



BROMSGROVE DISTRICT COUNCIL

MEETING OF THE PERFORMANCE MANAGEMENT BOARD

TUESDAY, 17TH MARCH 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 17th February 2009 (Pages 1 - 4)
4. Performance Reporting (January 2009) (Period 10) (Pages 5 - 24)
5. Employee Survey 2008 (Pages 25 - 36)
6. Housing Strategy 2006/2011 - Progress Report, Mid Term Review and New Action Plan (Pages 37 - 78)
7. Audit Commission Re-Inspection of Strategic Housing Services - Action Plan Update on Progress (Pages 79 - 106)
8. BDHT Annual Monitoring Report 2008 (Pages 107 - 142)
9. Improvement Plan Exception Report (January 2009) (Pages 143 - 152)
10. Council Plan 2009/2012 Part 2 (Pages 153 - 236)
11. Work Programme 2009/2010 (Pages 237 - 242)

12. 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 March 2009

BROMSGROVE DISTRICT COUNCIL

MEETING OF THE PERFORMANCE MANAGEMENT BOARD

TUESDAY, 17TH FEBRUARY 2009, AT 6.00 P.M.

PRESENT: Councillors J. T. Duddy (Chairman), C. B. Taylor (Vice-Chairman),
Miss D. H. Campbell JP, S. R. Colella, Mrs. A. E. Doyle and E. J. Murray

Invitees: Councillor G. N. Denaro

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

91/08 **APOLOGIES**

An apology for absence was received from Councillor Mrs. M. Bunker.

92/08 **DECLARATIONS OF INTEREST**

Councillor Miss D. H. Campbell declared a personal interest in agenda item 5 (Improvement Plan Exception Report) as a member of the Operating Trust of Bromsgrove Arts Centre.

Councillor S. R. Colella declared a personal interest in agenda item 4 (Integrated Finance and Performance Report) in relation to Haybridge Sports Centre.

93/08 **MINUTES**

The minutes of the meeting of the Performance Management Board held on 20th January 2009 were submitted.

RESOLVED that the minutes be approved as a correct record.

94/08 **INTEGRATED FINANCE AND PERFORMANCE REPORT (QUARTER 3)**

The Board considered a report on the Authority's performance and financial position at 31st December 2008. A number of issues were raised by Members and these were addressed by the Head of Financial Services and the Portfolio Holder for Finance.

There was particular concern in relation to the net cost of services which indicated a projected overspend of £375,000. It was noted that £315,000 of this projected overspend arose from Street Scene and Community.

The Assistant Chief Executive undertook to request the Head of Street Scene and Community to provide Members with additional information regarding (a) the shortfall in the projected income from car parks; (b) the reduction of recycling crews from seven to six and why this had only recently been brought

into effect; and (c) the possibility of achieving a further discount on the purchase of replacement vehicles in the light of the current economic situation. There was also a discussion on the possibility of generating additional income by hiring out the Burcot Room which was currently vacant.

The Head of Financial Services answered queries from Members on the Council's investments including the probable level of interest to be generated over the next few years and on various aspects of sundry debts. In this regard the Head of Financial Services undertook to provide Members with additional information on the breakdown of the outstanding sundry debts in respect of rents and hire charges which amounted to £69,000. There was also discussion on reasons for the projected overspend in relation to Bromsgrove Museum and Haybridge Sports Centre.

In relation to the section of the report relating to performance indicators, the Assistant Chief Executive reported that the previously agreed additional performance clinic on sickness had not yet taken place due to other pressures on workload in Human Resources and Organisational Development at present. It was however intended that the clinic would be arranged as soon as possible.

The worsening position of the indicator relating to the number of domestic burglaries was discussed. It was suggested that Chief Inspector Amanda Bott who had recently been appointed to the Bromsgrove area be invited to attend a future meeting of the Board to discuss this issue further.

The Assistant Chief Executive undertook to circulate to Members more detailed information on the complaints received particularly in relation to those relating to flooding.

RESOLVED:

- (a) that it be noted that 62% of performance indicators for which data was available were improving or stable;
- (b) that it be noted that 79% of performance indicators for which data was available were achieving their year to date target;
- (c) that it be noted that 87% of performance indicators for which data was available were predicted to meet their target at year end;
- (d) that the successes and areas for potential concern as set out in the Council Summary section of the report be noted; and
- (e) that the financial projected revenue underspend of £322,000 and capital underspend of £39,000 be noted

RECOMMENDED:

- (a) that the Cabinet recommend to the Council the release of £150,00 from balances to meet the projected overspend in relation to Bromsgrove Museum and Haybridge Sports Centre; and
- (b) that officers be requested to investigate the possibility of hiring out the Burcot Room in order to generate additional income.

95/08 **IMPROVEMENT PLAN EXCEPTION REPORT (DECEMBER 2008)**

The Board considered the Improvement Plan Exception report for December 2008 together with the corrective action being taken.

The Assistant Chief Executive updated the Board on the latest position regarding a number of issues relating to the redevelopment of the Town Centre. Discussion included the possible location of the proposed "Blue Light" centre and the redevelopment of the toilet block. The Board felt it was important that all Members be kept informed of progress on the Town Centre by way of regular bulletins or briefings. The Assistant Chief Executive undertook to invite the Executive Director - Partnerships and Projects to attend the next meeting of the Board to discuss these issues further.

In relation to the Service Level Agreement for Bromsgrove Arts Centre there was some concern that following discussion at the meeting in December 2008, when it was understood the Agreement was to be signed very shortly, there now appeared to be the likelihood of a further delay. The Assistant Chief Executive undertook to raise this with the Deputy Head of Street Scene and Community and the Portfolio Holder and, if appropriate, to invite them to attend the next meeting of the Board.

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 131 actions highlighted for December within the plan 77.9% was on target (green), 3.1% was one month behind (amber) and 9.1% was over one month behind (red). 9.9% of actions had been reprogrammed with approval.

96/08 **UPDATE ON DATA QUALITY STRATEGY ACTION PLAN**

Consideration was given to a report on the progress made on the implementation of the Data Quality Strategy Action Plan.

It was noted that the only action which was not either completed or on target was in relation to the inclusion of references to data quality within job descriptions and that this had been delayed in the light of the pending Job Evaluation implementation.

The Assistant Chief Executive reported that following the recent external assessment of the data supporting the Authority's performance indicators, two of the indicators had been "qualified" by the external auditors because of data quality issues. This had resulted in these two indicators being placed in the bottom quartile even though the recalculation had in fact resulted in an improved performance. This outcome had been disappointing for officers but illustrated the importance of stringent attention to detail in calculating performance indicators.

In response to a request from Members the Assistant Chief Executive undertook to circulate a glossary of terms.

RESOLVED that the progress made on the implementation of the Data Quality Strategy Action Plan be noted.

RECOMMENDED that further procedures be introduced for the 2008/2009 closedown, in particular the use of spot checks on high risk indicators, prior to external audit and during the year.

97/08 **WORK PROGRAMME 2008/2009**

Consideration was given to a report on the Board's updated work programme for 2008/2009. It was noted that the meeting scheduled for 21st April 2009 would be replaced by a training session. Following discussion it was

RESOLVED that, subject to the External Audit Report and the Direction of Travel being included in the work programme for a later date, the deletion of the Annual PACT review and the combination of the items in relation to the Staff Survey and the Employee Stress Survey, the report be noted.

The meeting closed at 7.30 p.m.

Chairman

Agenda Item 4

BROMSGROVE DISTRICT COUNCIL

PERFORMANCE MANAGEMENT BOARD

17 MARCH 2009

JANUARY (PERIOD 10) PERFORMANCE REPORTING

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

1. SUMMARY





- 1.1 To report to the Board on the Council's performance at 31 January 2009 (period 10).

2. RECOMMENDATIONS

- 2.1 That the Board notes that 59% of PIs are stable or improving.
- 2.2 That the Board notes that 80% of PI's that have a target are meeting their target as at the month end and that 76% of PI's that have a target are predicted to meet their target at the year end.
- 2.3 That the Board notes the performance figures for January 2009 as set out in Appendix 2.
- 2.4 That the Board notes the particular areas of improvement as summarised in section 3.4.
- 2.5 That the Board notes the PI's of particular concern as set out in section 3.5.

3. BACKGROUND

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

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

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

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

of performance indicators, with only five indicators behind target at this point in the year. Three indicators are projected to miss target by more than 10% at the year end. Remedial actions are underway and/or planned for these three but any improvements arising are unlikely to make a significant difference to the cumulative result for this year given that there is only 1 month of the year left. The percentage of PI's that are stable or improving is considerably lower than usual, at 59%. As can be seen from the figures in Appendix 1 there are 11 out of 29 PI's where performance has declined in January compared to December. Some of those are PI's subject to seasonal variation e.g. NI 192 percentage of waste recycled drops at this time of year following the cessation of the green waste collection for the winter period. In addition 7 of the 11 PI's with declining performance are still expected to meet their year end target. So, although the percentage of PI's improving or stable is lower than usual it is not considered to be a cause for concern.

3.4 Performance worthy of particular mention is as follows:

- Previous strong performance considerably above target at the CSC has continued to be maintained, in spite of increased call volumes.

3.5 Performance of potential concern is as follows:

- As mentioned earlier in the report three PI's are now expected to miss their targets by 10% at the year end – Sickness absence, time to process benefit claims and domestic burglaries. The first two of these have been reported on in earlier reports and, at this time, there is nothing further to report on the remedial actions. Domestic burglaries is primarily a Police responsibility, the Council continues to support this through the CDRP

4. FINANCIAL IMPLICATIONS

4.1 There are no financial implications

5. LEGAL IMPLICATIONS

5.1 There are no legal implications.

6. COUNCIL OBJECTIVES

6.1 Performance reporting & management links to the Improvement objective

7. RISK MANAGEMENT

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

- Data quality problems
- Poor performance

7.2 These risks are being managed as follows:

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

8 CUSTOMER IMPLICATIONS

8.1 Performance Improvement is a Council Objective

9. EQUALITIES AND DIVERSITY IMPLICATIONS

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

10. VALUE FOR MONEY IMPLICATIONS

10.1 ■ There are no VFM implications

11. OTHER IMPLICATIONS

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

12. OTHERS CONSULTED ON THE REPORT

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

13. WARDS AFFECTED

All Wards'.

14. APPENDICES

- Appendix 1 Performance Summary for January 2009
- Appendix 2 Detail Performance report for January 2009
- Appendix 3 Detailed figures to support the performance report
- Appendix 4 Departmental analysis of sickness absence

15. BACKGROUND PAPERS

None

Contact officer

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

APPENDIX 1

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%	

SUMMARY - Period 10 (January) 2008/09									
Monthly (January) performance					Estimated Outturn				
	No.	%		No.	%		No.	%	
Improving or stable.	16	59%	On target	20	80%	On target	19	76%	
Declining	11	41%	Missing target by less than 10%	2	8%	Missing target by less than 10%	2	8%	
No data	0	0%	Missing target by more than 10%	3	12%	Missing target by more than 10%	3	12%	
			No data	0	0%	No data	1	4%	
Total Number of Indicators	27	100%	Total Number of Indicators	25	100%	total	25	100%	

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Ref	Description	Report - ed?	Cum or Snap?	2007/08		Dec Target	Dec Actual	Target & trend	Jan Target	Jan 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	450.55	444.23	W	503.48	492.11	I	593.00	588.00	W	Previous months figs now updated. Reuse & 3rd party recycling figs not yet available. Jan figure is likely to fall 3.23kg when trade figures are in.
NI 192	Percentage of household waste re-used, recycled and composted	M	C	n/a	n/a	45.89	46.37	W	44.63	45.09	W	45.00	42.00		Despite an increase for Jan recycling tonnages (due to increased bottles etc following the Xmas period) recycling % will now fall as predicted as no green waste is collected from Dec - Feb
LPI depot	%age of reported abandoned vehicles investigated within 24 hours	M	C	100.00	1	95.00	98.25	S	95.00	98.46	S	95.00	98.15		8 vehicles reported and 8 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		6 vehicles instructed to be removed and 6 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		24 animals this month 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		112 incidents of which all were removed within timescale
LPI Depot	Number of missed household waste collections	M	C	1102	n/a	1,044	821	I	1,160	894	W	1,400	936	W	73 Missed refuse collections this month = 0.048% of 156,000 collections (4 weeks x 38,000)
LPI Depot	Number of missed recycle waste collections	M	C	352	n/a	450	184	I	500	216	W	600	245	I	32 missed recycling collections this month = 0.022% of 144,000 collections (4 weeks x 36,000)
NWBCU 1	The number of domestic burglaries	M	C	355	n/a	270	313	I	301	355	W	360	411		

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Ref	Description	Report - ed?	Cum or Snap?	2007/08		Dec Target	Dec Actual	Target & trend	Jan Target	Jan Actual	Target & trend	2008/09			Comments
				Actuals	Quartile							Target	Est. Outturn	Est. Outturn Target & Trend	
NWBCU 2	The number of violent crimes	M	C	1093	n/a	793	764	W	882	843	I	1056	1030		
NWBCU 3	The number of robberies	M	C	67	n/a	42	39	W	47	49	W	60	57	S	
NWBCU 4	The number of vehicle crimes	M	C	710	n/a	572	540	I	636	599	I	768	735	S	
LPI SC 1	Number of attendances at arts events	M	C	25,056	n/a	17,290	20,257	W	17,440	20,382	W	25,253	25,253		
LPI SC 4	Sports Centres Usage	M	C	592,133	n/a	485,784	469,274	W	546,542	526,393	I	672,420	655,331	W	Dolphin Centre dry side is below target, wet side above target. New exercise classes and bookings in sports hall starting Jan, early Feb should increase usage. Marketing for new gym increased in Feb to get new members in before April opening. Haybridge - quite a few membership cancellations due to centre closure end of March.
LPI SC 5	Sports development usages	M	C	18,213	n/a	14,958	15,315	W	16,537	16,857	I	20,505	20,505	I	Year end target achievable if all sessions programmed are successfully delivered.

Ref	Description	Report - ed?	Cum or Snap?	2007/08		Dec Target	Dec Actual	Target & trend	Jan Target	Jan Actual	Target & trend	2008/09			Comments
				Actuals	Quartile							Target	Est. Outturn	Est. Outturn Target & Trend	
NI 157	The percentage of major planning applications determined within 13 weeks	M	C	95.35	1	75.00	78.00	I	75.00	72.00	W	75.00	75.00		Major 0/2 = 0% (National indicator is 60 %) These applications (Moundsley Hall and Perryfields Road housing application) were both complex proposals. The Perryfields road scheme had the potential to require further design changes along with the submission of a Section 106 agreement and both applications required referral to GOWM following Committees consideration and prior to the issuing of a decision.
NI 157	The percentage of minor planning applications determined within 8 weeks	M	C	92.42	1	80.00	73.00	W	80.00	75.00	I	80.00	77.00		Minor 9/9 = 100% (National Indicator is 65%). Applications submitted in this category have DECREASED in relation to December (23) but have increased in relation to November when just 6 applications were considered. However all applications were determined in time.
NI 157	The percentage of other planning applications determined within 8 weeks	M	C	93.11	1	90.00	89.00	I	90.00	89.00	I	90.00	90.00		Other 48/55 = 87% (National Indicator is 80%). Applications submitted in this category DECREASED in relation to December (64), but are in general an increase in relation to November (35), October (42) September (63) August (55). A total of 7 applications went over time; three of these related to Officer error, two due to difficulties accessing sites and two due to difficulties with Parish Councils and public access through UNIFORM.

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E-Government & Customer Services

CSC	Monthly Call Volumes Customer Contact Centre	M	S	n/a	n/a	n/a	5,544	n/a		8,638		n/a			Calls to the customer contact centre have increased by 56% compared to December, this matches previous yearly patterns and is expected following the holiday period. It worth noting that the overall volume of calls (for contact centre and switchboard) is the second highest amount handled during this year with only April 2008 and council tax main billing being higher
CSC	Monthly Call Volume Council Switchboard	M	S	n/a	n/a	n/a	3,753	n/a		5,021		n/a			Calls to the Council Switchboard have increased by 34% compared to last month, his matches previous yearly patterns and is expected following the holiday period
CSCLP13.1	Resolution at First Point of Contact all services (percentage)	M	C	94.30	n/a	85.00	99.00	S	85.00	98.00	W	90.00	90.00		Resolution performance remains consistent with last month and is in excess of target

Ref	Description	Report - ed?	Cum or Snap?	2007/08		Dec Target	Dec Actual	Target & trend	Jan Target	Jan Actual	Target & trend	2008/09			Comments
				Actuals	Quartile							Target	Est. Outturn	Est. Outturn Target & Trend	
CSCLP13.2	% of Calls Answered	M	C	84.00	n/a	85.00	94.00	I	85.00	92.00	W	85.00	85.00		Performance for January remains above target and performance has been sustained despite pressure from high call volumes
CSCLP13.3	Average Speed of Answer (seconds)	M	C	36	n/a	30.00	9.00	I	30.00	16.00	W	30.00	30.00		Excellent performance has been sustained during January - despite call volumes increasing dramatically the answer rate has only fallen by 7 seconds.

Financial Services

NI181	Time taken to process HOB/CT benefit new claims or change events	M	C	n/a	n/a	16.00	19.13	W	16.00	18.84	I	16.00	19.00		Details for accurate calculation of this indicator are still awaited from DWP, as reported previously. Performance figures for the month show some improvement, this is due partly to correction of a couple of isolated errors in reporting but also because the backlog of work has been reduced and incoming post is being dealt with quickly
FP001	Percentage of invoices paid within 30 days of receipt	M	C	97.83	1	98.00	99.59	W	98.00	99.49	I	98.00	99.00		On Target

Chief Executive's Department

LPI CCPP01 (SS)	Number of complaints received (Council wide) Monthly. Source new complaints system.	M	C	n/a	n/a	n/a	179	I	n/a	217	W	n/a	n/a	n/a	The number of complaints received in January increased to 38 compared to 18 in December, the increased number of complaints are mostly about the closure of Haybridge and more on green waste charges
LPI CCPP03 (SS)	Number of compliments received	M	C	n/a	n/a	n/a	43	W	n/a	50	I	n/a	n/a	n/a	Compliments increased from 2 in December to 7 in January

Legal, Equalities & Democratic services

Ref	Description	Report - ed?	Cum or Snap?	2007/08		Dec Target	Dec Actual	Target & trend	Jan Target	Jan Actual	Target & trend	2008/09			Comments
				Actuals	Quartile							Target	Est. Outturn	Est. Outturn Target & Trend	
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		2 moving to 3	2		The target for end of year 2008/09 is Level 2 under the Local Government Equality Standard. The target for 2009/10 is Level 2 under the Local Government Equality Framework - this is because we hope to achieve Level 3 of the Standard in April 2009 which automatically migrates to Level 2 of the Framework. After that, there is only Level 3 (Levels 4 & 5 disappear in the revised structure that the Framework established). We haven't discussed or planned anything yet when we might aim to reach the new Level 3 but suggest 2010/11 as there will be a period of transition when we have to manage and moderate the evidence from the Standard to the new structure of the Framework which is much broader and open to interpretation.

Human Resources and Organisational Development

Page 15	LPI (formerly BV12)	Description	Report - ed?	Cum or Snap?	2007/08		Dec Target	Dec Actual	Target & trend	Jan Target	Jan Actual	Target & trend	Target	Est. Outturn	Est. Outturn Target & Trend	Comments
					Actuals	Quartile										
		The average number of working days lost due to sickness.	M	C	9.35	2	6.39	8.31	I	7.18	9.25	I	8.75	11.12	W	Sickness levels were lower than last month, however the estimated outturn remains red. A second performance clinic is due to be held on 24 March

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2008/09 Monthly Performance figures

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

NI 191	Residual Household waste per household	M	C	Target	50.80	105.00	52.50	50.10	46.79	49.57	49.78	50.18	50.67	51.91			
				Actual	50.80	52.75	48.87	55.71	49.03	49.87	54.89	45.08	54.97	47.88			
		numerator												2127470	1853198		
		denominator												38706	38706		
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	25.20	29.59			
		numerator												716.729	778.656		
		denominator												2844.199	2631.854		
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	100.00	100.00	
LPI depot	%age of abandoned vehicles removed within 24 hours of legal entitlement	M	C	Target	95.00	95.00	95.00	95.00	95.00	95.00	95.00	95.00	95.00	95.00	95.00	95.00	
				Actual	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	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	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	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	73			
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	32			

LPI	The number of domestic burglaries	M	C	Target	30	30	30	30	30	30	30	30	30	30		
				Actual	21	20	24	30	44	39	47	51	40	43		
LPI	The number of violent crimes	M	C	Target	88	89	86	89	89	86	89	86	89	89		
				Actual	89	92	101	98	101	93	58	75	83	81		
LPI	The number of robberies	M	C	Target	5	5	5	5	5	5	5	5	5	5		
				Actual	3	3	2	7	4	5	2	5	7	10		
LPI	The number of vehicle crimes	M	C	Target	64	65	62	65	65	62	65	62	65	65		
				Actual	49	53	64	65	56	61	69	63	62	59		
LPI Community Services	Number of attendances at arts events	M	C	Target	60	530	500	800	12,000	600	600	2,000	200	150		
				Actual	66	390	523	2,365	12,768	625	625	2,640	255	125		
LPI Community Safety	Sports Centres Usage	M	C	Target	53,601	53,899	53,993	62339	58184	57927	55217	58515	32109	60758		
				Actual	53,964	54,580	55,401	57391	45616	55694	57410	57602	31616	57119		
LPI Community Safety	Sports development usages	M	C	Target			1,636	1654	1681	1763	1763	1620	1558	1579	1640	1722
				Actual	1,854	1,901	1,663	1792	1334	1818	2102	1865	1206	1542		

CCC LPI 10.0 Average Speed of Answer (seconds)	M	C	Actual	34.00	36.00	26.00	28.00	22.00	24.00	18.00	17.00	9.00	16.00		
--	---	---	--------	-------	-------	-------	-------	-------	-------	-------	-------	------	-------	--	--

Financial Services

NI 181	Time taken to process HB/CT benefit new claims or change events	M	C	Target	16.00	16.00	16.00	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	16.48			
		numerator											33.17	34.61	32.96		
		denominator											2	2	2		
FP001	Percentage of invoices paid within 30 days of receipton time	M	C	Target	98.00	98.00	98.00	98.00	98.00	98.00	98.00	98.00	98.00	98.00			
				Actual	99.85	99.68	99.30	99.18	99.55	99.66	100.00	99.84	99.36	98.48			

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	38		
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	7		

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	2		
				Actual	2	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	0.79		
				Actual	0.72	0.50	0.62	1.13	1.01	0.99	1.15	1.12	1.04	0.94		

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Sickness Figures for 2008/2009 by Service

Total FTE @ May 08	Actual no of employees - January	SERVICE	Total Sickness days April 08 & on	Days per FTE - Year to Date	Projected - per FTE	Sickness Target 2008/09	2008/09											
							Apr-08	May-08	Jun-08	Jul-08	Aug-08	Sep-08	Oct-08	Nov-08	Dec-08	Jan-09	Feb-09	Mar-09
28.00	3.00 1.00	Legal & Democratic Short term Absences up to 28 days Long term Absences 29 days+	88.50 66.50 22.00	3.16 2.38 0.79	3.79 5.5		29.95 4.00 0.00 0.13	28.00 13.00 0.00 0.46	28.00 0.00 0.00 0.00	28.00 3.00 0.00 0.11	28.00 5.00 0.00 0.18	28.00 5.00 0.00 0.18	28.00 17.00 0.00 0.61	29.95 8.50 20.00 0.95	28.00 7.50 2.00 0.34	28.00 3.50 0.00 0.13		
14.00	3.00 0.00	CEO & Policy Short term Absences up to 28 days Long term Absences 29 days+	167.50 87.50 80.00	11.96 6.25 5.71	14.36 6.0		13.17 2.00 22.00 1.82	14.00 0.00 16.00 1.14	14.00 3.00 0.00 0.21	14.00 5.00 0.00 0.36	14.00 25.00 0.00 1.79	14.00 7.00 20.00 1.93	14.00 3.50 0.00 0.25	13.17 4.00 0.00 0.30	14.00 33.00 0.00 2.36	14.00 5.00 0.00 1.93		
31.00	13.00 1.00	Egovernement & Customer Services Short term Absences up to 28 days Long term Absences 29 days+	298.50 161.50 137.00	9.63 5.21 4.42	11.55 5.00		31.01 32.00 14.00 1.48	31.00 11.50 3.00 0.47	31.00 2.00 0.00 0.06	31.00 38.00 0.00 1.23	31.00 3.00 38.00 1.32	31.00 5.00 36.00 1.34	31.00 17.00 8.00 0.81	31.01 5.00 20.00 0.81	31.00 39.50 10.00 1.60	31.00 8.00 8.00 0.52		
41.00	6.00 0.00	Finance Short term Absences up to 28 days Long term Absences 29 days+	278.50 153.50 125.00	6.79 3.74 3.05	8.15 9.0		43.32 39.50 11.00 1.17	41.00 3.00 19.50 0.55	41.00 19.00 10.50 0.72	41.00 24.00 11.50 0.87	41.00 4.00 22.50 0.65	41.00 22.00 11.00 0.80	41.00 3.00 24.50 0.67	43.32 5.00 14.50 0.45	41.00 15.00 0.00 0.37	41.00 19.00 0.00 0.46		
8.00	3.00 0.00	HR0D Short term Absences up to 28 days Long term Absences 29 days+	16.00 16.00 0.00	2.00 2.00 0.00	2.40 4.25		8.83 1.00 0.00 0.11	8.00 3.00 0.00 0.38	8.00 1.00 0.00 0.13	8.00 0.00 0.00 0.00	8.00 2.00 0.00 0.25	8.00 8.00 0.00 0.00	8.00 1.00 0.00 0.13	8.83 3.00 0.00 0.34	8.00 4.00 0.00 0.50	8.00 1.00 0.00 0.13		
61.00	7.00 2.00	Planning & Environment Services Short term Absences up to 28 days Long term Absences 29 days+	495.00 316.00 179.00	8.11 5.18 2.93	9.74 7.25		63.68 34.50 0.00 0.54	61.00 7.00 0.00 0.11	61.00 3.00 0.00 0.05	61.00 49.50 0.00 0.81	61.00 27.00 33.00 0.98	61.00 9.50 40.00 0.81	61.00 49.00 40.00 1.46	63.68 50.00 24.00 1.16	61.00 56.50 20.00 1.25	61.00 30.00 22.00 0.85		
168.00	12.00 7.00	Street Scene & Community Services Short term Absences up to 28 days Long term Absences 29 days+	1908.50 830.50 1078.00	11.36 4.94 6.42	13.63 11.0		167.70 65.00 40.00 0.63	168.00 67.00 48.00 0.68	168.00 82.00 98.00 1.07	168.00 82.50 174.00 1.53	168.00 55.00 141.00 1.17	168.00 111.50 78.00 1.13	168.00 123.00 116.00 1.42	168.00 120.00 119.00 1.43	168.00 52.50 125.00 1.06	168.00 72.00 139.00 1.26		

351.00

Total Short Term Absence YTD	1631.50
Total Long Term Absence YTD	1621.00
TOTAL Days lost YTD	3252.50

11.12 8.75

178.00	104.50	110.00	202.00	119.00	162.50	213.50	195.50	208.00	138.50	0.00	0.00
87.00	86.50	108.50	185.50	234.50	185.00	188.50	197.50	157.00	191.00	0.00	0.00
265.00	191.00	218.50	387.50	353.50	347.50	402.00	393.00	365.00	329.50	0.00	0.00

TARGET sick days per FTE per month	
BVPI 12 Sick Days Per FTE in Month	
TARGET sick days per FTE YTD	
BVPI 12 - Sick Days per FTE YTD	
BVPI 12 Projected Outturn	

0.71	0.71	0.71	0.71	0.71	0.71	0.71	0.71	0.71	0.71	0.79	0.79	0.78
0.74	0.54	0.62	1.10	1.01	0.99	1.15	1.12	1.04	0.94			
0.71	1.42	2.13	2.84	3.55	4.26	4.97	5.68	6.39	7.18	7.97	8.75	
0.74	1.29	1.91	3.01	4.02	5.01	6.15	7.27	8.31	9.25			
8.89	7.79	7.69	9.08	9.68	10.05	10.57	10.93	11.10	11.12			

2004-05	3074.99
2005-06	3570.58
2006-07	3806.00
2007-08	3348.50
2008-09	3252.50
Year	Annual

735.87	875.43	836.52	627.17
695.38	949.95	883.98	1041.27
1067.00	959.50	951.00	828.50
792.00	759.50	963.00	834.00
674.50	1088.50	1160.00	329.50
Quarter 1	Quarter 2	Quarter 3	Quarter 4

FTE March 08 357.66
 FTE May 08 351.00
 FTE March 09
 # of Months 10

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

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BROMSGROVE DISTRICT COUNCIL

PERFORMANCE MANGAGEMENT BOARD

17 MARCH 2009

EMPLOYEE SURVEY 2008

Responsible Portfolio Holder	Cllr Roger Smith
Responsible Head of Service	Jo Pitman

1. SUMMARY

- 1.1 This report provides a summary of the findings following the recent employee survey and an overview of the next steps.

2. BACKGROUND

- 2.1 The Employee Survey 2008 was undertaken during September/October and the results received in November. The report was reviewed by CMT in December. The findings are summarised in Appendix A, and interpreted in section 5. The full report is available on request.
- 2.2 The 2008 survey follows on from those conducted in 2006 and 2007, using substantially the same design in order to provide a consistent picture. It has provided an interesting (and disappointing) contrast to the 2007 outcomes. The response rate was much lower – 33% compared with 53% last year – but the results are nonetheless valid. Broadly speaking, it indicated clearly that staff felt the improvements reflected in the 2007 survey had not been maintained and, in some areas, there was a marked downturn in satisfaction.

3. SURVEY METHODOLOGY

- 3.1 15 of the questions asked in 2007 were repeated in order to get an accurate comparison and measure of progress; these questions were carefully chosen to test those areas that caused concern in the 2007 survey as well as areas where results were positive. Additional questions were designed specifically to test employee satisfaction with a range of initiatives and improvements brought in as a result of previous surveys and the recent Job Evaluation exercise.
- 3.2 A separate section entitled Stop, Start, Continue was introduced this year.

4. SUMMARY OF RESULTS

- 4.1 A response rate of 33% (135 individual responses) was received, a significant drop compared with 2007. There is no hard data to show why staff did not reply but there have been major changes for many staff and the uncertainties surrounding Job Evaluation implementation is likely to go some way to explaining the decrease.
- 4.2 The data shown in appendix A summarises the corporate results. Due to market research industry codes of practice, the survey company, Snap, is prevented from reporting on individual samples of less than 10 respondents, where the data is providing a negative trend. This is because in such small samples it will be possible to identify individual responses.
- 4.3 The data is presented with a traffic light system, where **green = more than 70% in agreement; amber = 36 – 69% in agreement; and red = less than 35% in agreement.**

5. INTERPRETATION OF RESULTS

- 5.1 Overall, the survey results show a significant reduction in satisfaction compared with 2007. As with previous surveys, satisfaction is higher for younger employees and for those with less service.
- 5.2 Of the 15 benchmark questions, 3 were *even better* or *roughly the same* as last year, 4 were *better but still not good enough* and the remaining 8 were *getting worse*. The positive response to the question “I feel my job is secure” continues to fall (68% in 2006, 57% in 2007 and only 31% in 2008). This is not considered surprising given the current economic climate and it suggests a realistic level of awareness by employees – and I think we should include reference to uncertainty arising from the shared services agenda/JE .
- 5.3 Of the remaining 44 questions, 14 were afforded green traffic light status.
- 5.4 A further 26 achieved amber traffic light status.
- 5.5 4 questions showed red traffic light status. These were connected with the Team Awards Scheme, motivation, positive atmosphere and Back to the Floor days. All are some way off achieving or regaining amber status, with satisfaction languishing in the mid to high 20s in terms of percentage points.
- 5.6 The rest of the questions in the survey were designed to test specific areas, such as:
- Leadership and Management (visible leadership)
 - Communication (Core brief)
 - Performance Management (grasp of objectives, priorities and performance measures)
 - Performance & Development Reviews (effective PDRs, face-to-face meetings)
 - Working Relationships (colleagues, managers and, where appropriate, Councillors)
 - Training and Development (appropriate training given, discussions about use of training)

- Changing the Culture of BDC (Staff Forums, consultation, atmosphere in the Council, Back to the Floor days)
 - Equality & Diversity (work-life balance/family-friendly policies, fair treatment)
 - Health & Safety (workload pressures)
- 5.10 Leadership and Management questions showed the same trend as last year: “I’m alright, it’s the others”.
- 5.11 The Communication question on Core Brief resulted in an amber rating.
- 5.12 Performance Management questions yielded 4 out of 4 green ratings, though three of those areas had reduced in satisfaction compared to last year. These areas were: Knowing what is expected to perform to the right standard, managers helping staff to understand the Council’s vision and receiving constructive feedback and praise.
- 5.13 Performance & Development Reviews yielded three green ratings and two amber. In common with other areas, there has been a drop in the percentages but the green areas are well above the 70% marker while the amber areas are close to it.
- 5.14 Working relationship results were rather mixed. Of the 5 questions, three were green and one was rated amber. Both managers and staff felt that their relationships with each other and colleagues across BDC were excellent – these all attracted green ratings well above the 70% marker. Relationships with Councillors resulted in a 35% amber rating, though this should not be viewed as a disappointment: the question was amended this year so that staff had the option of saying that they had no regular contact. However, the fifth question – comparing working relationships over time – generated unfavourable outcomes with 14% commenting that they had deteriorated in the last year and only 28% saying they had improved.
- 5.15 Training & Development questions yielded 2 amber ratings. The proportion of staff who felt that they received the training they needed reduced to 58% while 51% felt their manager carried out post-training briefings, an improvement on last year.
- 5.16 This year’s Culture Change questions yielded some very disappointing results. Of 10 questions, 8 were amber and worsening and two were red and similarly worsening. Only 28% of staff said that there was more of a positive atmosphere than this time last year and only 25% said that Back to the Floor days had resulted in positive changes.
- 5.17 Responses to the Equality & Diversity questions brought a similar result. Though a pleasing 83% said that they were treated fairly and consistently by their manager, this green rating represented a dip compared to last year and only 50% said that the family-friendly policies worked for them. One of the free-format comments indicated that staff might be unaware of the Council’s policies in this area.
- 5.18 We decided to test only one Health & Safety question: “I sometimes feel under uncomfortable pressure because of my workload”. Last year, this was rated red but, mirroring the outcomes of the 2007 Stress Survey, this is moving in the right direction and is rated amber in 2008.
- 5.19 The questions on Job Evaluation were designed primarily to see how well BDC responds to major exercises affecting all staff and it was made clear that questions

related to the process not individual outcomes. All five questions were rated amber with two bordering on green. Though staff broadly felt that the process had been handled well by their line manager, fewer (63%) felt that their Senior Manager had been sensitive towards their individual outcomes and only 46% felt that information about JE was communicated well across the Council.

- 5.20 Outcomes from the Stop, Start, Continue section reflected the answers elsewhere with concerns expressed about JE, the shared services agenda and effective management.

6. NEXT STEPS

- 6.1 Heads of Service have considered the corporate outcomes and communicated these to all their staff. Support is available for Heads of Service from the Learning & Organisational Development Manager in formulating action plans.
- 6.2 Staff Forums which took place in February provided staff with the opportunity to work in groups to suggest ways of moving forward on some of the red and amber questions and how to maintain progress in the green-rated areas
- 6.3 CMT will consider setting up focus groups to look at specific areas.

7. FINANCIAL IMPLICATIONS

- 7.1 There are no financial implications

8. LEGAL IMPLICATIONS

- 8.1 There are no legal implications.

9. COUNCIL OBJECTIVES

- 9.1 Performance reporting & management links to the Improvement objective

10. RISK MANAGEMENT

- 10.1 The main risks associated with the details included in this report are:
- Not making changes as a result of the Survey which staff recognise.
- 10.2 These risks are being managed as follows:
- Survey Action Plan.
 - Service business planning.

11. CUSTOMER IMPLICATIONS

- 11.1 A motivated workforce underpins good customer service.

12. **EQUALITIES AND DIVERSITY IMPLICATIONS**

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

13. **VALUE FOR MONEY IMPLICATIONS**

13.1 ■ There are no VFM implications

14. **OTHER IMPLICATIONS**

Procurement Issues None
Personnel Issues None
Governance/Performance Management – Results needs to be fed into Service Business Plans.
Community Safety including Section 17 of Crime & Disorder Act 1988 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	No.
Executive Director (Partnerships & Projects)	No.
Executive Director (Services)	No.
Assistant Chief Executive	Yes
Head of Service	No.
Head of Financial Services	No.
Head of Legal, Equalities & Democratic Services	No.
Head of Organisational Development & HR	No.
Corporate Procurement Team	No.

13. **WARDS AFFECTED**

ALL.

14. **APPENDICES**

15. **BACKGROUND PAPERS**

None

Contact officer

Name: Helen Parkinson, Learning & Organisational Development Manager
email: h.parkinson@bromsgrove.gov.uk
Tel: (01527) 881274.

APPENDIX A

Traffic light colours are shown (definitions per section 4.3 of this report).

Benchmark question results compared with 2007 and 2006 (where applicable)

	2008	2007	2006
Even better than last year			
I have enough information to enable me to do my job properly	79	75	76
Roughly the same as last year and still good			
My manager has helped me to understand what my work objectives are	82	82	-
I am satisfied with my job	72	86	-
Still not good enough			
Bromsgrove District Council is efficient and well run	47	34	-
My manager is effective at providing leadership	68	69	57
My manager talks to me about expectations before I attend training	47	40	37
I'm kept informed about developments within the Council	50	51	51
Getting worse			
My training & development needs are reviewed regularly	66	71	50
Receive Core Brief face-to-face approx. every two weeks	62	84	84
I feel performance management is better overall than last year	37	44	
I feel that communication is better overall than last year	31	59	-
I'm confident that senior managers are as frank as they can be about their plans	49	59	41
I feel that leadership and management is better overall than last year	38	49	-
I feel that PDRs are better overall than last year	48	68	
I feel my job is secure	31	57	68

Leadership and Management

71% felt that their Service Group was efficient and well run with 83% feeling happy about this in their work area.

51% felt that all managers demonstrated visible leadership, 63% in their Service Group and 71% in their work area.

Performance Management

↓85% of respondents knew what was expected of them to perform their work to the right standard

↓74% felt that their manager helped them to understand the Council's vision and objectives.

↑74% got the right level of support and guidance to perform their work to the right standard.

↓72% felt that they received constructive feedback and praise where appropriate.

PDR

↓80% were given enough time by their manager to prepare for their annual PDR meeting, with 82% encouraged to do so by their manager

↓75% received an effective PDR this year.

69% felt the new PDR forms were an improvement

66% had face-to-face meetings approx monthly with their manager

Motivation

↓58% felt that BDC is a good place to work

↓59% felt proud to work for BDC

28% felt that the Team Awards Scheme motivated them to do a good job for customers

↓29% felt that BDC employees were motivated and only 22% felt more motivated this year than last

Health & Safety

↓50% of staff said that sometimes felt uncomfortable due to workload pressures

Job Evaluation

68% said their manager was supportive during the JE process with 68% saying their manager made sure they understood the process and 65% saying that their manager had helped as needed with their JE questionnaire.

63% agreed that their Senior Manager had handled their JE outcome sensitively

46% felt that information about job evaluation was well communicated across the Council

Training and Development

↓58% got all the training they needed to do their job.

↑51% felt their manager discussed what they had learned and how they would use it to do their job better.

Communication

53% of staff found the monthly issue of Connect useful

Working Relationships

↑94% of managers felt they had a good working relationship with their staff

=86% of staff felt they had a good working relationship with their manager

↓78% agreed that they had good working relationships with colleagues in other work areas across the Council

↓35% of staff felt they had a good working relationship with elected Councillors (though the significant drop here is almost certainly due to staff being able to indicate if their job did not bring them into contact with elected members.)

28% of staff felt that working relationships were better than at the same time last year, with 53% feeling they had stayed the same and 14% felt they had got worse.

Equality and Diversity

↓83% felt they were treated fairly and consistently by their manager

65% felt that work-life balance policies worked for them and 50% felt that the family-friendly policies worked for them

Changing the Culture of BDC

61% found Staff Forums gave them a chance to be heard by Senior Managers

↓54% of staff felt that the Bright Ideas scheme was a good way to encourage employees to suggest ways to improve things

↓52% felt that things have continued to change for the better

↓51% felt they were consulted about things that affected them

↓51% felt encouraged to suggest ideas for innovation and change

↓43% felt positive about the changes taking place at BDC

↓42% felt that their opinion counted

↓43% said that Senior Managers are serious about being Investors in People

↓28% agreed there was more of a positive atmosphere than this time last year

↓25% said that 'Back to the Floor' days had resulted in positive changes

Management questions:

62% said that the Modern Manager Framework had helped to build their skills

74% said there was so much information that they found it difficult to absorb, prioritise and communicate everything they needed.

Results for all other questions:

About our respondents

- Just over half the respondents (54%) were male. 10% were aged under 25, 45% were aged 25-44, 44% were aged 45-64 and 2% were 65 or over.
- 2% of staff described themselves as disabled.
- 9% had worked for the Council for less than a year, 49% for 1-5 years, 25% for 6-10 years and 18% for over 10 years.
- 47% of the respondents said that they worked in Street Scene and Community Services, 15% worked for E-Gov and Customer Services, 14% worked for Planning and Environment Services, and 9% worked for Financial Services.
- 74% said that they had no management responsibilities, while the remaining 26% were responsible for staff.

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BROMSGROVE DISTRICT COUNCIL

PERFORMANCE MANAGEMENT BOARD

17TH MARCH 2009

BROMSGROVE DISTRICT COUNCIL - HOUSING STRATEGY 2006 -2011 – 'Unlocking the Door To Meeting Housing Needs in The District' – PROGRESS REPORT, MID TERM REVIEW AND NEW ACTION PLAN

Responsible Portfolio Holder	Cllr Peter Whittaker
Responsible Head of Service	David Hammond

1. SUMMARY

- 1.1 In March 2006, the Council received a 'Fit For Purpose' accreditation from the Government Office for it's new Housing Strategy Document covering the 5 year period 2006 – 2011.
- 1.2 Three years into the life of the strategy, this report is a third update upon the progress that has been made upon the strategic actions set and details the recent Mid Term Review that has been carried out and the new action plan that has been formulated for the remaining two years of the strategy.
- 1.3 Attached at Appendix I to this report is the Mid Term Review Summary and the Refreshed Housing Strategy Action Plan.

2. RECOMMENDATION

- 2.1 That Members consider the progress report.

3. BACKGROUND

- 3.1 This report is one of the three performance reports that relate to Strategic Housing. This report provides members with a half yearly update on the progress being made against the action plan set out in the Council's Housing Strategy document.

For clarification purposes, the other two Strategic Housing performance reports are:

- The Strategic Housing Audit Commission Inspection Action Plan
 - The annual report made upon BDHT's performance against transfer promises made to tenants, their performance in services provided to the Council and the support given to our housing strategy.
- 3.2 Local authorities are required to produce a Housing Strategy Statement as an over-arching document that reviews housing-related issues in the local authority's area, setting out housing objectives, establishing priorities for action both by the local authority and by other service providers and stakeholders, and providing a clear Action Plan in agreement with the Council's local partners.
- 3.3 Bromsgrove District Council's Housing Strategy 2006–2011 was the first to be produced by the Council since it transferred its housing stock in March 2004. The document which was developed in 2006, following thorough review and consultation upon housing issues in the District, sets out a comprehensive strategy for the Council to focus on its strategic role to meet a broad range of housing objectives. The original document details the local context, looks at national and regional housing policy and outlines the housing needs / survey information that we held back in 2006. The Housing Strategy then set out the Council's four key Housing Priorities:
- **PRIORITY 1 – ADDRESSING THE SHORTAGE OF AFFORDABLE HOUSING**
 - Focusing on achieving a well balanced Housing Market and a consistent and appropriate supply of affordable housing to meet urban and rural needs, making best use of planning powers and the resources available
 - **PRIORITY 2 – IMPROVING THE QUALITY AND AVAILABILITY OF PRIVATE SECTOR HOUSING**
 - To achieve sustained decent housing conditions, a strong, well managed private rented sector, improved energy efficiency of domestic homes and increased availability and accessibility of privately rented accommodation offering people more choice.
 - **PRIORITY 3 – ADDRESSING HOMELESSNESS**
 - Promoting a continued co-ordinated approach to the ongoing provision of early intervention preventative and support services for the homeless and an improved supply of permanent accommodation to reduce the use of temporary accommodation. Increased access to privately rented housing for the homeless is targeted to help achieve this and to maintain our minimal use of Bed & Breakfast accommodation. The strategy also focuses upon providing an improved standard and type of temporary accommodation.

- **PRIORITY 4 - ASSISTING VULNERABLE GROUPS TO LIVE INDEPENDENTLY**
 - Aimed at enabling people who are vulnerable through age, disability or life experience to live independently, within the community. Promotion of healthy, safe and independent living through improved housing conditions, home safety & security checks and by creating the right environment through improvements and adaptations and linked action to enable older people to be discharged from hospital more rapidly through more efficient home adaptation.

The Strategy concluded with Action Plans for all four priorities detailing the link with the resources available and the arrangements that are in place to monitor progress.

4. HOUSING STRATEGY REVIEW AND REFRESH - NOVEMBER 2008

- 4.1 Since the original Housing Strategy Document was published in 2006 there has been a considerable amount of energy and commitment invested in implementing the strategy and in achieving over 83% of the actions that were originally set.
- 4.2 Having originally committed ourselves to carrying out a mid term review, last November, halfway through the life of the Strategy we re-consulted with stakeholders, took into account the results of the recent Bromsgrove Housing Market Assessment and developed a new set of actions (across all 4 priority areas) for the remaining life of the strategy and beyond.
- 4.3 The Mid Term Review and Refreshed Action Plan was approved by The Executive Cabinet on the 4th February 2009.

5. WHAT DOES THE HOUSING STRATEGY COVER?

- 5.1 The Council's strategy is formulated to address the identified housing needs of the District. It is a partnership strategy to guide all partners, RSLs, voluntary agencies etc to help address the identified needs through a set of priorities and actions. It's not just about delivering affordable housing, it is also about:
 - preventing homelessness and providing support and assistance to those who are homeless;
 - Improving the standard and promoting the availability of private sector housing to supplement the lack of affordable housing in the District;
 - addressing the housing and support needs of vulnerable clients such as the elderly and mentally and physically disabled.

6.0 FOCUSING UPON THE DELIVERY OF AFFORDABLE HOUSING

- 6.1 With specific reference to the part of the strategy that focuses upon the 'delivery of affordable housing' we set a target of achieving the provision of 400 new units over the 5 year life of the strategy. Just over half way through the life of the strategy 253 units have been delivered, so we are currently on course to achieve the target.
- 6.2 The Council works in partnership work with a number of Registered Social Landlords (RSLs). Whilst the BDHT/ West Mercia Housing alliance were selected as the Council's Principal Preferred Partners the Council also works with Bromford Housing and Servite Houses as preferred partners and Strategic Housing officers meet regularly to advise them of the needs of the district to guide and develop a partnership approach to the joint commissioning of affordable housing schemes.
- 6.3 Historically, a considerable amount of larger sized private family housing has been developed in the district leading to an imbalance in the housing market resulting in a low level of smaller affordable housing. The imbalance in the housing market is what the affordable housing element of the Council's Housing Strategy aims to address.
- 6.4 The scarcity of sites, cost of land and competition from private developers has historically presented difficulties to local authorities and RSLs in delivering affordable housing. The over supply of housing and introduction of the planning moratorium in the Bromsgrove District has exacerbated the situation as the lack of private development sites coming forward has meant that Bromsgrove as a local authority has been limited in its ability to use planning powers to require 'on site' affordable housing within private developments.

7. WHAT IS THE CURRENT HOUSING POSITION GIVEN THE CURRENT ECONOMIC DOWNTURN?

- 7.1 Whilst not so relevant in Bromsgrove, nationally the current economic recession has started to impact upon the delivery of private development and accordingly has had the knock on effect of reducing the affordable housing contribution that would have been made available on those sites cross subsidised by the private developer.
- 7.2 At present the effect has not been great in Bromsgrove because as a result of the moratorium, there are no large private developments that would have provided an affordable housing contribution. In fact opportunities have arisen where private development has been converted to 100% affordable housing through funding from the Homes and Communities Agency (formerly the Housing Corporation). At this stage it is hard to predict how the recession may affect the delivery of

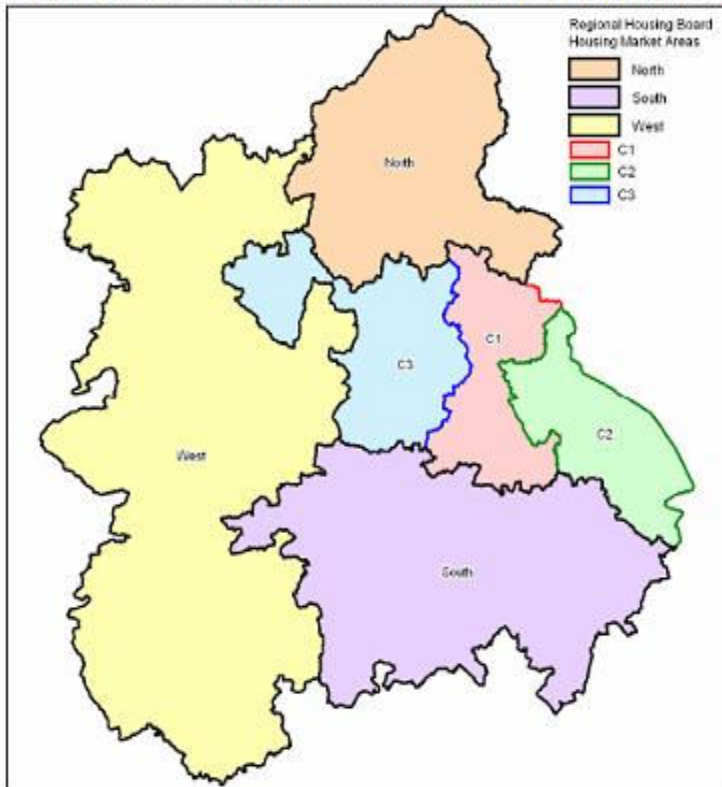
future potentially larger private developments in the District upon which we will expect a proportion of affordable housing.

- 7.3 The Council's Draft Core Strategy proposes that a considerable affordable housing requirement (40%) will be placed upon private developers as it starts to allocate development sites when the RSS Review allocation has been finalised. If the current financial climate continues private developers may not be in a hurry to develop and therefore the Council's housing strategy will need to continue to focus upon identifying other 100% affordable housing sites and applying for development grant (as opposed to getting private developers to cross subsidise) from the Homes and Communities Agency for the units to be built.
- 7.4 The RSS is currently undergoing its Examination In Public with 9 weeks of hearing sessions to take place in April, May and June this year. The Council has written to the Panel Secretary asking to be fully involved in these sessions where necessary. Once the hearing is completed the panel will then write up its report, currently scheduled to be finished in September 2009. Any changes that need to be made are then incorporated and consulted upon. This is likely to take place in spring 2010, with the final RSS published in summer 2010, although this is only a draft timetable at the moment, and based on past experiences with the RSS likely to change.

8. HOW 100% AFORDABLE HOUSING SCHEMES ARE FUNDED.

- 8.1 The Bromsgrove Housing Strategy sits under and picks up the main threads and priorities of the **Housing Strategy for the West Midlands Region** which sets out long term goals for the socially and economically effective functioning of the Region's housing markets.
- 8.2 The West Midlands Regional Housing Strategy divided the region into four parts - North, South, West and Central, for the purpose of conducting strategic housing market assessments and formulating Housing policies.

Figure 1.1 West Midlands sub-regional housing market areas



The District of Bromsgrove, along with the remaining five district authorities within Worcestershire, plus Stratford and Warwick make up the South Housing Market Area.

- 8.3 A Sub Regional Partnership has been formulated to carry out an ongoing housing market / needs assessment. Whilst local authority Housing Strategies should already link in with the Regional Housing Strategic Priorities the development of Sub Regional Housing Strategies is now being encouraged to guide investment plans and implement the Regional Housing Strategy at Sub Regional and local level.
- 8.4 Capital funding for housing in the West Midlands Region is allocated on a sub regional basis. Whilst 31% of the funding is allocated to schemes that support existing housing including private sector renewal and the improvement of municipal housing, the major part (69%) makes up what is known as the National Affordable Housing Programme (NAHP), which is capital funding for the development of new and additional units of affordable housing .
- 8.5 For the three year funding period 2008 – 2011 the NAHP for the West Midlands Region equates to a total of £467m and is divided up across the four Sub Regional Housing Market Areas as follows:

South HMA	£65.4m	(14%)
West HMA	£46.72m	(10%)
North HMA	£51.39m	(11%)

Central HMA £303.65m (65%)

9. TAKE UP OF THE NATIONAL AFFORDABLE HOUSING PROGRAMME IN THE SOUTH HMA

- 9.1 There is a phased approach to the allocation of the £65.4m funding available to the South HMA over the three year period 2008 – 2011. In the first bidding round, out of £32.8m of scheme bids that were received by the Housing Corporation (now known as The Homes and Communities Agency) only £13.5m was allocated mainly because of delivery issues associated with the bids received.
- 9.2 The remaining budget is being allocated through what is known as Regular Market Engagement under which the Homes and Communities Agency (HCA) regularly consider bids submitted by affordable housing providers for grant funding towards new schemes. Bids have to be supported by the local strategic housing authority as being strategically relevant and deliverable.
- 9.3 To date a current total of £26m of bids have been approved (728 units) in the South HMA. As per figures supplied in mid Jan 2009, Bromsgrove is the district that has taken up the largest allocation within the South HMA (£5,705,000 – 156 units).

10. WHAT IS BEING DONE TO ADDRESS THE CHALLENGES AND PROMOTE THE DELIVERY OF SITES

- 10.1 Sub regionally, there is concern with regard to the quantity and deliverability of pipeline schemes that are being worked up in the South HMA and their ability to fully utilise the NAHP allocation. The scarcity of sites, cost of land and competition from private developers has historically presented difficulties to local authorities and RSLs in delivering affordable housing.
- 10.2 The over supply of housing and introduction of the planning moratorium in the Bromsgrove District has exacerbated the situation as the lack of private development sites coming forward has meant that Bromsgrove as a local authority has been unable to use its planning powers to require 'on site' affordable housing within private developments. Whilst not so relevant in Bromsgrove, across the South HMA the current economic recession has started to impact upon the delivery of private developments and accordingly reduced the affordable housing that would have been available on those sites.
- 10.3 The SHMA Partnership is carefully monitoring the number and viability of pipeline schemes coming along to assess potential take up.
- 10.4 There are signs that the HCA are becoming more flexible in terms of the value for money it seeks, the level of grant rates allocated and the quality standards it requires in order to help promote affordable housing in the current financial climate.
- 10.5 Local authority CEOs and Council Leaders across the South HMA have joined forces to give support and strengthen the potential delivery

of affordable housing by promoting a more joined up approach to bring sites forward, develop cross boundary working, pool resources, maximise use of public land for affordable housing and reduce planning obstacles where possible. To enable a more delivery focussed partnership, the structure, capacity and skills of the South Housing Market Area Partnership is currently under review.

11. **KEY STRATEGIC HOUSING PERFORMANCE INDICATORS**

11.1 The following Key Performance Indicators summarise the progress being made by Strategic Housing Services up to the end of December 2008.

KEY STRATEGIC HOUSING PIs	ACTUAL 2004/05	ACTUAL 2005/06	ACTUAL 2006/07	ACTUAL 2007/08	To end of Dec 2008
Achieve delivery of 400 additional units of affordable housing over period 2006–2011 (= 80pa)	26	75	72	46	135
Reduce the use of temporary accommodation by 50% from 2004 – 2010. (2004 baseline figure = 68 therefore target =34)			63 clients in temp accom	16 clients in temp accom (Gov't target achieved two years ahead of schedule)	10 clients in temp accom
To increase housing energy efficiency by 30% from 1996 - 2010	20.69%	22.68%	24.64%	25.94%	Collated annually
BV 064 - Number of private sector vacant dwellings returned into occupation or demolished during the year.	2 (Target 3)	3 (Target 3)	8 (Target 4)	19 (Target 4)	15
BV 202 - Number of people sleeping rough on a single night within the area.	0 (Target <10)	0 (Target <10)	0 (Target <10)	0 (Target <10)	0 (Target <10)
Reduce Homelessness through preventative action		52 cases prevented	76 cases prevented	147 cases prevented	118 cases prevented

12. APPENDICES

Appendix 1 – Mid Term Housing Strategy Review Summary and Refreshed Action Plan.

13. BACKGROUND PAPERS

Bromsgrove District Council – Housing Strategy 2006 – 2011.

CONTACT OFFICER

Name: A.M. Coel – Strategic Housing Manager
E Mail: a.coel@bromsgrove.gov.uk
Tel: (01527) 881270

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Bromsgrove District Council

Housing Strategy

2006 - 2011

Mid Term Review

Unlocking the door to
meeting housing needs
in Bromsgrove District



INTRODUCTION

Bromsgrove's Housing Strategy 2006–2011 was the first to be produced by the Council since it transferred its housing stock in March 2004. The document which was developed in 2006, following thorough review and consultation upon housing issues in the District, sets out a comprehensive strategy for the Council to focus on its strategic role to meet a broad range of housing objectives. The original document was set out in four parts:

PART 1 - Set out the background to the Strategy, details the local context of the District, explain how we learn and what we are doing to improve and develop our services and tracks how national, regional and local policy had influenced the development of our strategy and the role that partnership working and extensive consultation had taken in developing the Council's housing priorities.

PART 2 – Examined the three key components in the development of our strategy, the overview of housing needs and housing market forces operating at the time, the results of the then recent stock condition survey and the capital, revenue and land resources that were projected at the time.

PART 3 – Detailed the Housing Strategy and set out our four key Housing Priorities:

- **PRIORITY 1 – ADDRESSING THE SHORTAGE OF AFFORDABLE HOUSING**
 - Focusing on achieving a well balanced Housing Market and a consistent and appropriate supply of affordable housing to meet urban and rural needs, making best use of planning powers and the resources available
- **PRIORITY 2 – IMPROVING THE QUALITY AND AVAILABILITY OF PRIVATE SECTOR HOUSING**
 - To achieve sustained decent housing conditions, a strong, well managed private rented sector, improved energy efficiency of domestic homes and increased availability and accessibility of privately rented accommodation offering people more choice.
- **PRIORITY 3 – ADDRESSING HOMELESSNESS**
 - Promoting a continued co-ordinated approach to the ongoing provision of early intervention preventative and support services for the homeless and an improved supply of permanent accommodation to reduce the use of temporary accommodation. Increased access to privately rented housing for the homeless is targeted to help achieve this and to maintain our minimal use of Bed & Breakfast accommodation. The strategy also focuses upon providing an improved standard and type of temporary accommodation.
- **PRIORITY 4 - ASSISTING VULNERABLE GROUPS TO LIVE INDEPENDENTLY**

- Aimed at enabling people who are vulnerable through age, disability or life experience to live independently, within the community. Promotion of healthy, safe and independent living through improved housing conditions, home safety & security checks and by creating the right environment through improvements and adaptations and linked action to enable older people to be discharged from hospital more rapidly through more efficient home adaptation.

PART 4 – Concluded with the Action Plans for all four priorities detailing the link with the resources available and the arrangements that are in place to monitor progress.

The full document can be found on the Bromsgrove District Council website at www.bromsgrove.gov.uk or by following the web link <http://bromsgrove.whub.org.uk/home/bdc-housing-strategic-housing-strategy-2>

HOUSING STRATEGY REVIEW AND REFRESH DECEMBER 2008

Since the original Housing Strategy Document was published in 2006 there has been a considerable amount of energy and commitment invested in implementing the strategy and in achieving over 83% of the actions in the accompanying action plan that were set at the time. In developing the five year strategy we recognised that we would need to take stock of progress and any changes in market forces and therefore set ourselves a target to carry out a mid term review and refresh.

This refresh document:

- Provides an overview of the main achievements since the strategy came into operation.
- Provides an update upon the key results of the 2008 Bromsgrove Housing Market Assessment for the District
- Examines the external constraints affecting our ability to succeed and the positive things that could help us achieve our strategic aspirations.
- Sets out a new set of actions for the remaining life of the strategy and beyond.

Consultation - This refresh document and action plan has been developed following the Mid Term Consultation Events with a broad range of partners, stakeholders and service users in November 2008. The purpose of the consultation events were to:

- Influence and inform the mid term review of the Housing Strategy.
- Review the targets and priorities.
- Re-set actions for the remaining life of the Strategy.
- Assist in developing a separate Private Sector Housing Strategy.

We asked for our consultees' views and suggestions based upon the following key questions:

- Are the Strategic Housing Priorities still relevant?
- Should they still be ranked in the same order of importance?
- Are there new additional priorities that we should now address?
- Having achieved many of the actions originally set, what new actions should we set up to 2011 and beyond?

OVERVIEW OF THE MAIN ACHIEVEMENTS SINCE THE STRATEGY CAME INTO OPERATION

The Housing Strategy is based upon bringing together partners and resources to maximise the benefit to the community. The vision that we have since developed; ***“Making best use of existing accommodation by improving the quality and accessibility and addressing the imbalance in the housing market through the provision of more affordable housing”***, has helped us to focus our efforts to achieve the greatest impact by making better use of existing stock across all tenures.

The achievements that have been made over the life of the strategy have been due to the strong partnership support and involvement from:

- Our RSL Preferred Partners - Bromsgrove District Housing Trust, West Mercia Housing Group, Bromford Housing and Servite Houses.
- Bromsgrove Youth Homelessness Forum.
- CAB And Other Homelessness Strategy Steering Group Members.
- Increased Council Member involvement and enthusiasm providing improved leadership and support.
- Close working between Planning and Strategic Housing officers.
- The North Worcestershire Home Improvement Agency and the involvement of Private Landlords.
- The Worcestershire Rural Housing Enabler.
- The strengthening North Worcestershire Housing Partnership.
- Local authority partners across the County and South Housing Market Area
- Supporting People
- Homelessness Specialist Advisers at Communities and Local Government

KEY ACHIEVEMENTS – AFFORDABLE HOUSING

DELIVERY FIGURES



AFFORDABLE HOUSING

Delivering Homes and Improving Environments



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PREFERRED PARTNER ARRANGEMENTS

- Objective: to formalise development arrangements with RSLs
- Process: A formal tendering process with several RSLs
- Outcome: Three Preferred Partner's chosen to work within Bromsgrove District-
- BDHT/West Mercia (Principal)
- Servite
- Bromford



RURAL HOUSING

- 17 New Rural Affordable Homes at The Glebe in Belbroughton



KEY ACHIEVEMENTS - PRIVATE SECTOR HOUSING



SERVICES REVIEWED, IMPROVED AND DOCUMENTED

Home Repair Assistance

Landlord Grants

Disabled Facilities Grants

Energy Efficiency Grants

Improving Hand to Rent Housing - Your Guide to Key Resources

KEY ACHIEVEMENTS – HOMELESSNESS



REVIEW OF HOMELESSNESS SERVICE HOUSING OPTIONS



CLOSED 3 TEMPORARY ACCOMMODATION HOSTELS



NO USE OF BED AND BREAKFAST



ADDITIONAL GOVERNMENT FUNDING AND AWARDED REGIONAL CENTRE OF EXCELLENCE FOR YOUTH HOMELESSNESS



REDUCTION IN TEMPORARY ACCOMMODATION

KEY ACHIEVEMENTS – ASSISTING VULNERABLE GROUPS TO LIVE INDEPENDENTLY

HOME CHOICE PLUS ORIGINAL

This Week's Homes in Bromsgrove

Rented Property advertised between Nov 18 2008 and Nov 24 2008

<p>Lime Grove, Sidemoor, Bromsgrove, Worc's, B61 8LX</p> <p>Type: Flat Rent: £63.00 Weekly (48 weeks). Gas radiator. No garden. Bathroom with W/C. Off street parking. Landlord: Bromsgrove District Housing Trust</p> <p>Second floor flat suitable for 1-2 people. Close to local amenities, pets with permission.</p> <p>Property Ref: 3119</p>	<p>Forest Way, Hollywood, Birmingham, B47 5JS</p> <p>Type: Flat Rent: £52.54 Weekly (48 weeks). Gas radiator. Communal garden. Bathroom with W/C. On street parking. Landlord: Bromsgrove District Housing Trust</p> <p>First floor sheltered flat, preference will be given to applicants on the housing register. Pets with permission.</p> <p>Property Ref: 3522</p>
<p>The Innage, Hollywood, Birmingham, B47 5JA</p> <p>Type: Flat Rent: £76.03 Weekly (48 weeks). Gas radiator. No garden. Bathroom with W/C. On street parking. Landlord: Bromsgrove District Housing Trust</p> <p>Ground floor sheltered flat, preference will be given to applicants on the housing register. Pets with permission.</p> <p>Property Ref: 3528</p>	<p>Dennis Potter Court, Hadley Close, Wythall, Birmingham, B47 8LT</p> <p>Type: Flat Rent: £89.57 Weekly (52 weeks). Check heating on viewing. Communal garden. Check on viewing. Check parking on viewing. Landlord: Housing 21</p> <p>Studio flat in sheltered scheme. Over 60 or over 55 if on DLA Income supp. Life line support. Regular social events.</p> <p>Property Ref: 3535</p>



Learning Disabilities

Learning Disability Roadshow

Accommodation

Choice Based Lettings



Safe House for Victims of Domestic Violence

• 5 units of self contained accommodation supported by Stonham Housing

• Sanctuary Scheme

• Freedom Programme

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Young People

Bromsgrove Youth Homeless Forum

• 'Drop In' Centre

• Private Tenancy Scheme

• Floating Support



PHYSICAL DISABILITIES

Improved Performance in processing Disabled Facilities Grants – helping people to remain at home

and

Identifying alternative more suitable housing



EXTRA CARE HOUSING

• 27 Units of Accommodation for older people

• Individually tailored care/support packages

• Enhanced services

HEADLINES FROM THE 2008 BROMSGROVE HOUSING MARKET ASSESSMENT

MEETING THE PROBLEM OF AFFORDABILITY

- Only just over half of single income households are able to get into the housing market by buying a 2 bed flat.
- Only just over one third of joint income households are able to move on in the housing market by buying a 3 bed house.
- The remainder would require affordable housing.

HOUSING NEED

- There is a need for about 70 new affordable homes per year for each of the next 10 years
- Two thirds of affordable housing needs to be social housing for rent and one third intermediate

Consultation with Younger People

- There is a need to develop more flexible 'housing pathways' that reflect younger people's incomes and aspirations – are many local young people being excluded from living in Bromsgrove?
- Young people need more information and more opportunities to review their housing options from school age onwards including a stronger focus on the role and identity of housing associations.

Consultation with Older People

- There is a need for:
 - more options for older people in large, family homes to downsize and release their property for younger households.
 - More aspirational, two-bedroom products aimed at older people, including equity release schemes.
 - The active promotion of shared ownership.
 - The development of extra-care housing and 'retirement villages', incorporating a range of options with tailored care and support.

THE HOUSING REQUIRED TO 2026

- 850 x 2 bed general needs properties
- 4,800 x 2 bed properties for people of retirement age
- 1,575 x properties/units with "extra care"
- 125 x 3 bed houses – or more if older people remain in family-sized homes.

PRIORITIES FOR INTERVENTION

- Substantial growth in the requirement for:
 - smaller homes for single/couple households.
 - smaller, more manageable but aspirational housing for older people – not "pokey" flats!
 - housing with care for older people.
 - affordable housing, especially for younger people and for families.


THE EXTERNAL CONSTRAINTS AFFECTING OUR ABILITY TO SUCCEED.

In reviewing and refreshing the Housing Strategy our consultees were made aware of the major challenges that the District Council and its partners continue to face when addressing the key strategic priorities.

These challenges were used as the basis in reviewing and re formulating strategic actions for the remaining life of the strategy and beyond.

Although constantly changing, at the time of the mid term review consultation in November 2008, the key challenges were as set out in the right hand column of this page.

Recent Housing Market Assessment information has raised awareness of the importance of planning and providing appropriate housing choices for an ageing population. The declining economic situation and 'credit crunch' has lead to the development of new actions to address mortgage repossessions and homelessness and to overcome the impact of the downturn in the building industry upon the provision of affordable housing.



Bromsgrove District Council Strategic Housing Challenges


<p>Addressing the Shortage of Affordable Housing</p> <ul style="list-style-type: none"> ● High Housing Need ● Affordability ● Lack of Sites: Green Belt/Moratorium ● Competition between RSL and Private Developers for sites ● Housing Corp Grant Rates/VFM Requirements 	<p style="text-align: center; font-weight: bold; font-size: small;">COMMENTS/FEEDBACK</p> <div style="border: 1px solid green; height: 100px;"></div>
<p>Improving the Quality and Availability of Private Sector Housing</p> <ul style="list-style-type: none"> ● Lack of private rented accommodation ● Difficulty in securing flats above shops ● Limited opportunities to use planning powers ● More Houses in Multiple Occupation ● Availability of mortgages 	<p style="text-align: center; font-weight: bold; font-size: small;">COMMENTS/FEEDBACK</p> <div style="border: 1px solid green; height: 100px;"></div>
<p>Addressing Homelessness</p> <ul style="list-style-type: none"> ● Homelessness ● Youth Homelessness ● Overcrowding ● Credit crunch ● Mortgage Repossessions ● Redundancy/Unemployment 	<p style="text-align: center; font-weight: bold; font-size: small;">COMMENTS/FEEDBACK</p> <div style="border: 1px solid green; height: 100px;"></div>
<p>Assisting Vulnerable Groups to Live Independently</p> <ul style="list-style-type: none"> ● Ageing Population - Lack of appropriate housing ● Teenage Parents ● Mental Health ● Learning Disability ● Fuel Poverty ● Changing Aspirations 	<p style="text-align: center; font-weight: bold; font-size: small;">COMMENTS/FEEDBACK</p> <div style="border: 1px solid green; height: 100px;"></div>

THE POSITIVE THINGS THAT COULD HELP US ACHIEVE OUR STRATEGIC ASPIRATIONS.

Likewise, in reviewing the strategic priorities and the order of ranking, our consultation process involved the consideration of opportunities such as new Government policies and additional funding streams that are emerging to help address housing issues.

Making best use of existing resources through a wide range of new schemes including the introduction of Choice Based Lettings and the Kick Start equity release scheme are considered important in assisting in supplementing the ongoing shortage of affordable housing and the need to improve private sector housing conditions. Additional actions emerging from the mid term review consultation process include new schemes to tackle under occupation and encourage down sizing to maximise the impact of existing housing stock in meeting housing needs.

Government opportunities to bring unsold private dwellings into the affordable housing stock through the relaxation of the Homes and Communities Agency regulations and funding to assist home owners is being pursued through the refreshed action plan.



Bromsgrove District Council Strategic Housing Opportunities

<p>Addressing the Shortage of Affordable Housing</p> <ul style="list-style-type: none"> ● Increased Funding - Housing Corp - HCA - One conversation ● Choice Based Lettings - better use of accommodation ● RSS options - more development, more affordable housing ● Robust Housing Needs Assessment ● Monitoring use of public sector land for affordable housing ● Town Centre regeneration and Longbridge ● South Housing Market, Partnership Board ● Core Strategy 	<div style="border: 1px solid green; padding: 2px; text-align: center; font-weight: bold; font-size: small;">COMMENTS/FEEDBACK</div>
<p>Improving the Quality and Availability of Private Sector Housing</p> <ul style="list-style-type: none"> ● Government Money for Mortgage Rescue Scheme ● Kick Start Scheme as additional option to grants ● Review of Home Improvement Agency ● Government Initiatives to tackle Fuel Poverty ● Countywide House Condition Survey ● Thermal flyover 	<div style="border: 1px solid green; padding: 2px; text-align: center; font-weight: bold; font-size: small;">COMMENTS/FEEDBACK</div>
<p>Addressing Homelessness</p> <ul style="list-style-type: none"> ● Homelessness Strategy Steering Group - CLG Funding ● Regional Centre of Excellence for Youth Homelessness ● Private Tenancy Schemes ● Family Intervention Project ● Mediation ● Housing Options ● Education Initiative 	<div style="border: 1px solid green; padding: 2px; text-align: center; font-weight: bold; font-size: small;">COMMENTS/FEEDBACK</div>
<p>Assisting Vulnerable Groups to Live Independently</p> <ul style="list-style-type: none"> ● Kick Start and DFG/HRA Grants ● BDHT Training Flat ● Funding for improvement of Gypsy and Traveller sites ● Foyer Scheme and NW Support for younger people ● Specialist supported accommodation ● Floating Support 	<div style="border: 1px solid green; padding: 2px; text-align: center; font-weight: bold; font-size: small;">COMMENTS/FEEDBACK</div>

A NEW SET OF ACTIONS FOR THE REMAINING LIFE OF THE STRATEGY AND BEYOND

The following Housing Strategy Action Plan replaces the action plan originally set in 2006, from which 83% of the actions had been achieved by August 2008.

The new action plan includes a number of the original actions that are ongoing or not yet achieved (in black print) and a set of new actions that have been developed from the mid term review consultation process and input from the Homelessness Strategy Steering Group (mauve print).

During the mid term review consultation process we asked our partners, stakeholders and service users to identify any additional priorities that may have emerged since our original Housing Strategy was written. Whilst no additional priority was identified, the feedback we received identified that we need to focus our energies on meeting the needs and aspirations of our ageing population.

We held four workshop groups to consider each of the existing housing priorities and asked consultees to identify 3 actions to feedback to the whole group who were then asked to vote for those actions that they thought were most important. Where the voting identified that these actions should become a priority for the Council, they were ranked with a 'High' priority within the revised action plan.

We are delighted to have been recognised as a Regional Centre of Excellence for Youth Homelessness for 2008/09 in partnership with Bromsgrove Youth Homelessness Forum and Bromsgrove District Housing Trust for providing services that deliver targeted youth support via the Basement 'Drop In' centre, the private tenancy scheme for under 25's and specialist outreach floating support.




Officers from the Council, Bromsgrove Youth Homelessness Forum and Bromsgrove District Housing Trust attended the National Youth Homelessness Conference on the 8th December 2008 and we have incorporated learning from this event into the revised action plan.



HOUSING STRATEGY ACTION PLAN – REVIEW / REFRESH STAGE – DECEMBER 2008.

ACTION PLAN - PRIORITY 1. - ADDRESSING THE SHORTAGE OF AFFORDABLE HOUSING



Action and Priority	Target Completion Date	Milestone	Progress upon implementation of action as at 31 st January 2007	Revised Target for Completion
<p>KEY TARGET - With the support of BDHT and other partner RSLs', achieve delivery of 400 additional units of affordable housing over the 5 year period of the Strategy.</p> <p>Performance in 05/06 = 75 additional affordable housing units, Performance for 06/07 outturn = 72 additional units Performance for 07/08 = 46. Performance for 08/09 = 135 up to 31st Dec 2008.</p> <p>PSA 5 – To achieve a better balance between housing availability and the demand for housing, whilst protecting the countryside and Green Belt.</p>				
<p>Proposed Outcome - Increased delivery of affordable housing through Planning Gain.</p>				
<p>Adopt new Supplementary Planning Document for Affordable Housing relating to:</p> <ul style="list-style-type: none"> • Threshold levels • Percentage of affordable housing • Open space/play facilities • Location / size / type / tenure • Financial contributions 	<p>Dependent upon RSS resolution</p>		<p>The SPD will not be formally adopted until the Core strategy has been adopted, although whilst the moratorium is in place the Affordable housing SPD will not be used as we would resist any open market housing. Information contained in the SPD will be used to guide the allocation of new housing sites for long term development needs, it could also be used informally help RSLs provide for identified needs on 100% affordable housing schemes.</p>	
<p>HIGH</p>				
<p>Maximise use of planning policy to influence the delivery of housing to reflect the needs of an ageing population.</p> <p>MEDIUM</p>	<p>Ongoing</p> <p>AC</p>	<p>Adoption of Core Strategy July 2010</p>		
<p>Proposed Outcome – Improved partnership working and preferred partnering arrangements</p>				
<p>When land and or funding is available adopt a joint commissioning approach with RSLs when bidding to Housing Corp for funding.</p> <p>HIGH</p>	<p>Ongoing</p> <p>AC</p>	<p>Successful outcome re: Housing Corporation bid on Perryfields Spring 2009</p>		
<p>Report to Housing Choices for Older People Partnership Board upon:</p>	<p>March 2009</p>	<p>Convene a series of meetings of</p>		




<ul style="list-style-type: none"> • results of Housing Market Assessment • Countywide Housing Support Needs of Older Persons Survey • Models of Housing and Extra Care for Older People • Revenue Implications for Housing for Older People <p>to enable group to make decisions on type, size, tenure and location to address the identified shortfall of housing for older persons.</p> <p>HIGH</p>	AC BDHT	the Housing Choices for Older People Partnership Board Jan 2009		
<p>Investigate with RSL partners the potential to develop an innovative scheme whereby equity released by enabling older people to downsize could be utilised to subsidise housing opportunities for their offspring.</p> <p>HIGH</p>	March 2010 AC BDHT	Consideration of idea by Principal Preferred Partner RSL Liaison Group.		
Proposed Outcome – Increased choice of housing options and routes to owner occupancy.				
<p>Investigate intermediate rent models with option to purchase schemes.</p> <p>HIGH</p>	June 2009	Invite experienced RSL to County Enabling Officers Group meeting.		
Proposed Outcome – A balanced housing market – appropriate supply of affordable housing – reduced backlog of unmet need.				
<p>Carry out a review of the Council owned land stocks to re-explore any opportunities for releasing land for affordable housing.</p> <p>HIGH</p>	April 2009 JB	Access to Council land records JB		
<p>Continue to encourage HCA to adopt a more flexible approach to tenure when grant funding affordable housing schemes to allow flexibility to match peoples housing needs /levels of affordability with tenure of homes upon completion of development.</p> <p>HIGH</p>	Ongoing AC	Encourage County Rural Housing Enabling Group to make representation HCA		




<p>Continue to identify development options with BDHT through the Development Working Group and support submission to Housing Corporation Investment Clinic as appropriate.</p> <p>HIGH</p> <p>ONGOING</p>	<p>Continuous process.</p>	<p>Outcome of 06/08 bidding round.</p>	<p>Portfolio Holders for Planning and Strategic Housing, PS, DH and AC now meeting monthly with CEOs of BDHT and WM Housing Group and a representative of County Estates Department,</p> <p>This Strategic Housing and Principal RSL Partner Group continues to meet monthly and is well supported by all mentioned above. County Council owned sites are regularly reviewed and joint partnership working developed to maximise potential of land and property resources available.</p>	 Green
<p>Within the exploration of empty homes and affordable housing opportunities within the town centre identify properties particularly suitable for younger people with reference to access to employment, transport, shop and leisure facilities.</p> <p>HIGH</p>	<p>Ongoing</p> <p>JD</p>	<p>Completion of Survey of vacant accommodation over shops in Town Centre.</p>		
<p>Proposed Outcome – Provision of affordable rural housing to meet identified local needs.</p>				
<p>Support the Rural Housing Enabler to carry out further Parish Council Local Housing Need Surveys and bring forward further ‘Exception Sites’ at Tardebigge Bentley Bournheath</p> <p>MEDIUM</p>	<p>Continuous process</p>	<p>Survey carried out at Tardebigge by April 2009</p>	<p>Schedule of Local Housing Needs Surveys agreed with Rural Housing Enabler.</p>	
<p>Review long term development plans for affordable housing on ADR's, school sites and Town Centre Re-development within LDF process.</p> <p>HIGH</p>		<p>Re-appointment of Head of Local Plans.</p>	<p>Being considered as part of the LDF process – Further progress currently awaiting outcome of the RSS Review, following which capacity of brownfield urban sites will be addressed in advance of ADR and Green Belt land being put forward for housing.</p>	 Amber
<p>Create a register of all publicly owned land suitable for the development of affordable housing and contact organisations to investigate disposals.</p> <p>HIGH</p> <p>ONGOING</p>	<p>December 2007</p>	<p>Register complete by December 2006</p>	<p>Affordable Housing Member Group helping to feed in ideas. Priority for LAA given approval. Strategic Housing and Preferred RSL Partner Group meets monthly with representative of County Estates to review site availability and progress upon development for affordable housing purposes.</p>	 Green


<p>Incorporate affordable housing within proposed Town Centre re-development.</p> <p>HIGH</p>	<p>2008/09</p>	<p>Outcome of developer responses to brief and consultation.</p>	<p>Strategic Housing Initiatives Officer surveying Town Centre to develop strategy for flats over shops.</p>	 <p>Green</p>
<p>Review potential for Flats over Shops.</p> <p>HIGH</p>	<p>Dec 2006</p>		<p>Private leasing scheme fully researched and developed. Scheme for 6 flats reported to Executive Cabinet but not approved on VFM grounds.</p> <p>Ongoing work for Strategic Housing Initiatives Officer to bring back into use empty homes including units over shops by working with Town Centre officer to assess availability of accommodation over shops to feed into town centre plans.</p>	<p>Action archived but continuous process of identifying opportunities.</p>  <p>Green</p>
<p>Proposed Outcome – Empty homes brought back into use and private sector renting made more accessible.</p>				
<p>Review opportunities to utilise empty properties in view of the declining housing market</p> <p>HIGH</p>	<p>Ongoing</p> <p>JD</p>	<p>Review properties previously considered for purchase by an RSL in view of economic downturn.</p>		

ACTION PLAN PRIORITY 2 – IMPROVING THE QUALITY AND AVAILABILITY OF PRIVATE SECTOR HOUSING



Action and Priority	Target Completion Date	Milestone	Progress upon implementation of action as at 31 st January 2007	Revised Target for Completion
<p>KEY TARGET - To increase housing energy efficiency by 30% from 1996 – 2010</p> <p>Performance to March 05 = 20.69%, to March 06 = 22.68%, to March 07 = 24.64% to March 08 = 25.94%</p> <p>KEY TARGET – To increase the proportion of vulnerable households achieving Decent Homes Standard to in excess of 70% by 2010.</p> <p>Performance March 04 = 76.1%, March 06 = 76.33, March 07 = 76.66%, March 08 = 77.30%</p> <p>KEY TARGET – To return a minimum of 3 private sector dwellings into occupation each year as a result of action by the Local Authority.</p> <p>Performance 06/07 = 8 units, 07/08 = 19 units 08/09 Target = 8 10/10 Target = 25</p>				
Proposed Outcome – Sustained long term ‘Decent’ housing conditions, improved quality of privately rented accommodation, higher standards for healthier and safer homes.				
Monitor performance target for achieving ongoing improvement in Decent Homes Standard HIGH	75% of vulnerable households decent by 2020	65% of vulnerable households decent by 2006. 70% by 2010	The 2004 Bromsgrove District Private Sector Housing Survey advised that 76.1% of vulnerable households already lived in Decent Homes. Full monitoring and updating of this baseline data began in 2007/08 with the introduction of new Decent Homes forms for inspecting officers and our SLA partners whom also inspect properties. Performance is updated based upon home repair grants allocated. Performance to March 2008 = 77.30%.	 Green
Review Private Sector Renewal Strategy and Housing Assistance Policy 2004. HIGH	April 2006	Draft review by Feb 2006	Target not achieved due to staff resource issues. Policy reviewed – October 2007. Private Sector Strategy review recommended by Audit Commission at Re Inspection and actioned for completion by March 2009. Condition Survey update needed to inform the strategy but progress may hamper completion of this action.	April 2009 Green 
Introduce an Enforcement Policy and fee structure via Cabinet.	March 2006	March 2006 to Cabinet	Fee structure for HMO licensing agreed. Currently operating in accordance with Central Government	April 09 Green



MEDIUM			Guidance, Enforcement Concordat and Environment Services Enforcement Policy. Development of a Private Sector Housing Enforcement Policy being included within the review of the Private Sector Housing Strategy by April 09	
Review progress on commissioning countywide mapping of housing conditions surveys / BRE data by BRE/CPC. MEDIUM	November 2007		Reviewed and countywide approach to unified update of condition surveys agreed. Specification agreed and in process of being commissioned.	 Green
Promote services through the development of Bromsgrove District Council's website for specific clients groups, i.e. landlords, tenants and owner-occupiers to include info on running costs, maintenance and energy efficiency and provide articles for Together Bromsgrove and local press. HIGH	July 2009	Write up information for publication June 2009		
Investigate the cost / benefits of commissioning a thermal imaging survey of the District to identify the focus for energy efficiency investment. MEDIUM	March 2008		Costs identified to be in region of £11,000 – subject to budget submission in 09/10. Would benefit investment targeting but WEEAC home energy efficiency questionnaires currently providing an indication. Now being commissioned countywide.	 Green
Proposed Outcome – Improved energy efficiency of homes.				
Work in partnership with Act on Energy to investigate efficient home scheme in conjunction with renewable energy scheme MEDIUM	April 2009	Arrange meeting with WEEAC to discuss possibilities Feb 09		
Work in partnership with Act on Energy to investigate training parish councillors on energy efficiency. MEDIUM	April 2009	Arrange meeting with WEEAC to discuss possibilities Feb 09		
Formulate proposal to introduce a grant scheme to improve energy efficiency for mobile homes, and submit bid for 10/11 financial year. MEDIUM	April 2010	Submit report to Council Sep 09		
Work with Redditch and Wyre Forest to review the contribution toward renewables to	July 2009	Completion of thermal imaging		




improve take up of grant MEDIUM		Feb 09		
Investigate grant criteria for households in fuel poverty HIGH	July 2009	Arrange meeting with WEEAC to discuss possibilities Feb 09		
Target 2% annual home energy saving PA	Target 30% by 2010	26% by Sep 2008	On target for 30% home energy savings by 2010. Year 04/05 20.69%, Year 05/06 22.68% (reaching target of 2% p.a., highest annual % increase in Worcestershire 05/06, March 07 = 24.64, March 08 = 25.94). Updated annually following HECA report.	 Green
Proposed Outcome – Better support and assistance to older and vulnerable people in making home improvements and adaptations, Healthier and Safer homes.				
Make a minimum of three presentations per year to Parish Council's upon the role of the NW Care & Repair Service and Bromsgrove Lifeline in supporting older and vulnerable residents. MEDIUM	February 2007	2 completed by October 2006	Parish Road shows completed at Romsley and Bentley Pauncefoot during Summer 07 – Blackwell and Lickey and Tutnal and Cobley planned for autumn 08.	Action ongoing  Green
Introduce new procurement procedures for DFG and Disc grant implementation. HIGH	January 2008	Specification for tender process by August 2007	Advertisement of framework contract and PQQ carried out and contractors shortlisted – Final stage invitation to tender in process.	 Amber
Implement Multi Agency Meetings for OT referrals that require structural alteration or extension to a home to ensure all alternative options are fully appraised. HIGH	On going KSF	PCT BDHT Social Services Private Sector Team Jan 2009	Process has commenced WEF 14.01.09	
Proposed Outcome – Increased access to private rented accommodation for the homeless, increased choice and increased support and assistance to landlords.				
Investigate opportunities to develop a bridging loan to cover the period between tenancies. MEDIUM	April 2010	Consider implications of scheme and funding requirements by Aug 09 for Oct bidding round.		
Develop a data base of private landlord portfolios.	June 2009	Write questionnaire,	Currently in process of being compiled.	



MEDIUM		compile list of landlords June 2009		
Investigate Best Practice Accreditation Schemes and review whether practical and viable.	July 2009	Review examples of best practice July 2009		
LOW				
Continue to deliver Private Landlords Forum meetings and training events.	Continuous process of annual meetings.	Development of LL's Handbook.	Forum delivered in Nov 06 and again in January 08 – extremely well attended – with outcome of private tenancies being made available. Private Landlords Focus Group also developed – first meeting on 26 th Feb 07 but not so well attended. Signed up to National Landlords Association which includes access to guidance and management standards for private renting.	Continuing annual meetings  Green
HIGH				


ACTION PLAN PRIORITY 3 – ADDRESSING HOMELESSNESS

Action and Priority	Target Completion Date	Milestone	Progress upon implementation of action as at 31 st January 2007	Revised Target for Completion
<p>KEY TARGET – To maintain zero usage of B&B for households which include dependent children or a pregnant woman and in an emergency not exceed occupation of 6 weeks. 07/08 Performance maintained.</p> <p>KEY TARGET – Reduce the use of temporary accommodation by 50% by 2010 Performance 31.12.06 = 23.15% reduction against 05/06 average, Oct 07 = 50 people in temp accom March 2008 – Government target achieved 2 years in advance – down to 16 in temp accom (Dec 2008 = 10)</p> <p>KEY TARGET – Maintain levels of rough sleeping in the zero - <10 category Performance at 31.03.08 maintained at zero</p> <p>KEY TARGET – Reduce homelessness and repeat homelessness through preventative action Performance 31.04.07 = 76 cases prevented from becoming homeless with 6 cases of repeat homelessness being received 31.03.08 = 147 cases prevented during 07/08</p>				
<p>Proposed Outcome – A well co-ordinated homelessness service matched to identified needs.</p>				
Implement Mortgage Rescue Scheme in line with government guidance to support owner occupiers	Feb 09	Meeting with key partners in Jan 09		
HIGH				
Consider the implications of Section 17, Crime and Disorder Act 1998	On going	Consideration given to Section 17 for all homelessness initiatives.	JD Risk assessed Spend to Save and Rent Deposit in accordance with Community Safety Guidance. BDHT assessed new Homelessness Support and Visiting officer schemes. Police assessed Sanctuary Scheme	 Green
HIGH				
Encourage older people who are under-occupying properties to move into alternative accommodation that will better meet their needs as they become more frail and in need of support.	On going	Consider the needs of older people in any new developments	- Extra Care Housing Scheme is to provide move on for rent and shared ownership (to free up lower priced private houses to become available) 8 new two bed bungalows at Morris Walk and Gilbert Rd & 4 planned for Houseman CI to be more attractive option.	Continuous process  Green

HIGH			Under occupation given priority status in new Choice Based Lettings Policy. Joint working underway with BDHT to identify extent of under occupation and develop incentive scheme.	
Proposed Outcome – Improved assistance to the homeless, reduced homeless applications, more people prevented from becoming homeless.				
Consider expansion of the Relate Mediation with a Counsellor service to 13,14 and 15 year olds	Mar 09	Discuss existing provision for this age group with Simon Rushall		
Introduce mentoring/befriending service for young homeless people MEDIUM	Nov 2006	Help young people integrate into their communities and sustain their tenancies.	BYHF have received Big Lottery Funding which includes researching and developing a peer mentoring scheme. After Care have recently recruited 3 mentors who will be supporting care leavers.	 Amber
Encourage the take up of 'Care to Learn' courses for teenage parents LOW	On going	More teenage parents continuing with their education and able to stay with parents	Strategic Housing Officer attended the County Homelessness Officers Group on 27 th July to raise awareness of Care to Learn Scheme. Charford Multi Agency Resource Centre offer access to education / training and child care which could explain lack of take up for the District.	Ongoing  Red
Explore the possibilities of working with HB & Black Pear credit union for clients with low level debt and clients accessing Step Up. MEDIUM	Feb 09	Meeting with Revenues and Black Pear Credit Union to discuss opportunities Feb 09		
Review Step up scheme to pay deposits rather than offering bond to encourage more private landlord onto the scheme. MEDIUM	April 2009	Research implications and identify funding requirements March 09		
Continue to improve links with private landlords & develop mechanism for advertising on CBL MEDIUM	April 09	KSF and LJ to develop inspection aid for properties to be promoted on CBL March 09		
Work with BDHT and Aftercare to provide a training flat for under 21's HIGH	Mar 09	Joint funding to be identified from partners. Bid to be submitted to Homelessness Strategy Steering Group Jan 09.		
Work with Redditch and Bromsgrove PCT to develop health professionals awareness of	Jan 2006	Better health provision for	Centrepont have now made contact with PCT and are training their contact to raise awareness with GP's and other health professionals.	April 08


homelessness and means of referral HIGH		homeless people or people at risk of homelessness.	The County Homelessness Officers Group have developed a Hospital Discharge protocol. Approval anticipated by March 07.	 Amber
Proposed Outcome – Increased supply, choice of affordable housing for homeless households.				
Develop allocations panels for new developments to maximise the benefit of move on from existing stock. HIGH	On going	First panel to be arranged for School Drive phase 2 scheme Apr 2009		
Engage with St Basils through Supporting People Steering Group for North Worcestershire Younger Persons Scheme. HIGH	Ongoing	Agree Council Officer representative on Steering Group		
Review the need for supported accommodation for clients with more chaotic life styles. HIGH	April 2010	Work with BDHT to review requirement for this client group. April 2010		
Proposed Outcome – A more accessible, customer focused homelessness service available to all people experiencing homelessness.				
Improve and develop the Council's relationship with Private Landlords, explore landlord accreditation scheme and develop landlord handbook.	On going	Landlords Handbook to be produced by April 2006	Relationship with private sector is very good, maintained through regular mail shots, landlord forums and letting agents liaison meetings. Has been improved with the high take up of Step Up Private Tenancy Scheme. Development of handbook has been considered. Decided to use resource developed by NLA which offers thorough, current and in-depth information for landlords. BDC joined NLA in Feb 08. Private Landlord guide has been developed to make landlords aware of their legal responsibilities when letting out properties.	December 2007  Green
Research needs for an outreach worker for people with mental health difficulties HIGH	April 2006	Mental Health manager to attend Homelessness Steering Group meeting by Jan 2006	Not yet achieved. A housing strategy for those with mental health issues that was being developed by the Mental Health Manager, Adult Services but is still in draft form. Strategic Housing Team are working with Supporting People and Mental Health Teams to identify needs	July 2008  Amber
Improved mapping and signposting of homelessness services. HIGH	Dec 2009	Homelessness Strategy Steering Group to identify task and finish group to carry out this work. April 09		
Raise awareness of early intervention debt advice at CAB.	On going	Provide information for		



HIGH		article in Parish Newsletters March 09		
Raise awareness of employment and volunteering opportunities by developing relationships with Job Centre and voluntary sector and considering opportunities for work placements with BDC.	April 2009	Make contact with Job Centre April 2009.		
HIGH				
Encourage HB Manager to review the decision that HB verifiers must be Council staff.	Feb 2009	Meeting with new head of HB in Jan 2009		
MEDIUM				
Research health needs of homeless households and their ability to access health services	June 2006	An assessment of the issues by April 2006	Research into accessibility of health service not achieved. Menu cards have been developed to promote healthy eating through Health and Wellbeing Group.	 Red
Proposed Outcome – A continually improving homelessness service that is based on good practice.				
Continue to review the provision for Teenage Parents	On going	Attend County Teenage Paternity and Pregnancy Group	New monitoring form and questionnaire developed for data collection. BDHT gathering data to substantiate need – liaison will then take place with Supporting People.	 Amber
MEDIUM				
Carry out a review of Good Start packages available for new tenants.	July 2009	Meeting with partners by March 09		
MEDIUM				
Attend tenancy training event at Kettering and consider whether it is appropriate for Bromsgrove	April 09	BDHT/BYHF to attend training Jan 09 and report back to Homelessness Strategy Steering Group		
MEDIUM				
Carry out satisfaction surveys and focus groups to review and improve services.	April 09	Satisfaction surveys to be issued by Feb 09. Focus groups to be held by March 09.		
HIGH				
Consider housing advice outreach service in rural areas.	April 2010	To be considered as part of the SLA review June 2009		
MEDIUM				




Develop a range of homelessness policies and procedures to ensure consistency and facilitate the delivery of these services. MEDIUM	June 2009 JB	Policies to be written by SLA review June 2009.		
Consider initiatives to help strengthen and support families in order to prevent homelessness.	On going	Arrange to meet with Wyre Forest Family Intervention Project and discuss how the service might be expanded to include Bromsgrove District. April 09		
Continue to work with the Countywide Homelessness Strategy Group to support and take responsibility for the actions in the Countywide Action Plan. MEDIUM	Ongoing	Attend quarterly meetings.		
Investigate Homelessness Education Package in partnership with BDHT and BYHF LOW	December 2007		Programme agreed and currently submitting project proposal for part funding through 'Extended Schools'	 Green
Review need to consider grant funding / purchase of ESD's for young people and single people. HIGH	July 2010	Review in 2010 to assess demand on existing ESD temp accom and need to provide dispersed units to complement Foyer Scheme		
Review development of work placements for vulnerable people including young and care leavers in consultation with St Basils. MEDIUM	April 2010	Implementation and establishment of the St Basils NW Support Service for younger people.		
Review need to re-commence inspection of B&B properties. MEDIUM	October 2009	Dependent upon homelessness demand and need to potentially use B&B		

		establishments.		
Review need to develop cluster model providing peer support for young people. MEDIUM	December 2009	Dependent upon unmet needs following implementation of Foyer		
Develop local provision of the Countywide Family Intervention Project. MEDIUM	December 2009			

ACTION PLAN PRIORITY 4 – ASSISTING VULNERABLE GROUPS TO LIVE INDEPENDENTLY

Action and Priority	Target Completion Date	Milestone	Progress upon implementation of action as at 31 st January 2007	Revised Target for Completion
<p>KEY TARGET - Provision of 92 units of Extra Care Housing during lifetime of the Strategy.</p> <p>Performance October 07 – Started on site December 08 – Scheme completed.</p> <p>KEY TARGET – To contribute to other organisations strategies including reducing domestic violence, reducing hospital admissions due to falls, assisting to speed up hospital discharge and reduce crime and disorder,</p>				
<p>Proposed Outcome – Improved independence and health & wellbeing of the community through the provision of more appropriate supported housing solutions for people with particular needs.</p>				
<p>Support and encourage inclusion of 'Lifetime Home Standards' in all new affordable housing developments.</p> <p>MEDIUM</p>	<p>Ongoing</p>		<p>Delivered in all new build AH schemes funded Hsg Corp.</p> <p>To be considered within developing SPD for affordable housing.</p>	<p>Continuous objective.</p>  <p>Green</p>
<p>Consult directly with specific client groups to identify needs and aspirations i.e. learning disabilities, mental health etc</p> <p>HIGH</p>	<p>Consultation methods and funding requirement identified Oct 2009.</p>	<p>Meet with Adult Services to discuss appropriate consultation methods. Sept 2009</p>		
<p>Raise awareness of how assistive technology might help individuals to continue to live independently particularly in respect of Dementia.</p> <p>HIGH</p>	<p>Report to RSL Liaison Group by Sept 2009</p>	<p>Arrange visit to Mendip House, Redditch to understand the benefits of assistive technology May 2009</p>		
<p>Tackle reluctance of private landlords to offer accommodation to higher risk clients such as ex offenders/substance misusers through linking with employment services/training opportunities.</p> <p>HIGH</p>	<p>Sept 2009</p>	<p>Review opportunities to link with employment services Sept 2009</p>		
<p>Develop more community cluster 'key ring'</p>	<p>Dec 2009</p>	<p>Work with Adult</p>		

style schemes for a range of client groups i.e. mental health. HIGH		Services and Supporting People to identify opportunities and funding requirements.		
Consider the need for a leaving care project with on site support LOW	March 2010	Review the need for this client specific accommodation in partnership with Aftercare Mar 2010		
Make use of Both Ways initiative to provide a matching service for young people to share accommodation. HIGH	Scheme extended to Bromsgrove April 2009	Meet with Both Ways Jan 09		
Continue to work with the County Supporting People Partnership to: <ul style="list-style-type: none"> Deliver services that improve independence and quality of life, prevent homelessness and make communities safer. Review and commission schemes to ensure strategically planned, good quality and cost effective services prevail. HIGH	Ongoing	Approval of Supporting People 5 Year Strategy	Supporting People 5 Year Strategy approved by Executive Cabinet February 2006. Strategic Housing Manager now member of SP Commissioning Group. Strategic Housing staff involved in SP Strategic Reviews.	Continuous process  Green
Gypsy and Traveller site review of options for Houndsfield Lane Site. MEDIUM	December 2007		Discussion have taken place with Stoneham HA and Rooftop HA with regard to re-modelling of Transit Site pitches to provide amenity blocks an caravan access ramps for older and disabled G&T occupants. Expression of interest made to CLG for funding Options report made to Cabinet in June 2008.	ongoing  Green
Work CHOG members, Adult & Communities and PCT to identify the housing needs and address homelessness and move on issues for disabled and persons with sensory impairment.	April 2010	Set up CHOG.A&C Services /PCT working Group by July 2009		
Proposed outcome – Improved independence, health & wellbeing – improved home safety and security – reduced admissions and reduced delay in leaving hospital.				
Review of the implementation of a county wide under occupation scheme to ensure that we make best use of existing accommodation HIGH	Sept 2009	Consider whether there is a need to extend current criteria of Home Move Grant to include social		

		housing July 2009		
Continue to work with County Teenage Pregnancy and Parenting Manager to provide data regarding housing allocations and floating support for this client group and review the requirement for specialist accommodation with on site support. MEDIUM	On going	BDC to continue to co-ordinate the quarterly gathering of data from partner local authorities across the County.		
Work with Bromsgrove Lifeline and the Worcestershire Telecare Group to promote the alarm service and develop schemes to help people remain independent in their home. MEDIUM	Ongoing	Success of Countywide bid for Government funding.	Ongoing promotion of Lifeline to housing providers where opportunities arise. Included in Strategic Housing Roadshow presentations to PCs. Cabinet to consider adoption of County Telecare Strategy in October 08.	 Green
Proposed Outcome – Reduced occurrence in domestic violence, safer environment and increased choice.				
Continue to provide funding for Sanctuary schemes	On going	Funding made available through Spend to Save budget.		
Proposed outcome – More choice, more sustainable rural communities.				
Meet local rural housing needs for older people by incorporating appropriate dwellings in new build. MEDIUM	Ongoing	Housing needs survey results. Housing Corp Grant. Planning permission.	Needs of older people identified in 2 out of 5 rural housing needs surveys (Alvechurch and Beoley). Negotiations for site acquisition reflect the need for partial provision for older people. Bromsgrove Housing Market Assessment and Older persons Housing Needs Survey will inform the process.	Progressing  Green
Proposed outcome – Better use of existing housing stock by freeing up family accommodation – More choice of appropriate housing solutions for older people.				
Consider 2 bedroom bungalow accommodation and Shared ownership options for older people in RSL development to promote early move on. HIGH	Ongoing		8 two bedroom bungalows currently constructed 06/07 and a further 4 are planned on land to be conveyed to BDHT by the Council. Older peoples consultation group being formulated (from March 07) by BDHT to consider aspirations of under occupying tenants to encourage move on to free up family homes. Consideration being given to loft conversions / conservatory extensions etc to enhance suitability of existing older people's bungalows in BDHT stock.	Continuous inclusion where appropriate.  Green

Contact List

Jennifer Delorenzo, Housing Initiatives Officer	01527 881228	j.delorenzo@bromsgrove.gov.uk
Jayne Burton, Housing Performance Monitoring and Enabling Officer	01527 881385	j.burton@bromsgrove.gov.uk
Andy Coel, Strategic Housing Manager	01527 881270	a.coel@bromsgrove.gov.uk

Bromsgrove District Council
The Council House
Burcot Lane
Bromsgrove
B60 1AA



BROMSGROVE DISTRICT COUNCIL

PERFORMANCE MANAGEMENT BOARD

17TH MARCH 2009

AUDIT COMMISSION RE-INSPECTION OF STRATEGIC HOUSING SERVICES – ACTION PLAN UPDATE ON PROGRESS

Responsible Portfolio Holder	Councillor Peter Whittaker
Responsible Head of Service	David Hammond

1. SUMMARY

- 1.1 In August last year, the Performance Management Board considered the report of the Audit Commission upon the re- inspection of Strategic Housing Services that took place in February 2008 and the action plan that officers had formulated to address the Audit Commission's recommendations.
- 1.2 This report updates members on the progress that has been made in addressing the actions set in the action plan.

RECOMMENDATION

- 2.1 That members note the progress made upon the action plan (Appendix 1) containing Corporate, Strategic Planning and Strategic Housing actions to address the recommendations made by the Audit Commission.

3. BACKGROUND

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

4. SUMMARY OF FINDINGS

- 4.1 The outcome of the Re-Inspection that took place in February 2008 states that Bromsgrove District Council's Strategic Housing Service is now a fair, one-star service which has promising prospects for improvement.

- 4.2 The Audit Commission report confirmed that the progress made since the initial inspection represented a significant improvement from 2006 and makes the following recommendations:

Recommendation R1 Improve the focus on customers by:

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

Target for completion – November 2008

Recommendation R2 Improve the focus on diversity by:

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

Target for completion – April 2009

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

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

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

Target for completion – April 2009

Recommendation R4 Maximise the delivery of affordable housing
by:

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

•
Target for completion – September 2009

Recommendation R5 Improving value for money by:

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

Target for Completion – April 2009

5. DEVELOPMENT OF AN IMPROVEMENT ACTION PLAN

- 5.1 In response to the recommendations made, a new Strategic Housing Re- Inspection Action Plan was developed last summer to address the key recommendations set out above and the actions from the previous inspection report that are not fully completed, again focussing upon where the service can be further strengthened.
- 5.2 The Re-Inspection action plan sets out the areas of work that need to be addressed both corporately and those that are more specific to Strategic Planning and the Strategic Housing Section itself. The proposed outcomes and targets set out in the Audit Commission recommendations will, as in the previous action plan, be transferred into the new Re-Inspection Action Plan for clarity.
- 5.3 The Action Plan is attached at Appendix 1 for Members review of progress.

6. FINANCIAL IMPLICATIONS

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

7. LEGAL IMPLICATIONS

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

8. COUNCIL OBJECTIVES

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

9. RISK MANAGEMENT

- 9.1 The main risks associated with the details included in this report are:
 - Failure to embrace the recommendations made by the Audit Commission could impact upon the Councils corporate rating under CPA or similar CAA inspections.

10. CUSTOMER IMPLICATIONS

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

11. EQUALITIES AND DIVERSITY IMPLICATIONS

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

12. VALUE FOR MONEY IMPLICATIONS

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

13. OTHER IMPLICATIONS

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

14. OTHERS CONSULTED ON THE REPORT

Portfolio Holder	Yes
Chief Executive	Yes

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

15. WARDS AFFECTED

‘All Wards’

16. APPENDICES

Appendix 1 – Strategic Housing Re-Inspection - Action Plan updated February 2009.

17. BACKGROUND PAPERS

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

CONTACT OFFICER

Name: A.M. Coel
E Mail: a.coel@bromsgrove.gov.uk
Tel: (01527) 881270

STRATEGIC HOUSING RE-INSPECTION - ACTION PLAN Updated February 2009

KEY RECOMMENDATION R1 -

IMPROVE THE FOCUS ON CUSTOMERS BY:

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

Proposed Outcome –






- Customers are able to access the generic and specialist housing advice services in a timely way and that any changes in demand or resourcing required are more readily identified;
- Customer feedback about the service through complaints and satisfaction information is used to improve services; and;
- Customers know what level of service they should receive and can see how the service is performing against agreed standards.




Outcomes being improved for local residents

Target Completion – November 2008

CORPORATE ACTIONS	Target Completion Date	Milestone	Lead Officer	Partner Organisation Involved	Resources	Monitoring Status and comments ¹
R1.1 Resource and develop staffing to analyse and compile report from customer feedback from range of strategic housing questionnaires. (i.e. housing officers formulate and post out questionnaires, but need a resource to compile and analyse completed questionnaires.	June 09	Surveys available for analysis by September 2008	HB	N/A	Corporate Communications. Policy and Performance Team.	HB to consider staff resource upon recruitment of currently vacant posts in CCPP Team.

R1.2 Implementation of Corporate Complaints Recording System	Implement Feb 08 start recording 1 st April 08	Formal annual review of Customer First Strategy	SS	Police County Council	Corporate Communications. Policy and Performance Team.	Achieved			
R1.3 Quarterly reports to CMT reporting upon complaints from all departments	July 08	1 st report July 08	SS	Tagish Software Company	Corporate Communications. Policy and Performance Team.	Achieved			
R1.4 Publish results of complaints monitoring on Council website	July 08	1 st report July 08	SS	Tagish Software Company	Corporate Communications. Policy and Performance Team.	Published and now updated regularly.			
STRATEGIC HOUSING ACTIONS	Target Completion Date	Milestone	Lead Officer	Partner Organisation Involved	Resources	Monitoring Status and comments	Achieved		
R1.5 Develop a spreadsheet to monitor Homeless application clients who have approached and been seen on the same day	July 08	Format agreed with BDHT	JB	BDHT	Strategic Housing Performance and Monitoring Officer	Agreed on 11 th April that BDHT would arrange for CSA's to start monitoring. Spreadsheet set up and monitoring in process.			
R1.6 Monitor clients who are homeless and need same day accommodation	July 08	Abritas implementation	JB	BDHT	Strategic Housing Performance and Monitoring Officer. BDHT staff.	Spreadsheet set up and monitoring in process.	Achieved		

									 Achieved Spreadsheet set up and monitoring in process.
R1.7 Monitor clients who have been offered an appt to see a housing officer within 5 days of initial approach.	July 08			1 st audit to take place in July 08	JB		BDHT	Strategic Housing Performance and Monitoring Officer. BDHT staff.	 Achieved Item on next front line liaison meeting.
R1.8 Meet with CAB to discuss monitoring of service standards	July 08				JB		CAB	Strategic Housing Performance and Monitoring Officer.	
R1.9 Meeting to review schedule of customer feedback questionnaires	July 08				AG			Strategic Housing Team	Achieved, schedule being worked to by strategic housing staff  Achieved
R1.10 Report annually to PMB on level of satisfaction of customers to Strategic Housing services and to identify areas of improvement and actions and targets to address.	Annually				AG/AC			Strategic Housing Team	Schedule and range of customer surveys formulated and being issued. Staff resources insufficient to provide any meaningful analysis of results. HB seeking resource to assist see R1.1 above. 
R1.11 Investigate best practice authorities for delivery of customer service standards	June 08				JD			Housing Initiatives Officer – information	Worked with Audit Commission re

							identifying good practice authorities. Researched authorities and questionnaire model formulated.  Achieved	from Audit Commission
R1.12 Consultation on service standards	Sep 08		JD		BDHT Partner RSLs CAB Baseline	Housing Initiatives Officer	Consultation with customers taken place to understand their needs from service. Additional consultation to take place to check standards (once formulated) are right.  Achieved	
R1.13 Agree and develop service standards	Nov 08		JD, AC			Strategic Housing Team	Draft Service Standards developed awaiting final phase of consultation with customers through the Corporate Customer Panel and then on all customer satisfaction surveys.  Achieved	
R1.14 Promote and publicise service standards	Dec 08 Revised target – July 09		JD			Strategic Housing Team. Existing Printing and stationary budget.	Awaiting final consultation with customers to check final draft of standards.	

	<p>R1.15 Add customer standards to all outgoing questionnaires and include question to monitor performance against them</p>	<p>Jan 09 Revised Target Aug 09</p>		<p>Strategic Housing Team</p>		<p>Strategic Housing Team.</p>	<p>Follows on from R1.14 above.</p>
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KEY RECOMMENDATION R2

IMPROVE THE FOCUS ON DIVERSITY BY:



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



Proposed Outcome -




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

Outcomes being improved for local residents

Target completion – April 2009

CORPORATE ACTIONS	Target Completion Date	Milestone	Lead Officer	Partner Organisation Involved	Resources	Monitoring Status and comments
<p>R2.1 Development of Customer Access Section in Customer First Strategy.</p>	<p>April 2009</p>	<p>Draft available in September for CMT</p>	<p>HB</p>	<p>Police County Council</p>	<p>Possible 2009/2010 budget bids depending on results of strategy development.</p>	<p>Started work on this in Oct 08, delayed by CPA</p> 
<p>R2.2 Ensure that Equality Monitoring data collection system is adopted by all service areas, that data is submitted to the Community Safety Analyst on time and the forthcoming reports are actioned by service departments.</p>	<p>Dec 08</p>	<p>Collection of meaningful information to input into action planning and policy making.</p>	<p>HB,FS</p>	<p>County Council Community Safety Analyst.</p>	<p>Existing.</p>	<p>A high level working group including Deb Poole has been set up to establish a local data system as at the moment the data collected is compiled by the Community Safety Analyst. Service departments need at least a year's worth of data to enable them to look for trends.</p>  <p>Achieved</p>


<p>R2.3 Consult the community on the extension of Equality Monitoring (data collection) to extend it to the categories of sexual orientation and religion or belief.</p>	<p>Dec 08</p>	<p>Making contact with relevant organisations and community groups.</p>	<p>FS</p>	<p>Equality and Diversity Officer.</p>	<p>E+D officer is consulting with community groups about extending the existing system to include sexual orientation and religion or belief and this has been generally well received.</p> 
<p>R2.4 Review compliance with the CRE Code of Practice for Employment</p>	<p>March 2010</p>		<p>JP</p>		<p>Progress in initiating a self assessment has been delayed due to competing staff resource priorities associated with implementation of single status. Jo Pitman is including in 2009/10 Business Plan.</p> 
<p>STRATEGIC HOUSING ACTIONS</p>					
<p>R2.5 Arrange for Equalities Officer to meet with team and facilitate the review and improve of existing impact assessments</p>	<p>Sept 08</p>		<p>AG</p>	<p>Equality and Diversity Officer and Strategic Housing Team.</p>	<p>Monitoring Status and comments</p> <p>E+D officer held Impact Assessment training for team and assisted with sample EIAs. on 26th November 2008. Fiona Scott will be developing a Council wide 3 year rolling plan for Equality Impact Assessments based on the service sections 3 years plan which will be checked at every meeting of the</p>


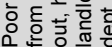
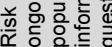

R2.6 BDC and BDHT to work to review compliance with CRE Code of Practice for Rented Housing.	Dec 08	A schedule of meetings agreed with BDHT	AC, AG	Strategic Housing and BDHT staff resources.	 Achieved Review meetings held with TY of BDHT in Dec 08 and Feb 09. Self Assessment completed by BDC and just awaiting final contributions from BDHT relating to their Landlord Services. 	Equality Champions Working Group. 
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KEY RECOMMENDATION R3 –





MAXIMISE THE IMPACT OF ACTIVITIES IN THE PRIVATE SECTOR BY:



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

<p>Developing an overarching strategy to guide all activities in the private sector which clearly sets out the expected combined benefits of work in this area supported by performance targets and monitoring.</p> <p>Proposed Outcome -</p> <ul style="list-style-type: none"> Improved standards in the private sector; and Improved contribution of the private sector to meeting housing need. <p>Outcomes being improved for local residents</p> <p>Target Completion – April 2009</p>						
CORPORATE ACTIONS	Target Completion Date	Milestone	Lead Officer	Partner Organisation Involved	Resources	Monitoring Status and comments
STRATEGIC HOUSING ACTIONS	Target Completion Date	Milestone	Lead Officer	Partner Organisation Involved	Resources	Monitoring Status and comments
R3.1 Review and Revise HMO policy and take report to Exec Cab	Report Jan 2009	Updated HMO policy, to be taken to Executive Cabinet with Private Sector Housing Strategy.	KSF, LE		Private Sector Housing Team.	Review completed and policy corrected. Policy is incorporated in Private Sector Housing Strategy that has been written and is being reported to Executive Cabinet for approval on 29 th April.
R3.2 Develop and disseminate questionnaire to known HMO's, RSIs, Letting Agents, Charities	April 2008	HMO Questionnaires sent out to all Privately Rented Accommodation	LE		Private Sector Housing Team. Existing printing and stationary budget.	 <p>Achieved</p> <p>Formulated questionnaire and sent out. Re-issued due to poor response. Now have 30 HMOs undergoing inspection and prioritised on basis of risk.</p>

<p>R3.3 Update existing HMO database with information received back from questionnaires.</p>	<p>June 2008</p>	<p>HMO questionnaires received, collating and currently analysing data.</p>	<p>LE</p>	<p>Private Sector Housing Team.</p>	<p>Achieved  Poor initial response from questionnaires sent out, have identified landlords from revenues dept, questionnaire has been resent and data base being updated.</p>
<p>R3.4 Develop a risk register of HMO properties to prioritise action</p>	<p>Risk Register completed in July 2008</p>		<p>KSL, LE</p>	<p>Private Sector Housing Team.</p>	<p>Achieved  Risk register set up and ongoing process of populating with information from questionnaires and inspections.</p>
<p>R3.5 Commence re-circulation of questionnaire and commence annual review of HMO register</p>	<p>March 2009</p>		<p>LE</p>	<p>Private Sector Housing Team.</p>	<p>Achieved  Already re-circulated in advance due to poor response to initial questionnaire.</p>
<p>R3.6 Review and agree specification for housing condition survey update (county) approach</p>	<p>June 08</p>	<p>Agreed, meeting to be schedule with RBC to assist with project.</p>	<p>KSF, LE</p>	<p>Private Sector Housing Team.</p>	<p>Achieved  KSF has assisted RBC in finalising the specification. Now in process of being commissioned.</p>

								 Achieved KSF Now attending meetings.
R3.7 BDC to become proactive in attendance of Private Sector Housing Officer Group	Ongoing	Attendance at every meeting	KSF, LE				Private Sector Team Leader,	 Achieved Information gathering through PSHOG meetings. Currently working on DFG timescales and working with Wyre Forest on HIA and Kick Start Exec Cabinet report for county use. Chairing KS Steering Group and have investigated other products.
R3.8 Researching good practice from other local authorities private sector housing teams	August 08	Completion of research, however to extend further with a formal approach	KSF, LE				Private Sector Housing Team.	 Achieved and ongoing Housing Strategy Review Events completed on 26 th Nov 08.
R3.9 Housing Strategy Mid Term Review Consultation Event	Nov 08	Complete	Strategic Housing Team			CAB BDHT Baseline Supporting People	Private Sector Housing Team.	 Achieved Mid Term Review Summary and Refreshed Action Plan completed on 3 rd Jan 09
R3.10 Collate Information from consultation and research	Dec 08	Complete with results highlighted within the Private Sector Housing	KSF, LE				Strategic Housing Team	

			Strategy.					and received final approval by Cabinet in Feb 09.  Achieved
R3.11 First draft of Private Sector Housing Strategy	Dec 08			KSF		Private Sector Housing Team.		Formulated for reporting to April Exec Cabinet.  Achieved
R3.12 Second Consultation of Private Sector Housing Strategy	Jan 09 Revised to April 09			Strategic Housing Team	CAB BDHT Baseline Supporting People	Private Sector Housing Team.		Delayed due to competing workload from private sector customers (1 st priority) To be actioned Feb/March 09 
R3.13 Completion of Private Sector Housing Strategy	Feb 09 Revised to April 09		Completion of Countywide condition survey.	KSF		Private Sector Housing Team		PS Strategy written for approval at April Exec Cabinet prior to delayed delivery of Countywide condition survey. May therefore require further revision after survey completed. 
R3.14 Cabinet Approval for Private Sector Housing Strategy	March 09 Revised to April 09		Completion of Countywide condition survey.	KSF, AC		Private Sector Housing team		Process delayed by competing call on staff resources to maintain customer first approach.

	<p>R3.15 Develop a model of stock condition information that can be updated and used to measure the impact / outcomes of actions</p>	<p>April 09 Revised to July 09</p>	<p>Discuss at PSHOG ways to develop a formula of stock falling out of standard.</p>	<p>KSF</p>			<p>Private Sector Housing team.</p>		<p>To be formulated upon completion of Countywide Condition Survey.</p> 
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KEY RECOMMENDATION R4

MAXIMISE THE DELIVERY OF AFFORDABLE HOUSING BY:

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


Proposed Outcome -




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


Outcomes being improved for local residents





Target Completion – September 2008



CORPORATE ACTIONS	Target Completion Date	Milestone	Lead Officer	Partner Organisation Involved	Resources	Monitoring Status and comments

STRATEGIC PLANNING ACTIONS	Target Completion Date	Milestone	Lead Officer	Partner Organisation Involved	Resources	Monitoring Status and comments
<p>R4.1 Head of Planning & Environment to undertake a review of Department to ensure operational efficiency and ability to deliver cost effective services.</p>	<p>April 09</p>	<p>Report to CMT Sept 08 Cabinet approval Oct 09</p>	<p>DH</p>	<p>None</p>	<p>Existing</p>	<p>Consultation and restructuring completed.</p>  <p>Achieved</p>
<p>R4.2 HOS and Managers to ensure sufficient skills exist to carry out negotiations with regard to major planning applications, including affordable housing schemes.</p>	<p>Annually with 6 month review in accordance with Council Policy.</p>	<p>Undertake personal Development Reviews identifying and setting out individual training needs.</p>	<p>Head of Planning & Environment. Area Planning Managers. Strategic Planning Manager. Strategic Housing Manager.</p>	<p>None</p>	<p>Existing</p>	<p>Major housing applications are currently dealt with by the Area Planning Managers. However all case officers are actively encouraged to attain membership of the Royal Town Planning Institute which ensures a baseline of competency. In addition case officers have undertaken specific training such as appearing at Hearing appeals training which provides a stepping stone approach to gain experience. The Development Control section has also proposed a restructure to be implemented 01/04/09 that provides a new post of Principal Planning Officer which will provide an additional Senior post and strengthen the units ability to deal with complicated applications such as housing proposals.</p>

<p>R4.3 Arrange monthly meetings of strategic housing and planning officers to discuss strategic housing/planning issues to promote affordable housing</p>	<p>Sept 08</p>	<p>Monthly meeting to be set on same day as RSL Principle Preferred partner meetings</p>	<p>AC / MD</p>	<p>None</p>	<p>Existing</p>	<p> Achieved Monthly meetings now arranged before strategic housing RSL preferred partner consultation group takes place each month.</p>
<p>R4.4 Within the developing SPD for affordable housing ensure that clear officer contacts are included and procedure for developers to instigate scheme development and pre planning enquiries and meetings.</p>	<p>Dec 08 Revised target – July 09</p>	<p>MD</p>	<p>Strategic Housing and Planning Officers time.</p>	<p>AC and AF currently working to amalgamate Draft SPD and County Framework SPD. Affordable Housing SPD delayed due to change in national planning guidance, work ongoing to link SPD to Bromsgrove Core Strategy see AR6.1 below</p>	<p> Achieved</p>	
<p>STRATEGIC HOUSING ACTIONS</p>	<p>Target Completion Date</p>	<p>Milestone</p>	<p>Lead Officer</p>	<p>Partner Organisation Involved</p>	<p>Resources</p>	<p>Monitoring Status and comments</p>
<p>R4.5 Specific scheme development meetings to be formalised and minuted</p>	<p>June 08</p>		<p>JB</p>			<p>Now operational.  Achieved</p>

<p>KEY RECOMMENDATION R5 – IMPROVING VALUE FOR MONEY BY: Ensuring that spending performance against allocated capital budgets for grants is more closely monitored and maximised and that reporting arrangements allow for prompt action to mitigate any under spends; Developing baseline cost, performance, and satisfaction analysis to determine value for money of the strategic housing service and any services provided under agreement, subject to regular review; Assessing the effectiveness of internal and external funding and investment in the service, and the impact of different resource streams, to inform a strategy for maximising the impact of future funding; and Implementing arrangements to ensure that the impact of investment in learning, training and development is assessed and meets stated objectives.</p> <p>Proposed Outcome -</p> <ul style="list-style-type: none"> • Resources are maximised; and • Improved information on which to base decisions and planned improvements. <p>Outcomes being improved for local residents</p>						
Target Completion Date	Milestone	Lead Officer	Partner Organisation Involved	Resources	Monitoring Status and comments	
<p>Target Completion – April 2009 CORPORATE ACTIONS</p> <p>R5.1 Capital programme group established to monitor on quarterly basis performance against budget. Monthly capital monitoring reports prepared for consideration of budget holders. Designated accountant for Housing to address financial management with team</p>	<p>To undertake meetings on a quarterly basis</p>	<p>JLP, TB</p>	<p>Discussions to be held with relevant partners in relation to payment profile</p>	<p>Financial services</p>	<p>Monthly meeting with KR, HW and Tony Beirne to review programmed expenditure within year.</p>  <p>Achieved</p>	
<p>R5.2 To compare costs associated with the provision of the strategic housing service to costs from neighbouring district Councils.</p>	<p>To establish baseline costs of service provision</p>	<p>AC, JLP</p>	<p>Discussions with neighbouring service providers for cost comparison</p>	<p>Strategic Housing, Financial Services. Bid for consultants to complete the work rejected in 09/10</p>	<p>6 month review planned for June 09 onwards which will establish cost of service. Contact Tamworth by end of Apr to ask for framework of</p>	


						Lettings. Revised Target June 09 onwards					bidding round process.	benchmarking. By June agree breakdown of service questions for other LA. Bid submitted for consultations funding to complete work refused. 
R5.3 To undertake customer survey to determine levels of satisfaction with the service (including externally provided services)	Mar 09	To undertake survey	HB									Overall satisfaction will be measured using current suite of surveys for all services within SH 
R5.4 Undertake full review of projects implemented to ensure maximum impact of investment in delivery of service to the customers	March 09	To undertake review of funding streams	JLP,AC									Project Initiation Documents completed. 
STRATEGIC HOUSING ACTIONS												
R5.5 Monthly reports upon spend against DFG and Disabled Facility Grant budget to be made available to SH Manager, for onward reporting to Departmental Management Team and CMT .	August 2008	On-going	KSF							Private Sector Housing Team		Now Operational New PIs developed and reported quarterly to PMB. Reports on spend to be passed to AC  Achieved
R5.6 Strategic Housing/Planning Team Group and RSL Principal Preferred Partnership group to consider best use of LA social housing	June 2008		AC / DH / PS							Strategic Housing Team Portfolio Holders for		Completed and reviewed on monthly basis through SH


grant/joint commissioning to maximise leveraging in external funding.				County Council Estates	Planning and Strategic Housing BDHT and W Mercia.	Preferred RSL Partner Group.
R5.7 Maximise continued gov't funding for homelessness, Supporting People, DFGs and private sector renewal by supporting the collation of data to back up needs in order to maximise contributions through LAA	Ongoing	AC/PS / AG	SHMA DC and RSL partners	Existing plus SHMA Partnership Group.	Achieved	
					Ongoing	



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

Target Completion – March 2009.

CORPORATE ACTIONS	Target Completion Date	Milestone	Lead Officer	Partner Organisation Involved	Resources	Monitoring Status and comments
STRATEGIC HOUSING ACTIONS	Target Completion Date	Milestone	Lead Officer	Partner Organisation Involved	Resources	Monitoring Status and comments
AR1. HUB to record diversity of customers	Inclusive Equalities Scheme includes commitments to monitor service	Corporate data collation in respect of Diversity and effective	Fiona Scott	All Heads of Service and their departments	Equalities Assistant	Homelessness Advice now being monitored for ethnic access by CAB.

<p>AR2. Receive and analyse diversity breakdown (quarterly) of customers accessing strategic housing services through: BDHT, CAB, WEEAC, NWC&RA</p>	<p>Oct 06</p>	<p>Meetings with partner agencies to agree reporting format.</p>	<p>AG</p>	<p>OT's BDHT CAB NWC&RA WEEAC</p>	<p>Existing staff</p>	<p>Hub only provides information required by back Office service departments – no Equality and Diversity data is currently being collected. Implementation of service delivery equality monitoring is a long term plan.</p> <p>The scheme is under review and will be updated to take account of changes that have taken place since scheme first published. i.e. to cover Race, Gender, age and disability.</p>  <p>Amber</p> <p>There is no change to the Inclusive Equalities Scheme as this is not due to be republished until the end of December 2009. However, it will be updated to reflect changes in all respects that have occurred since it was first published in 2006.</p>	<p>Now being provided by CAB Re Housing Advice and homelessness prevention services and BDHT on Waiting List</p>
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<p>R6.1 Complete consultation and implementation of a Supplementary Planning Document on Affordable Housing to enable members to become more actively involved.</p>	<p>Feb 07 Revised to July 2008 Re-Scheduled to October 2009</p>		<p>DH</p>	<p>Strategic Planning Team</p>	<p>Staff recruitment issues</p>	<p>and lettings. Care and Repair provide information. Weeac are not yet taking this information, KSF to discuss with WEEAC how they can start collecting.</p>  <p>Amber</p>
<p>The Affordable Housing SPD has been delayed due to a change in national policy, it was hoped the SPD could be linked to regional policy as outlined in Draft PPS12, although this change was excluded in the final version of PPS12.</p> <p>The SPD will now be linked to the Core Strategy which is currently be consulted on, work is about to commence on updating the draft SPD to allow it to be adopted alongside the core strategy.</p> <p>The Housing Strategy Steering Group is developing affordable housing standards in preparation for development of AH SPD.</p> <p>Strategic Housing</p>						

<p>AR4. Enhance the RSL property database and monitoring of nomination rights and negotiate higher levels where possible.</p>	<p>October 2006</p>	<p>Improved feedback information through the HIP information gathering process.</p>	<p>AG</p>	<p>All RSLs</p>	<p>Existing Staff</p>	<p>Manager chairs County Enabling Group – Held special meeting on 30th October to agree countywide AH elements for SPD.</p>  <p>Red</p>
						<p>Monitoring now in operation with RSLs</p> <p>Amber</p>  <p>Achieved</p>

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BROMSGROVE DISTRICT COUNCIL

PERFORMANCE MANAGEMENT BOARD

17TH MARCH 2009

BROMSGROVE DISTRICT HOUSING TRUST- ANNUAL MONITORING REPORT

Responsible Portfolio Holder	Councillor Peter Whittaker
Responsible Head of Service	David Hammond

1. SUMMARY

1.1 This report is the annual monitoring report that sets out the progress that Bromsgrove District Housing Trust has made since Large Scale Voluntary Transfer took place in March 2004. The report monitors three key areas of performance:

- Progress made in the past twelve months on the outstanding promises to tenants made at the time of transfer (29 March 04).
- BDHT's contribution to meeting the four key priorities in the Council's Housing Strategy 2006-11.
- BDHT's performance in managing homelessness and other services for the Council under the Housing Agency Agreement.

2. RECOMMENDATION

2.1 That the content of the report be noted.

3. BACKGROUND

3.1 This report is the third annual report to be made to members and covers the three key areas of BDHT's performance referred to in 1.1 above. These are dealt with in turn in the following sections of the report and further detail is set out in the Appendices.

4. PROGRESS BY BDHT AGAINST PROMISES MADE TO TENANTS PRIOR TO LARGE SCALE VOLUNTARY TRANSFER

4.1 Progress against the commitments made to tenants at the time of Large Scale Voluntary Transfer has been previously reported in 2006 and 2007. Appendix 1 indicates the ongoing progress that has been made

against the timescales original set out in the transfer consultation documentation.

4.2 BDHT have made good progress against these promises.

4.3 Appendix 1 sets out progress against the promises made:

- In the left hand column the service or property Improvement and timescale within which completion was promised.
- Right Hand column – progress made during 2007/8.

5. THE CONTRIBUTION BEING MADE BY BDHT IN ASSISTING THE COUNCIL TO MEET THE FOUR KEY PRIORITIES SET OUT IN THE COUNCIL'S HOUSING STRATEGY 2006-2011

5.1 Since stock transfer took place, the Council has worked closely with BDHT and other partner agencies in the District including Baseline and CAB to ensure that an efficient and effective service is provided to homeless clients and those threatened with homelessness. Equally important has been the development of joint partnership working with BDHT to help achieve the Council's other three Strategic housing priorities which include delivering affordable housing, enabling vulnerable client groups to live independently and improving the standard and availability of private sector housing as a viable alternative to social housing options.

5.2 Over recent years there have been a number of groups and forums set up where the Council's Strategic Housing Officers work in partnership with BDHT and others. These include

- The Homelessness Strategy Steering Group - a multi agency group overseeing the delivery of the Homelessness Strategy Action plan and taking a holistic to developing a wide range of support and prevention services for homeless clients.
- Hostel Decommissioning/Remodelling of Temporary Accommodation Working Group – A task and finish group formed to develop a strategy for the improving the quality of temporary accommodation for homeless clients, increasing community sustainability and improving the experience of those who become homeless. This group has achieved its objective and has recently been dissolved.
- Gilbert Court Extra Care Housing Scheme - working with BDHT to provide an additional 27 units of accommodation for rent/shared ownership to address the need for flexible accommodation that meets the increasing support needs of the District's ageing population and

provide enhanced services that promotes the health and well being of residents.

- RSL Liaison Group - officers work closely with the Council's partner RSLs and in particular BDHT to meet the Council's Strategic target to deliver 400 new properties over the 5 years of the Councils Housing Strategy.
- Frontline Housing Liaison Group – were partner agencies responsible for the delivery of frontline services met to review service delivery and implement improvements to services.
- Charford Regeneration Group – Formulated and led by BDHT, the group includes BDC officers, tenants and other organisations aimed at improving and regenerating the Austin Road part of the Charford Estate. Work is due to start on site in August 08
- Support providers group which works in partnership to ensure that clients can be referred to other agencies that have capacity rather than remaining on a waiting list.

In November last year, the Strategic Housing and Principal RSL Partner Consultation Group was formed. The Group includes BDHT and West Mercia Housing Group CEOs and Development Officers in monthly strategic planning meetings with Strategic Housing and Planning Portfolio Holders, The Corporate Director, Head of Planning & Environment and the Strategic Housing Manager. The Group has continued to meet monthly and has been well supported by officers and embers. A representative of the County Council Estates Office now also attends to enable an ongoing review of the availability and use of County land for affordable housing. The formulation of this group has greatly assisted the understanding of the housing priorities of each of the organisations involved and promoted joined up working to achieve positive outcomes and overcome obstacles that have previously hampered the delivery of affordable housing in the district.

5.3 The table attached at Appendix 2 sets out examples of how BDHT continues to actively work in partnership to support the Council's Housing Strategy. In particular, over the past 12 months, a number of major steps forward have been taken, most notably:

- Progress in closing three of the Council's hostels without any impact upon the use of Bed and Breakfast accommodation.
- Extended options appraisal and homelessness prevention services being provided when applicants first present as homeless.
- Support to Strategic Housing Staff in managing Private tenancy (Rent Deposit Scheme) and Spend To Save schemes to both

prevent homelessness and provide access to privately let accommodation.

- Achieving the reduction in numbers of people residing in temporary accommodation and enabling the Council to achieve Government targets two years ahead of schedule.
- Close working with Strategic Housing Officers upon the planning and implementation of Choice Based Lettings.
- Increasing delivery of affordable housing units in the district.
- Researching models of housing for older people and tackling under occupancy.

6.0 PERFORMANCE IN MANAGING HOMELESSNESS AND HOUSING SERVICES FOR THE COUNCIL

6.1 BDHT provides a service to the homeless on behalf of the Council under a Service Level Agreement. This is encompassed in the Housing Agency Agreement that has been in place since LSVT and which covers the Council's homelessness duty, maintenance of the housing register and management of the remaining Council Hostel, the dispersed temporary accommodation (that has replaced the three hostels that have been closed) and the management of the Traveller Caravan site at Wythall.

6.2 The performance of BDHT under the Housing Agency Agreement is key to delivery of one of the most important services provided by the Council namely the duty towards clients who are homeless or threatened with homelessness. In order to monitor performance, a range of local PIs have been developed (local and national). Monthly finance meetings and quarterly homeless performance meetings are held between the Council's Strategic Housing Performance Officer and BDHT officers. The Strategic Housing Manager also meets on a monthly basis with the BDHT Director of Operations to monitor ongoing improvement in the provision of services and the relationship between staff of the respective organisations.

6.3 **Overview of performance during 2007/8** - Performance during the 2007/8 period has been consistently high following the difficulties that arisen during 2006/7 that had impacted upon the level of service that had been provided during that year.

6.4 Staff changes made at BDHT in March 2007 enabled much closer partnership working to take place with the Council's Strategic Housing staff in resolving many of the concerns that had been raised in the 2006 Audit Commission Inspection report about the fragmentation of the service. A transformation has taken place in the way homeless approaches are now dealt with through the implementation of Housing Options Interviews at the first point of contact with a client who is homeless or threatened with homelessness. This has enabled the BDHT service to make a stepped change from simply processing homeless applications to being more actively involved in preventing homelessness.

The change has allowed us to review of the service provided by CAB and allowed a subsequent reduction in cost to BDC as a result of it now only being necessary to refer cases requiring specialist assistance to CAB. As a result, CAB has been able to maximise their area of expertise, such as debt advice & negotiation with landlords, towards those clients who will most benefit. Clients are now accessing a more focused, streamlined and appropriate service.

- 6.5 During 2007/8 BDHT successfully kept all client groups from using B & B thus maintaining the target of zero use of B & B for 16-17 yrs old which we are required to achieve by 2010.
- 6.6 Furthermore, the appointment of a designated Temporary Accommodation Officer at BDHT has helped the Council to achieve the 50% reduction in the use of temporary accommodation by 2010, that is the Government target for all local authorities, two years early.
- 6.7 BDHT officers have worked closely with Council officers in 2007/8 to deliver a number of new initiatives particularly for young people. These include working with Redditch Nightstop to provide a Nightstop service in Bromsgrove and working with landlords to provide private tenancies for clients who are able to access the private sector. The use of Spend to Save has proved so successful that BDHT have now taken over the management of the scheme thus freeing up BDC Strategic Housing Officers to develop other new joint initiatives such as the Education Initiative and the Under-Occupation survey.
- 6.8 As a result of the sustained improvements in the delivery of the service we have now achieved:
 - A more efficient and seamless service for the homeless.
 - Additional support, home visiting and front line homelessness prevention and options appraisal services.
 - A reduction in the number of homeless reviews with no decisions being overturned during the year.
 - More focussed and efficient use of CAB's expertise in debt advice and landlord negotiation.
 - A pro-active approach to moving formally homeless clients on from temporary accommodation into permanent housing as soon as possible.
 - Good joined up working relationships between BDHT, BDC and CAB staff.
 - Currently zero use of B&B and reduced use of hostel accommodation.
 - Active approach to developing better solutions for homeless people and provision of good standard, self contained, dispersed temporary accommodation for those experiencing homelessness.
 - A positive and improved approach to customer care.

- A significant contribution to the Council achieving a 'Fair' report with 'Promising prospects for Improvement' from the Audit Commission following the re-inspection in February this year.

6.9 Below is a table showing performance figures for 2007/8 only one of which is marginally below target. However, the service is not just about targets and figures but a more holistic approach to homelessness and customer care, which is now embedded in the way the service is being delivered

Local Performance Indicator	Target	Actual 2005/6	Actual 2006/7	Actual 2007/8
% of homeless applications dealt with within 33 days	97%	97.31%	92.27%	100%
Length of time to nominate to RSLs	5 days	4.92 days	3.58 days	3.62 days
% of new applications entered on to the waiting list within 10 days	80%	96.19%	83.59%	99.79%
% of amendments to the housing register made within 10 days	100%	95.04%	96.35%	100%
Number of homeless appeals & outcomes		5	18 homeless appeals. 13 of which were upheld.	3 appeals 2 upheld & 1 withdrawn.
No of BDHT lettings made to BDC waiting list & homeless applicants	75%	80.34% (184)	82.72% (7.72% more than required under the SLA) (182)	90.59% (15.59% more than required under the SLA) (212)
Hostel fees collection	Guaranteed min	92.7%	100.77%	93.44%

rate	92%			
Caravan site licence fee collection rate	Guaranteed min 92%	94.82%	101.57%	117.61%

7.0 APPENDICES

- Appendix 1 Performance against promises made to tenants
Appendix 2 BDHT's Strategic assistance in supporting the Council's Housing Strategy

13. BACKGROUND PAPERS

None

CONTACT OFFICER

Name: Andy Coel. Strategic Housing Manager
E Mail: a.coel@bromsgrove.gov.uk
Tel: (01527) 881270

Commitment	Progress Against Commitment 2008
Modernisation of Homes & Planned Maintenance	
<p>Within 3 years:</p> <ul style="list-style-type: none"> • Upgrade communal TV aerials to digital. <p>Within 5 years</p> <ul style="list-style-type: none"> • Double glazed windows for 300 homes without them; • full central heating to those homes that do not have it; • Double glazed front and back doors to over 2,500 properties 	<p>All existing systems have been upgraded to digital compatibility (set top box use only)</p> <p>All homes are now double glazed</p> <p>Full central heating installed to all BDHT homes (except where specifically refused by individual tenants). On-going programme of renewals.</p> <p>New front and back doors fitted to 1,054 properties. New doors will be fitted to a further 218 properties during 2008/09 and 145 properties in 2009/10. Target to complete 2,500 homes within 5 years will not be achieved. Recent stock analysis highlighted other property elements to be in more urgent need of replacement</p>

<ul style="list-style-type: none"> • A range of security measures to general needs and sheltered housing; • New electrical wiring and sockets to over 3000 homes: • Mains operated hard wired smoke detectors to over 3000 homes at the same time as the rewiring programme. <p>Within 10 years</p> <ul style="list-style-type: none"> • Around 1800 full fuel efficient central heating systems or replacement boilers with a package of insulation measures; • Around 2,800 modern kitchens; • Around 1900 new bathrooms (tenants to be given choice of 	<p>and, therefore, the door replacement programme has been revised for completion over 10 years.</p> <p>New doors installed to Secure by Design standards.</p> <p>Electrical upgrades being carried out as part of Kitchen and Bathroom upgrades. Those who refuse have electrical checks/upgrades as required.</p> <p>Smoke detectors being installed with Kitchen and Bathrooms work.</p> <p>New fuel efficient boilers fitted to 792 homes.</p> <p>Promise completed but programme of renewals in place to maintain Decent Homes Standard and upgrade homes where works refused by previous tenants.</p> <p>Promise completed but programme of renewals in place to maintain Decent Homes Standard and upgrade homes where works refused by previous tenants.</p>
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<p>colour and design);</p> <ul style="list-style-type: none"> • Modern insulation to 1400 homes; • Conversion of small bed-sits into one bedroom properties. • Tenants consulted on all modernisation proposals. • Tenants to be involved in decisions about the specifications of the improvements (e.g. kitchens). • Tenants can refuse improvements unless health and safety issues, e.g. gas servicing. • No extra increases in rent to pay for modernisation works. • De-canting of tenants in special circumstances with costs of 	<p>98% of BDHT properties meet the government standard, the remaining 2% will be completed by 31st March 2009.</p> <p>Total of 46 flats upgraded at Windsor Gardens and Willow Court.</p> <p>Tenants consulted individually on kitchen and bathroom details and given choice of front door styles.</p> <p>Tenants continue to be involved in development of specification through Working Group of the Residents Forum.</p> <p>Tenants can refuse improvements (but not health and safety tests, such as annual gas servicing).</p> <p>Rent has only been increased in accordance with agreed formula – see below.</p> <p>Remodelled flats at Windsor Gardens carried out by decanting – removal costs paid by BDHT.</p>
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<p>disturbance met.</p> <p>On-going commitment to;</p> <ul style="list-style-type: none"> • Planned and cyclical works to replace kitchens every 20 years. • Servicing Gas Appliances • External painting. • Work with Council to make sure tenant's homes are adapted where needed. • Trust & council will set aside money to carryout adaptations in line with pre-transfer policy. 	<p>As at 31/3/2008 98% of BDHT property met the Decent Homes Standard. Codeman planned maintenance software used to plan renewals and ensure 100% compliance with DHS achieved on a "just in time" basis.</p> <p>As at the 31st March 2008 valid CP12 Certificates were held in respect of 99.8% of BDHT stock. Court injunctions to enforce access in respect of all tenants (5) failing to provide access to engineers in place.</p> <p>Ongoing commitment to reduce requirement for external painting through use of pvc-u.</p> <p>Policy in place to undertake aids and adaptations up to value of £700 without referral for funding to BDC. BDHT have reviewed policy and procedure relating to aids and adaptations and now fund an additional occupational therapist post at the PCT in order to speed up the referral process for aids and adaptations of all values.</p> <p>As above</p>
Estate Improvement	
<p>Within 10 years</p> <ul style="list-style-type: none"> • £2 million Estate improvement and environment works (such as 	<p>With partner agencies and residents BDHT has identified the Austin Road area of the Charford Estate as an area for a major regeneration programme. This area</p>

<p>fencing programmes, improved lighting, car parking and environmental works).</p> <ul style="list-style-type: none"> • Consult and involve individual tenants and tenant groups on proposals to improve neighbourhoods. • Involve tenant groups in developing any new estate services within available resources. <ul style="list-style-type: none"> • Dedicated budget to pay for additional play facilities • Where possible provide additional parking spaces on estates. 	<p>comprises Wimpey “no fines” concrete flats with poor thermal insulation and associated condensation problems. This is also the area of highest deprivation in the Bromsgrove District and a local crime “hot spot”.</p> <p>During 2006 a Regeneration Plan was produced with partner agencies and local residents to address the structural deficiencies of the properties and to improve security by design and estate re-modelling.</p> <p>Work on the installation of whole house ventilation systems commenced during 2007/08 with the full Re-generation Plan commencing in August 2008 with completion due in January 2010. During this time investment will total £4.053 million.</p> <p>In accordance with the BDHT Asset Management Strategy an annual Investment Sustainability Matrix was completed in January 2008 at a meeting of resident representatives, staff, BDC and West Mercia Police. All BDHT estates were scored to determine the investment needed. From this emerged the priority for further investment in areas in and around the Sidemoor and Catshill estates because of relatively high levels of crime.</p> <p>The Charford Regeneration scheme includes the provision of play facilities for 5 – 10 year olds.</p> <p>Increased provision for car parking is a key component of the Charford Regeneration Scheme.</p>
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<ul style="list-style-type: none"> • Consult tenants about grass cutting; • Improve the grass cutting and landscape maintenance service. • Look at introducing extra services for all tenants such as box cutting, hedge trimming and extra grass cutting (free in communal areas, small charge at individual properties). • Review all garage areas and plan to improve or refurbish each site as necessary. 	<p>Customer perception surveys have been undertaken in September 2006 and July 2007 using VMS. When asked in July 2007 to rate the overall standard of the grounds maintenance service provided by BDHT, tenants scored an average of 7.87/10. Comments from previous surveys were used to refine the service for the 2007/08 cutting season.</p> <p>Immediately following stock transfer BDHT introduced an enhanced grass cutting and landscape maintenance service by doubling (to 16) the frequency of grass cuts during the growing season and introducing box cutting (i.e. collecting and disposing of grass cuttings). Hedges and shrub beds are cut back/pruned twice each year.</p> <p>With effect from the 2007 growing season the service has been further refined with a specialist team of two maintaining on a two week cycle the communal landscaped areas of sheltered schemes with communal gardens.</p> <p>During 2006 all garage sites were assessed in accordance with the Trust's Asset Management Strategy scoring matrix to determine the future of each site to:</p> <ul style="list-style-type: none"> • Improve and refurbish, or • Re-develop. <p>A Garage Strategy was developed from this with structural works commencing in 2007/08 and continuing during 2008/09.</p>
<p>Response Repairs</p>	

<ul style="list-style-type: none"> • £3.2 million programme of outstanding catch up repairs within 5 years. • Improve on pre-transfer response repairs performance. • Improved response times • Free phone service for reporting repairs 	<p>Catch-up repairs have been completed.</p> <p>The quality of the response repairs service is measured through VMS Customer Surveys. The target average score set for VMS Surveys is 7.8/10. Response repairs scored an average of 8.4/10 for 2007/08</p> <p>With effect from June 2007 BDHT revised target completion timescales for each repair category:</p> <p>Emergencies – from 24 hours to 12 hours</p> <p>Urgent – from 7 calendar days to 5 calendar days</p> <p>Routine – from 30 calendar days to 20 calendar days.</p> <p>Completions against target have remained top quartile (against last available reported national top quartile). The percentage of response repairs completed within target has improved in the four years since stock transfer. Performance for the last three years is set out in the table below.</p> <table border="1" data-bbox="974 1026 2063 1198"> <thead> <tr> <th rowspan="2">Repair Category</th> <th colspan="3">% of response repairs completed in target</th> </tr> <tr> <th>2005/06</th> <th>2006/07</th> <th>2007/08</th> </tr> </thead> <tbody> <tr> <td>Emergency</td> <td>99.60</td> <td>99.96</td> <td>99.86</td> </tr> <tr> <td>Urgent</td> <td>95.90</td> <td>98.50</td> <td>99.85</td> </tr> <tr> <td>Routine</td> <td>90.60</td> <td>97.60</td> <td>97.66</td> </tr> </tbody> </table> <p>Free phone service now extended to all service enquiries.</p>	Repair Category	% of response repairs completed in target			2005/06	2006/07	2007/08	Emergency	99.60	99.96	99.86	Urgent	95.90	98.50	99.85	Routine	90.60	97.60	97.66
Repair Category	% of response repairs completed in target																			
	2005/06	2006/07	2007/08																	
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Urgent	95.90	98.50	99.85																	
Routine	90.60	97.60	97.66																	

<ul style="list-style-type: none">• Appointments service for urgent and non urgent repairs• Consider introducing extra services such as a handy person service and gold service. • Introduce new ways to report a repair, e.g. by internet.	<p>An appointment system for all routine repairs will be introduced by August 2008 to compliment the existing appointment system for emergency and urgent repairs.</p> <p>Following consultation with tenants BDHT introduced a Handy person service from 1st June 2007.</p> <p>To reward tenants who comply with the conditions of their tenancy BDHT operates a number of rewards,</p> <ul style="list-style-type: none">• a quarterly prize draw for tenants who are not in rent arrears or tenants who are in arrears but maintaining re-payment plans, and,• an annual prize draw for tenants providing access for annual gas servicing. <p>BDHT has, with members of the Residents Forum, evaluated options to introduce a “Gold Service”. Members of the Forum considered that an “individual” based reward scheme would in general be too expensive to operate and did not represent good value for money. They have opted to retain the rewards described above to be supplemented by:</p> <ul style="list-style-type: none">• individual access to a free “handyman” service for tenants meeting agreed criteria, and;• a community reward scheme supporting local neighbourhood initiatives. <p>Following “lean processing” of the response service it has been decided that Graphical Repairs Ordering software will not provide a cost effective solution and that a revised repair ordering process using a simplified Schedule of Rates will provide a better VfM resolution.</p>
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<ul style="list-style-type: none"> • Priority repairs to be completed within 12 working days (rather than 15 working days) and by appointment. • Monitor performance against pre-set targets. • Seek to raise performance year on year. • Provide tenants with information on performance annually. 	<p>See above.</p> <p>Monitoring systems are in place using Business Objects reporting software. Repairs performance is monitored monthly by EMT with quarterly exceptions report to Board.</p> <p>See above. Performance on all repair categories has improved year-on-year and remains top quartile.</p> <p>BDHT Annual Report and website.</p>
<p>Sheltered Housing</p>	
<p>Improvements to homes and community rooms within sheltered housing schemes.</p> <ul style="list-style-type: none"> • To provide services to the same standard as the Council and aim to improve them. • Continue to meet needs of older people. • Use floating support workers in addition to wardens. 	<p>The recommendations from the Best Value Reviews of both sheltered and very sheltered housing support services have now been implemented providing a modern, flexible team based service to over 900 residents.</p> <p>Resultant improvements within the sheltered housing service were recognised in June 2007 when the service gained Centre for Sheltered Housing Services (CSHS) accreditation. This is an industry recognised standard and “passported” the service through Supporting People (SP) inspection.</p> <p>SP strategy is to move support provision for the majority of elderly residents from scheme based support and towards a floating service based upon the individual need of residents. With effect from April 2009 BDHT will commence a new contract with Supporting People based upon the provision of a floating support</p>

<ul style="list-style-type: none"> • Continue to provide existing amenities such as laundry, common rooms, window cleaning and grounds maintenance subject to a service charge. • Determine and pay particular attention to investment needs of homes and community rooms in sheltered housing schemes. • Programme of consultation with tenants with the aim of providing where needed new or upgraded door entry systems, programme of security and insulation work, modernisation of sheltered housing schemes including refurbishment and conversion of 	<p>service and no longer linked to the tenure or type of property occupied by the individual receiving support. With the introduction of the new contract, those tenants in sheltered housing who do not need support will not attract SP funding and the individual tenant will not be liable for a support service charge, instead the service will be directed to those tenants who need support including those who do not want to live in a sheltered housing scheme.</p> <p>The Gilbert Court Extra Care Scheme is being developed with partners, including BDC and is due to open in November 2008. With the opening of this scheme existing very sheltered schemes will be re-designated as sheltered housing in line with revised Supporting People funding arrangements.</p> <p>These services continue to be provided.</p> <p>BDHT Decent Homes Policy in place detailing additional issues for supported housing needs. A 5 year programme of upgrades to community rooms including complete re-decoration and fitment of new carpets, curtains and light fittings is being delivered following consultation with residents at each scheme. Work is being undertaken to 3 schemes during 2008/09.</p> <p>Following consultation with residents the emergency alarm call equipment within the sheltered housing schemes is being upgraded during 2008/09 from the existing hard wired system to a modern dispersed “Smart Call” service for all residents in sheltered housing requesting the service. This system allows for the provision, where required, of additional sensors including “wandering sensors”, flood detectors, fall sensors and pill dispensers.</p>
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<p>some bed-sits and a programme of improvements to communal rooms and facilities including gardens.</p> <ul style="list-style-type: none"> • Continue to provide access to a community alarm service. 	<p>Emergency Alarm call provision has continued through the Bromsgrove Lifeline service (BDC).</p>
<p>Development</p>	
<p>Within 5 years:</p> <ul style="list-style-type: none"> • 70 additional homes for rent. 	<p>Since transfer BDHT has:</p> <ul style="list-style-type: none"> • acquired 19 new homes through “buy-back” of properties from the existing housing market; • built 26 new homes • a committed development programme to deliver 97 new homes within the next two years.
<p>Tenant Participation</p>	
<p>A Tenant participation policy.</p> <ul style="list-style-type: none"> • Adopt and develop the Council’s Tenant Participation Compact. • Tenants given opportunity to participate at various levels that suit them. 	<p>The Resident involvement strategy was reviewed with customers and a new Strategy was agreed by the BDHT Board in June 2007.</p> <p>BDHT has developed a variety of ways in which tenants can become involved. This approach is designed to provide tenants with a range of flexible options for involvement reflective of tenants varied lifestyles, time commitments and degree to which they wish to be involved. Options include:</p> <ul style="list-style-type: none"> • Area Panels – residents meet with officers focusing on estate based issues • Residents Forum – residents meet with members of the senior and

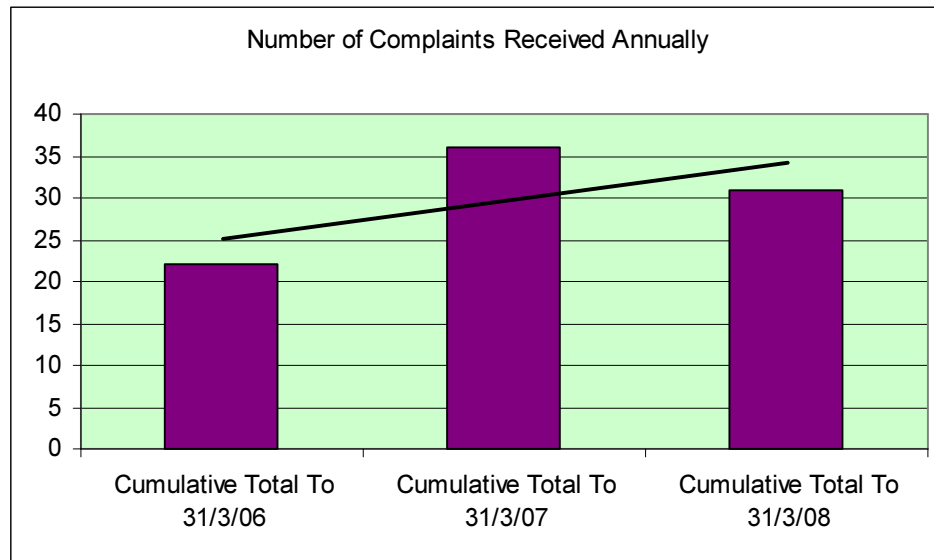
	<p>executive management team to influence BDHT strategic direction and policy.</p> <ul style="list-style-type: none">• Armchair Panel developed to allow participation from customers who do not wish to attend meetings.• “Chatterbox” Group developed for residents aged 12-21. This successful consultation group has provided the Trust with valuable insights into the key issues for this often difficult to reach group.• Tenant Mystery Shoppers – monthly “shops” testing if services are being delivered in accordance with published service standards. Results are presented to Executive Management Team and Service Improvement Team.• Business Plan Working Groups – comprising members of the Residents Forum working with officers of the Trust to develop and implement the Residents Forum Business Plan.• Estate Walkabouts, BDHT publishes an annual schedule of estate walkabouts undertaken by Estate Officers with invitations to Area Panel members and tenants to participate.• Customer Surveys, BDHT undertook a Status Survey of all tenants during 2006, this is being repeated in 2008 and annually thereafter. Status surveys are supported by a number of service specific surveys.• The “Big Consult” – BDHT surveyed all tenants asking for their views on their priorities for the next five years. The wider community was also consulted through a wrap around with feedback form in the
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<ul style="list-style-type: none"> • Regular information to tenants, including regular newsletter. • Regular performance report. • Actively support and develop local residents groups. • Continue to work with Tenants representatives. 	<p>Bromsgrove Advertiser. Over 400 residents responded to these surveys.</p> <ul style="list-style-type: none"> • The BDHT Choice magazine continues to be produced quarterly for BDHT tenants and the Leaseholder magazine is issued twice yearly. Scheme based bi-monthly newsletters are now distributed to each sheltered housing scheme. • BDHT measures the impact of resident involvement each year and publishes the results in a Resident Involvement Impact Assessment (September 2007). <p>BDHT Annual Report. In addition performance information is posted onto the BDHT website.</p> <p>Resident involvement continues to develop and grow. Between March 2007 and March 2008 the number of residents actively involved through the Residents Forum, Area Panels and “Armchair Panel” has grown by almost 70% to 112 members.</p> <p>The number Tenants able to undertake monthly “mystery shops” has risen during 2007/08 by 71% to 12.</p> <p>The “Chatterbox” group for residents aged 12-21years now has 28 members, a rise of 56% during 2007/08.</p> <p>With support from BDHT 7 of our older residents have formed the “Silver Hoodies” singing group. The aim of this group is to break down age barriers with younger residents. The scheme has been so successful that it has been short</p>
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<ul style="list-style-type: none"> • Establish Area committees. • Recognise need for local representation. • Focus groups made up of managers and tenants. Quality housing services working Group and repairs Improvement working Group will continue to be involved. 	<p>listed in a national housing awards scheme.</p> <p>BDHT has worked with members of the Residents Forum to develop their understanding of the business to enable residents to scrutinise our activities rigorously. Members of the forum have developed a Residents Forum Business Plan identifying 22 top priorities which have been fed into the BDHT Business Planning process. Members of the Residents Forum now present reports to Board.</p> <p>With residents BDHT have established a “Task & Finish” group to review current governance structures to further enhance resident led-scrutiny of BDHT. This group is due to report in December 2009</p> <p>Area Panels are now supported by regular Estate Walkabouts where members of each Panel and other residents can identify with officers areas of concern and any works required. The issues identified at each “walkabout” are fed back to the next panel meeting so that an ethos of “you said...we did” is built up.</p> <p>This approach is being developed further through the development of Area Panel Manifestos. Each Area Panel will publish a list of commitments to improve an area by BDHT based on residents priorities determined by analysis of feedback received via Estate Walkabouts, the “Big Consult”, 2008 Status Survey, and PACT meetings . Each manifesto will be sent to every BDHT tenant in that locality. BDHT performance against promises will be fed back to every tenant via a progress report every 6 months. The first Area Panel Manifestos will be published in November 2008.</p> <p>Residents continue to be involved in service review groups, for example tenants sat on the Response Repairs Working Group (which agreed the reduction in target times for each repair category) and the Customer Care & Access to Services Strategy review group which, amongst other things, has led to the</p>
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<ul style="list-style-type: none"> • Satisfaction Surveys to tenants every three years. (STATUS) • Other regular surveys. • Tenants able to become Board members (5 out of 15 places on board for tenants). 	<p>introduction of more flexible operating times to meet the needs of working tenants.</p> <p>Residents also serve on the Service Improvement Team which examines the results of customer perception surveys to identify areas where services can be further improved and delivering continuous “small step” service improvement.</p> <p>A number of Resident Advisory Groups have been established during the last year to inform and monitor the delivery of BDHT Equality Schemes and associated Action Plans on Disability, Gender and Race.</p> <p>BDHT are required to undertake a standardised customer perception survey known as the “Status Survey” at least once every three years. BDHT undertook the last survey in 2006, a follow up survey is currently being undertaken by the Feedback Service of the National Housing Federation on behalf of BDHT.</p> <p>BDHT continue to carryout service specific surveys to ensure continuous improvement in all service areas. Following a review of survey methodology BDHT is now using Snap software and following Status scoring regime to ensure alignment and comparison with Status results</p> <p>BDHT maintains five Tenant board members, now accounting for 42% of Board membership (following the reduction of BDC nominees from five to two).</p>
<p>General Customer Services</p>	
<ul style="list-style-type: none"> • Simple clear complaints procedure to be available. • Customer care and Complaints Policy. 	<p>BDHT has a well established simple complaints procedure that is well advertised at reception, at community rooms and via the website. Details on how to complain have been published and distributed to all tenants. BDHT has published service standards on dealing with complaints which have been distributed to all tenants.</p>

- Designated officer to deal with complaints.
- Step-by-step procedure to complain.



BDHT Board receive a quarterly report detailing:

- The number of complaints received;
- The number of cases resolved;
- The number of complaints justified or partially justified;
- Changes to policy or procedure made as a result of learning from complaints
- Satisfaction of complainants on closure of complaint;
- Diversity analysis

This information is fed back to tenants in summary form on a quarterly basis through the BDHT "Choice" magazine.

The Customer Care & Access to Services Strategy identified the need for a

- Customer care training

<ul style="list-style-type: none"> • Quality and performance improvement training 	<p>bespoke customer care training package to be delivered to all staff, this training is being deployed during 2008 and 2009.</p> <p>BDHT continues to support the professional development of staff through corporate sponsorship. Training is commissioned based on an annual training needs assessment for each team member and includes vocational training, legal updates and best/innovative practice courses. Average training spend per employee per annum is £407.00 rising to a projected spend of £487.00 per employee for 2008/09.</p>
<p>Community Work</p>	
<ul style="list-style-type: none"> • Work closely with public bodies such as OT, Education Service, Police, health authority, GPs and voluntary agencies. 	<p>BDHT continues to work closely with the Police and the Community Safety Partnership to tackle incidents of anti-social behaviour. BDHT participates in the county wide Hate Crimes initiative and has become a local hate crimes reporting centre.</p> <p>BDHT officers continue to regularly attend PACT meetings covering areas of BDHT operation.</p> <p>BDHT officers work closely with local schools on housing and community issues including participation in the Young Enterprise Scheme.</p> <p>BDHT officers have developed the “Considering Housing” scheme. Through this scheme BDHT officers deliver sessions for 13 -15 year olds at local high schools looking at their future housing options and linkages between housing options and career choices.</p> <p>BDHT works closely with Social Services and service users to meet the needs of a range of vulnerable groups including the frail elderly (for example provision of Extra Care at Gilbert Court) and customers with mental illness and learning disabilities.</p>

<ul style="list-style-type: none"> • With Employment Service to tackle social exclusion and support neighbourhood renewal initiatives. • Consult with tenants about the need to recruit specialist staff to try to help tenants improve the quality of life on estates, for example by tackling neighbour nuisance or offering advice and assistance with benefit claims. 	<p>BDHT works closely with voluntary agencies such as Baseline to provide support for young homeless people and New Start in the provision of furniture for vulnerable tenants and the Multi-Agency Resource Centre.</p> <p>BDHT are members of the Homelessness Strategy Group led by BDC.</p> <p>With financial support from BDC and Supporting People BDHT has developed a Floating Support Service for vulnerable adults over 25 years of age to ensure chaotic lives can be stabilised in order to help clients sustain their tenancy and provide a platform to return to work wherever possible.</p> <p>BDHT has developed an economic engagement strategy to assist economically disadvantaged members of the community get into or return to work. BDHT are working with key statutory partners including BDC to support local strategies.</p> <p>BDHT has created a two-year housing trainee post with funding from Supporting People to provide an employment opportunity for a disadvantaged young person.</p> <p>BDHT has also received Supporting People funding to deliver a “Confidence Building and Ready to Work” scheme for homeless people.</p> <p>BDHT has introduced two specialist teams to deal with:</p> <ol style="list-style-type: none"> a). Nuisance, Anti-Social Behaviour & Estate Management, and b). Rent payment, rent arrears and debt management. <p>In consultation with residents BDHT has developed the following strategies:</p> <ol style="list-style-type: none"> a) Respect Strategy setting out how BDHT will deal with anti-social
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	<p>behaviour, and b) Income Management Strategy, which includes BDHT’s strategic approach to preventing tenant indebtedness.</p> <p>BDHT has also now developed a Financial Inclusion strategy to further assist residents to minimise the affects of the “credit crunch”.</p>
Anti-social behaviour and racial harassment	
<ul style="list-style-type: none"> • Committed to taking decisive action to tackle asb, nuisance and racial harassment • Work closely with tenants and other agencies to develop strategies tailored to the needs of individual estates. 	<p>With tenants BDHT has developed a strategy, policy and procedure to deal with anti-social behaviour, nuisance and disputes. BDHT has developed a specialist team to respond to such issues. BDHT met and signed up to the Respect Standard for Housing Management.</p> <p>BDHT works closely with residents and other agencies to deal with ASB, including the local police, local authority Community Safety Team, youth groups and parish councils.</p> <p>BDHT officers undertake quarterly “estate walkabouts” with members of the local Area Panels and Community Safety Officers. Issues raised are acted upon and results reported back to Area Panel meetings. Issues identified include:</p> <ul style="list-style-type: none"> • unkempt drying areas – a planned programme of improvements have been agreed and are being implemented through the Asset Management Team. • Condition of boundary fences on alley ways and garage sites – incorporated into and on-going programme of fence repair and replacement. <p>BDHT is represented by officers at all area PACT meetings.</p> <p>BDHT is a Hate Crime reporting centre and has developed a Hate Crime policy covering all diversity strands.</p>

	<p>During 2007/08 the Tenancy Services Team completed 114 investigations into complaints of anti-social behaviour, annoyance and nuisance. All victims are contacted at the end of the process to record their perception of the service they have received. 47 clients responded (41% response rate). 87% of respondents stated that they were satisfied with the way in which their complaint was handled.</p>
Gold Service	
<ul style="list-style-type: none"> Consult tenants on how to introduce a “gold service”. 	<p>Following consultation with tenants BDHT introduced a Handy person service from 1st June 2007.</p> <p>To reward tenants who comply with the conditions of their tenancy BDHT operates a number of rewards,</p> <ul style="list-style-type: none"> a quarterly prize draw for tenants who are not in rent arrears or tenants who are in arrears but maintaining re-payment plans, and, an annual prize draw for tenants providing access for annual gas servicing. <p>BDHT has, with members of the Residents Forum, evaluated options to introduce a “Gold Service”. Members of the Forum considered that an “individual” based reward scheme would in general be too expensive to operate and did not represent good value for money. They have opted to retain the rewards described above to be supplemented by:</p> <ul style="list-style-type: none"> individual access to a free “handyman” service for tenants meeting agreed criteria, and; a community reward scheme supporting local neighbourhood initiatives.
Supported Housing	
<ul style="list-style-type: none"> Consult with tenants and investigate providing support 	<p>With financial support from BDC and Supporting People BDHT has developed a Floating Support Service for vulnerable adults over 25 years of age to ensure</p>

workers for new tenants using available Government funding.	chaotic lives can be stabilised in order to help clients sustain their tenancy and thus prevent homelessness. These officers support up to 17 clients at any one time. As well as supporting clients who have become homeless, during 2007/08 these officers prevented 6 households from actually becoming homeless in addition to the 77 preventions achieved by the BDHT Housing Options team who provide a housing advice service for BDC.
Allocating Homes	
<ul style="list-style-type: none"> • Only let to people in housing need. • Nomination rights to applicants on Council Register. • Transfer List for existing tenants to be able to move. 	<p>BDHT is a partner with BDC in the regional “Home Choice Plus” Choice Based Letting scheme. This scheme operates through a common allocation policy agreed by both BDHT and BDC. The scheme maintains the ability of existing social housing tenants to move by “transfer” to alternative accommodation. The scheme is scheduled to “go live” in October 2008.</p> <p>During 2007/08 85% of lettings made by BDHT were to new tenants with 15% to existing (transfer) tenants.</p> <p>Of the lettings to new tenants, 90% were to applicants on the BDC Housing Register.</p>
Rent	
<ul style="list-style-type: none"> • Guarantee that Rent increases annually limited to rate of inflation plus ½% plus £2.00 per week in any year. • After 2012 rent increase by inflation plus ½% 	Annual rent increases have been in accordance with this formula.

<ul style="list-style-type: none">• Service charges separated from rent charges.• Continue to be able to pay rent in the same way, (including cash office and rent collector). • Only seek end a tenancy for rent arrears as a last resort.• Grounds for eviction will be the same as for the Council.	<p>Service charges are identified separately from rent charges.</p> <p>BDHT has further promoted the use of Direct Debit for payment of rent with a further monthly date provided to offer greater choice to tenants. Approximately 30% of tenants now pay rent by this means.</p> <p>At BDHT we are also now able to take rent payments from tenants using debit cards by phone.</p> <p>Through the use of All Pay BDHT tenants can now pay rent by internet and at local post offices and Pay Zones as well as via the internet.</p> <p>BDHT arrears policy states that eviction will be sought only as a last resort.</p> <p>The transferring tenant's agreement only allows BDHT to use those grounds that were available to the Council, i.e. they cannot use ground 8 – mandatory possession for arrears over 8 weeks.</p>
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COUNCIL STRATEGIC HOUSING PRIORITY	PROGRESS BY BDHT IN CONTRIBUTING TOWARDS THE COUNCIL'S FOUR STRATEGIC HOUSING PRIORITIES DURING 2007 / 2008
<p>▪ PRIORITY 1 – ADDRESSING THE SHORTAGE OF AFFORDABLE HOUSING</p> <p>▪ Focusing on achieving a well balanced Housing Market and a consistent and appropriate supply of affordable housing to meet urban and rural needs, making best use of planning powers and the resources available</p>	<ul style="list-style-type: none"> • During 2007 / 08 BDHT purchased a further 10 Buy Back properties, with financial assistance from BDC, to help meet the needs of homeless families in the district and for use as dispersed self contained temporary accommodation enabling the closure of three of the Council's homeless hostels at Wythall, Rubery and Sidemoor • Four Two bedroom bungalows were delivered at Morris Walk, Charford. • Six new build two bedroom shared ownership homes and 8 houses for rent were completed in Rubery in May 2008 • Planning permission has been granted by BDC Planning Committee for BDHT to develop 20, two and three bedroom affordable homes at Hopwood. • A further planning application has been granted and Housing Corporation funding approved for the development of 19 homes on the site of the Former Redgrove School in Stoke Prior. • Properties in Flavel Rd, Charford have been acquired for redeveloped to provide 9 two bed and 8 one bed flats which are due to be delivered by March 2009. • BDHT have converted Gateway Refuge into be five self contained units of accommodation for clients fleeing domestic abuse. Due for completion in September 2008.

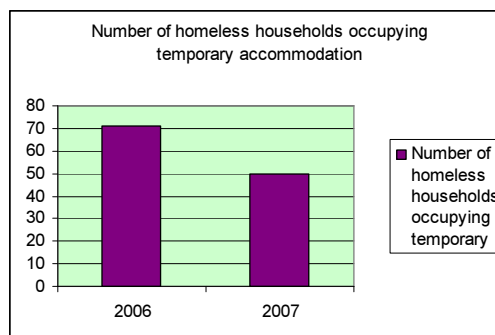
	<ul style="list-style-type: none"> • BDHT have worked with BDC and Bromford Housing Group officers to successfully achieve the closure of Hamilton House Supported Accommodation Scheme which they will now upgrade to provide 4 one bedroom self contained flats due for completion in March 09. • To prevent any further delay, Development of five two bedroom houses for shared ownership on the site of the former Wythall Hostel has now been taken over by BDHT from Servite Houses (RSL) who are temporarily restricted by the Housing Corporation. • Work is now underway to convert Rubery and Sidemoor hostels into a total of 10 self contained flats for general needs letting. • BDHT have jointly funded with the Council and other partner RSL's the commissioning of a Housing Market Study to provide further more detailed information on the housing need and balance of the market in the district. • BDHT allocation policy is based on an assessment of housing need in the same format as that of the Council's policy. Excellent joint working by BDHT officers with Strategic Housing Officers of the Council has taken place to launch and implement the South Housing market Area Choice Based Letting Scheme using a shared allocation policy. The Government approved method of allocating social housing is due to be implemented in October 2008. • At the time of LSVT it was negotiated that BDHT grant nomination rights to BDC of 75% of new lettings. In 2007/08 90% of all new BDHT lettings were to applicants on the BDC Register.
<ul style="list-style-type: none"> ▪ PRIORITY 2 – 	<ul style="list-style-type: none"> • BDHT has adopted a BDHT Decent Homes Standard (DHS) which is an

<p>IMPROVING THE QUALITY AND AVAILABILITY OF PRIVATE SECTOR HOUSING</p> <ul style="list-style-type: none"> ▪ To achieve sustained decent housing conditions, a strong, well managed private rented sector, improved energy efficiency of domestic homes and increased availability and accessibility of privately rented accommodation offering people more choice. 	<p>enhancement of the basic Government prescribed DHS. Improvements to tenants homes undertaken by BDHT resulted in 100% of BDHT homes meeting the DHS at the 31st March 2007. Asset Management software allows BDHT to plan future improvements on a “just in time” basis to ensure homes continue to meet the DHS.</p> <ul style="list-style-type: none"> • Improved energy efficiency is a key BDHT target toward reducing costs for tenants in running their homes and reducing environmental impact. At the 31st March 2007 the SAP rating (a measure of a property’s energy efficiency) was 74. • Performance against DHS and SAP is top quartile. • BDHT is assisting and supporting the BDC Private Tenancy Scheme by finding and encouraging landlords to participate in the scheme. BDHT officers have taken over the day to day running of the Council initiated Spend to Save scheme thus freeing up BDC officer time to work on new initiatives. • Closer working has developed between BDC private sector housing officers and BDHT to improve response to requests by BDHT tenants for disabled persons adaptations.
<ul style="list-style-type: none"> ▪ PRIORITY 3 – ADDRESSING HOMELESSNESS ▪ Promoting a continued co-ordinated approach to the ongoing provision of early intervention preventative and support services for the homeless and an 	<ul style="list-style-type: none"> • With financial support from BDC and Supporting People BDHT has developed a Floating Support Service for vulnerable adults over 25 years of age to ensure chaotic lives can be stabilised in order to help each client sustain their tenancy and thus prevent homelessness. The service employing two full time support officers can support 17 clients at anyone time with 3 hours support provided for each client each week. • BDHT has worked closely with BDC to close BDC hostel accommodation. To date one hostel has closed (Wythall) with Rubery Lodge and Holly Lodge hostels due to

improved supply of permanent accommodation to reduce the use of temporary accommodation. Increased access to privately rented housing for the homeless is targeted to help achieve this and to maintain our minimal use of Bed & Breakfast accommodation. The strategy also focuses upon providing an improved standard and type of temporary accommodation where it has to be used, offering dispersed self contained housing.

close by January 2008.

- To replace the hostel accommodation BDHT has procured a total of ten additional properties with funding support from BDC. The remodelling of Rubery Hostel and Holly Lodge has started and will provide a total of 10 additional units of accommodation one of which will be specially adapted for disabled clients. These units are due to be delivered in April 2009.



resulting in a big reduction in the number of homeless households occupying temporary accommodation over the last twelve months: at 31 March 08 the figure was 16, down from 63 on 31st March 07 and has since fallen further to 13 on 30 June 2008.

- BDHT has implemented an action plan to reduce the number of homeless households in temporary accommodation
- Since stock transfer the primary role of BDHT officers under the Homelessness Service Level Agreement has been the assessment of homeless applications. Since April 2007 BDHT officers have moved away from providing a signposting service on homeless prevention to a pro-active role, providing formal "Housing Options" interviews with potentially homeless clients and active prevention work.
- In 2007/8 BDHT officers prevented 85 households from becoming homeless.
- BDHT officers have worked with BDC colleagues to implement actions resulting from the Audit Commission inspection of strategic housing.

<ul style="list-style-type: none"> ▪ PRIORITY 4 - ASSISTING VULNERABLE GROUPS TO LIVE INDEPENDENTLY ▪ Aimed at enabling people who are vulnerable through age, disability or life experience to live independently, within the community. Promotion of healthy, safe and independent living, through improved housing conditions, home safety & security checks and by creating the right environment through improvements and adaptations and linked action to enable older people to be discharged from hospital more rapidly through more efficient home adaptation. 	<p>BDHT has worked in partnership with BDC, County Council Supporting People and the Housing Corporation to secure capital and revenue funding for the development of the Extra Care housing scheme at Gilbert Court, Charford. The refurbishment existing homes and new building of the 27 additional units is due to be completed in autumn 2008.</p> <p>BDHT continue to work closely with the Police and through multi-agency PACT meetings to resolve estate and ASB issues and consult with BDC and tenants/residents upon estate refurbishment and regeneration projects.</p> <p>BDHT is a Hate Crime Reporting Centre as part of a countywide initiative to promote the reporting of such crimes.</p> <p>BDHT have a Respect fund (£7,000) to provide target hardening measures for victims of crime.</p> <p>BDHT work with the Police and other statutory agencies including the Probation Service to manage prolific offenders.</p> <p>BDHT work closely with Social Service departments to meet the needs of some of the most vulnerable in our community, for example, BDHT are part of multi-agency groups looking at the needs of customers suffering mental health issues and learning difficulties.</p> <p>BDHT also work with voluntary groups, church groups, parish councils and youth group to resolve issues around ASB (e.g. projects at Shawfields and at Charford) and with specialist providers such as ASB4 and mediation services to resolve issues.</p> <p>BDHT has implemented a Communities fund of £5,000 per annum to support local community groups, grants have so far been made to a local youth football team and a local youth cricket team.</p>
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	<p>BDHT works closely with other support providers such as Stoneham (DV) and Baseline (under 25s) to ensure new tenants receives support to sustain tenancies.</p> <p>Officers continue to work with school students through the Young Enterprise Scheme.</p>
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Agenda Item 9

BROMSGROVE DISTRICT COUNCIL

17 MARCH 2009

PERFORMANCE MANAGEMENT BOARD

IMPROVEMENT PLAN EXCEPTION REPORT [JANUARY 2009]

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 the Board to consider the Improvement Plan Exception Report for January 2009 (Appendix 1).

2. RECOMMENDATION

- 2.1 That the Board considers and approves the revisions to the Improvement Plan Exception Report attached as Appendix 1, and the corrective action being taken.
- 2.2 That the Board notes that for the 110 actions highlighted for January within the plan 86.4 percent of the Improvement Plan is on target [green], 3.6% percent is one month behind [amber] and 0 percent is over one month behind [red]. 10 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]. The increase since last month reflects the re-programming of the town centre actions (as a result of Parkside), the re-programming of the train station (as a result of the updated situation regarding its funding) and the customer access strategy.
- 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	HROD2 – Modernisation

and retention	
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 January 2009

15. **BACKGROUND PAPERS:**

15.1 The full Improvement Plan for January 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 January 2009 Improvement Plan

Appendix 1

PROGRESS IN 2008/09

Overall performance as at the end of January 2009, 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%

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	13	9.9%
AMBER	3	2.3%	AMBER	4	3.4%	AMBER	8	6.0%	AMBER	7	5.0%	AMBER	8	5.8%	AMBER	5	3.9%
GREEN	114	89.1%	GREEN	96	81.4%	GREEN	99	73.9%	GREEN	104	73.8%	GREEN	106	76.8%	GREEN	100	76.3%
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	0	0%	RED			RED			RED			RED			RED		
AMBER	4	3.6%	AMBER			AMBER			AMBER			AMBER			AMBER		
GREEN	95	86.4%	GREEN			GREEN			GREEN			GREEN			GREEN		
REPRO	11	10.0%	REPRO			REPRO			REPRO			REPRO			REPRO		

Exception Report for January 2009 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 112 actions for January 2009, 4 actions have been extended with approval. This amounts to 3.6 percent of the original actions scheduled for this month. Extended actions are shown with hatched marking and extend the timescale of a current or ongoing action on the Improvement Plan.

An Exception Report detailing corrective actions follows:

CP4: Sense of Community																	
Ref	December 2008 Action		Colour		Corrective Action										Who	Original Date	Revised Date
4.3.13	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
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
4.3	Popularity of events programme																
4.3.13	Establish monitoring & meeting arrangements set out in the SLA with the Artrix.	JG															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. 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.

Page 149

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 years performance and BDC user feedback out turns.		Work in this area is ongoing due to concern raised by the Operating Trust of the Artrix over some of the phrasing in the agreement document. Extended to December.													JG	Jul-08	Feb-09
4.3	Popularity of events programme																	
4.3.14	Agree service improvement plan and targets based on SLA, previous years performance and BDC user feedback out turns.	JG														As above. 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. Officers have forwarded the revised SLA to the Operating Trust and are awaiting feedback before commencing formal discussions. 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 years performance and BDC user feedback out turns.		Due to delays in the acceptance of the SLA work in this area has not yet been progressed.												JG	Sep-08	Jan-09
4.3	Popularity of events programme																
4.3.15	Agree service improvement plan and targets based on SLA, previous years performance and BDC user feedback out turns.	JG														Suspended as per 4.3.1.1	

Exception Report for January 2009 Improvement Plan

Appendix 1

PR5: Planning																	
Ref	December 2008 Action		Colour		Corrective Action										Who	Original Date	Revised Date
															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															Next training event to include enforcement. Department attended Parish Council Forum at end of January.	

BROMSGROVE DISTRICT COUNCIL
PERFORMANCE MANAGEMENT BOARD

17 MARCH 2009

COUNCIL PLAN 2009-2012 PART 2

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

1. SUMMARY

- 1.1 The Council Plan 2009-2012 sets out the Council's priorities for the next three years, defines these in terms of targets and actions and links our plans to the medium terms financial strategy.

2. RECOMMENDATION

- 2.1 That PMB:-

- i. Considers the Council Plan 2009-2012 attached at Appendix 1, in particular, whether the targets and measures are appropriate and stretching.

3. BACKGROUND

- 3.1 Cabinet and Full Council re-confirmed the vision, Council objectives and reduced the number of priorities from five to four in September 2008. The four priorities are:-

- Town Centre
- Housing
- Sense of Community
- Clean Streets and Climate Change

- 3.2 The Council's balanced scorecard within the Council Plan has been updated to reflect the changes and sets out these four priorities under the Customer perspective. These are supported by priorities under each of the other three perspectives (Financial and Performance, Process, and Human Resources and Organisational Development).

- 3.3 Some changes have been made within the other perspectives. In line with the new CAA guidance the Financial perspective has been extended to encompass Performance and the priorities under this perspective are now

'Managing Finances', 'Governing the Business', 'Managing Resources' and 'Managing Performance'. 'Value for Money' pervades all of these priorities. The Process perspective includes a priority on the 'Joint CEO with Redditch BC' project which has replaced the 'Spatial Project' priority, and 'Improved Governance' has been altered slightly to give a new emphasis as 'Political Governance'. Finally, the 'Performance Culture' priority under the HROD perspective has been dropped as it is covered in the Financial and Performance perspective.

- 3.4 A key aspect of the Audit Commission's assessment regime is the ability of public services to convert ambition from aspiration into reality through outcomes that can be recognised through perception monitoring. The Council Plan 2009-2012 sets out a specific, measurable, agreed, realistic and time bound (SMART) strategic action plan that identifies the outcomes we are trying to achieve for each key deliverable, how we will know that we are progressing towards these outcomes, projects and resources in support of the outcomes, when we expect to deliver them and who is responsible.
- 3.5 The Council Plan will need to be supplemented with further detail in order for Cabinet to oversee progress against it. The key to this will be the development of the next detailed Improvement Plan which will be based on the Council Plan. This work is due to take place between March and June 2009. Besides measuring progress on projects, Cabinet will also need to monitor progress on key indicators that relate to our priorities. A new set of corporate performance indicators is currently being consulted upon and the Council Plan will be updated with a full list of these as soon as they are confirmed. These indicators will be monitored throughout 2009/10.

4. FINANCIAL IMPLICATIONS

- 4.1 These are as set out in the Medium Term Financial Plan approved at Full Council on 22nd January 2009.

5. LEGAL IMPLICATIONS

- 5.1 There are no legal implications to this report.

6. COUNCIL OBJECTIVES

- 6.1 The Council Plan outlines the key deliverables in support of each of the Council priorities, which in turn, impact on the Council objectives.

7. RISK MANAGEMENT

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

- Failure to produce a clear direction for the Council for the next three years by not producing a Council Plan

- Failure to produce a clear framework against which Council activities and budgets can be aligned to priorities
- Failure to produce a basis upon which the new Improvement Plan can be developed.

7.2 These risks are being managed as follows:

- Failure to produce a clear direction for the Council for the next three years by not producing a Council Plan:

Risk Register: CCP
 Key Objective Ref No: 08
 Key Objective: Council Plan

- Failure to produce a clear framework against which Council activities and budgets can be aligned to priorities:

Risk Register: Corporate
 Key Objective Ref No: 1
 Key Objective: Effective Financial Management and Internal Control

- Failure to produce a basis upon which the new Improvement Plan can be developed.

Risk Register: CCP
 Key Objective Ref No: 05
 Key Objective: Drive delivery of the Improvement Plan, prepare the Council for its CPA re-inspection and prepare for CAA

8. CUSTOMER IMPLICATIONS

8.1 The Council Plan 2009-2012 will guide the Council's future service delivery and will therefore have a direct impact on the Customer. Specific Customer Implications are covered in CP1, CP3 and PR1 in Appendix 1.

9. EQUALITIES AND DIVERSITY IMPLICATIONS

9.1 Please see CP3 in Appendix 1.

10. VALUE FOR MONEY IMPLICATIONS

10.1 Please see FPP1, FPP2, FPP3 and FPP4 in Appendix 1.

11. OTHER IMPLICATIONS

Procurement Issues

A number of the strategic actions have procurement issues. These are located in CP1, FPP2, FPP3, PR3 and PR4 in Appendix 1.

<p>Personnel Implications Actions relating to personnel are located in FP3, HROD1, HROD2 and HROD3 in Appendix 1.</p>
<p>Governance/Performance Management Actions relating to governance and performance management are to be found in FP2, FP4 and PR2 in Appendix 1.</p>
<p>Community Safety including Section 17 of Crime and Disorder Act 1998 Community Safety is covered under CP3 in Appendix 1.</p>
<p>Policy The Council Plan takes account of the Local Government Act 2007 and the Council Plan Part 1 referred to a range of policy documents.</p>
<p>Environmental See CP4 and PR4 in Appendix 1</p>

12. OTHERS CONSULTED ON THE REPORT

Portfolio Holder	Yes
Chief Executive	Yes
Executive Director (Partnerships and Projects)	Yes
Executive Director (Services)	Yes
Assistant Chief Executive	Yes
Head of Service	Yes
Head of Financial Services <i>(must approve Financial Implications before report submitted to Leader's Group)</i>	Yes
Head of Legal, Equalities & Democratic Services <i>(for approval of any significant Legal Implications)</i>	Yes
Head of Organisational Development & HR <i>(for approval of any significant HR Implications)</i>	Yes
Corporate Procurement Team <i>(for approval of any procurement implications)</i>	No

13. WARDS AFFECTED

All Wards

14. APPENDICES

Appendix 1 Council Plan 2009-2012

15. BACKGROUND PAPERS

Cabinet Report, Council Plan 2009/2012 Part 1, Bromsgrove District Council (September 2008).

CONTACT OFFICER

Name : Hugh Bennett (Assistant Chief Executive)
E Mail: h.bennett@bromsgrove.gov.uk
Tel: (01527) 881786

Bromsgrove District

Council Plan 2009-2012

"Working together to build a district where people are proud to live and work, through community leadership and excellent services".



Bromsgrove
District Council

www.bromsgrove.gov.uk



INVESTOR IN PEOPLE



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If you require this document in large print, Braille or audio tape, please contact:

Fiona Scott, Equalities Officer,
The Council House, Burcot Lane, Bromsgrove, B60 1AA
Tel: 01527 881719, email: f.scott@bromsgrove.gov.uk

1. Introduction from the Leader of the Council

Welcome to the Bromsgrove District Council Plan. The Plan sets out a “road map” for the Council’s work between now and 2012.

The Council operates in a complex environment, having to balance public expectation of the Council’s services alongside the Government’s shared priorities for local government, statutory obligations and the countywide Local Area Agreement, as well as understanding the demographic issues we face, in particular, a commuting workforce and an ageing population. The local government expenditure environment has become much tighter in recent years due to Central Government spending pressures, so value for money is now more important than ever before, particularly in the current climate of economic uncertainty. To help meet this agenda the Council has been exploring joint working and shared services opportunities with Redditch Borough Council in Payroll, Elections, Community Safety and Equalities and Diversity services, and in August 2008 Kevin Dicks took on the role of Acting Joint Chief Executive of both Councils as part of a year-long project.



The Council has made significant progress in the last few years. We have been in voluntary engagement with Central Government since 2004 and were rated as “Poor” (as we expected) when our first Comprehensive Performance Assessment rating was published in June 2007. A huge amount of time and commitment by dedicated staff and Members has been a key part of our improvement journey and this hard work has been recognised in our new CPA rating of “Fair” which we achieved in March 2009. With the new Comprehensive Area Assessment inspection regime coming into effect in April 2009 we believe we are well on our way to becoming an “Excellent” Council. We have a resourced Improvement Plan that is focused on identified performance issues, improved Member/Member and Member/officer relations and leadership from both Members and senior management, something the Council has been lacking in the past.

The Council Plan brings together all the different information that influences Council services through the balanced scorecard technique which articulates our ambitions for the Council and the District into measures of success we understand and can work toward. The Council Plan is the starting point for driving the Council’s performance management framework, medium term financial plan, annual budgets and corporate risk register. As a result, we do not expect the Plan to be left on a dusty book shelf, but to be a living document, that decision-makers refer to in order to provide an effective strategic direction for the Council.

The Council has a Vision for the District and the Council, one that we all understand and own, and the Council Plan expands this Vision:

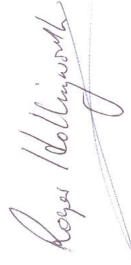
“Working together to build a district where people are proud to live and work, through community leadership and excellent services”.

Working together is critical to delivering this vision. In the past, the Council has not worked as a team. Proper political debate, robust scrutiny, Member ambition and officer advice all have their place within a modern council, but this must happen within a framework of respect and recognition that we are all here to serve our communities. Community leadership is also vital. As Members we have a duty to work with and understand our communities; being elected every four years is not enough. We need to engage regularly with our communities, in order to represent them and give them a say in decisions affecting their local areas.

The main issues we face as a District are detailed in the next section of the Plan. These include the need to regenerate our town centre so that it reflects the wealth of the District and ensuring we have sufficient affordable housing. We have brought these, plus our other two priorities and the work we have undertaken to develop the Council together under the “Building Pride” banner:-



The Council Plan was developed by Members and officers considering a range of information from residents including customer surveys and focus groups, Place Survey results, PACT and Local Neighbourhood Partnership feedback as well as considering our current performance, national legislation, the County and District Community Strategies and our financial position. I very much hope that the Plan reflects the best part of local, county, regional and national aspirations for our District. I want this to become an on-going process, one of dialogue. With this in mind, every year we will refresh the Council Plan to ensure we are listening and reflecting the views of our communities.



Roger Hollingworth
Leader of the Council



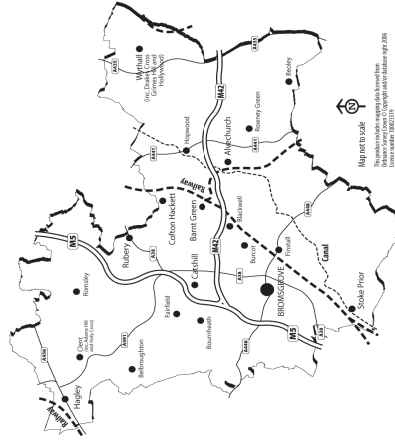
Kevin Dicks
Acting Joint Chief Executive of
Bromsgrove District and
Redditch Borough Councils

An electronic version of this plan can be found on our website:
www.bromsgrove.gov.uk

2. About Bromsgrove District

Location

Bromsgrove District is in north Worcestershire, covering a large area of approximately 83.9 square miles. Whilst only 14 miles from the centre of Birmingham, the Lickey Hills country park provides an important dividing line between the urban West Midlands Conurbation and the rural landscape of north Worcestershire. Ninety percent of the District is greenbelt which creates difficulties for housing policy. Four radial routes pass through the District, each served by railway lines and major roads, including the M5 running north and south, the M42 running east and west, with further links to the M40 and M6.



Data suggests that 16,643 people travel into the District for work, with 26,112 (29%) of the population travelling out, a net commute out of 9,469.¹ Our main communities are detailed in the map (above). The District has no wards in the top 20% most deprived in England.²

¹ ONS 2001 Census

² DCLG Indices of Multiple Deprivation 2007

Population

The population of the District is 92,300³ and the Office for National Statistics predicts that this will increase by 20.5% over the next 23 years to 111,200 in 2031.⁴ The over 65 population totals 17,000 (18.4% of the population)⁵ and this older population is predicted to expand as a proportion of the overall District population significantly over the next 20-25 years, with the over 80s population estimated to increase by 132% by 2031.⁶

There are 37,492 households in the District.⁷ The current review of the Regional Spatial Strategy is likely to require homes for 3,000-7,000 households to be built in the District in the next 25 years and it is also probable that the District will have to take some of Redditch Borough Council's housing allocation.

The black and minority ethnic population (BME) is 6.4%, which is low for the region and nationally. This percentage comprises 1% Irish, 2.6% Asian, 1.2% Mixed, 1.0% Black and 0.6% Chinese.⁸ There are no definitive data sources for the migrant worker population living in Bromsgrove, but indicative figures suggest this is in the region of 0.2%.⁹

³ ONS 2007 Mid-Year Population Estimates

⁴ ONS 2006 Subnational population projections

⁵ ONS 2007 Mid-Year Population Estimates

⁶ ONS 2006 Subnational population projections

⁷ Worcestershire County Council RSS Household Forecasts Report 2008

⁸ ONS 2006 Resident Population Estimates by Ethnic Group

⁹ Worcester County Economic Assessment 2007-2008

Economy

The economic picture of the District is generally very positive in spite of the current economic downturn. The mean household income is £38,690, which is the highest in the county (the county average is £35,656).¹⁰ There are three major areas of economic regeneration within the District: the Longbridge site, Bromsgrove town centre and Bromsgrove railway station. In April 2005, parts of Phoenix Venture Holdings (PVH), most significantly MG Rover and PowerTrain entered administration, resulting in the closure of the Longbridge car plant. These parts of the Group employed around 5,850 people in the West Midlands and an estimated £410m was spent with firms based in the West Midlands as part of the supply chain. Whilst unemployment levels naturally increased with the closure, the District's unemployment levels have since returned to very low levels (1.8%)¹¹, although unemployment is predicted to rise nationally as the country enters recession. Bromsgrove town centre needs a major overhaul to encourage local shopping and to be able to compete with neighbouring shopping centres. Bromsgrove station is the third area of concern. The current station facilities are not considered fit for purpose and a feasibility study is currently being carried out on the possible redesign of the station so that it can take bigger trains and more passengers and an increase of at least 300 additional car parking spaces. This would help "future proof" the station against any changes to transport charges that may affect Birmingham city centre. The railway station will be funded by a number of organisations and negotiations between Network

Rail and all the other partners are currently taking place to put together the funding package. Until the funding package is finalised a specific date of completion cannot be provided.

Sustainable Development

We all need to make a decisive move toward more sustainable development, not just because it is the right thing to do, but also because it is in our own long-term best interests. By thinking about the way in which we do things and becoming more sustainable, we can meet our own needs without compromising the ability of future generations to meet their needs. This is the concept of sustainable development, and must underpin all of our actions. We already have a number of initiatives in place to help improve our sustainability. The Council House is in the process of switching to 100% green electricity, and part of our power comes from solar panels on our roof. We use 100% recycled paper, and encourage recycling in house and in the wider District. We are also signed up to the Worcestershire car sharing scheme.

The Local Strategic Partnership's Better Environment Group has a number of projects underway aiming to reduce our carbon footprint, help conserve and enhance our biodiversity, and reduce pollution. The Council and its partners want to ensure that the serious issue of climate change is addressed, and the Council and the LSP have therefore made climate change a priority. There are several National Indicators around climate change which need to be performance managed and monitored. A budget bid has therefore been submitted to the Cabinet to employ a dedicated Climate Change Officer to allow these issues to be considered strategically, provide technical advice on climate change,

¹⁰ PayCheck 2008

¹¹ WCC County Economic Summary August 2008

environmental and broader sustainability considerations including current and forthcoming legislation, regulations and requirements for local government, and translate this into service areas' need to implement to ensure compliance.

Affordable Housing

One of the biggest issues facing the District is affordable housing: 83.4% of households are owner occupied,¹² the 11th highest figure in England and Wales, and the average house price being £240,867, although this figure is falling in line with the global economic downturn.¹³ The Council is currently operating a planning moratorium with only affordable housing developments being built. The Housing Strategy has a target of 80 units of affordable housing a year for the next three years.

Education, Deprivation and Health

The percentage of the population qualified to NVQ Level 4 is significantly higher than average. GCSE results gained at local authority schools and colleges in Worcestershire in 2008 were amongst the highest in the country (64.4% achieved five or more GCSEs at A*-C).¹⁴ The District ranks 299th out of 354 councils on the national index of multiple deprivation 2007 (where 1 is the most deprived), making the District one of the least deprived nationally.¹⁵ It is also the only district in

Worcestershire to have become less deprived since 2004.¹⁶ Only 640 households are in receipt of benefits in the District, one of the lowest figures in Worcestershire.¹⁷ As a result, identifying the vulnerable within our communities is more difficult than a district with geographic areas of deprivation.

Generally, the District's population is healthier than the regional average. Young people (18-24) have a high risk status being the most likely to smoke, binge drink and not take exercise. Potentially, we could be storing up problems in our young people. A recent Primary Care Trust (PCT) annual report noted that our children's health is good, but there is a need for more child and adolescent mental health services. The PCT retain a concern (shared by the Council's own Community Safety Team) that domestic violence remains "common place". The rate of teenage pregnancies in Bromsgrove in 2006 was 23.6 conceptions per 1,000 females, which is almost half that of the England average of 41.1.¹⁸

Crime and Fear of Crime

At the end of the 2007/08 year, crime had reduced by 32% in the District, surpassing the target of a 17.5% reduction from the 2003/04 baseline results.¹⁹ This was exceptional when compared to the national reduction of just 4%, and the county-wide figure of 24%. Reductions were seen in all British Crime Survey comparator crime types, with the largest decrease being seen in domestic burglary at 53% and the smallest in

¹² ONS 2001 Census

¹³ South Housing Market Assessment April 2007

¹⁴ Worcestershire LEA Key Stage 4 results 2007/08

¹⁵ & ¹⁶ DCLG Indices of Multiple Deprivation 2007

¹⁶ *ibid*

¹⁷ Worcester County Economic Assessment 2007-2008

¹⁸ DH 2008 Bromsgrove Health Profile

¹⁹ British Crime Survey 2008

criminal damage which only reduced by 12% compared to the baseline year 2003/04.

Fear of crime, however, remains a problem in the District despite the reduction in actual crime in 2007/08. 80% of residents responding to the 2008 West Mercia Crime and Safety Survey indicated that they have been fearful about the possibility of any crimes happening to them in their neighbourhood in the last 12 months, compared to just 56% in the 2007 survey. People were most fearful of house burglary, vandalism or damage to property and having their car broken in to, despite significant reductions in all of these crime types during 2007/08. However, residents most commonly identified the following issues as needing to be addressed first, considering them to be the worst problems in their neighbourhood: speeding traffic; groups of people loitering around in public places and underage drinking.²⁰

Regulatory, Political, Managerial and Financial Context

The Council has a majority Conservative administration, with twenty-seven Conservatives, six Labour, four Independents, and two Wythall Residents' Association. The Council operates a modernised political structure with the Leader/Cabinet model, supported by three non-Executive Boards: Audit Board, Scrutiny Steering Board and Performance Management Board. There is also a Planning Committee, Standards Committee and Licensing Committee. The Council has a Corporate Management Team (CMT) and a Chief Executive, Kevin Dicks.

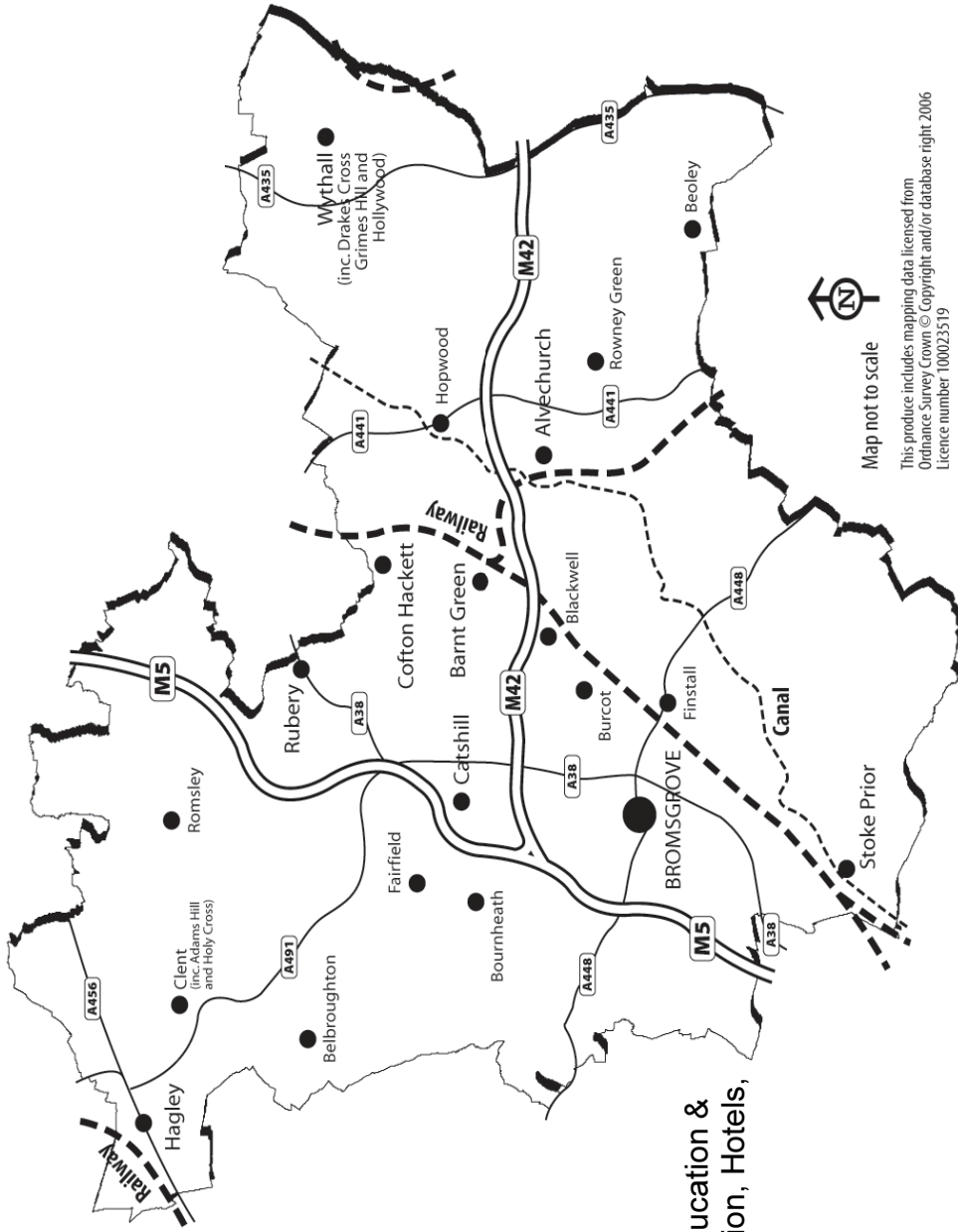
The Council has a net budget of £11.984 (2009/10), a planned Council Tax increase of 4.45% and Government Grant of £4.945m. The Council employs 368 staff

The Council has had a Joint Chief Executive with Redditch Borough Council on a trial basis since August 2008. The purpose of this year-long project is to explore opportunities for joint working between both councils and the provision of shared services. Progress is monitored on a regular basis by both the Administration and the Government Monitoring Board, and a review is planned for the summer 2009 to ascertain the success of this project.

Table 3 - About Bromsgrove District



Size Area:	83.9 square miles
Population:	92,300
Households:	37,492
Towns and large villages:	Bromsgrove, Hagley, Rubery, Wythall
Main Employment:	Public Administration, Education & Health (25.9%); Distribution, Hotels, & Restaurants (23.1%)
Unemployment:	1.8%
Ethnicity:	6.4%
Deprivation Ranking:	299 out of 354



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3. Strategic Partnership Working

Bromsgrove Partnership

The Bromsgrove Partnership Board (the District's Local Strategic Partnership) consists of key public, private and voluntary sector organisations operating within the District. The purpose of the Board is to work together on a range of issues that require joined up thinking to deliver joined up solutions for our residents. The Board is chaired by the Leader of the Council, Councillor Roger Hollingworth.

Sustainable Community Strategy 2008-2011

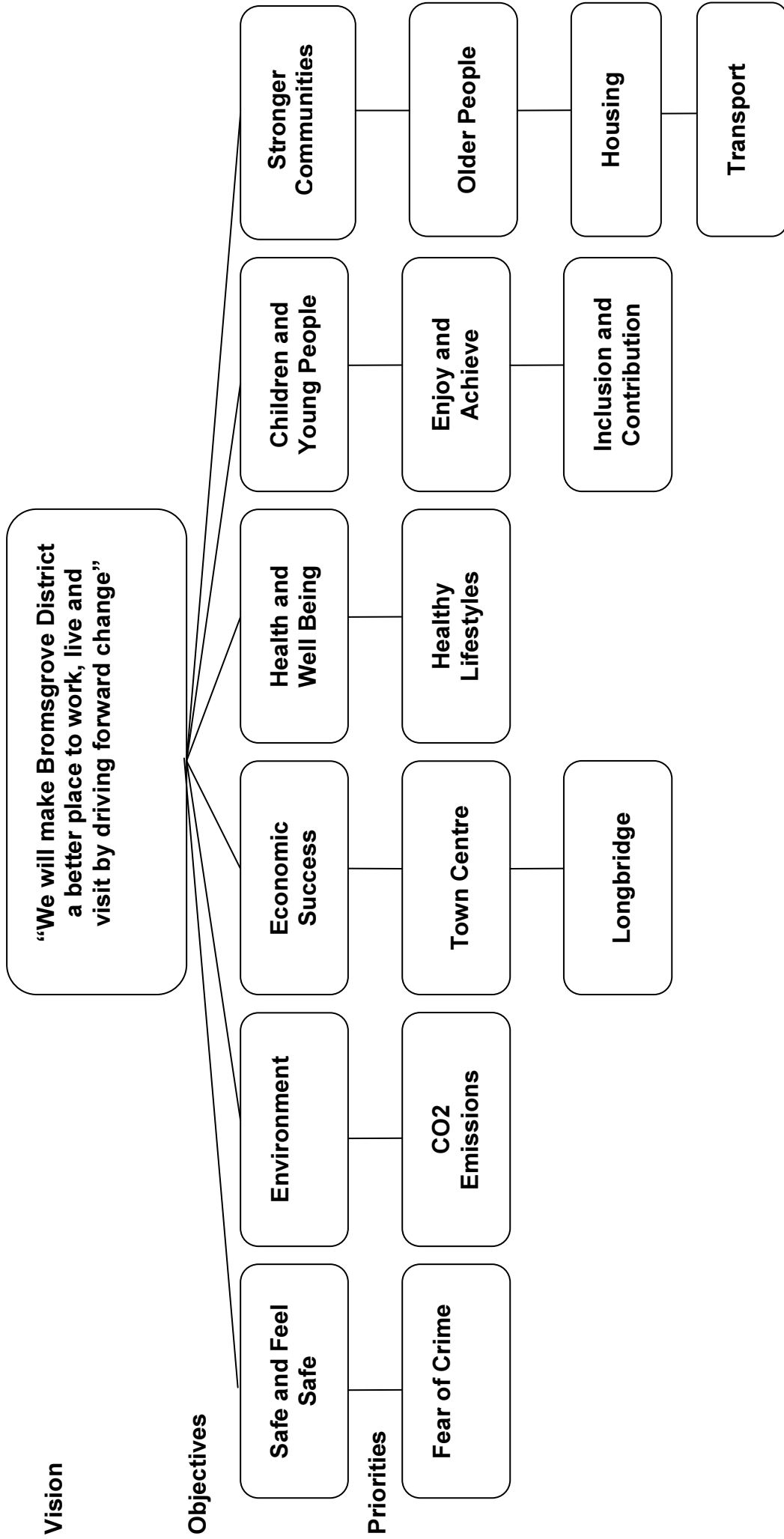
The Sustainable Community Strategy sets out a vision for the District and is concerned with addressing issues important to residents, the business community and visitors to the District. It is based on an understanding of the available evidence and focuses on the way in which services are delivered and how they can be improved for everyone's benefit. The Strategy is a developmental, rolling document and the priorities identified may change over time as improvements are realised and new issues emerge. The aims and objectives of the Strategy are to provide a co-ordinated approach to improving the quality of life for everyone in the District and is in effect a business plan for the Local Strategic Partnership Board to manage against and be held accountable on (Full Council receive an annual report from the Board).

Worcestershire Local Area Agreements 2006-2009 and 2008- 2012

In April 2006 Central Government and Worcestershire County Council, as the accountable body for the Worcestershire LSP, signed a Local Area Agreement (LAA) covering the period 1st

April 2006 to 31st March 2009. The agreement is a form of contract with six objectives and a range of targets in support of them. Some of the targets attract a "pump priming grant" from the Government in support of the delivery of a range of "stretch targets". If these are delivered the Government will pay a "reward grant". Just like the Bromsgrove Partnership wants organisations operating within the District to align their business plans to the District's Community Strategy, the Worcestershire LSP expects District LSPs to align their community strategies to the LAA. As a result, Bromsgrove Partnership has adopted the six objectives the LAA as its six objectives and the District LSP targets are cross referenced to the LAA targets in the District Sustainable Community Strategy; however, it is recognised that there are some projects which are very important at a district level which are not reflected in the LAA, for example, the regeneration of Bromsgrove town centre, Longbridge and Bromsgrove railway station. In these instances the Bromsgrove Partnership is still seeking to work in partnership with all the relevant organisations in order to deliver joined up solutions for local people. During 2008, a new LAA was negotiated by the Worcestershire Partnership for the period 2008-2011. As a result of the new LAA targets, the Bromsgrove Partnership has reviewed and refreshed its High Level Action Plans and Community Improvement Plan which form the performance management framework to ensure that the Bromsgrove Partnership makes as full a contribution as possible. The Sustainable Community Strategy has also been refreshed to address the new LAA. The County LSP has consulted on the draft County Sustainable Community Strategy 2008-2011 and the District responded to the draft.

Table 4 – Bromsgrove Partnership Objectives and Priorities



4. Setting the Council's Priorities

The Council Plan

The Council Plan brings together national and community priorities and ensures that the Council has a structured approach to providing quality services and adding value for local people. The Plan sits at the top of the Council's strategic planning and performance management systems. It ensures that we take co-ordinated action to address the agreed four Council Objectives (COs) and four Priorities. These are essential to the delivery of our Vision and Values. The Council Plan sits within a wider strategic framework formed by the District Sustainable Community Strategy and Countywide Sustainable Community Strategy. The relationship between the Council Plan and other key plans is set out on page 76.

The key features of the Council Plan and associated plans are as follows:-

- The **Council Plan** sits below the national priorities and Sustainable Community Strategy for the whole of the District and above the Council's Improvement Plan, Departmental Service Business Plans and Action Plans. The Council Plan is a three year document.
- The Council Plan acts as a high level 'map'. Each Council Objective and Priority has a reference number and these are tracked into Departmental Service Business Plans, Team Plans and individual Personal Development Reviews, to create a 'golden thread'. By creating this 'thread' we become more efficient, concentrating our resources and energy on those things that really matter.

- The three year Council Plan is supported each year by an annual **Improvement Plan**, which provides Members and senior management with a focus on those actions which are considered key to driving improvement in the Council's performance.
- Alongside the Improvement Plan sits a set of Corporate Performance Indicators, approximately 25-30 in total and based on the Council's Priorities. Again, these are designed to provide Members and senior management with a focus on improving those performance indicators which are considered key to driving improvement in the Council's service delivery.
- The Council Plan is underpinned by the three year **Medium Term Financial Strategy** and the annual **Budget Plan**. These ensure that resources follow the stated priorities of the Council.
- The risks associated with the delivery of the Council Plan are managed through the **Corporate Risk Register** and Action Plan.
- The Council's overall financial and service delivery performance is set out in the Council's **Annual Report** and a summary published for all residents.

How the Council Plan Influences the Budget

The Council has improved the linkages between consultation, performance and the annual and three year budget process with the development of an integrated forward plan. Customer surveys are used to test our priorities with residents and to ascertain their satisfaction levels with Council services.

As part of the annual budget round bids for funding are submitted by each Council service area, as well as the Council's Equality and Diversity Forum for consideration by the Full Council. The development of these budget bids is set within the strong strategic framework of the Council Plan and its objectives and priorities: bids must demonstrate links to any or all of the Council's priorities, provide value for money and have a demonstrable impact on customers.

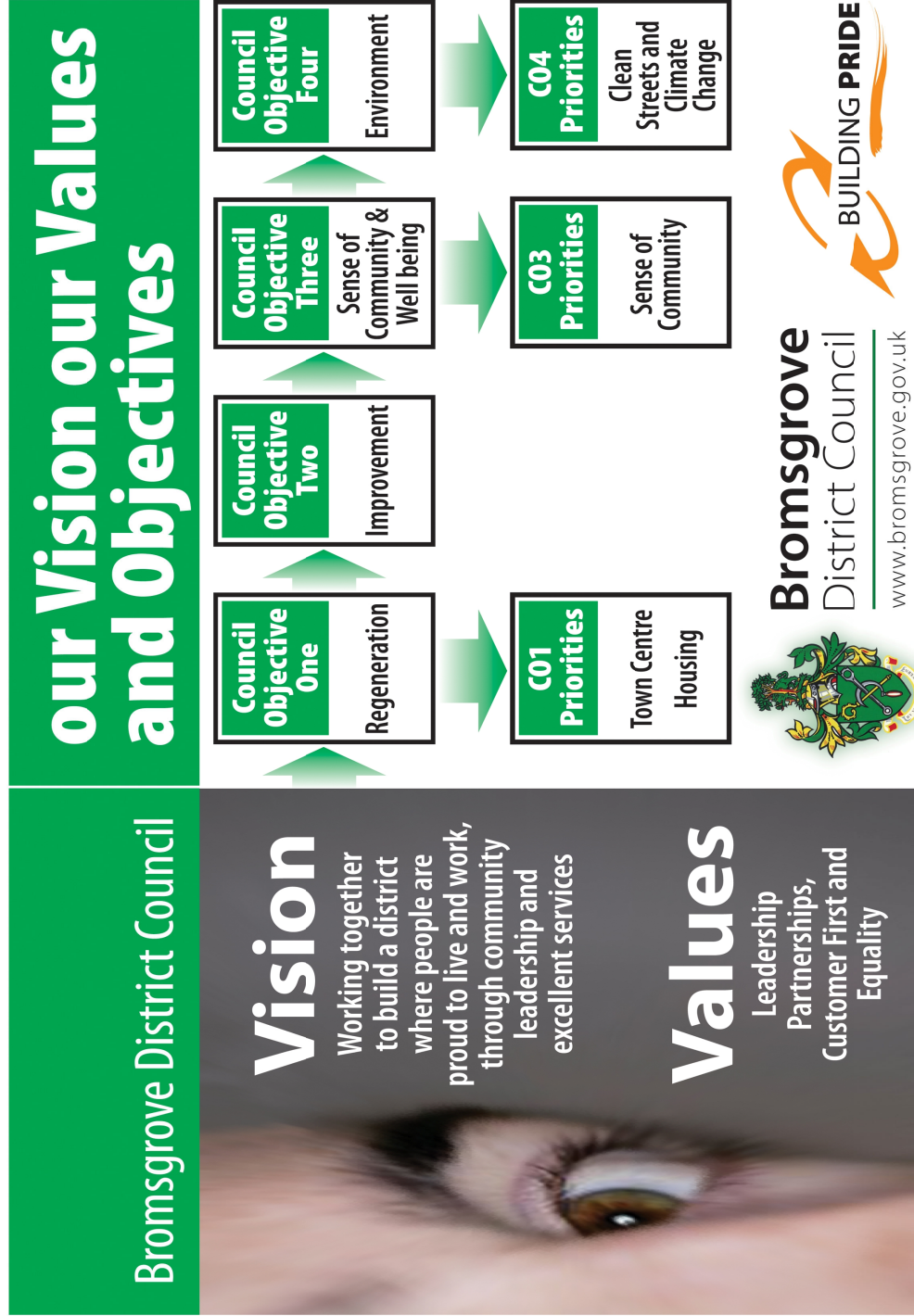
For the first time in 2008, the Council used a Budget Jury made up of members of the public which has proved very successful and which will be developed further in the coming years. Budget Jury members attended a series of interactive meetings and their preferences for budget bids were fed to Councillors to assist them in deciding which bids should be funded. An online budget consultation for the public to comment on the budget is also run on the Council's website each year and this information was taken to Councillors as part of the budget deliberations

Further Information


Electronic versions of the key documents mentioned earlier can be found on our website at:

www.bromsgrove.gov.uk

Our Vision, Values, Council Objectives and Priorities:-



We have further articulated each of our Values as follows:-

<p>Demonstrating</p>	<p>Leadership</p>	<p>Who are our Leaders? everyone can lead by example and inspire others</p> <p>What is our Leadership Vision? visible leadership</p>	<p>We will do this by</p> <ul style="list-style-type: none"> ● setting an example ● communicating positively ● building trust ● living and breathing the Bromsgrove way
			
 <p>Bromsgrove District Council www.bromsgrove.gov.uk</p>			

<p>Promoting</p>	<p>Equality</p>	<p>Who is affected by Equality? all of us</p> <p>What is our vision for Equality? to eliminate discrimination and promote equality</p>	<p>We will do this by</p> <ul style="list-style-type: none"> ● treating everyone as an individual ● understanding their particular needs ● involving them in shaping our services ● monitoring our progress
			
 <p>Bromsgrove District Council www.bromsgrove.gov.uk</p>			

Putting the

Customer First



Who are our Customers ?
everyone we come into contact with
What is our Vision for Customer Service ?
to exceed expectations and delight
our Customers

Bromsgrove
 District Council

www.bromsgrove.gov.uk



We will do this by

- treating customers as individuals
- listening carefully to our customers
- taking ownership of problems
- doing the little things - they matter!

Working in

Partnership



Who are our Partners ?
everyone with a shared desire to build
strong and prosperous communities
What is our Partnership Vision ?
to work together to build a district that
people are proud to live and work in

Bromsgrove
 District Council

www.bromsgrove.gov.uk



We will do this by

- understanding our communities
- working towards a common goal
- sharing resources
- making things happen

6. Council's Balanced Scorecard

The Council has a balanced scorecard for the Council's four priorities, which were approved by Full Council on 17th September 2008. The scorecard identifies the key support service activities required to deliver the priorities. A Specific, Measurable, Agreed, Realistic and Targeted (SMART) strategic action plan for the balanced scorecard has also been agreed (see pages 21 to 51).

Customer Perspective (CP)	Town Centre (CP1)	Housing (CP2)	Sense of Community (CP3)	Clean Streets and Climate Change (CP4)
Financial and Performance Perspective (FP)	Managing Finances (including Value for Money) (FP1)	Governing the Business (including Value for Money) (FP2)	Managing Resources (including Value for Money) (FP3)	Managing Performance (including Value for Money) (FP4)
Process Perspective (PR)	Customer Processes (PR1)	Political Governance (PR2)	Joint CEO with Redditch Borough Council (PR3)	Improved Partnership Working (PR4)
Human Resources and Organisational Development Perspective (HROD)	Learning and Development (HROD1)	Human Resource Modernisation (HROD2)	Positive Employee Climate (HROD3)	Planning (PR5)

7. Strategic Action Plan

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
Town Centre (CP1)	Agreement on preferred option of Area Action Plan	Preferred option agreed	Unified vision complete	Complete evidence-based unified vision	30 June 2009	Town Centre Regeneration Partnership	Portfolio Holder for Planning & Portfolio Holder for Partnerships and Projects
				Conduct further consultation with key stakeholders	30 September 2009	Town Centre Regeneration Partnership	Portfolio Holder for Planning & Portfolio Holder for Partnerships and Projects
	High Street	Design for High Street and funding secured	Procure design scheme for High Street Submit funding bids	Write brief for design scheme and approach architects	30 September 2009	Town Centre Regeneration Partnership	Portfolio Holder for Partnerships and Projects
				Identify and approach funders and prepare bids	30 September 2009	Town Centre Regeneration Partnership	Portfolio Holder for Partnerships and Projects
	Market Hall site	Agreement reached on redevelopment of the market hall site	Feasibility study on redevelopment options complete	Reach agreement, close market hall and relocate market to an outdoor	31 December 2009	Town Centre Regeneration Partnership	Portfolio Holder for Partnerships and Projects

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
				site on the high street			
	Community Engagement	Majority of key stakeholders engaged	Head count of attendance at meetings and monitoring of representation of key groups	Creation of stakeholder forum	1 April 2009 onwards	Regeneration Programme Core operations group	Portfolio Holder for Partnerships and Projects
				Produce Community Engagement Strategy for project	1 April 2009 onwards	Regeneration Programme Core operations group	Portfolio Holder for Partnerships and Projects

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
Housing (CP2)	Affordable housing	240 units of affordable housing built over three years	80 units per year	Support and enable applications for affordable housing on approved site in accordance with Core Strategy and RSS allocation	31 March 2012	Strategic Housing; Principle RSL Partner Consultation Group	Portfolio holder for Strategic Housing
	Homelessness prevention and reduction in the use of temporary accommodation	Maintain use of temporary accommodation at or below Government recommended target of 34 individuals by 2011	Quarterly monitoring report	Continue to monitor and support the effectiveness of Partnership homelessness prevention services	31 March 2012	Strategic Housing; BDHT; CAB; BYHF	Portfolio holder for Strategic Housing
	Private sector housing	Reduction in average time in weeks from referral to	Quarterly monitoring report	Implement mortgage rescue scheme	1 st April 2009 onwards	Strategic Housing Team; RSL Partners; CAB	Portfolio holder for Strategic Housing
				Ongoing improvement in delivery time for Disabled	31 March 2012	Private Sector Team; Care and Repair agency	Portfolio holder for Strategic Housing

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
		completion for categories 1-3 Disabled Facilities Grants (baseline to be established)		Facilities Grants			

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
Sense of Community (CP3)	Events programme	% satisfaction with: sports facilities; nature trails and country paths; parks and open spaces; bonfire night; street theatre; bandstand; Christmas lights; range of entertainment at the Artrix. (BDC Customer Satisfaction Survey)	Annual Customer Panel survey	Revise events programme to extend coverage throughout District	30 September 2009	Street Scene and Community Services	Portfolio holder for Street Scene and Community Services
	Fear of crime	LAA targets: NI 2 - % of people who feel they belong in their local area (Place Survey); NI 17 – Perceptions of anti-social behaviour; NI 18 –Adult re-offending rates for those under probation supervision; NI20 – Assault with	Neighbourhood management activities	Roll out events facilitation pack to partners and local organisations	31 March 2012	Street Scene and Community Services	Portfolio holder for Street Scene and Community Services
				68 PACT meetings over 12 months, repeated annually	31 March 2012	Members, Senior Officers and Community Safety Team	Portfolio holder for Street Scene and Community Services
				Promotion of CDRP action plan	31 March 2012	Members, Senior Officers and Community Safety Team	Portfolio holder for Street Scene and Community

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
		<p>injury crime rate;</p> <p>NI 21 – Dealing with local concerns about anti-social behaviour and crime issues by the local council and police;</p> <p>NI 39 – Rate of hospital admissions per 100,000 for alcohol related harm;</p> <p>NI 195 - Improved street and environmental cleanliness (levels of graffiti and fly-posting)</p> <p>BDC targets:</p> <p>NI17 – Perceptions of antisocial behaviour;</p> <p>NI 22 - Perceptions of parents taking responsibility for the behaviour of their children</p> <p>NI 24 – Satisfaction with the way the police and local council deal with anti-social behaviour</p>		Budget bid for increased number of Neighbourhood Wardens	Implementation from 1 st April 2009	Budget bid	<p>Services</p> <p>Deputy Leader Portfolio holder for Street Scene and Community Services</p>

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
	Community Engagement	<p>NI 1 - % of people who believe people from different backgrounds get on well together in their local area (Place Survey)</p> <p>NI 2 - % of people who feel they belong in their local area (Place Survey)</p>	Equalities	<p>Community bids submitted to Equality and Diversity Forum</p> <p>Delivery against 3 year departmental Equality Impact Assessment action plans</p>		<p>CCPP Team, Legal, Equalities and Democratic Services, Financial Services; Equality and Diversity Forum; Disabled Users' Group & Bromsgrove Black History Society</p> <p>Heads of Service</p>	<p>Portfolio Holder for Human Resources and Legal and Democratic Services</p> <p>Leader of the Council; Portfolio Holder for Human Resources and Legal and Democratic Services</p>
			Participatory Budgeting	<p>Repeat Budget Jury</p> <p>Children and Young</p>	<p>31 March 2012</p> <p>31 January 2010 and annually thereafter</p> <p>31 January 2010</p>	<p>Head of Financial Services and CCPP team</p> <p>CCPP Team, WCC</p>	<p>Portfolio Holder for Finance</p> <p>Deputy Leader</p>

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
				People's Participatory Budgeting event		FLOSS funding	Portfolio holder for Street Scene and Community Services
			Local Neighbourhood Partnerships	Finalise arrangements for existing LNPs	30 April 2009	CCPP Team	Leader of the Council
				Roll out a further two LNPs	31 December 2009	Budget Bid	Leader of the Council
	Children and Young People	NI 110 – Young people's participation in positive activities	No of attendees at events Allocation of £s to CYP projects	CYP Participatory Budgeting event	31 January 2010	CCPP Team, WCC FLOSS funding	Deputy Leader Portfolio holder for Street Scene and Community Services
				'Cool to be healthy' event	31 March 2010	Health Improvement Coordinator; Sports Development Team, Partners	Deputy Leader, Portfolio holder for Street Scene and Community Services

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
Clean Streets and Climate Change (CP4)	Reduce level of unacceptable litter	NI 195A - Improved street and environmental cleanliness (levels of litter, detritus, graffiti and fly-posting)	Achievement of annual target	Rapid response hit squad	31 March 2012	Approved budget	Portfolio holder for Street Scene and Community Services
				Programmed clean according to Environmental Protection Act	31 March 2012	Approved budget	Portfolio holder for Street Scene and Community Services
	Improved Customer Perception of cleanliness	Customer satisfaction with cleanliness of District (BDC Customer Satisfaction Survey 2008/09 outturn = 67%)	Annual Customer Satisfaction Survey	Gradual increase in Enforcement Activity	31 March 2012	Approved budget	Portfolio holder for Street Scene and Community Services
				Rapid response hit squad	31 March 2012	Approved budget	Portfolio holder for Street Scene and Community Services
				Programmed clean according to Environmental Protection Act	31 March 2012	Approved budget	Portfolio holder for Street Scene and Community Services
				Gradual increase in Enforcement	31 March 2012	Approved budget	Portfolio holder for Street Scene and Community Services

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
	Increased recycling rates	NI 192 - % household waste sent for reuse recycling and composting	Achievement of Annual target	Activity Change method of collection to co-mingled with new vehicles	30 April 2010	Budget bid	Community Services Portfolio holder for Street Scene and Community Services

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
Managing Finances (including Value for Money) (FP1)	Integrated financial and performance information	Budget aligned to priorities	Quarterly integrated reports to Cabinet and PMB	Integrated financial and performance management table	31 March 2012	Service accountants and budget holders	Portfolio Holder for Finance
		Corrective actions based on integrated information		Meetings with budget holders			
	Deliver Medium Term Financial Plan and statutory accounts	Budget aligned to priorities	Balanced three-year plan	Financial Plan timetable	31 March 2012	Service accountants and budget holders	Portfolio Holder for Finance
		Unqualified opinion on accounts			New Use of Resources Action Plan		
	Budget consultation	% of residents who understand the choices the Council has to make	Annual Customer Satisfaction Survey	Repeat Budget July	31 January 2010 and annually thereafter	Head of Financial Services and CCPP team	Portfolio Holder for Finance
		(BDC Customer Satisfaction Survey 2008/09 baseline = 87%)			Further online Budget Consultation		
	Alternative methods of service delivery	Cashable savings and improved services	Achievement of savings as identified	Quarterly report	31 March 2012	Service accountants and budget holders	Portfolio Holder for Finance

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
Governing the Business (including Value for Money) (FP2)	Improved procurement	Fewer suppliers and efficiency savings	Monthly procurement report	Procurement Action Plan	31 March 2012	Procurement Manager and CMT	Portfolio Holder for Finance
	Supplier engagement with procurement	More effective tender process	More suppliers engaging with the Council	Supplier Seminars to be developed	31 March 2012	Procurement Manager	Portfolio Holder for Finance
	Effective risk management	Risks successfully managed	Quarterly review of corporate risk register	Risk Management Strategy	31 March 2012	Internal Audit	Portfolio Holder for Finance

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
Managing Resources (including Value for Money) (FP3)	Manage assets effectively	Delivery against Asset Management Plan action plan to profile	Quarterly reporting	Annual review of Asset Management Plan	31 March 2012	Legal and Democratic Services	Portfolio holder for Legal services and Human resources
				Dispose of/ retain assets as per Council priorities	31 March 2012	Legal and Democratic Services	Portfolio holder for Legal services and Human resources
				Undertake regular programme of condition surveys for all assets to ensure they are fit for purpose	31 March 2012	Legal and Democratic Services	Portfolio holder for Legal services and Human resources
	Produce Workforce Plan	Reduced disturbance to service delivery caused by employee turnover Increase in applications	Employee Survey Reporting of application numbers and nature of applicants Reduced	Annual update of workforce plan	31 March 2012	OD Budget; Service managers	Portfolio holder for Legal services and Human resources
				Implementation of workforce plan strategies	31 March 2012	OD Budget; Service managers	Portfolio holder for Legal services and Human resources

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
		Increase in internal appointments	recruitment costs	Strategies reviewed on an annual basis	31 March 2012	OD Budget; Service managers	Portfolio holder for Legal services and Human resources
				Organisational interventions to respond to employee survey results	1 st April 2009 onwards	HROD team	Portfolio Holder for Human Resources and Legal and Democratic Services
	Environmental risk management	NI 186 – Per capita reduction in CO2 emissions in the LA area;	Monitoring against LAA targets	Budget bid for joint Climate Change Officer with Redditch BC	31 March 2012	Budget Bid	Portfolio holder for Street Scene and Community Services
		NI 188 – Planning to adapt to Climate Change;		Climate Change Action Plan	31 March 2012	Budget bid for Climate Change Officer	Portfolio holder for Street Scene and Community Services
		NI 193 – Percentage of municipal waste landfilled					

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
Managing Performance (including Value for Money) (FP4)	Identify and deliver priority services, outcomes and improvements	% Council Plan KPIs delivered	Monthly reporting	Production of monthly report	As per forward plan	CCPP Team	Portfolio Holder for Customer Care and Service
	Provide the leadership, capacity and capability necessary to deliver future improvements	Positive score in annual performance management assessment by Audit Commission Achieve Level 4 Data Quality score	Six month review reported to PMB	Delivery of the Performance Management Strategy Action Plan	31 March 2012	CCPP Team	Portfolio Holder for Customer Care and Service
	Contribute to improving wider community outcomes (e.g. LAA, MAA)	% of Sustainable Community Strategy KPIs on target	Bi-monthly reporting to LSP Board	Sustainable Community Strategy fundamental review completed	30 November 2009	CCPP Team; LSP Theme Group Leaders	Leader of the Council
	Tackle inequality and improve outcomes for people in	Delivery against priorities selected by the annual E&D	Information fed into Council Plan part 1 and on into annual budget	Annual E&D Forum/ DUG conference to identify top priorities for	30 September 2009	CCPP Team; Equalities officer; E&D Forum; Disabled Users' Group	Portfolio holder for Legal services and Human resources

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
	vulnerable circumstances	Forum conference E&D Forum Customer Satisfaction Survey	cycle	vulnerable groups			

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
Customer Processes (PR1)	Customer Service Centre	% Customers who would recommend the Customer Service Centre to a friend (BDC Customer satisfaction survey 2008/09 baseline = 73%)	Customer Satisfaction Survey	Delivery against Customer First Strategy Action plan	31 March 2012	Head of E-Government; Improvement Manager; CSC staff	Portfolio Holder for Customer Care and Service
				Analysis of enquiries by type	31 December 2010	Head of E-Government; Improvement Manager; CSC staff	Portfolio Holder for Customer Care and Service
	Customer Satisfaction	% Overall Satisfaction with the way the Council runs things (BDC Customer satisfaction survey 2008/09 baseline = 61%)	Customer Satisfaction Survey	Delivery of Customer First and Access Strategy Action Plan	31 March 2012	Customer First Board	Portfolio Holder for Customer Care and Service
	Complaints Handling	% Complaints handled in a satisfactory manner Service improvements	Quarterly report to CMT	Production of report	Quarterly from 1 st April 2009 onwards	CCPP Team	Portfolio Holder for Customer Care and Service

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
		resulting from complaints					
	Spatial project	12 month post-project evaluation report to PMB	Production of report using feedback from Heads of Service	Coordination of service specific feedback from Heads of Service to inform evaluation	31 December 2009	E-Gov Team	Portfolio Holder for Partnerships and Projects

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
Political Governance (PR2)	Overview and Scrutiny	NI 4 - % of people who feel they can influence decisions in their locality	Place Survey	Ethical governance improvement through better reports and pre-check and presentation by Portfolio holder	31 March 2012	Legal and Democratic Services	Portfolio holder for Human Resources and Legal & Democratic Services
				Community Calls for action introduced in accordance with regulations and guidance	31 March 2011	Legal and Democratic Services	Portfolio holder for Human Resources and Legal & Democratic Services
	Member standards	% people who are aware of the elected member complaint system Reduction in cases reported to Standards Board	Standards Committee	Issuing of guidance and training based in identified issues and improved member conduct	31 March 2012	Legal and Democratic Services	Portfolio holder for Human Resources and Legal & Democratic Services
				Regular training and briefing sessions on conduct, behaviour, bias	31 March 2012	Legal and Democratic Services	Portfolio holder for Human Resources and Legal &

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
				and pre-determination			Democratic Services
	Modern Councillor Programme	Evaluation of Modern Councillor Programme against agreed criteria Achievement of levels within the Member Development Charter	More robust regulatory environment Members feeling confident in the roles and responsibilities they perform	Delivery of mandatory and priority elements of Member Development Programme	1 April 2009 onwards	Member Training approved budget	Portfolio Holder for Human Resources and Legal and Democratic Services
				Member Development Charter	31 March 2012	Member Training approved budget	Portfolio Holder for Human Resources and Legal and Democratic Services
	Elections	NI 4 - % of people who feel they can influence decisions in their locality	Place Survey Election delivered to statutory standards	Introduction of electoral performance standards	30 June 2009	Legal and Democratic Services	Portfolio holder for Human Resources and Legal & Democratic Services
				Development of a schools and community programme that encourages	31 March 2012	Legal and Democratic Services	Portfolio holder for Human Resources and Legal &

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
				everyone to participate in the democratic process.			Democratic Services
				Electoral charter mark	31 March 2012	Legal and Democratic Services	Portfolio holder for Human Resources and Legal & Democratic Services

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
Joint CEO with Redditch Borough Council (PR3)	Medium wins	Delivery of benefits as per business cases.	Business cases approved (31 January 09)	Delivery of project plans for each business case approved.	31 July 2009	Heads of Service	Portfolio holder for Financial Services
	Completion of phase 3 business case with clear statement of service delivery benefit and efficiencies	Approval of phase 3 business case (all services)	Process commenced as per Shared Services Board approved start date.	Development of business case.	31 July 2009	Heads of Service	Portfolio holder for Financial Services
	Decision to progress	Delivery of phase 3 business case	Approval of permanent Joint CEO	Report to both Full Councils setting out service and efficiency benefits.	As per each agreed business case. Full Council 31 July 2009	Acting Joint CEO. CMT of both councils External support funded £40,000 for each authority	Portfolio holder for Financial Services

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
Improved Partnership Working (PR4)	Co-mingled recyclables collection	NI 192 - % household waste sent for reuse, recycling and composting % Coverage of the service	Annual monitoring against targets	Joint working with WCC to deliver co - mingled service	30 April 2010	Budget Bid	Deputy Leader Portfolio holder for Street Scene and Community Services
	Fundamental review of Bromsgrove Sustainable Community Strategy	% of Sustainable Community Strategy KPIs on target	Bi-monthly reporting to LSP Board	Sustainable Community Strategy fundamental review completed	30 November 2009	CCPP Team; LSP Theme Group Leaders	Leader of the Council
	Grants Policy	BARN and Cabinet signed up to grants policy	Production of policy	Research and consultation to prepare draft policy	31 December 2009	CCPP Team	Portfolio holder for Financial services

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
Planning (PR5)	Longbridge	Area Action Plan agreed	Examination in public	Progress Area Action Plan to adoption	30 June 2009	Development Control and Strategic Planning Policy	Portfolio Holder for Planning
		Determination of planning application	Planning application considered by Planning Committee	Secure community benefits via s.106 agreements	31 March 2012	Development Control and Strategic Planning Policy	Portfolio Holder for Planning
	Regional Spatial Strategy	Agree housing and employment figures for District through RSS2	Attendance at examination in public	RSS2 - examination in public	30 June 2009	Strategic Planning Policy	Portfolio Holder for Planning
		Agree gypsy and traveller site figures and environmental policies for District through RSS 3		RSS3 – submit Council response to consultation	30 June 2009	Strategic Planning Policy	Portfolio Holder for Planning
	Local Development Framework	Local Development Framework (LDF) documents produced to	LDF on target against timescales	RSS 3 – examination in public	31 March 2010	Strategic Planning Policy	Portfolio Holder for Planning
				Production, submission and adoption of LDF documents: • Longbridge	30 June 2009	Strategic Planning Policy	Portfolio Holder for Planning

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
		target timescales		<ul style="list-style-type: none"> Core Strategy Town Centre 	30 June 2010 30 June 2011		
				Production, submission and adoption of Development Plan Documents on rolling basis	31 March 2012	Strategic Planning Policy	Portfolio Holder for Planning
	Effective Development Control Service	Top quartile NI 157 for processing Planning Applications	Achievement of annual targets	Recruitment and retention of staff to ensure capacity exists to deliver against targets	31 December 2009 and annually thereafter	Development Control	Portfolio Holder for Planning
		Maintain extent of current greenbelt at 90% of District	Proactive enforcement action Monitoring number of appeals upheld	Determination of planning applications in accordance with policy, taking into account all material considerations	31 March 2012	Development Control	Portfolio Holder for Planning
				Quarterly Member Planning training	31 March 2012	Development Control	Portfolio Holder for Planning

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
Learning and Development (HR&OD1)	Employee skills and capacity	100% of staff with annual PDR completed % staff who understand what they and are contributing to Council objectives (BDC employee survey 2008/09 baseline = 74%)	Employee survey	Develop core competencies for all staff	31 Jan 2010	L&D Manager	Portfolio Holder for Human Resources and Legal and Democratic Services
				Review of PDR process	31 Jan 2010	L&D Manager	Portfolio Holder for Human Resources and Legal and Democratic Services
				Streamline Modern Manager Framework to make more accessible	31 Jan 2010	L&D Manager	Portfolio Holder for Human Resources and Legal and Democratic Services
	Maintain Investors in People accreditation	Achieve IIP reaccreditation	External assessment from WMQC Employee Survey	Review and deliver IIP action plan	30 April 2011	HROD team	Portfolio Holder for Human Resources and Legal and Democratic Services
				Hold annual Management	31 October 2009 and	HROD team	Portfolio Holder for

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
				Conference	annually thereafter		Human Resources and Legal and Democratic Services

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
HR Modernisation (HR&OD2)	Maintenance of equal pay	Maintenance of zero claims under the Equal Pay Act	Monitoring by CMT on an exception basis	Annual monitoring of pay structure	31 March 2010 and annually thereafter	HROD team	Portfolio Holder for Human Resources and Legal and Democratic Services
	Policy review and development	Statutorily compliant policies in place	Feedback from annual HROD service survey	Deliver the annual HR policy programme	31 March 2010	HROD team	Portfolio Holder for Human Resources and Legal and Democratic Services
				Continue to consult managers as policies are reviewed/developed	31 March 2010	HROD team	Portfolio Holder for Human Resources and Legal and Democratic Services

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
Positive Employee Climate (HR&OD3)	Recruitment and Retention of staff	Increase in applications	Employee Survey	Workforce plan strategies	31 March 2012	HIROD team	Portfolio Holder for Human Resources and Legal and Democratic Services
		Reduced turnover	Reporting of application numbers and nature of applicants				
	Increase in internal appointments		Organisational interventions to respond to employee survey results	1 st April 2009 onwards	HIROD team	Portfolio Holder for Human Resources and Legal and Democratic Services	
	Employee satisfaction	% of staff agreeing that BDC has motivated staff (BDC staff survey 2008/09 baseline = 29%) % staff agreeing things are changing for the better (BDC staff survey 2008/09 baseline = 43%)	Employee Survey at 15-18 month intervals Identification of trends through 'Connect with Kev' on a quarterly basis	Delivery of IIP action plan/ Employee survey recovery plan	31 March 2010	HIROD team	Portfolio Holder for Human Resources and Legal and Democratic Services

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
		% staff agreeing they are consulted about things that affect them (BDC staff survey 2008/09 baseline = 51%)					
	Industrial relations	No industrial action	Monitoring through union meetings	6-weekly meeting with unions attended by senior managers	31 March 2012	HROD team	Portfolio Holder for Human Resources and Legal and Democratic Services
				Annual review of JCC arrangements	30 November 2009	HROD team	Portfolio Holder for Human Resources and Legal and Democratic Services
	Safe working environment	Reduction in number of near-misses	Monthly accident statistics	Development of Health and Safety strategy	30 June 2010	HROD team	Portfolio Holder for Human

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
			reported to CMT				Resources and Legal and Democratic Services

8. Corporate Performance Indicators

The Council's set of Corporate Performance Indicators has been revised to take account of the reduction in the number of Council priorities from five to four and also to take account of the new set of National Indicators (NIs) that was introduced in April 2008. For some NIs targets have been set for the first time this year using baseline data collected over the past year. NIs have replaced Best Value Performance Indicators (BVPs) which were in use from 2000-2008 and they will be used to inform Comprehensive Area Assessments (CAA) which will commence in 2009. CAA will place a far stronger emphasis on outcomes and public perception than has previously been used to assess public sector performance.

A total of 198 new National Indicators (NIs) have been in use since April 2008. Of the 198 indicators only 64 apply at the District Council level and of those there are only 17 that are collected by district councils. This significant reduction has given us the opportunity to focus our attention on local performance measures that better reflect our priorities.

PI Ref	PI Description	HoS	Set targets or baseline in 2009?	Reporting frequency	Targets		
					09/10	10/11	11/12
Priority - Town centre– Outcome measures							
	%age satisfied with retail & leisure facilities in town centre (source - Customer Panel survey)	Phil Street	T	Annual	20%	21%	22%
	%age satisfied with transport links to/from the town centre (source - Customer Panel survey)	Hugh Bennett	T	Annual	26%	27%	28%
	%age satisfied with Christmas lights (source - Customer Panel survey)	Phil Street	T	Annual	37%	39%	41%
	%age satisfied with the range and quality of shops (source - Customer Panel survey)	Phil Street	T	Annual	18%	19%	20%
Priority - Town centre – Output measures							
	Net number of new businesses in town centre (with a shop front).	Phil Street	B	Quarterly	n/a	n/a	n/a

PI Ref	PI Description	HoS	Set targets or baseline in 2009?	Reporting frequency	Targets		
					09/10	10/11	11/12
	Town centre car park usage. New indicator	Mike Bell	B	Monthly	n/a	n/a	n/a
	Community transport usage. New indicator	Hugh Bennett	B	Monthly	n/a	n/a	n/a
	Shopmobility centre usage. New indicator	Mike Bell	T	Monthly	150 per month	160 per month	170 per month
Priority - Housing - Outcome measures							
	Satisfaction measures for DFGs (existing survey to be revised)	Dave Hammond	B	Quarterly	n/a	n/a	n/a
NI 155	No. of affordable homes delivered	Dave Hammond	T	Quarterly	80	80	80
NI 156	No. of households occupying temporary accommodation	Dave Hammond	T	Quarterly	< 34	< 34	< 34
Priority - Housing - Output measures							
	Average time from referral to completion for DFGs - category 1	Dave Hammond	T	Quarterly	34 weeks	34 weeks	34 weeks
	Average time from referral to completion for DFGs – category 2	Dave Hammond	T	Quarterly	38 weeks	35 weeks	35 weeks
	Average time from referral to completion for DFGs - category 3	Dave Hammond	T	Quarterly	52 weeks	52 weeks	52 weeks
	% of DFG budget allocated to approved schemes	Dave Hammond	Activity measure	Quarterly	n/a	n/a	n/a
	% of DFG budget spent	Dave Hammond	Activity measure	Quarterly	n/a	n/a	n/a
Priority – Sense of Community Outcome measures							
Anti Social Behaviour and Crime							
NI 17	Perception of anti social behaviour - Annual (source - Place survey/ Customer Panel survey)	Mike Bell	B	Annual	n/a	n/a	n/a

PI Ref	PI Description	HoS	Set targets or baseline in 2009?	Reporting frequency	Targets		
					09/10	10/11	11/12
NI 21	Dealing with local concerns about anti-social behaviour and crime issues by the local council and police - Annual (source - Place survey/ Customer Panel survey)	Mike Bell	B	Annual	n/a	n/a	n/a
NI 27	Understanding of local concerns about anti-social behaviour and crime issues by the local council and police – Annual (source - Place survey/ Customer Panel survey)	Mike Bell	B	Annual	n/a	n/a	n/a
Community Events							
	Active survey (Sport England) - Satisfaction	Mike Bell	T	Annual	71%	72%	73%
	Satisfaction with parks & open spaces (source - Customer Panel Survey)	Mike Bell	T	Annual	69%	71%	73%
	Satisfaction with bandstand (source - Customer Panel Survey)	Mike Bell	T	Annual	34%	36%	38%
	Satisfaction with street theatre (source - Customer Panel Survey)	Mike Bell	T	Annual	31% ^x	33%	35%
	Satisfaction with indoor sports facilities (source - Customer Panel Survey)	Mike Bell	T	Annual	28%	30%	32%
	Satisfaction with outdoor sports facilities (source - Customer Panel Survey)	Mike Bell	T	Annual	24%	26%	28%
	Satisfaction with bonfire night (source - Customer Panel Survey)	Mike Bell	T	Annual	25%	27%	29%
	Overall satisfaction with cultural & recreational facilities (source - Customer Panel Survey)	Mike Bell	T	Annual	28%	30%	32%
NI 11	Engagement in the Arts (county wide)	Mike Bell	T	Annual	51%	52%	53%

PI Ref	PI Description	HoS	Set targets or baseline in 2009?	Reporting frequency	Targets		
					09/10	10/11	11/12
Community influence							
NI 4	% of people who feel that they can influence decisions in their locality Annual (source - Place Survey/Customer Panel survey)	Hugh Bennett	B	Annual	n/a	n/a	n/a
	Awareness of Budget jury process (Customer Panel Survey)	Hugh Bennett	B	Annual	n/a	n/a	n/a
Sense of Community							
NI 3	Civic participation in the local area (source - Place survey/ Customer Panel survey)	Claire Felton	B	Annual	n/a	n/a	n/a
NI 1	% of people who believe people from different backgrounds get on well together in their local area (source - Place survey/ Customer Panel survey)	Claire Felton	B	Annual	n/a	n/a	n/a
	NI 2 - % of people who feel that they belong to their neighbourhood (source - Place survey/ Customer Panel survey)	Mike Bell	B	Annual	n/a	n/a	n/a
	Electoral turnout	Claire Felton	T	Annual	n/a	n/a	38%
Priority – Sense of Community Output measures							
Anti Social Behaviour and Crime							
CS2	Diversionary activities – number of sessions provided	Mike Bell	T	Quarterly	157	165	173
CS3	Diversionary activities – number of users attending	Mike Bell	T	Quarterly	436	458	481
NWBCU1	Number of Burglaries	Mike Bell	T	Monthly	360	n/a	n/a
NWBCU2	Number of violent crimes	Mike Bell	T	Monthly	1056	n/a	n/a
NWBCU3	Number of robberies	Mike Bell	T	Monthly	60	n/a	n/a

PI Ref	PI Description	HoS	Set targets or baseline in 2009?	Reporting frequency	Targets		
					09/10	10/11	11/12
NWBCU4	Number of vehicle crimes	Mike Bell	T	Monthly	768	n/a	n/a
	% of PACT meetings attended by CMT members	Hugh Bennett	T	Quarterly	85%	85%	85%
CS1A	CCTV incidents reported – Crime	Mike Bell	T	Monthly	2983	3600	3600
CS1B	CCTV incidents initiated by CCTV	Mike Bell	T	Monthly	1047	1100	1100
	Number of Domestic violence incidents investigated - new local PI from CDRP figures	Mike Bell	B	Quarterly	n/a	n/a	n/a
	% of DV incidents resulting in a charge – new local PI from CDRP figures	Mike Bell	B	Quarterly	n/a	n/a	n/a
Community Events							
SC1	Attendance at arts events	Mike Bell	T	Monthly	25,250	25,750	26,275
SC2	Attendance at bonfire	Mike Bell	T	Annual	11,350	11,575	11,800
SC3	Sports centres usages	Mike Bell	T	Monthly	672,420	755,425	787,767
SC4	Sports development usages	Mike Bell	T	Monthly	20,505	22,556	24,812
NI 8	Adult Participation in Sport	Mike Bell	T	Annual	22%	23%	n/a
	Active survey (Sport England) – Participation	Mike Bell	T	Annual	24.7%	25.7%	26.7%
	Active survey (Sport England) – Volunteering	Mike Bell	T	Annual	5.7%	6.7%	7.7%
	Active survey (Sport England) – Club Membership	Mike Bell	T	Annual	30%	31%	32%
	Active survey (Sport England) – Receiving Tuition	Mike Bell	T	Annual	20.7%	21.7%	22.7%
	Active survey (Sport England) – Organised competition	Mike Bell	T	Annual	18.5%	19.5%	20.5%
Community influence							
	% of PACT meetings attended by CMT members (quarterly)	Hugh Bennett	T	Quarterly	85%	85%	85%

PI Ref	PI Description	HoS	Set targets or baseline in 2009?	Reporting frequency	Targets		
					09/10	10/11	11/12
NI 3	Civic participation in the local area Annual (source - Place Survey/ Customer Panel survey)	Claire Felton	B	Annual	n/a	n/a	n/a
	Number of children attending "You decide" consultation events	Phil Street	T	Annual	80	90	100
	Number of responses to internet budget consultation	Hugh Bennett	T	Annual	30	40	50
	%age of residents who know who their local councillor is (source - Customer Panel Survey)	Claire Felton	T	Annual	42%	43%	45%
	Number of lifeline units in use	Mike Bell	T	Monthly			
Sense of Community							
NI6	participation in regular volunteering Annual (source - Place survey/ Customer Panel survey)	Hugh Bennett	B	Annual	n/a	n/a	n/a
	Proportion of members of the Equalities and Diversity forum and Disabled Users Group satisfied with the Council – new local indicator	Claire Felton	B	Quarterly	n/a	n/a	n/a
	Number of people attending E & D events (e.g. Divali, Black history month) new local indicator	Claire Felton	B	Quarterly	n/a	n/a	n/a
	%age of electoral age on electoral roll – new local indicator	Claire Felton	B	Quarterly	n/a	n/a	n/a
	No. of hate crime incidents	Claire Felton	activity measure	Monthly	n/a	n/a	n/a
	% of reported hate crime incidents requiring further action that received further action – new local indicator	Claire Felton	T	Monthly	100%	100%	100%

PI Ref	PI Description	HoS	Set targets or baseline in 2009?	Reporting frequency	Targets		
					09/10	10/11	11/12
	%age of residents who remember receiving 'Together Bromsgrove' – (source - Customer Panel Survey)	Hugh Bennett	T	Annual	65%	70%	75%
	%age of residents who found 'Together Bromsgrove' useful – (source - Customer Panel Survey)	Hugh Bennett	T	Annual	65%	70%	75%
Priority – Street Scene & Climate Change – Outcome measures							
	Satisfaction with cleanliness of your street (source - Customer Panel survey)	Mike Bell	T	Annual	62%	63%	65%
NI 5	Overall general satisfaction with the area (source - add question to Customer Panel survey in years when Place survey not held)	Kevin Dicks	T	Annual	55%	60%	65%
NI 194	Level of air quality – reduction of NOx and primary PM10 emission through local authority estate & operations	Phil Street	B	Annual	n/a	n/a	n/a
NI 185	CO2 reduction from local authority operations	Phil Street	B	Annual	n/a	n/a	n/a
Priority – Street Scene & Climate Change – Output measures							
	Missed household collections	Mike Bell	T	Monthly	1140	1018	1000
	Missed recycle collections	Mike Bell	T	Monthly	240	229	210
NI 191	Residual waste per household	Mike Bell	T	Monthly	593kg	593kg	593kg
NI 192	%age waste re-used, recycled or composted	Mike Bell	T	Monthly	30%	35%	40%
NI 195	Improved street & environmental cleanliness - graffiti	Mike Bell	T	3 times a year	5%	5%	5%
NI 195	Improved street & environmental cleanliness - litter	Mike Bell	T	3 times a year	13%	13%	13%

PI Ref	PI Description	HoS	Set targets or baseline in 2009?	Reporting frequency	Targets		
					09/10	10/11	11/12
NI 195	Improved street & environmental cleanliness - detritus	Mike Bell	T	3 times a year	20%	20%	20%
NI 195	Improved street & environmental cleanliness - fly posting	Mike Bell	T	3 times a year	1%	1%	1%
NI 196	Improved street & environmental cleanliness fly tipping	Mike Bell	T	3 times a year	2	2	2
NI 187	Tackling fuel poverty	Phil Street	B	Annual	n/a	n/a	n/a
Corporate and key service measures							
NI 157	Speed of processing planning applications – major	Dave Hammond	T	Monthly	80%	85%	85%
NI 157	Speed of processing planning applications –minor	Dave Hammond	T	Monthly	85%	85%	85%
NI 157	Speed of processing planning applications –other	Dave Hammond	T	Monthly	90%	90%	90%
CSCLP1	CSC - resolution at 1 st point of contact,	Deb Poole	T	Monthly	95%	95%	95%
CSCLP2	CSC - % of calls answered	Deb Poole	T	Monthly	85%	85%	85%
CSCLP3	CSC - av. speed of answer	Deb Poole	T	Monthly	20 secs	20 secs	15 secs
NI 181	time to process HOB/CT benefit claims or change events – monthly	Jayne Pickering	T	Monthly	15 days	15 days	15 days
LPIB1a	Total value of HB overpayments outstanding at the start of the quarter.	Jayne Pickering	activity measure	Quarterly	n/a	n/a	n/a
LPIB1b	Total value of HB overpayments identified during the quarter	Jayne Pickering	activity measure	Quarterly	n/a	n/a	n/a
LPIB1c	% of HB overpayments recovered during the quarter of the outstanding debt.	Jayne Pickering	T	Quarterly	15%	20%	25%

PI Ref	PI Description	HoS	Set targets or baseline in 2009?	Reporting frequency	Targets		
					09/10	10/11	11/12
LPIB1d	Maximum % of the outstanding HB overpayments debt written off during the quarter	Jayne Pickering	T	Quarterly	2%	2%	2%
NI 179	VFM total net value of cash releasing gains since the start of 2008-09	Jayne Pickering	T	Annual	£876k	£1,341k	£1,472k
	%age of invoices paid within 10 days of receipt	Jayne Pickering	T	Monthly	?	?	?
	%age of invoices paid within 30 days of receipt	Jayne Pickering	T	Monthly	98%	98%	98%
	Number of complaints received	Hugh Bennett	activity measure	Monthly	n/a	n/a	n/a
	Level of equality standard	Claire Felton	T	Quarterly	level 3	n/a	n/a
	New Equality framework (replaces equality standard above in 2009/10)	Claire Felton	B	Quarterly	n/a	n/a	n/a
	Sickness absence – average days per employee	Jo Pitman	T	Monthly	8.5 days*	8.5 days*	8 days*

* Note – Sickness absence targets shown are those carried forward from last years plan. In view of the high levels of sickness in 2008/09 these targets are currently under review, revised targets will be included in the version of the report going forward to Cabinet

9. Medium Term Financial Plan 2009-2012

Budget Summary 2009/2012

The Council Plan is supported by the Council's financial resources. The three year medium term financial plan is summarised below:-

	2009/10 £'000	2010/11 £'000	2011/12 £'000
Base cost of General Fund Services	12,113	12,514	13,048
Pressures – High bids & unavoidable	1,082	1,003	1,009
Transfer re grants received – Planning Delivery & Local Authority Business Grant	-362	-23	-22
Savings	-566	-1,035	-1,196
Investment Income	-150	-121	-142
Cost of Borrowing	0	7	73
Recharge to capital programme	-133	-136	-136
Net operating expenditure	11,984	12,209	12,634
Transfer from (-) to balances	-172	5	-13
Collection Fund surplus	-39	0	0
Government Grant	-4,945	-5,047	-5,097
Council Tax @ 4.45%	-6,828	-7,167	-7,524

Budget Changes 2009/10

The Council Tax increase for 2009/10 will generate £305k of additional income for the Council, which when set alongside the demands for increased service provision made by local residents and the impact of the economic climate gives the Council very limited flexibility to meet local needs. The Council has responded to this in three ways. Firstly, all budget bids have been ranked as unavoidable, high priority, medium priority and low priority. The prioritisation of these bids is based on their contribution to the Council's corporate objectives and priorities. Secondly, the Council has agreed £0.5m of financial savings for 2009/010, rising to £1.2m in 2011/12, and thirdly the Council has a Value for Money Strategy which it has used to find further efficiencies and improve service quality.

For 2009/10 to 2011/12 the following high priority budget bids were successful:-

Key Deliverable Bids	2009/2010 £000	2010/2011 £000	2011/2012 £000	Commentary	Budget Holder	Link to Corporate Objectives	Priority Ranking	Risk to the delivery of priorities
CSC Staffing	76	76	76	2.5 fte CSAs + 1 manager (To replace the reduction in County funding)	Deb Poole	Sense Of Community	High	High risk of lack of customer service if bid not approved - reduction in number of CSAs
Disability Group & Finding a voice	1	1	1	Disability Group - Enable group to provide social and information network for people with disability and Finding a voice Determine demand for network and if one, set up network to provide support and provide voice for this community.		Sense Of Community	High	High Risk to the sense of community felt by this group of residents

Key Deliverable Bids	2009/2010 £000	2010/2011 £000	2011/2012 £000	Commentary	Budget Holder	Link to Corporate Objectives	Priority Ranking	Risk to the delivery of priorities
Fun Farm Day	0	0	0	Fun farm day - Enable BYHF to work with 16-25 year olds on organising an event (to help develop life skills and confidence). Withdrawn		Sense Of Community	High	
Allotment Project	1	1	1	Allotment Project - Regenerate run down allotment. Padstone and Greenscope Day Service to work on allotment.		Sense Of Community	High	Medium Risk - the allotment project demonstrates the Council working with disadvantaged groups across the District
Climate Change Strategy	20	20	20	Shared post to review how the Council and its partners address the issues of climate change and bio-diversity	Dave Hammond	Clean Streets and Climate Change	High	High risk of the Council being unable to fulfill its role in relation to key priority of climate change
Graduate Trainee	25	25	25	New post to improve marketing and partnership involvement across the District - linked to restructure of the department	Hugh Bennett	Sense Of Community	High	High risk of the Council being unable to improve it working with partners and stakeholders to increase the involvement of residents in consultation with the Council
Wardens/ ASB Officers	30	30	30	To increase the mainstream funded neighbourhood warden posts to 3, giving 4 in total dependant upon Safer Communities Board funding.	Mike Bell/John Godwin	Sense Of Community	High	High risk to the sense of community as more wardens will give support areas where there may be issues that need addressing.
Car Park Changes	38	38	38	To not increase car park charges in 2009/10	Mike Bell/John Godwin	Town Centre	High	Low Risk
PPG17-Play Area, R&R & maintenance	n/a	?	?	To be developed as part of PPG17	Mike Bell/John Godwin		High	

Key Deliverable Bids	2009/2010 £000	2010/2011 £000	2011/2012 £000	Commentary	Budget Holder	Link to Corporate Objectives	Priority Ranking	Risk to the delivery of priorities
Project Support	35	35	35	Emergency Planning Assistant, Business Continuity/ Town Centre Support officer	Phil Street	Town Centre	High	High risk to the delivery of key projects to be undertaken by the Council officer will support Director and ensure projects are delivered on time
Community Transport	30	30	30	1 Drivers and vehicle - net of income received from customers	Hugh Bennett	Sense Of Community	High	High risk as concern has been raised a number of times by disadvantaged groups that this service is not available in Bromsgrove and is a high priority to our residents to improve their sense of community
Shortfall in income on B&B and Hostels	19	20	21	hostels have been transferred to BDHT and therefore no longer receive income and B&B not required	Dave Hammond	Housing	High	Low Risk
Basement Project	0	20	25	To provide SLA with basement project - support homeless and young people	Dave Hammond	Housing	High	High Risk to the delivery of the Housing priority as young people will not get the support and advice they need to prevent them from being homeless
Youth Budgeting	10	10	10	White paper - getting younger people involved	Mike Bell/John Godwin	Sense Of Community	High	Medium risk to delivery of the sense of community as young people will not have the opportunity to get involved with the Council
Consultants re EIP	100			Inspectors for investigation & preparing report -		Regeneration/Environment	High	High risk to the delivery of robust action plan for the regeneration of the District

Key Deliverable Bids	2009/2010 £000	2010/2011 £000	2011/2012 £000	Commentary	Budget Holder	Link to Corporate Objectives	Priority Ranking	Risk to the delivery of priorities
Museum	25	10	10	Cataloging and transportation link to the closure of the facility based museum service.	Mike Bell/John Godwin	Sense Of Community	High	Medium risk as the funds will not be available to support the option approved by members in relation to the museum
Permanently recruit improvement manager	25.0	0.0	0.0	To extend the contract for the improvement manager by a further 6 months - match savings included in Appendix C	Hugh Bennett		High	Medium risk as the funds will not be available to support the option approved by members in relation to the museum
Foyer 24 hour support	3.0	10.0	10.0	Joint funding of an enhanced level of support and supervision at the proposed new Foyer scheme for 16 to 25 year olds by providing (jointly funded) night time and weekend caretaking / support supervisor on site.	Dave Hammond	Housing	High	High Risk to the delivery of supported housing within the Foyer Project
MARC	15.0	15.0	15.0	Grant funding re MARC centre	Dave Hammond	Housing	High	High Risk to the sense of community as the MARC centre would ave to close and many people would n have a facility to use in the Charford area for advice and support
Neighbourhood Partnerships	22	22	22	to increase substantive funding for existing 2 neighbourhood partnerships from £4k to £15k - 08/09 funded from improvement plan (cabinet 30/04/08) (unparished)	Hugh Bennett	Sense Of Community	High	Medium Risk to delivery of the sense of community a the neighbourhood partnership scheme would not be rolled out to all are across the District and too people would not be able be as involved as was initially expected

Key Deliverable Bids	2009/2010 £000	2010/2011 £000	2011/2012 £000	Commentary	Budget Holder	Link to Corporate Objectives	Priority Ranking	Risk to the delivery of priorities
Neighbourhood Partnerships	30	60	90	To increase Neighbourhood partnerships to Hagley (£20k) and Charford (£10k) in 2009/10 and a further 2 per annum @ £15k each in 2010/11 & 2011/12	Hugh Bennett	Sense Of Community	High	Medium Risk to delivery of the sense of community across the neighbourhood partnership scheme would not be rolled out to all areas across the District and local people would not be able to be as involved as was initially expected

Council Plan 2009/2012

For 2009/10 to 2011/12 the following unavoidable spending pressures / income shortfalls were approved:

Other Possible Pressures/Unavoidables	2009/2010	2010/2011	2011/2012	Commentary
2009/10 - 2011/12	£'000	£'000	£'000	
ICT Helpdesk In-House	25	25	25	This was initially proposed as a saving but due to resource implications the department will require this to be delivered external through the 3 year plan - options are being discussed with Redditch for support
Car Park Income - 0809 shortfall	90	90	90	Shortfall anticipated in car park income
Concessionary Fares	50	50	50	Overspend on concessionary fares usage
Fuel Bills (Utilities)	50	50	50	Rising Utility Costs across Council Buildings
Elections Budget	15	15	15	Elections budget required to deliver quality service to residents and members
JE Licence & Redditch		6		To fund software JE modelling
Over 60's free swims			26	DCMS funding only available for 2 years - proposal agreed by members
Smoke Free Post	35	35	35	Grant income no longer available - grant was left in budget calculations
Election	0	10	60	Election costs - to deliver the election in 2011/12
Increase in fuel charges based on usage	90	90	90	Impact of increase in fuel charges for use of the depot fleet
License enterprise		25	25	To update Microsoft licenses
Planning apps , land charges	110	110	60	Shortfalls in income anticipated from planning applications, land charges and building regulations
Negative budgets offset	19	19	19	To correct prior year budgets
Members remuneration - increases over inflation	5	5	5	To address the costs associated with the changes to member Committees and Boards to include Champions
Income From BDHT re sale of houses	50	50	0	income target now reduced due to decline in sales - budget for economic recovery from 11/12
Air quality monitoring	20			To monitor air quality in the town centre- statutory requirement

Council Plan 2009/2012

SIA Licensing (CCTV) 2009	3	License cost for CCTV system
Charge for land rental Bromsgrove Rovers	15	To review position on the expiry date at the end of 09/10 with the aim to charge rental to Rovers
TOTAL	577	580
		550

For 2009/10 to 2011/12 the following savings were approved:

Description	2009/2010	2010/2011	2011/2012	Commentary	Risk to Delivery of Service
	£'000	£'000	£'000		
Non Domestic Rates	-30	-30	-30	Saving from revaluations of properties	Low risk
Clothing & Uniforms	-5	-5	-5	Savings on procurement and use of uniforms	Low risk
Corporate Training	-50	-50	-50	Reduction in corporate training budget to £150k per annum. Based on delivery of priority training for all staff - customer service, Personal Development Reviews.	Medium Risk of staff not able to deliver services to the expected quality of the public.
Printing & Stationery	-25	-25	-25	Improved procurement - includes saving from ICT & printing	Low risk
Member Development	-8	-8	-8	Reduction in member training budget to £15k per annum. Based on robust plan delivered during 2007/08 & 2008/09.	Medium Risk of Members not being able to undertake role to the expected quality of the public
Discretionary Rate Relief	-10	-10	-10	Reduction on relief based on prior years requests from organisations	Low risk
Emergency Planning/Works	-13	-13	-13	New SLA being discussed to reduce the level of funding allocated by Bromsgrove	Medium Risk of the Council being unable to get adequate support during emergency.
Housing Benefit Overpayment recoveries	-100	-100	-100	Additional grant received due to recovery of Housing benefit overpayments	Low risk
Income Hire Charges	-15	-15	-15	Additional income anticipated from Trade Waste Service	Medium Risk of businesses being unable to pay due to economic climate

Description	2009/2010 £'000	2010/2011 £'000	2011/2012 £'000	Commentary	Risk to Delivery of Service
ICT Training	-5	-5	-5	Reduction in budget	Low risk
ICT support infrastructure	-20	-20	-20	Savings on infrastructure	Low risk
Disaster share with Redditch	-20	-20	-20	Sharing ICT disaster recovery with Redditch	Medium risk of the joint approach not working between the two Councils.
Additional income from licensing	-10	-10	-10	Additional licensing income including increase in taxi licenses due to economic climate	Low risk
Savings from advertising	-20	-20	-20	Improved procurement from negotiating with new supplier	Low risk
Lifeline	-2	-2	-2	Saving based on PNC capital bid generated by additional service delivery and income generation opportunities.	Medium risk of the Capital Programme being rejected which would impact on the delivery of the additional income
Lifeline	-1	-5	-15	Saving based on PNC capital bid and current service review and re-modeling.	Medium risk of the Capital Programme being rejected which would impact on the delivery of the additional income
Dolphin Centre	0	0	-20	Additional income based on Health & Fitness investment and increased membership sales.	Medium risk of the public not using the gym as expected due to the economic climate
Grounds Maintenance cost review	-12	-12	-12	Following review of grounds maintenance provision in parks and open spaces, the service has been revised to generate savings identified.	Low risk
Alternative methods of service delivery / shared services	-133	-523	-654	Shared service working	Medium Risk of the savings not being delivered If joint CEO role not achieved. Council would aim to deliver savings through other joint working arrangements
Commencement of co-mingled recycling collections (collect as alternating collection with residual)	0	-100	-100	Savings as a result of moving to co-mingle waste operations	Medium risk of co-mingle service not being delivered by the County.

Appeal Consultants Budget	-10	-10	-10	Deletion of budget for appeals within the Planning process	Medium risk of specialist advice and support required if decisions are made that may be challenged on planning matters
Contractual/Overtime Changes	-14	-14	-14	Street Cleansing Operation - review of service delivery	Low Risk
Grounds Maintenance - Cemeteries	-18	-18	-18	Reduction in posts from 4 to 3 across the cemetery service and implementation of a flexible work pattern with in remaining operatives.	Low Risk
Postage Review	-5	-5	-5	Reduction in budget following review	Low Risk
Environmental Health Licensing	-10	-10	-10	Income received in respect of environmental health licensing service	Low risk of businesses not applying for licenses during current economic climate
Savings from business process change	-25			Savings to be delivered by improvement manager through reviewing business processes within the Council	Medium Risk of delivery of savings as change in processes may take longer than originally anticipated
General grants budget	-5	-5	-5	General savings	Low Risk

TOTAL SAVINGS **-566** **-1,035** **-1,196**

10. Value for Money Strategy

The Council is committed to establishing Value for Money principles in the way in which its delivers services. The key processes through which these principles are delivered are contained within the Value for Money Strategy. Some of these principles are embedded to a lesser or greater degree within the organisation; others will need to be established.

Departments must develop a vision of what services they will deliver and what the services will look like. This is already included as a key part of the Service Business Planning process. Once the vision has been established and translated into practical activities, **all** resources must be directed into achieving that vision. If any activity is only partly aimed at achieving the overall vision, the resources must be redirected to other activities. The responsibility for developing and implementing this vision must be that of the Head of Service. In order to develop and establish a Value for Money culture within the Council:-

- Departments must take care to investigate and understand customers' expectations and priorities and reallocate resources to satisfy them. This is key to making sure that resources are allocated according to the Council's overall priorities.
- Departments must act commercially in delivering services. Public sector managers act commercially when they use and procure resources (such as staff,

equipment, available funds) efficiently and those resources are solely used for achieving the overall vision of the service.

- As well as establishing Value for Money principles within their service on a day-to-day basis, departments must look to develop specific Value for Money projects aimed at generating efficiency gains and/or service improvements. The criteria for selecting these projects will focus on areas of above average cost and/or below average performance.
- The Service Business Plans must include Value for Money targets and be linked to the achievement of efficiency gains to be included in the budget. At the same time they have to deliver longer-term efficiency gains to be included in the Medium Term Financial Plan. For some services VFM targets will be relatively easy to quantify and measure. For others (e.g. planning) the achievement of a set of performance goals may constitute the achievement of Value for Money.
- Where service departments are proposing efficiencies, they must consult with central departments that possess the expertise to deal with particular issues that may arise, for example in the fields of Legal services, Financial services, ICT and Human Resources. For example, most efficiency proposals will have some HR implications for staff

and the Council and may require consultation with the trade unions.

- Departments need to monitor on a regular basis how well they are achieving the cost and performance targets. This will require the ability to access data on demand and immediately rather than at the end of a quarter or a month. Managers must hold regular meetings which concentrate on up-to-date assessments of performance and plan action to be implemented as soon as possible to improve performance.
- The large ICT projects such as the Spatial Project have the capability of delivering significant efficiencies, but these efficiencies can only be maximised if the user departments plan at an early stage how they are going to use the new technological capabilities to provide measurably better customer services and/or deliver cost savings. The departments also need to consider (and include in their service plans) how the new technologies will enable them to transform the way in which they do business and enable them to reallocate resources from traditional activities to new ways of working.
- CMT needs to consider on a regular basis examples of where authority-wide projects need to be implemented in order to deliver efficiency gains. This might include initiatives to improve sickness absence rates across the Council or procurements affecting one or more departments. The Council's Corporate

Management Team also needs to consider whether it can demonstrate that Value for Money is being delivered. This might involve considering the outsourcing of particular services such as leisure and refuse collection.

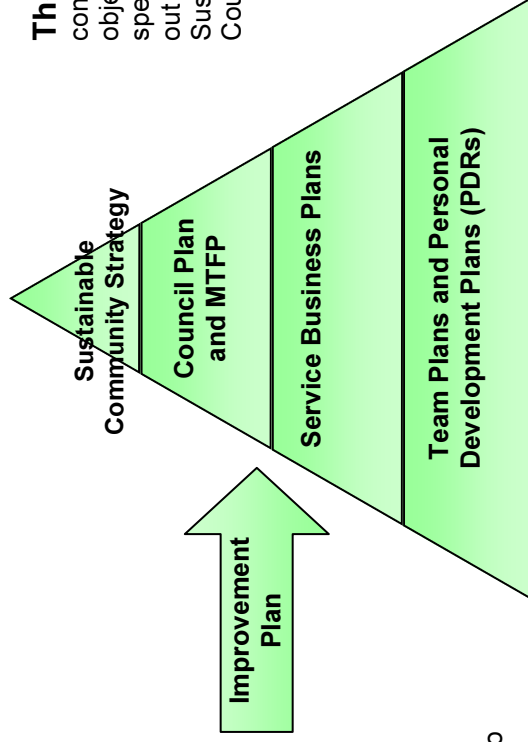
- Managers must draw up an action plan to deliver Value for Money as part of the way in which they deliver their services. This action plan needs to set out practical ways in which officers can improve Value for Money in the next year and in the medium term (1 to 5 years). The action plan must aim to improve the key performance indicators for the service as well as unit costs
- The Council will continue to use partnerships with the public, private and voluntary sector to generate efficiencies. This is already being done through initiatives such as the Worcestershire Hub.
- The Council needs to monitor Value for Money proposals to ensure they are fully implemented and the benefits realised. The Council can use its project management framework for this and the Finance Team can record efficiency gains made in the Annual Efficiency Statement.
- The portfolio holder for Financial Services will support the awareness and ownership of Value for Money at the Member level.

11. Council's Performance Management Arrangements

Corporate Performance Management Framework

The Council's Performance Management Framework seeks to create explicit links between the Sustainable Community Strategy, Council Plan, Service Business Plans and Team/Personal Development Plans

At the top of the framework is the **Sustainable Community Strategy**. It is a ten year plan that has been developed by the Bromsgrove Partnership, comprising public, private, voluntary and community organisations, which have been consulted with locally to identify the priorities for the area. The Sustainable Community Strategy represents an 'umbrella' plan from which each organisation prepares its own strategy to deliver aspects of the Sustainable Community Strategy for which it is responsible.



Improvement Plan. The Improvement Plan provides a link between the three year Council Plan and the one year Service Business Plans. It extracts key actions for the year ahead in a project chart format, against which progress is reported each month, using a traffic light system.

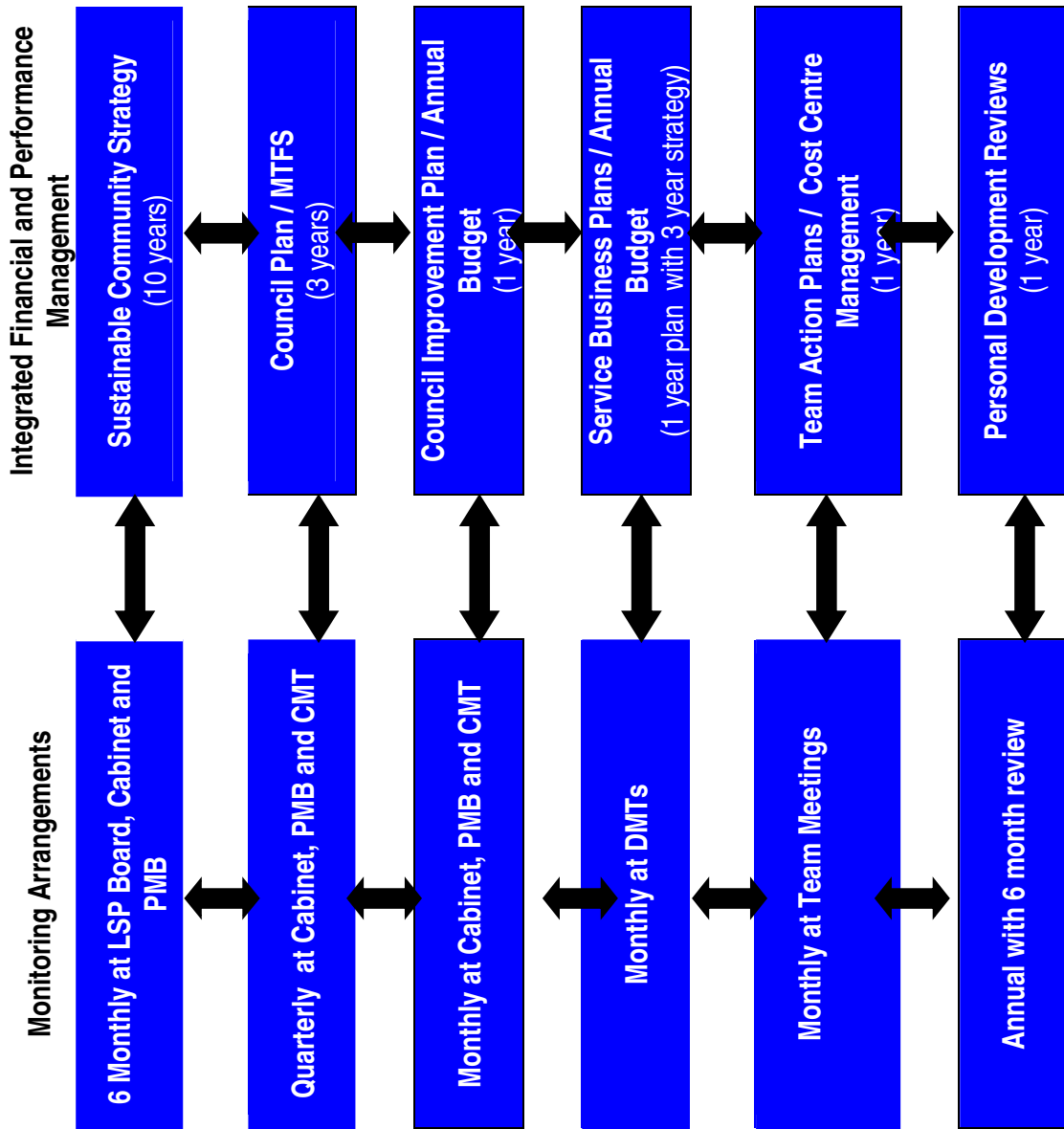
Performance Management

Progress against our plans are monitored and managed at a number of levels (see also overleaf):-

1. Cabinet receives a quarterly integrated financial and performance report and an Improvement Plan update each month.
2. The non-executive Performance Management Board receives monthly updates on the corporate performance indicators and the Improvement Plan. Any issues identified are reported to Cabinet.
3. All the above information goes to the Council's Corporate Management Team each month and it also receives quarterly updates against the service business plans.

The Council Plan. The Plan is based on consultation and sets out the Council's corporate objectives and priorities for the next three years in specific and measurable terms. The Plan also sets out how the Council will contribute to the Sustainable Community Strategy and drives the Council's Medium Term Financial Plan (MTFP)

Service Business Plans identify at a departmental level the actions we plan to undertake in order to deliver the Council Plan and Improvement Plan. These are then translated into team plans and individual PDRs, ensuring all staff understand their role in delivering the Council's priorities. The progress against our Service Business Plans is monitored quarterly at Corporate Management Team while staff receive a formal review of their PDR every six months.



12. Glossary of Terms

Term	Definition
Audit Commission	The regulatory body that has responsibility for examining the work of local authorities.
Best Value	A legal duty (Local Government Act 1999) designed to make sure that local authorities continually improved their value for money.
Building Pride	The Council's transformation programme designed to make Bromsgrove District Council an excellent local authority.
Corporate Management Team (CMT)	The Council's officer management team made up of the Chief Executive, Executive Director Services, Executive Director Partnerships and Projects, Assistant Chief Executive and the seven Heads of Service and one deputy Head of Service.
Comprehensive Performance Assessment (CPA)	An external assessment by the Audit Commission which made a judgement on the whole of a Council's performance and provided a single rating of Excellent, Good, Fair, Weak or Poor.
Comprehensive Area Assessment (CAA)	A new external assessment that will replace CPA from April 2009. This will look across councils, health bodies, police forces, fire and rescue services and others responsible for local public services and assess and report how well public money is spent to provide an independent assessment of the prospects for local areas and the quality of life for people living there.
Sustainable Community Strategy	A long-term vision for the District as a whole. The Strategy co-ordinates the actions of public, private and community organisations in meeting the needs and priorities of local communities. Under the Local Government Act 2000, all local authorities are required to work in partnership with the community, business, voluntary sector and other public sector partners to develop a long-term strategy to promote the social, economic and environmental well-being of their local communities.
Local Area Agreement (LAA)	A form of contract between Central Government and the Worcestershire Local Strategic Partnership for the delivery of 35 outcomes supported by approximately 90 targets. The LAA includes a pump priming grant from Central Government and the payment of a reward grant for successful delivery of some of the targets.

Term	Definition
Local Strategic Partnership (LSP)	A family of partnerships and organisations that is working to a common aim - to improve the quality of life in the District and deliver the Sustainable Community Strategy.
Medium Term Financial Plan	A three year budget for the Council's expenditure and income, linked to the Council's objectives and priorities.
Objectives	The broad goals for the Council, within which priorities are set.
Performance Development Review	A formal meeting between a member of staff and their line manager to review past work and agree future work, setting standards and targets.
Performance indicators	Yardsticks used to assess our achievements.
Performance Management Framework	Sets out the processes by which Elected Members, Officers and residents can monitor how the Council is performing.
Priorities	The four areas identified by Elected Members and Officers where we wish to make significant improvement in how we perform.
Service Business Plans	One year plans that set out what each department intends to deliver over the coming year.
Spatial Business Project	A large ICT project designed to improve customer service through data integration.
Target(s)	A fixed goal or objective which results in improvements.
Values	The fundamental principles that guide the way we work.
Vision	The ideal of how we would like the District and the Council to be in the future.

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BROMSGROVE DISTRICT COUNCIL

PERFORMANCE MANAGEMENT BOARD

17 MARCH 2009

PERFORMANCE MANAGEMENT BOARD PROPOSED PROGRAMME 2009/10

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 proposed work programme for 2009/10 (March only as background).

2. RECOMMENDATIONS

- 2.1 It is recommended that:
- i. The Board considers the programme.
 - ii. Notes that invariably the programme will be updated during the year as the Board identifies something it wishes to focus on.
 - iii. The Board identifies topics or areas of focus it would like to see in the programme for the year ahead.

3. BACKGROUND

- 3.1 The Board now has an established programme for work, which links to the integrated financial/performance management cycle operated by the Council. This cycle will produce the usual run of reports, but the Board has an opportunity to consider including additional reports on areas it wishes to focus on.

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 2009/10 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 2009/10

12. **BACKGROUND PAPERS**

2008/09 PMB Work Programme.

CONTACT OFFICERS

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

Proposed Performance Management Board Work Programme 2009/10

Date	Agenda Item
17 Mar 09	Period 10 09/10 Performance Report. Period 10 09/10 Improvement Plan Mark 2 progress report. Housing Strategy Update Housing Inspection Action Plan BDHT Performance Employee Survey Results Council Plan 2009/2012 PMB Work Programme 2009/2010.
21 Apr 09	TRAINING SESSION Period 11 09/10 Performance Report (distributed only, no meeting) Period 11 09/10 Improvement Plan Mark 2 progress report (distributed only, no meeting).
18 May 09	Period 12 09/10 Integrated Finance & Performance report Period 12 09/10 Improvement Plan Mark 2 progress report VFM Licensing Review. Customer Access Strategy. PMB Work Programme. Quarterly Recommendation Tracker.
15 Jun 09	Period 1 09/10 Performance Report Period 1 Improvement Plan 2009/2010 Mark 4 CPA Report and Direction of Travel PMB Work Programme
20 Jul 09	Period 2 09/010 Performance Report Period 2 09/10 Improvement Plan Mark 4

	<p>Annual Financial and Performance Report 2008/2009.</p> <p>Quarterly Recommendation Tracker.</p> <p>PMB Work Programme</p>
21 Sep 09	<p>Quarter 1 09/10 Integrated Finance and Performance report.</p> <p>Period 4 09/10 Performance report</p> <p>Period 3 and 4 09/10 Improvement Plan Mark 4 progress report</p> <p>Data Quality Strategy 6 month Update</p> <p>Housing Inspection Report and Updated Inspection Action Plan.</p> <p>Council Plan 2010/2013 Part 1</p> <p>PMB Work Programme</p>
19 Oct 09	<p>Period 5 09/10 Performance Report.</p> <p>Period 5 09/10 Improvement Plan Mark 4 progress report.</p>
16 Nov 09	<p>Quarter 2 09/10 Integrated Finance & Performance report.</p> <p>Period 6 09/10 Improvement Plan Mark 4 progress report.</p> <p>Community Strategy Annual Report 2008/09.</p> <p>Community Strategy 2010/2013.</p> <p>Quarterly Recommendation Tracker</p> <p>PMB Work Programme.</p>
21 Dec 09	<p>Period 7 09/10 Performance Report.</p> <p>Period 7 09/10 Improvement Plan Mark 3 progress report.</p> <p>Annual Artrix Performance Report</p> <p>2008/2009 Predicted Outturn for Corporate Indicators.</p> <p>PMB Work Programme.</p>
18 Jan 10	<p>Period 8 09/10 Performance Report</p> <p>Period 8 09/10 Improvement Plan Mark 4 progress report.</p>

	<p>Quarterly Recommendation Tracker</p> <p>PMB Work Programme.</p>
15 Feb 10	<p>Quarter 3 09/10 Integrated Finance & Performance report.</p> <p>Period 9 09/10 Improvement Plan Mark 4 progress report.</p> <p>Performance Management Strategy Annual Update</p> <p>6 Month Review of Data Quality Strategy.</p> <p>PMB Work Programme.</p>
15 Mar 10	<p>Period 10 07/08 Performance Report.</p> <p>Period 10 09/10 Improvement Plan Mark 4 progress report.</p> <p>Staff Survey Results (if undertaken)</p> <p>Housing Strategy Action Plan Update and Housing Inspection Action Plan.</p> <p>Council Plan 2010-2013.</p> <p>PMB Work Programme 2010/2011.</p>