of the Performance Management Board held on 16th December 2008 were submitted.

RESOLVED that the minutes be approved as a correct record.

85/08 SUNDRY DEBTORS

The Board considered a report which had been requested at a previous meeting relating to the Authority's sundry debt position together with the background and processes involved in recovering such debts. The Head of Financial Services and the Portfolio Holder for Finance responded to queries from the Board in relation to the debts relating to particular Council services, including the amounts of debt typically involved. The impact on the revenue budget was also highlighted.

It was noted that in the light of current national financial situation a number of staff in the Finance section and at the Customer Service Centre, had received additional training relating to debt management and were therefore able to offer assistance to debtors in areas such as alternative methods of payment or discussing payment plans.

In relation to the processes undertaken to recover debts as set out in section 3.9 of the report it was suggested that it may be possible to streamline the required legal procedures by using the Courts Services online system.

RESOLVED that the report be noted.

RECOMMENDED that with a view to streamlining the current sundry debt collection process, the Portfolio Holder for Finance and the Head of Financial Services be requested to explore the possibility of making use of Money Claim Online, which is Her Majesty's Courts Service online facility.

86/08 **PERFORMANCE MANAGEMENT STRATEGY**

Consideration was given to a report on a proposed Performance Management Strategy for the Authority. The report included the details of the existing Performance Management Framework and defined the linkages between the various key strategic planning documents such as the Corporate Plan and Business Plans. The Assistant Chief Executive and the Portfolio Holder for Customer Care and Service responded to questions and comments on the report.

It was reported that the purpose of the Performance Management Strategy was to guide the Council towards further improvements in performance, particularly in relation to the new Comprehensive Area Assessment regime which was due to come into effect on 1st April 2009.

RESOLVED:

- (a) that the Performance Management Strategy, together with the implementation action plan attached as Appendix 2 to the Strategy, be noted;
- (b) that it be noted that progress made on the implementation action plan will be reported to the Board on an annual basis.

87/08 **PERFORMANCE REPORT (NOVEMBER 2008)**

Consideration was given to a report on the Council's performance as at 30th November 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 90% of performance indicators that had a target were predicted to meet their target as at the year end;
- (c) that the performance figures for November 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, including the need for a second performance clinic in relation to sickness absence.

88/08 **IMPROVEMENT PLAN EXCEPTION REPORT (NOVEMBER 2008)**

Consideration was given to the Improvement Plan Exception report for November 2008 together with the corrective action being taken.

The Assistant Chief Executive updated the Board on the Town Centre and the problems arising from the listing of Parkside. It was also reported that the County Council and Network Rail appeared to be moving towards addressing the funding gap in relation to Bromsgrove Railway Station, with the most likely source of funding being the Regional Funding Allocation. In addition reference was made to work which was to be undertaken by the Improvement Manager on the issue of Value for Money.

RESOLVED:

- (a) that the revisions to the Improvement Plan Exception report together with the corrective actions being taken be approved;
- (b) that it be noted that for the 138 actions highlighted for November within the plan 78.3% was on target (green), 3.6% was one month behind (amber) and 9.4% was over one month behind (red). 8.7% of actions had been reprogrammed with approval.
- (c) that the Value for Money analysis referred to by the Assistant Chief Executive be submitted to this Board in addition to the Audit Board.

89/08 **QUARTERLY RECOMMENDATION TRACKER**

Consideration was given to a report detailing progress made on resolutions and recommendations from the Board since April 2007.

RESOLVED that the report be noted.

90/08 **WORK PROGRAMME 2008/2009**

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

RESOLVED that the report be noted.

The meeting closed at 7.15 p.m.

Chairman

This page is intentionally left blank

BROMSGROVE DISTRICT COUNCIL
PERFORMANCE MANAGEMENT BOARD

17 FEBRUARY 2009

DECEMBER (QUARTER 3) INTEGRATED FINANCE & PERFORMANCE REPORT

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

1. SUMMARY

To report to the Board the Council's performance and financial position at 31st December 2008 (period 9, quarter 3).

2. RECOMMENDATIONS

- 2.1 That the Board notes that 62% of PI's for which data is available are Improving or Stable.
- 2.2 That the Board notes that 79% of PI's for which data is available are achieving their Year to Date target.
- 2.3 That the Board notes that 87% of PI's for which data is available are predicted to meet their target at year end.
- 2.4 That the Board notes the successes and areas for potential concern as set out in the 'Council summary' below.
- 2.5 That the Board notes the financial projected revenue underspend of £322K and capital underspend of £39K
- 2.6 That the Board recommends to Cabinet to request Council approve the release of £150k from balances to fund the projected overspend in relation to the Museum and Haybridge

3. **BACKGROUND**

3.1 This is the third integrated quarterly finance and performance report for 2008/09. In the first report the performance element was revised to reflect the introduction of the new 'National Indicator' set which replaced the former Best Value Performance Indicator set on 1st April.

4. **PROGRESS IN THE QUARTER**

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

4.1.1 Overall Council Summary	Quarter 3 (Dec 31st) 2008/09
--------------------------------------	--

Performance Summary

No. of PI's improving (I)	13	No. of PI's meeting YTD target	21	No. of PI's where est. outturn projected to meet target	26
No. of PI's Stable (S)	8	No. of PI's missing YTD target by < 10%	5	No. of PI's projected to miss target by < 10%	5
No. of PI's worsening (W)	13	No. of PI's missing YTD target by >10%	2	No. of PI's projected to miss target by >10%	4

Achievements

In the main, performance overall continues to hold or improve, key achievements in the quarter being the sustained improvement in the Customer Service Centre and also significant improvement in the processing time for category 1 and 2 disabled facilities grants.

Issues

One PI has missed its year end target by more than 10% - attendance at the annual bonfire, adverse weather on the evening being the key reason. Three other PI's are now projected to miss their year end target by more than 10% - Sickness Absence, Time to process benefit claims and Domestic Burglaries. Dealing with the latter is primarily within the remit of the Police although the Council supports them through the CDRP.

A performance clinic has been held to look at sickness absence, a second is planned imminently to develop a plan to tackle management of sickness absence. This has also been discussed with the trade unions and updates will be reported to the board when appropriate.

Regarding time taken to process benefit claims, calculation of this PI has been problematic as the DWP have not yet provided figures back to Councils. It is not possible to replicate the DWP calculation so an estimate has to be made. The newly appointed benefits manager started in January and has introduced a better estimation formula which gives a more accurate, but worse, estimate. Planned actions in February are to review cases which have a long duration, as there are a relatively small number of these which are having a significant adverse effect on overall figures. It is possible that some of these may have incorrect dates,

in which case the figures will improve. It is also planned to put procedures in place to ensure that case which are not completed quickly are escalated for management attention. The implementation of VRA at the end of January should also have a significant beneficial impact on performance once the system has bedded down. While these improvements should result in considerably improved figures during 2009/10 they will not have a significant impact on the cumulative results for 2008/09 as we are nearly at the end of the year

Revenue Budget summary – Overall Council

Service Head	Revised Budget £'000	Profiled Budget YTD £'000	Actual spend YTD £'000	Variance to date £'000	Projected outturn £'000	Projected variance £'000
Corporate Services	883	836	844	8	872	-11
E-Government & Customer Services	68	1,174	1,065	-109	-9	-77
Financial Services	1,569	913	793	-120	1,587	18
Legal, Equalities & Democratic Services	929	1,272	1,194	-78	924	-5
Human Resources & Organisational Development	94	414	418	4	176	82
Planning & Environment Services	5,520	1,375	1,240	-135	5,573	53
Street Scene & Community	8,221	3,449	3,552	103	8,536	315
SERVICE TOTAL	17,284	9,433	9,106	-327	17,659	375
Interest on Investments	-408	-326	-1,089	-763	-1,105	-697
COUNCIL SUMMARY	16,876	9,107	8,017	-1,090	16,554	-322

Financial Commentary

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

Ongoing pressures relating to car park income and travel concessions were considered as part of the Medium Term Financial plan approved by Council in January 2009.

The current projected outturn for net cost of services is anticipated to be an over spend of £374k. This will be offset by the additional income generated from investments of £830k. This is presented later in this report and is mainly due to the rescheduling of the capital programme resulting in more funds available for investment together with the external management of a proportion of our funds that has created capital increase over the period. The revised net position would be an under spend of £456k.

Capital Budget summary April-December 2008

Department	Revised Budget £'000	Actual spend YTD £'000	Projected outturn £'000	Projected variance £'000
Corporate Services	0	0	0	0
E-Government & Customer Services	4,813	4,515	4,813	0
Financial Services	34	14	34	0
Legal, Equality & Democratic Services	120	14	120	0
Planning & Environment (inc Housing)	2,245	1,396	2,219	(26)
Street Scene and Community	2,105	865	2,092	(13)
Budget for Support Services Recharges	0	0	0	0

TOTAL	9,317	6,804	9,278	(39)
--------------	--------------	--------------	--------------	-------------

Financial Commentary

The revised Capital Programme as approved in September reflects a more accurate profile of the Councils capital spend over the first half year. The Spatial project is now in its final stages with the majority of the expenditure met in November 08, with the final invoice due in February 2009. The Asset Management Group monitor the Capital Programme on a monthly basis together with HOS and service accountants to ensure the projects are delivered on time and within budget.

4.1.2 Street Scene & Community	Quarter 3 (Dec 31st) 2008/09
---	--

Performance Summary

No. of PI's improving (I)	4	No. of PI's meeting YTD target	13	No. of PI's where est. outturn projected to meet target	14
No. of PI's Stable (S)	4	No. of PI's missing YTD target by < 10%	1	No. of PI's projected to miss target by < 10%	
No. of PI's worsening (W)	7	No. of PI's missing YTD target by >10%	1	No. of PI's projected to miss target by >10%	1

Achievements

- A mop up crew is now employed late on Friday afternoons to ensure that all service requests or missed bins are dealt with by the end of the week. Staff have been working on this proposal for some time and have been operating this system for a few months with no additional revenue cost.
- Depot managers have reduced the number of recycling crews from seven down to six on alternate weeks in an effort to reduce the current overspend. This will not impact on the service to the residents.

Issues

- Continuing unreliability of vehicles is having an impact on budgets and staff morale. Replacement vehicles are on order which will ease the situation.

Revenue Budget summary – Street Scene & Community

Service Head	Revised Budget £'000	Profiled Budget YTD £'000	Actual spend YTD £'000	Variance to date £'000	Projected outturn £'000	Projected variance £'000
Community Safety	713	420	420	0	691	-22
Parks & Recreation	664	178	172	-6	677	13
Promotions	375	198	263	65	416	41
Sports Centres	721	351	375	24	809	88
Sports Development	572	118	96	-22	553	-19
Streets & Grounds	2,315	850	851	1	2,298	-17
Car Parks	-786	-756	-748	8	-684	102
Depot Misc	-16	450	299	-151	-173	-157
SS&C Mgt/admin	0	288	331	43	57	57
Transport & Waste	3,227	1,028	1,161	133	3,360	133
Travel Concessions	436	324	328	4	521	85

Waste Policy	0	0	3	3	11	11
TOTAL	8,221	3,449	3,551	102	8,536	315

Financial Commentary

- Community Safety projected overspend relates to an expected increase in equipment maintenance costs; these are slightly offset by an expected increase in income. There are also reduced staffing costs due to post movements.
- The projected overspend for Parks and Open Spaces are due to additional staffing costs required to meet the operational needs of the service. These costs relate to the service restructure and enhancement plans which will realise savings/enhanced services as from April 2009.
- Projected overspend on Promotions relates to the poor attendance of the Civic Bonfire, additional arts marketing and redundancy costs for the Museum. A report concerning the future operation of the TIC will be presented for consideration at the March Cabinet meeting.
- Sports Centres projected overspend relates to non achievement of the savings as a result of the aborted Trust transfer and redundancy costs for Haybridge. Members will be aware that officers have now realigned the services at the Dolphin Centre to realise the financial savings required and commence the withdrawal of service at Haybridge.
- Sports Development projected under spend relates to the new Sports Development Offices being in post for only 10 months in this financial year and better than expected income.
- The short fall in Highways income is due to Worcestershire staff no longer using the Burcot Room.
- Increased hire costs – two vehicles have been permanently hired during recent months due to the continuing unreliability of the side arm vehicles. Members have already agreed a replacement programme for refuse vehicles and new vehicles are anticipated in April 2009. When breakdowns have caused delays, an additional round has been utilised to empty all the bulk bins servicing the flats.
- Increased use of diesel – Due to vehicle breakdowns an increasing number of vehicles are being diverted to Redditch or Pershore to unload. This is because the Bromsgrove transfer station cannot accept waste other than in containers.
- Increased Agency costs are due to an increase in sickness levels particularly long term sickness. Posts have to be replaced with agency staff. Regular sickness reviews are undertaken and there are a number of cases now at stage 2 of the process due to continuing absence of some individuals.
- The over spend on management and administration is mainly due to the vacancy management provision. The department is fully staffed, there is therefore no vacancy saving to offset the vacancy management provision.

Capital Budget summary April-December 08/09

Service	Revised Budget £'000	Actual spend YTD £'000	Projected outturn £'000	Projected variance £'000
Cemeteries	7	0	0	(7)
Community Safety	164	128	128	(36)
Parks, Play areas & Open Spaces	404	257	404	0
Leisure Centres	713	130	720	7
Culture and Community General	153	117	153	0
Replacement Vehicles	599	228	621	22
Site works	65	5	66	1
TOTAL	2,105	865	2,092	(13)

Financial Commentary

- The continuation of the 10 year Vehicle Replacement Programme across the service, many vehicles already delivered, including new vans / tipper trucks for cleansing, garage, highways, and grounds, and new mowers and equipment for grounds. The service has been working with procurement to ensure best value.
- Community safety CCTV scheme has been completed and has come in £36k under budget.
- Parks and Play area's Big lottery funded schemes, Alvechurch youth scheme, and King George V Playing fields.
- Dolphin centre work continues to be completed by April 2009, with a projected final bill of £720k, an additional report has been submitted requesting approval for expenditure on equipment for the new fitness suite.

4.1.3 Planning & Environment Services	Quarter 3 (Dec 31st) 2008/09
--	--

Performance Summary

No. of PI's improving (I)	5	No. of PI's meeting YTD target	3	No. of PI's where est. outturn projected to meet target	5
No. of PI's Stable (S)	1	No. of PI's missing YTD target by < 10%	2	No. of PI's projected to miss target by < 10%	0
No. of PI's worsening (W)	2	No. of PI's missing YTD target by >10%		No. of PI's projected to miss target by >10%	

Achievements

- Longbridge EIP hearing sessions completed on 4th December 2008. The inspectors report is expected before end of January 2009.
- Draft Core Strategy now out to consultation.
- Development Control performance remains strong, given recent staff shortages:
Quarter
 - Majors 6/7 = 86%
 - Minors 37/47= 79%
 - Others 106/130 = 82%Year to date
 - Majors = 78%
 - Minors = 73%
 - Others = 89%
- 135 new affordable housing units delivered in first 9 moths of 08/09
- Achieved Business Start-up target by end third quarter
- Gone live with public access, which means customers can view plans on line.
- Positive satisfaction survey results in both Environmental Health and Building Control.

Issues

Down turn in national economy is working its way through to planning and building control workloads and together with down turn in land charges request is having a negative impact on income generation. This is being regularly monitored by budget holders and Departmental Accountant.

Government has amended Permitted development in planning as of 1st October with the intention of reducing the need for householder applications by 25%, which will again potentially impact on income generation.

Department as a whole is working on integration of CAPS/Uniform system to ensure maximum effectiveness, There remain issues with regard to data capture but these are being taken up with IT.

Revenue Budget summary – Planning & Environment

Service Head	Revised Budget £'000	Profiled budget YTD £'000	Actual spend YTD £'000	Variance to date £'000	Projected outturn £'000	Projected variance £'000
Building Control	17	-71	-63	8	50	33
Development Control	896	168	69	-99	835	-61
Environmental Health	997	429	370	-59	922	-75
Licensing	-4	-17	-59	-42	-47	-43
Planning Administration	-8	81	159	78	124	132
Strategic Housing	3,103	520	524	4	3,143	40
Strategic Planning	354	174	140	-34	333	-21
Economic Development	114	86	83	-3	120	6
Retail Market	50	4	17	13	93	43
TOTAL	5,519	1,374	1,240	-134	5,573	54

Planning & Environment Services

Quarter 3 (December 31st) 2008/09

Financial Commentary

- The current under-spends are due to a number of vacancies within the department of which some have recently been filled resulting in a reduced underspend by the year end. The remainder of vacant posts have been reviewed as part of a wider Departmental Review that is looking into efficiencies and savings as part of the three year financial plan.
- It is projected there will be an overspend of 64k by the end of the financial year. This is being the net effect of the under-spends on salaries against the significant loss of income in land charges, Market Hall, the closure of the hostels and the loss of income on Pre-transfer Right to Buys (PRTB's). This has been addressed in the next budget round.

Capital Budget summary April-December 2008/09

Service	Revised Budget £'000	Actual spend YTD £'000	Projected outturn £'000	Projected variance £'000
Strategic Housing	2,135	1,365	2,119	(16)
Town Centre	110	31	100	(10)
TOTAL	2,245	1,396	2,219	(26)

Financial Commentary

- Improvements in the processing of applications have increased the amount of DFG's completed by the third quarter, on target to commit the annual budget.
- Grants to RSL schemes – a number of schemes are under way including the provision of general need affordable housing for rent, on former hostel sites.
- Town centre – invoices for this project have been received in October and work is continuing.

4.1.4 E-Government & Customer Services

Quarter 3 (Dec 31st) 2008/09

Performance Summary

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

Achievements

Customer Service Centre

Telephony Indicators – All key indicators have again been exceeded this quarter with the continued excellent performance set against a call volume of over 30,000 during this quarter. The call volume was expected towards the end of the year and matches previous yearly call trends. Average call answer time has also exceeded target at 14 seconds.

Resolution Rates – Resolution rates across all access channels continue to exceed target with resolution at first point of contact averaging 98%.

Queue management information – During this quarter approx 11,000 customers have been logged as receiving a face to face service. The average wait time for these customers in the CSC was 6 minutes and is below the HUB performance target of 15 minutes. The average face to face customer serve time was 12 minutes which is comparable with the last quarters data. Both of these are within the target set for the service centre. The top service requested was Street Scene and Waste Management due to Christmas collection information requests.

During this quarter the new Choice Based Letting system went live in the CSC. Staff have reported good levels of use by customers who have housing needs.

The Licensing Service was migrated to the CSC and became operational in October. All staff

have received training in the delivery of Licensing processes prior to go live.

Information Communication Technology

During this quarter the ICT Section has completed the following items of work:

The Blackberry handheld devices server has been upgraded to Service Pack 6. This gives improved security for attachments.

All of the corporate servers have been upgraded to fix a potential problem with disk storage. This will provide extra stability and resilience.

The headers included in emails have been removed to help comply with Government Connect Code of Connection requirements

The Uniform system mapping application has been configured to work within the Citrix thin client system. This will enable mobile workers to access maps and GIS information when working remotely.

A sizing exercise on the Benefits Service Voice Risk Analysis system has taken place to enable voice conversation to be recorded for training purposes.

The Landesk system has been upgraded to version 8.8 to provide extra functionality and bug fixes for the main support and software upgrading module.

The Academy System live to test has been copied successfully. Academy Release 49 / 50 / 50.02 has also been applied to ensure the most current version is available. New desktop clients have also been installed around the council.

Microsoft service pack 2 has also been applied to a number of servers to increase reliability and fix some problems.

Submitted the first draft of the Government Connect Code of Compliance for assessment by the DWP.

Spatial Project

The Spatial Project phase one has now been completed on time and to budget. The additional work included in the last phase for Street Scene and Waster Management was extended over October, November and December 2008 due to work commitments within the department. This work has now been completed.

The Street Scene Department were not included in the original scope of the Spatial project. However, as the project progressed it became clear that the department would benefit from having access to the Uniform system and consequently were included in the project at a much later stage.

The electronic document management system and all other elements of the project were completed by the end of October 2008.

The business case for the FM2 (second phase) of the project was approved by Council during this quarter and will start in early 2009. This phase will provide additional integration between the back office and the CSC.

Issues

Sickness absence levels continue to be an issue. Monitoring of the situation is taking place in conjunction with HR.

Revenue Budget summary – E-Government & Customer Services

Service Head	Revised Budget £'000	Profiled budget YTD £'000	Actual spend YTD £'000	Variance to date £'000	Projected outturn £'000	Projected variance £'000
E-Government	15	887	836	-51	-20	-35
Customer Service Centre	54	287	229	-58	12	-42
TOTAL	69	1,174	1,065	-109	-8	-77

Financial Commentary

- It is projected that there will be an underspend of £77k by the end of the financial year.
- The underspends are mainly due to managed savings within the section and the impact of a number of vacancies for the majority of the year within E-Government.

E-Government & Customer Services	Quarter 3 (December 31st) 2008/09
---	--

Capital Budget summary April-December 2008/09

Service	Revised Budget £'000	Actual spend YTD £'000	Projected outturn £'000	Projected variance £'000
E-Government	4,813	4,515	4,813	0
TOTAL	4,813	4,515	4,813	0

Financial Commentary

- Phase I of the Spatial Project is on target and the first part of the Scheme has been paid for in November 2008. The final invoice is expected in February 2009.

4.1.5 Financial Services	Quarter 3 (Dec 31st) 2008/09
---------------------------------	--

Performance Summary

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

Achievements

- The benefits service was successful in being chosen by the DWP to undertake a pilot of the Voice Recognition Analysis system with the aim to improve speed of benefit claims
- The procurement officer continues to generate external funding from Redditch
- An improvement in individual Use of Resources scores in relation to Risk Management, Internal Control and Value for Money was reported by the Audit Commission
- Medium Term Financial Plan was presented to Cabinet and Scrutiny for consideration of options for funding of service delivery
- Budget jury held to consult with sample of residents on the budget plans
- On-line budget consultation undertaken
- Annual report including the summary of accounts included in Together Bromsgrove and as a wrap around in the local paper
- Full implementation of the Purchase Order Processing system was undertaken with all departments using the on-line system
- Invoices continue to be processed within 48 hours

Issues

- Slight increase in benefit claims to be monitored in light of the decline in the economy
- Shortfall in recovery of Business Rate income – recovery by phone call to be implemented and advice to be given to companies who may be finding payment difficult.
- Audit Plan to be delivered by employing temporary staff to cover and by using services provided by Worcester City Council

Revenue Budget summary – Financial Services

Service Head	Revised Budget £'000	Profiled budget YTD £'000	Actual spend YTD £'000	Variance to date £'000	Projected outturn £'000	Projected variance £'000
Central Overheads	117	87	104	17	140	23
Accountancy	11	375	420	45	51	40
Internal Audit	-1	93	90	-3	-12	-11
Grants & Donations	91	88	79	-9	89	-2
Revenues & Benefits	1,351	270	99	-171	1,318	-33
TOTAL	1,569	913	792	-121	1,586	17
Financial Commentary						

The overspend within Accountancy is due additional costs in relation to bank charges from debit and credit cards. The Head of Financial Services has received a report on comparable bank charges across the district and is due to discuss the increase in charges with HSBC in the next month.

The savings within Revenues and Benefits are as a result of the net effect of agency staff costs and the additional income received from the recovery of housing benefit overpayments.

The underspend within Audit and Revenues and Benefits will offset the overspends within Accountancy and the Central Overheads sections.

Financial Services

Quarter 3 (December 31st) 2008/09

Capital Budget summary April-December 2008/09

Service	Revised Budget £'000	Actual spend YTD £'000	Projected outturn £'000	Projected variance £'000
Finance	34	14	34	0
TOTAL	34	14	34	0

Financial Commentary

- Training took place in December, ready for the implementation of The Purchase Order Processing System (POP) in January 2009. POP has now been rolled out to all departments within the Council.

Performance Summary

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

Achievements

- Completion of a CPA project plan and site visit.
- Consultation events x 2 for Local Neighbourhood Partnerships.
- Writing up the final drafts of the Parish Plan "adoption" process.
- Working with the County Council on a number of engagement projects, in particular, reviewing the need for a Customer Panel contract and whether we can switch to a County wide contract, starting work in the "U Decide" children and young people's participatory event and agreeing the contract for the Place Survey (statutory survey required by the Government).
- Publishing the Annual report newspaper "wrap around".
- Running the October staff forums, with a focus on Shared Services, Single Status and CPA.
- Publicising the autumn edition of "Together Bromsgrove".
- Budget Jury.
- PMB papers.
- Undertaking the corporate quality check of all the Council's service business plans.
- Further work on the Community Transport review, including consultation, supplier research and PID.
- Completing the usual run of routine reports and communications e.g. Connect, Team of the Month, Bright Ideas.
- Continuing to run the Programme Board meeting, but also provide considerable behind the scenes active support to projects.
- Launch of Unreasonable and Persistent Complainants policy.
- Completion of the Community Strategy update (aligned to the new LAA).
- Completion of Community Strategy Annual Report.
- Approval of the Community Engagement Strategy.
- Drafting of the Corporate Performance Management Strategy
- Approval of the Communications Strategy update.
- Gathering evidence for the development of the customer access strategy update part of the Customer First Strategy review.

Issues

The key issue for the Team going forward into 2009 is capacity caused by staffing vacancies and long term sickness. The Team is currently three staff short of its establishment of nine, which is going to have a significant impact on the outputs from the team during the final quarter. This has been further hindered by a failure to recruit to the two vacancies, with agency staff being too expensive to employ in the interim. As a result, the Team is

prioritising what must be done to time and what can be re-programmed. This capacity issue, needs to be set within the context of a largely stable period during 2008 and the run up to CPA.

Revenue Budget summary – Chief Executive Department

Service Head	Revised Budget £'000	Profiled budget YTD £'000	Actual spend YTD £'000	Variance to date £'000	Projected outturn £'000	Projected variance £'000
Policy & Performance	47	326	339	13	45	-2
Corporate Management	772	469	459	-10	764	-8
Corporate Projects	64	41	46	5	64	0
TOTAL	883	836	844	8	873	-10

Financial Commentary

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

The projection incorporates the cost sharing of the Joint Chief Executive post with Redditch Borough Council. Budgets associated with the implementation of single status will be committed or carried forward as appropriate to match against costs arising in 2009/10.

Performance Summary

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

Achievements

- Financial efficiencies are being achieved in the post room as a result of the roll out of more streamlined post out systems both through the Royal Mail and Document Exchange services
- Engagement with Parish Councils has led to a revision of the Public Speaking Rules at Planning Committee and an extension to enable Parish Councils to speak in limited circumstances
- The Council has agreed to strengthen the Overview function of Scrutiny and create a specific Overview Board to concentrate on policy development
- In order to strengthen the challenge process within the decision making framework the Council has resolved to make it a Constitutional requirement that the Chairman and Vice Chairman of the Overview Board, the Scrutiny Steering Board and the Audit Board are members of opposition groups
- The Cabinet has approved the updated Assets Management Plan and accompanying assets management tools. These will be managed and overseen through the Assets Management Steering Group and greatly improve the Councils ability to manage assets within the Use of Resources framework
- Shared Elections Service Business case considered and approved by Full Council – Bromsgrove now moves into the project management phase of delivering a shared service for Redditch and Bromsgrove Councils
- Officers have submitted a request to be evaluated against level 3 of the Local Government Standard for Equality and Diversity to capitalise on the progress made towards the Standard before the mechanism for evaluation changes to the Framework in the Spring
- Officers and members have agreed through the Member Development Steering Group to submit a claim for Primary Status against the Member Development Charter in recognition of the time and efforts expended by elected members over the last two years.

Issues

- The creation of addition Boards is having an adverse impact on the Committee Services Team and the skills of the Scrutiny Officer are not being utilised to their best advantage managing Board meetings. This will need to be monitored and reviewed by HOS to ensure that the wider Scrutiny development role is not suffering as a result. It may be that additional resources need to be redirected into the Scrutiny function to accommodate these changes in the longer term.

Revenue Budget summary – Legal, Equalities & Democratic Services

Service Head	Revised Budget £'000	Profiled budget YTD £'000	Actual spend YTD £'000	Variance to date £'000	Projected outturn £'000	Projected variance £'000
Administration Services	0	92	88	-4	-5	-4
Committee & Member Services	789	326	329	3	799	10
Elections & Registration	178	88	88	0	190	12
Facilities Management	-77	468	404	-64	-111	-34
Legal Services	40	299	286	-13	50	9
TOTAL	930	1,273	1,195	-78	923	-7

Financial Commentary

- The budget for the electoral services department is and will continue to be overspent for this year. The Elections Manager post was vacant for a considerable time and as a consequence the budgets in relation the postal voting and publications was not an accurate reflection of the actual costs. This has been addressed in the 09/10 budget requirement.
- It is projected there will be an under spend for the year due mainly to savings in Facilities Management budgets for insurance and business rates.

Legal, Equalities & Democratic Services	Quarter 3 (December 31st) 2008/09
--	--

Capital Budget Summary April-December 2008

Service	Revised Budget £'000	Actual spend YTD £'000	Projected outturn £'000	Projected variance £'000
Facilities Management	120	14	120	0
TOTAL	120	14	120	0

Financial Commentary

- The budget includes funding for a number of alterations at the Council House. The Asset Management Group is currently considering the use of the council house and the appropriate alterations will be made following this review.

4.1.8 Human Resources & Organisational Development (HR & OD)	Quarter 3 (Dec 31st) 2008/09
---	--

Performance Summary

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

Achievements

Delivery of 3rd Annual Management Conference
 Delivery of 2008 Staff Survey
 Facilitation of restructuring and consultation arrangements in respect of Leisure Services Department and Planning and Environment
 Commencing workforce planning project and adopting a joint approach with Redditch Borough Council
 Facilitating a special meeting of Cabinet in October 2008 to identify a way forward for implementation of Single Status/Job Evaluation (but see also "issues" below)

Issues

Sickness absence
 Continued negotiation in relation to Job Evaluation

Revenue Budget summary – HR & OD

Service Head	Revised Budget £'000	Profiled budget YTD £'000	Actual spend YTD £'000	Variance to date £'000	Projected outturn £'000	Projected variance £'000
Human Resources & Organisational Development	94	414	419	5	176	82
TOTAL	94	414	419	5	176	82

Financial Commentary

- There is currently an under-spend on the corporate training budget and Councillors training budget – however it is anticipated that these budgets will be used fully in 08/09.
- The overall projected out-turn for the financial year is 82k over-spent. This is mainly due to the costs associated with an employment tribunal that was recently awarded against the Council. In addition the impact of the delay in the payroll transfer to Redditch has increased the predicted overspend.

4.2 Sundry Debtors

4.2.1 Sundry Debt is raised by the Council to ensure effective recovery of debts owing. The outstanding balance at 31/12/08 was £473k which includes:-

- £40k of car parking fines
- £16k lifeline debts
- £69k rents/ hire charges
- £11k building regulations
- £30k trade waste and cesspool emptying
- £29k Developer contributions
- £14k Housing schemes
- £6k Licensing
- £200k due from BDHT in respect of monies relating to VAT shelter
- And £24k in respect of services provided by the Council to other organisations (e.g. contracts with BDHT for legal work)

Of the outstanding balance only £134k has been outstanding for a period of 90 days or more. These debts are currently with the legal department for consideration and further recovery and include the £29k developer contributions.

5.0 TREASURY MANAGEMENT

5.1 Investment Interest

5.1.1 For the period to 31 December 2008 the Council received net investment income amounting to £1,192k against predicted year to date receipts of £326k. This income is a combination of interest earned on in-house managed funds (cash currently surplus to cash flow requirements that is placed on short-term deposit) and the investment income arising on the externally managed funds (HSBC fund managers). The increased interest has arisen due to slippage on the capital programme which has made additional surplus cash available for deposit, combined with enhanced interest rates achieved as a result of the market conditions earlier in the year.

Due to the rescheduling of the Capital Programme for 2008/09 additional funds have been and will be available for deposit during the remainder of the financial year. The estimated position at year end is an additional £830k to that included within the budget.

Due to advice received the Council is maintaining its stance of depositing in ultra low risk investments. In our recent Investment Updates we have been advised to use named UK incorporated institutions as investment counterparties where the institutions can participate in the government's Scheme AND whose long-term ratings are currently in the 'double-A' category.

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

5.2 HSBC

5.2.1 Investment Objectives/Level of Risk

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

5.2.2 Portfolio Performance

At 1 April 2008 the Council's investment was valued at £11.091 million. In the period to December the investment income added to the portfolio was £406k. Management fees applied to the portfolio for the period totalled £25k. The market value of the funds invested with HSBC was £11.917 million as at 31 December 2008 including unrealised capital gains of £414k.

6.0 EFFICIENCY SAVINGS

As part of the budget round for 2008/09 a number of efficiency savings were approved. These challenging targets were allocated across all services as detailed in appendix 4. To date there are no significant variances to report against these targets with the exception of targets relating to the payroll service. This is due to delays in implementing the transfer of the service combined with additional costs incurred in relation to job evaluation.

7.0 REVENUE BALANCES AND EARMARKED RESERVES

7.1 Revenue Balances

The revenue balances brought forward at 1 April 2008 were £2.023 million. The original budget requirement for use of balances in 2008/09 was £0.355 million. This has been increased by £0.474 million due mainly to the approved carry forward of budgets arising from specific under spends in 2007/08. Taking into account the current projected underspend of £0.456 million and the release of balances to fund Haybridge and the Museum it is anticipated that revenue balances will equate to £1.500 million at 31 March 2009.

7.2 Earmarked Reserves

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

Earmarked Reserve	Balance 1 April 2008 £000	Receipts 2008/09 £000	Currently Required 2008/09 £000	Projected Balance 31 March 2009 £000
Building Control Partnership	6	0	1	5
Planning Delivery Grant	397	368	-417	348
Replacement Reserve	536	0	0	536
Litigation Reserve	140	0	0	140
Leisure Reserve	43	0	-20	23
Total	1,122	368	-438	1,052

8. FINANCIAL IMPLICATIONS

Covered in the report

9. LEGAL IMPLICATIONS

None

10. COUNCIL OBJECTIVES

11. RISK MANAGEMENT

Covered in the report.

12. CUSTOMER IMPLICATIONS

13. EQUALITIES AND DIVERSITY IMPLICATIONS

14. OTHER IMPLICATIONS

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

1998 None
Policy None
Environmental None

15. OTHERS CONSULTED ON THE REPORT

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

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

APPENDICES

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

CONTACT OFFICERS

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

APPENDIX 1

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%

SUMMARY - Period 9 (December) 2008/09								
Monthly (December) performance				Estimated Outturn				
	No.	%		No.	%		No.	%
Improving or stable.	21	62%	On target	22	79%	On target	26	87%
Declining	13	38%	Missing target by less than 10%	4	14%	Missing target by less than 10%	0	0%
No data	0	0%	Missing target by more than 10%	2	7%	Missing target by more than 10%	4	13%
			No data	0	0%	No data	0	0%
Total Number of Indicators	34	100%	Total Number of Indicators	28	100%	total	30	100%

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	Dec Target	Dec 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	389.27	I	450.55	447.43	W	593.00	591.00	S	November figs now updated with trade waste, still no 3rd part recycling from October. Increased residual tonnages are due to increased grey bin collections over Christmas period
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	48.38	W	43.98	46.13	W	45.00	42.00	S	As no green waste collection in Dec, recycling % will now fall as predicted.
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	98.25	S	95.00	98.15	I	3 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	95.00	100.00	S	1 vehicle instructed to be removed 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	95.00	100.00	S	13 dead animals all removed within timescale
LPI Depot	% of flytips dealt with in response time	M	C	99.46	n/a	95.00	100.00	S	95.00	100.00	S	95.00	100.00	S	95.00	100.00	S	95.00	100.00	S	125 incidents of fly tipping and 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	1,044	821	I	1,400	867	W	50 missed refuse collections this month = 0.02% of 190,000 collections 5 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	450	184	I	600	250	W	14 missed recycling collections this month = 0.007% of 180,000 collections 5 x 36,000
NWBCU	The number of domestic burglaries	M	C	355	n/a	180	176	I	210	225	W	240	276	W	270	313	I	360	411	W	The estimated outturn has been increased from 360 to 411 due to an increase in burglaries over recent months and to take in account the seasonal trends, that show January as the month which historically reports the most burglaries in the year. As per comments of last month, work is continuing to improve cross boarder relations between the West Mercia and West Midlands policing areas to swiftly exchange information regarding prolific and priority offenders with burglary offending habits.
NWBCU 2	The number of violent crimes	M	C	1093	n/a	527	574	I	616	632	I	702	707	W	793	764	W	1056	1030	I	The estimated outturn has been decreased from 1045 to 1030 to take in account recent good performance and seasonal trend for last quartile. Recent good performance in violent crime is due to 'Operation Ghost' and 'Operation Christmas Presence' which has provided an increased police presence within the town centre and other hot spots for night time disorder. This PI is well within target.
NWBCU 3	The number of robberies	M	C	67	n/a	30	24	W	35	26	I	40	31	W	42	39	W	60	57	W	The estimated outturn has been increased from 45 to 57 to allow for seasonal trend during the last quartile. Number of robberies continue to be of a low amount with only 7 during December. This PI is within target.

Page 50

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	Dec Target	Dec Actual	Target & trend	2008/09			Comments
				Actuals	Quartile													Target	Est. Outturn	Est. Outturn Target & Trend	
NWBCU 4	The number of vehicle crimes	M	C	710	n/a	383	332	W	448	417	W	510	480	I	572	540	I	768	735	W	The estimated outturn has been increased from 694 to 735 to allow for seasonal trend within the dark months of the year. This Pi is still estimated to finish within target. Cross border crime from the West Midlands area onto the West Mercia Policing area is still a problem. This Pi is made up of two figures Theft from and theft of a motor vehicle, both are equally a concern. Theft of a motor vehicle is linked with stolen cars from homes that have been burgled, and theft from motor vehicles predominantly happen at service stations and beauty spot hot spots.
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	17,290	20,257	W	25,253	25,253		Jubilee bandstand programme hosted in December the first Christmas carol concert in sanders park. Target for December was 200.
LPI SC 2	Number of people attending the annual bonfire	A	S		n/a	n/a	n/a	n/a					2,757	n/a	n/a	n/a	n/a	11,339	2,757		attendance figure is low primarily due to poor weather conditions at the bonfire
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	485,784	469,274	W	672,420	672,420	I	Slightly below target for dolphin centre and slightly over for hay bridge for month. Dolphin Centre new programme starts in Feb 09. New gym due to open start of 09/10.
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	14,958	15,315	W	20,505	20,505	I	On target for year end. Drop in usage due to Christmas holiday period within schools and no holiday activities delivered.

Page 31

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	78.00	I	75.00	75.00		Major 4/4 = 100% (National indicator is 60 %)
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	73.00	W	80.00	80.00		Minor 18/23 = 78% (National Indicator is 65%). Applications determined in this category have INCREASED in relation to November when just 6 applications were considered. Only 5 applications went over time, 2 of these are again due to Officer Sickness. As a result of an extended period of sickness in October/November applications were reassigned to other officers and in many instances this created a conflict given case officers existing workloads. Two applications required additional consultations whilst one application was over as a result of workload pressures (Dale Close, Catshill)

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	Dec Target	Dec Actual	Target & trend	2008/09			Comments
				Actuals	Quartile													Target	Est. Outturn	Est. Outturn Target & Trend	
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	89.00	I	90.00	90.00		Other 53/64 = 83% (National Indicator is 80%)_ Applications determined in this category INCREASED in December (64) in relation to November (35), October (42) September (63) August (55). A total of 11 applications went over; nearly half of these were as a result of Sickness (5) with 4 applications needing additional notification (1 relating to problems with date fields in Uniform)
NI 155	Number of affordable homes delivered	Q	C	46.00	4	40	74	W	n/a	n/a	n/a	n/a	n/a	n/a	60	135	I	80	154		Our target is 80 per year over 5 years (total 400). We have delivered 135 in the 1 st three quarters of this financial year and aim to deliver a total of 154 new homes in 2008/9. This slightly reduced figure is due to unforeseen slippage on two schemes which will now be delivered in 2009/10
NI 156	Number of households occupying temporary accommodation	Q	S	16.0	n/a	23	10	I							23	10	S	34	34		We are continuing to maintain very low number of clients in temporary accommodation. The re-opening of the specialist domestic abuse accommodation at the former Gateway refuge may impact on this in the next quarter and will need to be carefully managed. We remain well below not only the government target of 34 but also well below our own target for 2008-9 of 23.
LPI	Average time (weeks) from referral to completion for category 1 DFGs	Q	C		n/a	n/a	38								n/a	34	I	n/a	n/a	n/a	Performance in dealing with category 1 and 2 DFGs has continued to improve in the last quarter. On average we processed category 1 claims in 29 weeks, which is 9 weeks less than in quarter 2 and nearly half the time taken a year ago. Similarly performance in processing category 2 claims has improved from 51 to 35 weeks on average. The budget has now virtually all been allocated and the focus of effort has been on progressing the more complex and higher priority category 1 and 2 claims through to completion within the financial year. As a consequence there has been a decline in timescales with regards to the Category 3 DFGs during the quarter. The budget has now been allocated and works are in progress. It is expected that the majority of the works will be completed and paid for by the end of the financial year
LPI	Average time (weeks) from referral to completion for category 2 DFGs	Q	C		n/a	n/a	51								n/a	39	I	n/a	n/a	n/a	see above
LPI	Average time (weeks) from referral to completion for category 3 DFGs	Q	C		n/a	n/a	44								n/a	51	W	n/a	n/a	n/a	see above
LPI	Percentage of DFG budget allocated to approved schemes	Q	S		n/a	n/a	35.70								n/a	96.90	n/a	n/a	n/a	n/a	this is an activity measure
LPI	Percentage of DFG budget spent	Q	S		n/a	n/a	25.80								n/a	57.40	n/a	n/a	n/a	n/a	this is an activity measure

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	Dec Target	Dec Actual	Target & trend	2008/09			Comments
				Actuals	Quartile													Target	Est. Outturn	Est. Outturn Target & Trend	
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	5,544	n/a	n/a	n/a	n/a	Calls to the customer contact centre have fallen by 18% compared to last month This is in line with previous profiles and is expected at this point in the year. It is worth noting calls to the customer contact centre are higher than those recorded in December 2007)
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	3,753	n/a	n/a	n/a	n/a	Calls to the council switchboard have fallen by 14% compared to last month This is line with previous trends and is expected 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	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	94.00	I	85.00	85.00		Performance remains above target this month and is consistent with excellent performance 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	9.00	I	30.00	30.00		Excellent performance sustained this month against this indicator

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	19.29	W	16.00	19.13	W	16.00	19.00	W	NI 181 has still not been published by the DWP so this figure has been calculated using the individual new claim and change in details indicators. November and December included a push on the work outstanding to allow us to be as up to date as possible when VRA is implemented. This meant that any "older" pieces of work that had not been processed were,. After looking into these figures a majority of the work has been processed within the necessary time periods allowed, with just a few much older pieces of work having a detrimental effect on the overall stats.
NI 179	VFM - total net value of on-going cash releasing VFM gains since the start of 2008-09	Q	C		4	£302K	£305k	I							£452k	£452k	S	£602k	£615k		Cashable efficiencies have been achieved by departmental restructures, shared procurement officer income and renegotiation of contracts with external suppliers.
FP001	Percentage of invoices paid within 30 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	99.59	W	98.00	99.00		On Target

Chief Executive's Department

LPI CCP01 (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	179	I	n/a	n/a	n/a	Performance slightly down due to some complicated complaints re Flooding issues. Majority of complaints again are about green waste charges
LPI CCP02 (LB)	% of PACT meetings attended by SMT members	Q	C			85.00	86.00	I	n/a	n/a	n/a	n/a	n/a	n/a	85	83	W	85.00	85.00		5 out of a possible 6 meetings were attended, in percentage terms this is slightly lower than the previous quarter

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	Dec Target	Dec Actual	Target & trend	2008/09			Comments
				Actuals	Quartile													Target	Est. Outturn	Est. Outturn Target & Trend	
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	43	W	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	2 moving to 3	2		A Peer Challenge is going ahead as planned but awaiting confirmation of who our assessors will be. A project plan has been produced and the Self Assessment is around half complete. The Equality Champions Working Group are contributing to this work. The Head of Service for LED and the Equality Officer are meeting once a fortnight to review the project plan and documentation to keep the project on track. A workshop is planned for Heads of Service and the prospect of achieving level 3 is promising but not guaranteed.
----------	---	---	---	---	-----	---	---	---	---	---	---	---	---	---	---	---	---	---------------	---	--	---

Human Resources and Organisational Development

LPI (formerly BV12)	The average number of working days lost due to sickness.	M	C	9.35	2	4.26	5.01	I	4.97	6.15	W	5.68	7.27	I	6.39	8.31	I	8.75	11.10	W	A second month showing a slight decrease in the number of reported absences for December, The outturn remains red, further details will be sent round shortly.
---------------------	--	---	---	------	---	------	------	---	------	------	---	------	------	---	------	------	---	------	-------	---	--

2008/09 Monthly Performance figures

Ref	Description	Freq	C or S	Apr.	May.	Jun.	Jul.	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.
-----	-------------	------	--------	------	------	------	------	------	------	------	------	------	------	------	------

Street Scene & Community

NI 191	Residual Household waste per household	M	C	Target	50.80	105.00	52.50	50.10	46.79	49.57	49.78	50.18	50.67				
				Actual	50.80	52.75	48.87	55.71	49.03	49.87	54.89	45.08	58.16				
		numerator															
		denominator															
NI 192	Percentage of household waste re-used, recycled and composted	M	C	Target	45.31	48.83	49.45	44.02	47.14	45.08	42.34	41.90	26.50	30.60	29.14	29.95	
				Actual	46.94	52.74	49.92	47.03	47.45	48.46	45.57	40.67	23.99				
		numerator															
		denominator															
NI 195	Improved street & environmental cleanliness - graffiti	M*	C	Target	na	na	na		na	na	na						
				Actual	na	na	na	2.00	na	na	na	2.00					
NI 195	Improved street & environmental cleanliness -litter	M*	C	Target	na	na	na		na	na	na						
				Actual	na	na	na	6.00	na	na	na	6.00					
NI 195	Improved street & environmental cleanliness - detritus	M*	C	Target	na	na	na		na	na	na						
				Actual	na	na	na	16.00	na	na	na	15.00					
NI 195	Improved street & environmental cleanliness - fly posting	M*	C	Target	na	na	na		na	na	na						
				Actual	na	na	na	0.00	na	na	na	0.00					
NI 196	Improved street and environmental cleanliness - fly tipping	M	C	Target	na	na	na	na	na	na	na	na					
				Actual	na	na	na	na	na	na	na	na					
LPI depot	%age of reported abandoned vehicles investigated within 24 hours	M	C	Target	95.00	95.00	95.00	95.00	95.00	95.00	95.00	95.00	95.00	95.00	95.00	95.00	
				Actual	87.50	100.00	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	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	

LPI Depot	removed within 24 hours of legal entitlement	M	C	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	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	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	50			
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	14			
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	40			
LPI	The number of violent crimes	M	C	Target	88	89	86	89	89	86	89	86	89			
				Actual	89	92	101	98	101	93	58	75	83			
LPI	The number of robberies	M	C	Target	5	5	5	5	5	5	5	5	5			
				Actual	3	3	2	7	4	5	2	5	7			
LPI	The number of vehicle crimes	M	C	Target	64	65	62	65	65	62	65	62	65			
				Actual	49	53	64	65	56	61	69	63	62			
LPI Community Services	Number of attendances at arts events	M	C	Target	60	530	500	800	12,000	600	600	2,000	200			
				Actual	66	390	523	2,365	12,768	625	625	2,640	255			
LPI Sports Services	Number of people attending the annual bonfire	A	S	Target			na	na	na	na	na		na			
				Actual			na	na	na	na	na	2,757	na			

LPI Community Safety	Sports Centres Usage	M	C	Target	53,601	53,899	53,993	62339	58184	57927	55217.00	58515.00	32109.00			
				Actual	53,964	54,580	55,401	57391	45616	55694	57410.00	57602.00	31616.00			
LPI Community Safety	Sports development usages	M	C	Target			1,636	1654.00	1681.00	1763.00	1763.00	1620	1558			
				Actual	1,854	1,901	1,663	1792.00	1334.00	1818.00	2102.00	1865	1206			

Planning & Environment

NI157	The percentage of major planning applications determined within 13 weeks	M	C	Target	75.00	75.00	75.00	75.00	75.00	75.00	75.00	75.00	75.00				
				Actual	100.00	80.00	50.00	66.00	100.00	66.00	100.00	50.00	100.00				
		numerator				2	4	1	2	1	2	1	1	4			
		denominator				2	5	2	3	1	3	1	2	4			
NI157	The percentage of minor planning applications determined within 8 weeks	M	C	Target	80.00	80.00	80.00	80.00	80.00	80.00	80.00	80.00	80.00				
				Actual	67.00	88.00	85.00	58.00	100.00	46.00	72.00	100.00	78.00				
		numerator				10	15	11	11	6	7	13	6	18			
denominator				15	17	13	19	6	15	18	6	23					
NI157	The percentage of other planning applications determined within 8 weeks	M	C	Target	90.00	90.00	90.00	90.00	90.00	90.00	90.00	90.00	90.00				
				Actual	95.00	96.00	90.00	88.00	93.00	88.00	78.00	71.00	83.00				
		numerator				75	81	73	64	51	56	33	25	53			
denominator				79	84	81	72	55	63	42	35	64					
NI 155	Number of affordable homes delivered	Q	C	Target			20			40			60			80	
				Actual			50			24			61				
NI 156	Number of households occupying temporary accommodation	Q	S	Target			23			23			23				
				Actual			13			10			10				
LP Housing	Average time (weeks) from referral to completion for category 1 DFGs	Q	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						38			29				
LP Housing	Average time (weeks) from referral to completion for category 2 DFGs	Q	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						51			35				
LP Housing	Average time (weeks) from referral to completion for category 3 DFGs	Q	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						44			61				
LP Housing	Percentage of DFG budget allocated to approved schemes	Q	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						36			96.90				

LP Housing	Percentage of DFG budget spent	Q	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					26			57.40				

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	5,544			
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	3,753			
CSC LPI 3.1	Resolution at First Point of Contact all services (percentage)	M	C	Target	85.00	85.00	85.00	85.00	85.00	85.00	85.00	85.00	85.00	85.00		
				Actual	98.00	98.60	98.90	99.00	98.70	98.40	99.00	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	85.00	85.00		
				Actual	78.00	77.00	87.00	83.00	94.90	88.70	91.00	91.00	94.00			
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	30.00	30.00		
				Actual	34.00	36.00	26.00	28.00	22.00	24.00	18.00	17.00	9.00			

Page 39

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	16.00			
				Actual	15.51	16.27	16.42	16.91	17.53	18.52	16.58	15.12	17.30			
		numerator									33.17	34.61				
		denominator									2	2				
NI 179	VFM - total net value of on-going cash releasing VFM gains since the start of 2008-09	Q	C	Target												
				Actual			150,000				155,000			147,000		
FP001	Percentage of invoices paid within 30 days of receipt on time	M	C	Target	98.00	98.00	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	99.36			

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	18			
LPI CCPP02	percentage of PACT meetings attended by SMT members	Q	C	Target			85.00		85.00	85.00	85.00	85.00	85.00			
				Actual	n/a	n/a	72.00		n/a	86.00	n/a	n/a	83.30			
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	2			

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	2			
				Actual	2	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	0.71			
				Actual	0.72	0.50	0.62	1.13	1.01	0.99	1.15	1.12	1.04			

Efficiency Savings 2008-09

	<u>2008/09</u> <u>£'000</u>
<u>SAVINGS IDENTIFIED</u>	
<u>Corporate Communications</u>	
Departmental Restructure	25
Income generation from additional advertising in Together Bromsgrove.	10
	<u>35</u>
<u>Corporate Services</u>	
Deletion of general expenses budget	18
	<u>18</u>
<u>E-Government</u>	
Desktop printer reorganisation - cancellation of Icon project - balance of saving	3
	<u>3</u>
<u>Financial Services</u>	
Departmental Restructure	35
Income from procurement officer	26
	<u>61</u>
<u>HR & OD</u>	
Departmental Restructure	90
Changes of childcare scheme- replace with Childcare vouchers	14
	<u>104</u>
<u>Legal and Democratic</u>	
Income generation from BDHT	10
Departmental Restructure	104
	<u>114</u>
<u>Planning and Environment</u>	
Departmental Restructure	75
	<u>75</u>
<u>Street Scene & Community</u>	
Departmental Restructure	219
Sponsorship	25
	<u>244</u>
Total Efficiency Savings	<u>654</u>

This page is intentionally left blank

BROMSGROVE DISTRICT COUNCIL

17 FEBRUARY 2009

PMB GROUP

IMPROVEMENT PLAN EXCEPTION REPORT [DECEMBER 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 December 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 131 actions highlighted for December within the plan 77.9 percent of the Improvement Plan is on target [green], 3.1 percent is one month behind [amber] and 9.1 percent is over one month behind [red]. 9.9 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	At CMT
Executive Director (Partnerships and Projects)	At CMT
Executive Director (Services)	At CMT
Assistant Chief Executive	Yes
Head of Service	Yes
Head of Financial Services	At CMT
Head of Legal & Democratic Services	At CMT
Head of Organisational Development & HR	At CMT
Corporate Procurement Team	No

13. **WARDS AFFECTED**

13.1 All wards

14. **APPENDICES**

14.1 Appendix 1 Improvement Plan Exception Report 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

Name: Brian Nicholls
E Mail: b.nicholls@bromsgrove.gov.uk
Tel: (01527) 881443

Exception Report for December 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 47

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	12	8.7%	RED	12	9.1%
AMBER	3	2.3%	AMBER	4	3.4%	AMBER	8	6.0%	AMBER	7	5.0%	AMBER	8	5.8%	AMBER	4	3.1%
GREEN	114	89.1%	GREEN	96	81.4%	GREEN	99	73.9%	GREEN	104	73.8%	GREEN	106	76.8%	GREEN	102	77.9%
REPRO	0	0%	REPRO	1	0.8%	REPRO*	11	8.2%	REPRO	15	10.6%	REPRO	12	8.7%	REPRO	13	9.9%

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 December 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.*
--	------------------------	--	---------------------------------	--	------------------------------	--	---------------------------------	--	----------------------

** 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 118 actions for December 2008, 4 actions have been extended with approval. This amounts to 3.4 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 Integrated financial and performance information (7.2)

An Exception Report detailing corrective actions follows:

CP1: Town Centre																			
Ref	December 2008 Action		Colour		Corrective Action												Who	Original Date	Revised Date
1.2.2	Identify commercial support		[Red Hatched]		Issues and options consultation ended in September. Advice sought on OJEU process from commercial advisors regarding market hall site. There are no plans now to appoint a preferred developer for wider developments. Report went to Cabinet in November. Sale of site to retailer no longer to be pursued, the site will now go out to OJEU procurement in early 2009. New timescale will be introduced.												PS	Jul-08	2009
Ref.	Action	Lead			July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
1.2.	Work Commenced (see 1.4)																		
1.2.2	Identify commercial support	PS	[Red]	[Red Hatched]	[Red Hatched]	[Red Hatched]	[Red Hatched]	[Red Hatched]	[Red Hatched]	[Red Hatched]	[Red Hatched]	[Red Hatched]	[Red Hatched]	[Red Hatched]	[Red Hatched]	[Red Hatched]	Sale of site to retailer no longer to be pursued, the site will now go out to OJEU procurement in early 2009.		

CP1: Town Centre																	
Ref	December 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														Appeal lodged by County Council with regard to listing of Parkside School building. Meeting held with English Heritage about extent of listing. Access to medical centre to be discussed further with English Heritage. Planning permission granted for medical centre.	

CP1: Town Centre																	
Ref	December 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 2009.		

CP1: Town Centre																	
Ref	December 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 £6.5m approx.										HB	Jul-08	Jan 09
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															Positive meeting with Network Rail. Two funding routes being pursued: regional funding allocation and Advantage West Midlands. County Council is procuring consultants for socio-economic business case for station. Agreement on cross city line electrification to Bromsgrove almost guarantees funding. Regional Funding Allocation appears to be most likely. The Council has recently received the first plans from Network Rail for the station. The County Council has also completed its travel assessment of the station.

CP1: Town Centre																	
Ref	December 2008 Action		Colour		Corrective Action										Who	Original Date	Revised Date
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	Jan 09
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																
1.7.2	Agree historic dimension to new build.	HB														As circumstances have altered a new timescale is likely to be introduced.	

CP1: Town Centre																	
Ref	December 2008 Action		Colour		Corrective Action										Who	Original Date	Revised Date
1.7.3	Obtain planning permission.				The first plan for the station has been received and is currently with the Planning Team.										HB	Jul-08	Jan 09
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														A decision needs to be reached on whether the scheme can be a permitted development or whether it needs to be treated as a major planning application.	

CP4: Sense of Community																	
Ref	December 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														Officers have forwarded the revised SLA to the Operating Trust and are awaiting feedback before commencing formal discussions. Officers have yet to receive feedback and are at present chasing this issue up and requesting completion pre Christmas. A meeting is being held on the 17 th Dec and it is envisaged that the formal document will be signed by both parties in Feb 09.	

CP4: Sense of Community																	
Ref	December 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 year's 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 February 2009.												JG	Jul-08	Feb-09
4.3	Popularity of events programme																
4.3.14	Agree service improvement plan and targets based on SLA, previous year's performance and BDC user feedback out turns.	JG														A meeting is being held on the 17 th Dec and it is envisaged that the formal document will be signed by both parties in Feb 09.	

CP4: Sense of Community																	
Ref	December 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 year's 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.												JG	Sep-08	Jan-09
4.3	Popularity of events programme																
4.3.15	Agree service improvement plan and targets based on SLA, previous year's performance and BDC user feedback out turns.	JG														Suspended as per 4.3.1.1 (correct numbering??)	

FP1: Value For Money																	
Ref	December 2008 Action	Colour	Corrective Action												Who	Original Date	Revised Date
6.5.3	Review implementation of Spatial project to demonstrate VFM delivered by improved use of ICT		Spatial project implementation delayed due to change in supplier.												JLP	Oct-08	Dec-08
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
6.5	VFM ratings																
6.5.3	Review implementation of Spatial project to demonstrate VFM delivered by improved use of ICT	JLP														Review to be undertaken in December as part of project management review of implementation. REPORT WENT TO DECEMBER PMB? GREEN? TAKE OUT? ASK DEB.	

FP4: Financial and Performance Reporting																	
Ref	December 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	Jan 09
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.	

PR3: Spatial Business Project																	
Ref	December 2008 Action		Colour		Corrective Action										Who	Original Date	Revised Date
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	Jan 09
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
12.2	Speed of processing customer queries																
12.2.3	Review results and revise standards	HB														Delayed. Will now go to March Cabinet.	

PR3: Spatial Business Project																	
Ref	December 2008 Action		Colour		Corrective Action										Who	Original Date	Revised Date
12.2.4	Agree with PMB and Cabinet				Review and agreement will not take place until first draft of customer access strategy has been prepared.										HB	Nov-08	Feb 09
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
12.2	Speed of processing customer queries																
12.2.4	Agree with PMB and Cabinet	HB														Delayed, but now in draft. Will go to February 09 Leaders and March Cabinet.	

PR5: Planning																	
Ref	December 2008 Action		Colour		Corrective Action										Who	Original Date	Revised Date
14.5	Maintain greenbelt through enforcement and upheld appeals		Orange		The Green Belt is being protected through the determination of planning applications in accordance with national and local policies. Those decisions where a refusal has been issued allow an applicant to appeal that decision; six appeals have been received recently with just one appeal being allowed. Appeals that were dismissed were in Barnt Green (Sandhills green extensions) Alvechurch (In Green belt extension) Barnt Green (extensions at Poplar drive) and South road Bromsgrove. The appeal that was allowed related to Seafield Barn. The inspector considered that extensions to the barn would not be inappropriate and that spaces and gaps between units on the site would not be harmed as a result. No harm to amenity would be caused and the scheme was therefore allowed. In addition to enable Planning Committee to reach informed decisions, Officers provide training on specific topics. This training is on going and officers are in the process of structuring the next training event which will be planning enforcement which will primarily relate to unauthorised development for which planning permission has not been sought or where a retrospective application has been refused										DH	Dec 08	Jan 09
Ref.	Action	Lead			July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
14.5	Maintain Greenbelt through enforcement and upheld appeals																
14.5.1	Maintain training programme every 12 weeks			Green	Green	Green	Green	Orange								Enforcement issues date to be arranged.	

HR&OD2: Modernisation																	
Ref	December 2008 Action		Colour		Corrective Action										Who	Original Date	Revised Date
16.2.2	Implementation				Delayed pending close of consultation period in Jan 09. Special Cabinet arranged for 28 January 2009.										JP	Aug-08	Jan 09
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														Implementation delayed, see 16.2.1 above	

HR&OD2: Modernisation																	
Ref	December 2008 Action		Colour		Corrective Action										Who	Original Date	Revised Date
16.2.3	Appeals				Delayed pending close of consultation period in Jan 09.										JP	Oct-08	Jan 09
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
16.2	Single Status																
16.2.3	Appeals	JP													Appeals delayed –see 16.2.1		

This page is intentionally left blank

BROMSGROVE DISTRICT COUNCIL

17 FEBRUARY 2009
PERFORMANCE MANAGEMENT BOARD

PROGRESS UPDATE ON DATA QUALITY STRATEGY ACTION PLAN

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

1. SUMMARY

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

2. RECOMMENDATIONS

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

3. BACKGROUND

- 3.1 This is the fourth six monthly update on progress on the implementation of the Data Quality Strategy submitted to PMB, the last one was submitted in August 2008.
- 3.2 The current auditor assessment of our data quality is that we are at level 2 (out of 4); this assessment comes from the audit undertaken in summer 2007.
- 3.3 In July 2008 the Council was re-assessed for Data Quality and Data Management arrangements by the new external auditors (District Audit) as part of the annual audit process. The auditors have advised that they will include their judgement on data management arrangements in the Annual Audit letter, which they aim to produce in time for submission to the Audit Board in March. At the time of writing this report no formal feedback has been received, although it may be possible to provide a verbal update to the Board at the meeting. Any recommendations in the Annual Audit letter about data quality will be considered and incorporated into the action plan as necessary and will be reported on in the next six-monthly update to The Board.

4. DATA QUALITY STRATEGY ACTION PLAN

- 4.1 Appendix 1 shows the latest position on the data quality action plan. The format of the report has been revised since the last submission in order to make the current position clearer. Following each action in the plan there are now a series of rows which shows

the progress over time for the action, the latest position being the last row. In addition the traffic light coding has been changed so that completed actions are now shown as blue (the same as the Riske registers)

- 4.2 As can be seen all of the actions are complete or on target, the only “red” action being the inclusion of references to data quality in job descriptions, which is held up pending Job Evaluation implementation. This action will be reviewed in summer.
- 4.3 As reported in August 2008 the Audit Commission used a revised set of KLOE’s to judge councils in 2008. Following the audit the action plan was reviewed (Action number A3) to assess if further actions were required in order to achieve level 3. As a result three more actions (A4, A5 and A6) were added to the plan as well as some minor changes to existing actions.
- 4.4 Having assessed the updated KLOE it is clear that significant additional effort would be required to reach level 4 and it is considered questionable whether the investment of effort would be worthwhile. Therefore it is proposed that when level 3 is attained a decision is made as to whether that is sufficient achievement.

5. FINANCIAL IMPLICATIONS

5.1 No financial implications

6. LEGAL IMPLICATIONS

6.1 No Legal Implications

7. CORPORATE OBJECTIVES

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

8. RISK MANAGEMENT

8.1 There are no risk management issues

9. CUSTOMER IMPLICATIONS

9.1 None

10. OTHER IMPLICATIONS

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

Environmental: None
Equalities and Diversity: None

11. OTHERS CONSULTED ON THE REPORT

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

12. APPENDICES

Data Quality Strategy action plan update

13. BACKGROUND PAPERS

None

CONTACT OFFICER

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

This page is intentionally left blank

No	Action	How	Who	When	Priority	Traffic Light
1a	Ensure that responsibility for data quality is part of job descriptions	Departments will need to check and rectify any gaps. Revised JD's to be seen by CCPP team.		By Q2 2007	M	
Current Position and planned actions						
1a.1	Advice from HROD to defer modifications to job descriptions until after the implementation of JE is being followed, so it is now planned to re-start this action in Q2 2008/09.					
1a.2	Summer 08 - Due to delays in implementing JE this may need to be deferred to Q3 2008/09					
1a.3	14/10/08 – this is therefore unlikely to be before 2009, revisit in new year after JE has been implemented.					
1a.4	10/12/08– no change to above					
1a.5	01/02/09 – review this action in summer 2009 following implementation of Job Evaluation					
Current Position and planned actions						
1b	Ensure that responsibility for data quality is part of the PDR process.	HR to audit PDR's for a sample of nominated employees in 2008		In PDR's for 2008 round	M	
Current Position and planned actions						
1b.1	Advice on the inclusion of data quality objectives & targets in PDRs (where relevant) will be provided as part of the PDR guidance to be issued for the 2008 round of PDR's. Sample PDR's will be reviewed in Q1 2008/09, following the completion of the PDR process.					
1b.2	Jan 08 Guidance was provided to HoS as part of the PDR information. An audit of 40 PDR's undertaken in early June showed that 50% had some references to data quality actions. The quality of the actions varied, some excellent, others less specific. As this is the first year of inclusion of DQ in the PDR process it can be considered to be a reasonable start.					

No	Action	How	Who	When	Priority	Traffic Light
1b.3	Summer 08 HoS were appraised of the findings of the PDR audit. Further guidance will be issued next year.					
1b.4	14/10/08 - For 2009 PDRs we should give HoS a specific list of people who we would expect DQ to feature in PDRs – based on PI owners & experience during 2008. Reminders/guidance to be sent out to HoS via HB Jan to April 2009. PDRs to be sampled by HROD in same way as previous year					
1b.5	10/12/08– no change to above					
2	Develop and deliver awareness training and more specific training for staff responsible for data quality	Awareness seminars and training sessions scheduled in training plan	CCPP team with HR	Quarter 2 2007/08 onwards	M	
	Current Position and planned actions					
2.1	Six courses were held in November 07 and 61 people were trained. Eleven members of the target audience did not attend for a variety of reasons. Further training sessions will be scheduled in 2008/09 to cover these people and also for any staff newly nominated to roles with a performance data element. Attendance will be determined following the nomination of PI owners and deputies for the new set of National Indicators and new local indicators that will be used from 2008/09 onwards.					
2.2	Jan 08 Further training sessions will be arranged in Autumn 2008 for staff that fail to attend initial training sessions and for staff newly nominated to the role of PI owner or deputy and/or take on roles that have some involvement with performance data					
2.3	Summer 08 - Preparations are in place to run another course in Q3 2008/09 to cover those that missed the last series and also any others – e.g. new starters or staff now involved with PI's that were not last year					
2.4	14/10/08 Course arranged for next week. JO to advise HB if issues about presentation slides not resolved. JO to get list of attendees from Jayne Brown, HB will send them a '3 line whip' reminder about attending					
2.5	10/12/08 – Course held as planned, slides issue was resolved. Reminder issued by HB and required attendance was achieved.					

DATA QUALITY STRATEGY ACTION PLAN PROGRESS UPDATE December 2008

APPENDIX 1

No	Action	How	Who	When	Priority	Traffic Light
2.6	10/12/08	Review need for a further refresher course in Autumn 09				
3	Ensure that, when making submissions on nationally reported PIs, the definition has been followed.	This will be achieved by completion and review of PI certificates	All PI compilers and those responsible for PI data quality	April 07 to June 07, thereafter January to June in subsequent years	H	
Current Position and planned actions						
3.1	PI certificates completed and signed off for 2006/07 Best Value PI's as well as (for the first time) those local PI's that are corporately reported. Certificates were subject of a QA process and some PI's have been reviewed by the external auditor.					
3.2	Summer 08 - PI certificates completed & signed off for 2007/08					
3.3	10/12/08 - Higher risk indicators will be subject of pre-audit, between April and June 2009, by CCPP team prior to submission					
4	Ensure that all local PI's (whether reported corporately or not) have specific definitions and counting rules.	PI certificate format will be reviewed and amended as necessary for local PI's. Certificates will be used for local PI's for 2007 onwards	All PI compilers and those responsible for PI data quality supported by CCPP team Communications, Policy and Performance team with Performance Champions Group	End Jun 07 Corporately reported PI's. End Sep 07 others. Thereafter January to June in subsequent years	H	
Current Position and planned actions						
	Corporately reported local PI's had PI certificates completed by end June. 2007					

No	Action	How	Who	When	Priority	Traffic Light
	Following publication of the action plan it was decided that in future the PI certificate would be split into two parts – the PI procedure note (see next action) would contain the definition (see next action) and an abridged certificate would be used to sign off performance results at year end					
5	Ensure that all PI's have a documented procedure for the gathering of PI data and calculation of the PI	Guidance will be provided by CCPP team (in conjunction with ICT). Undertake an audit to ensure that:- a)PI owners have documented procedures. b) Review asample of procedures to review to ensure that they are fit for purpose	PI data quality lead J Outhwaite Senior Policy & Performance Officer	By end Q3 2007/08 March 08	H	
	Current Position and planned actions					
5.1	Training in the use of the procedure note was included in the Data Quality awareness training course.					
5.2	PI procedure notes will be compiled for all new NI's that relate to District Councils plus all local indicators that will be corporately reported (these will be defined in the Council Plan) from 2008/09 onwards. It is planned to complete the procedure notes by the end of March 2008.					
5.3	PI procedure notes were completed during Q1 2008, with a small number of exceptions, which relate to NI's where there is still uncertainty about the definition and/or method of data capture					
5.4	10/12/08 Following the report to Leaders' Group (Dec 08) on estimated outturn the use of procedure notes will be extended to include all local PI's – including those reported only at DMT. In addition existing PI procedure notes will be reviewed for completeness. To be completed by end September 2009					
6	Ensure that all relevant staff have an understanding of PI definitions calculated from data	Training (where this is not already the case)	Dept PI data quality leads	Ongoing	H	

No	Action	How	Who	When	Priority	Traffic Light
	they input/analyse/extract					
	Current Position and planned actions					
6.1	Importance of data definitions discussed at Performance Champions Group. Data Quality awareness training will re-enforce this					
6.2	Summer 08 Re-enforced at Performance Champions group (PCG) meetings in 2008, plus advice & guidance given to staff who submit incorrect performance information. Reporting of errors in PM reporting to CMT and Leader's Group has re-enforced the focus on DQ and has resulted in a significant drop in reporting errors identified/amended at the corporate centre.					
6.3	14/10/08 although reduced there is still a residual problem with the "I,S,W" calculations. JO to include HB on the monthly update of errors. HB will follow up with persistent offenders , e.g. ask them to account for themselves if necessary					
6.4	10/12/08 PCG membership to be revised & strengthened and the group to be "re-vitalised" in 2009					
7	Ensure that data provided by external contractors meets requirements for reporting performance.	Depending on circumstances this might be achieved by making provision in contracts or by direct action such as documented spot checks	Performance managers/officers; CCPP team; Internal Audit (as part of appropriate scheduled audits)	Ongoing	M	
	Current Position and planned actions					
	See commentary for Number 8 below					
8	Ensure that all future contracts specify requirements of contractors to provide performance data	Procurement procedures to be reviewed and revised if necessary	Procurement team supported by CCPP team	Quarter 2 2007	M	
	Current Position and planned actions					
8.1	Discussions have been held with the Procurement Manager. Guidance and procedures to ensure that performance					

No	Action	How	Who	When	Priority	Traffic Light
	information requirements are built into contract specifications and that due regard is given to the suppliers ability to supply information of adequate quality. This will be incorporated into a revised set of Procurement guidance & procedures due to be approved in March 2008.					
8.2	Summer 08 Guidance has been incorporated into the revised procurement rules					
8.3	14/10/08 JO/HB – Spot check 3 to 5 contracts (issued this year since guidance included) in Jan 09 to see if they are compliant.					
8.4	14/10/08 JO/HB – it was recognised that we need to something about ensuring DQ with partners & via theme groups. A new action is to be added to the list – see item 8a below					
8a	Ensure that there are adequate arrangements for data quality between partners/across LSP theme groups	Discuss with colleagues in County POG to see what they do, check KLOE's, develop & agree protocol	CCPP team with Partners	Summer 09	M	
	Current Position and planned actions					
	14/10/08 JO/HB – new item added to list (see 8 above)					
9	Ensure that the council has a programme of data validation to support accurate performance reporting.	Programme to be implemented by PI data quality leads, with central record kept by the P&I team	CCPP team performance managers/officers Internal Audit	July 07 and ongoing	M	
	Current Position and planned actions					
9.1	The Internal Audit of the Data Quality Strategy made more specific recommendations on this action. This action is now replaced by item number A1 (at the end of the list)					
10	Ensure that data controls are robust.	Specific measures will depend on the system and will be the	All PI compilers and those responsible for PI data	July 07 and ongoing	M	

No	Action	How	Who	When	Priority	Traffic Light	
		responsibility of the data quality lead for each system to address.	quality supported by Internal Audit & Communications, Policy and Performance team				
Current Position and planned actions							
10.1	The Internal Audit of the Data Quality Strategy made more specific recommendations on this action. This action is now replaced by item number A1 (at the end of the list)						
11	Ensure that all PI's have a nominated person and deputy responsible for data quality	Data gathering exercise	Heads of Service supported by CCPP team	Mar 07 and updated regularly	H		
Current Position and planned actions							
11.1	List of PI owners and deputies has been compiled. All PI owners and deputies will attend the Data Quality Awareness course. However due to the significant changes in National Indicators introduced by DCLG the list of PI's and owners/deputies need to be revised. This will be done by end March 2008						
11.2	Summer 08 - PI owners & deputies list has been updated						
11.3	10/12/08 – In recognition of the significant changes expected in the 2009/10 corporate PI set and in some NI ownerships (e.g. climate change PI's) the PI owners and deputies list will be reviewed in conjunction with the action to review PI procedure notes at 5) above. For completion by September 2009						
12	Undertake an annual risk assessment of PI's. Develop an appropriate programme of improvement	Council risk methodology	CCPP team with PI data quality leads. Relevant PI data quality leads	Sep to Oct each Year Ongoing	H		
Current Position and planned actions							
12.1	There were no problems reported by the external auditors in their audit of selected PI's. There were no changes to BVPI definitions during the year and no problems arose during the preparation of PI certificates. Hence there were no PI's judged to be 'at risk' in 2007/08						

No	Action	How	Who	When	Priority	Traffic Light
12.2	Summer 08 - The position for 2008/09 is likely to be somewhat different – with the introduction of the new National Indicator set. The action numbered A1 will address this in 2008/09				National	
12.3	14/10/08 noted that the recent report to CMT about at risk NI's has also supplemented this					
12.4	10/12/08 Noted that the PI clinics referred to in 5) above will address this for 2008/09					
12.5	10/12/08 Undertake risk assessment in 2009/10 by end Q2 and develop improvement programme (links to item 5.8 above).					
12.6	10/12/08 Risk assessment as per 12.5 to be reviewed in light of any local/national audit findings, NI FAQ's etc arising from experience of calculating 2008/09 outcomes					
13	Ensure that appropriate scrutiny of PI's is undertaken at, for instance, DMT's, prior to submission of performance information to CMT	Visits and briefings at DMT's	DMT's visited/supported by CCPP team	April 07 and ongoing	M	
Current Position and planned actions						
13.1	Assistant Chief Executive has visited all DMT's. Senior Policy & Performance Officer has visited some DMT's. Senior Policy & Performance Officer scrutinises all PI data prior to submission to CMT and feeds back to Departments. Data quality has risen steadily over the past few months.					
13.2	Reporting of errors to CMT and Leader's group has increased the focus on data quality and reduced the number of errors identified/corrected at the corporate centre					
14	Ensure that PI certificates are completed for all PI's	Guidance already issued – implemented in 2006 supported by workshops	All PI compilers/reviewers and PI data quality leads supported by CCPP team	April 07 – June 07 and subsequent years	H	
		Ensure records of certificate review are maintained	J Outhwaite, Senior Policy & Performance Officer			
Current Position and planned actions						

DATA QUALITY STRATEGY ACTION PLAN PROGRESS UPDATE December 2008

APPENDIX 1

No	Action	How	Who	When	Priority	Traffic Light
14.1	PI certificates completed and signed off for 2006/07 Best Value PI's as well as (for the first time) those local PI's that are corporately reported. Certificates were subject of a QA process and some PI's have been reviewed by the external auditor.					
14.2	PI certificates will be completed for all BVPI's and corporately reported local PIs for the end of 2007/08 – by end May 2008					
14.3	Summer 08 - PI certificates completed for 2007/08					
14.4	10/12/08 – Based on experience to-date the PI certificate will be revised for 2008/09 to include additional information, such as numerator & denominator & location of working papers to support the result					
A1	Undertake a formal programme of data quality review that challenges both the integrity of data and compliance with departmental procedures.	Development of a programme of reviews, based on risk assessment. Approval of review programme. Undertake reviews and record outcomes. Review outcomes of reviews and report to those charged with governance	J. Outhwaite (Senior Policy & Performance Officer) H. Bennett (Assistant Chief Executive) J. Outhwaite (Senior Policy & Performance Officer) H. Bennett (Assistant Chief Executive)	Jun. '08 Jun. '08 Mar. '09 Mar. '09	H	
	Current Position and planned actions					
A1.1	Following the implementation of the new National Indicator set in April 2008 the risk assessment will be completed and the reviews scheduled					

No	Action	How	Who	When	Priority	Traffic Light	
A1.2	Summer 2008 Risk assessment completed in June. It is now planned to undertake the audit in Q2/Q3. A list of NI's to be audited has been drawn up, based on a risk assessment, and approved by the Assistant Chief Executive						
A1.3	14/10/08 PI clinics that will be undertaken following report on 'at risk' NI's to CMT (Oct 08) will form a basis for the audit referred to above						
A1.4	10/12/08 Performance clinics referred to above have been held or are arranged						
A1.5	10/12/08 Review programme for 2009/10 to be determined by end Q1 and implemented during the year						
A2	Spreadsheets used for the production of PI data are adequately protected.	Access to spreadsheets is limited to authorised users Access rights are reviewed regularly	J. Outhwaite (Senior Policy & Performance Officer)	Mar. '08 Jun. '08 ongoing	H		
Current Position and planned actions							
A2.1	Action completed						
A3	Review action plan in light of new KLOE's	Review plan against KLOEs used in 2008 audit	J. Outhwaite (Senior Policy & Performance Officer)	Dec 08	M		
Current Position and planned actions							
A3.1	Aug 08 – new action in light of experience in Audit						
A3.2	10/12/08 – Additional actions included in this plan aimed at securing level 3						
A3.2	Jan 09 – Actions A4, 5 & 6 below added to the action plan						
A4	Ensure corporate objectives for DQ are formally defined and published	Ensure DQ is referenced where appropriate in Core Brief, Performance Matters etc	H Bennett	Jan 08 forward	M		

DATA QUALITY STRATEGY ACTION PLAN PROGRESS UPDATE December 2008

APPENDIX 1

No	Action	How	Who	When	Priority	Traffic Light
A5	Ensure DQ is on team risk register, with action to review NI's & publish results to HoS	Review plan to KLOEs used in 2008 audit	H Bennett (J Outhwaite	Mar 2009	M	
A6	Review requirements to meet KLOE 3.2 (Information systems) with Internal Audit	Meet with Internal Audit	H Bennett and J. Outhwaite	Q1 2009/10	M	

This page is intentionally left blank

BROMSGROVE DISTRICT COUNCIL

PERFORMANCE MANAGEMENT BOARD

17 FEBRUARY 2009

PERFORMANCE MANAGEMENT BOARD PROPOSED PROGRAMME 2008/09

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

1. SUMMARY

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

2. RECOMMENDATIONS

- 2.1 It is recommended that:

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

3 BACKGROUND

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

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

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

4. FINANCIAL IMPLICATIONS

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

5. LEGAL IMPLICATIONS

- 5.1 No legal implications to the report.

6. CORPORATE OBJECTIVES

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

7. RISK MANAGEMENT

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

8. CUSTOMER IMPLICATIONS

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

9. OTHER IMPLICATIONS

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

10. OTHERS CONSULTED ON THE REPORT

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

11. APPENDICES

Appendix 1 – PMB Work Programme 2008/09

12. BACKGROUND PAPERS

2007/08 PMB Work Programme.

CONTACT OFFICERS

Name: Hugh Bennett
E Mail: h.bennett@bromsgrove.gov.uk
Tel: (01527) 881430

Proposed Performance Management Board Work Programme 2008/09

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

	<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 (re-programmed to March).</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>

This page is intentionally left blank