



BROMSGROVE DISTRICT COUNCIL

MEETING OF THE PERFORMANCE MANAGEMENT BOARD

MONDAY 15TH JUNE 2009, AT 6.00 P.M.

COMMITTEE ROOM, THE COUNCIL HOUSE, BURCOT LANE, BROMSGROVE

MEMBERS: Councillors C. B. Taylor (Chairman), Mrs. M. Bunker (Vice-Chairman), S. R. Colella, Mrs. A. E. Doyle, Mrs. J. M. L. A. Griffiths and Ms. H. J. Jones

AGENDA

1. To receive apologies for absence
2. Declarations of Interest
3. To confirm the accuracy of the minutes of the meeting of the Performance Management Board held on 18th May 2009. (Pages 1 - 4)
4. Performance Report (April 2009) (Pages 5 - 20)
5. Sickness Absence Performance Update (Pages 21 - 36)
6. Comprehensive Performance Assessment Report (Pages 37 - 72)
7. Improvement Plan Exception Report (April 2009) (Pages 73 - 86)
8. Work Programme (Pages 87 - 92)
9. 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

4th June 2009

BROMSGROVE DISTRICT COUNCIL

MEETING OF THE PERFORMANCE MANAGEMENT BOARD

MONDAY, 18TH MAY 2009 AT 6.00 P.M.

PRESENT: Councillors Mrs. M. Bunker, Mrs. A. E. Doyle (during Minute No's 1/09 to 8/09), Mrs. J. M. L. A. Griffiths, Ms. H. J. Jones and C. B. Taylor

Officers: Mr. P. Street and Ms. R. Cole

1/09 **ELECTION OF CHAIRMAN**

RESOLVED that Councillor C. B. Taylor be elected Chairman of the Board for the ensuing municipal year.

2/09 **ELECTION OF VICE-CHAIRMAN**

RESOLVED that Councillor Mrs. M. Bunker be elected Vice-Chairman of the Board for the ensuing municipal year.

3/09 **APOLOGIES FOR ABSENCE**

An apology for absence was received from Councillor S. R. Colella. It was noted that a nomination to the Board had not yet been received from the Labour Group.

4/09 **DECLARATIONS OF INTEREST**

No declarations of interest were received.

5/09 **MINUTES**

The minutes of the meeting of the Performance Management Board held on 17th March 2009 were submitted.

RESOLVED that the minutes be approved as a correct record.

6/09 **CUSTOMER FIRST STRATEGY REVIEW**

The Board considered a report regarding the proposed adoption of a new Customer Access Strategy to replace the existing Customer First Strategy.

It was reported that the focus of the original Customer First Strategy had been to improve the Council's basic performance, particularly in terms of Best Value Performance Indicators, in order to achieve a "fair" rating from the Audit Commission. The Strategy had recognised however that the long term aim of the Council was to deliver both an excellent performance and an excellent customer experience.

Since the approval of the Strategy in March 2006, much had been achieved and considerable progress had been made. Despite these improvements however it was recognised that because the Council started from a low base, overall satisfaction with the Council and staff satisfaction remained low. Customer Access Focus Groups had taken place and these had indicated there was a need to become more responsive, to concentrate more on outcomes and to communicate more effectively. It was noted that the aim of the new Customer Access Strategy was to increase the focus on these areas over the next three years.

The Board noted that one of the key developments since the previous year was the launch of a new set of National Indicators, of particular relevance was National Indicator 14 which related to reducing avoidable Customer Contacts. It was noted that work was being undertaken on this issue and it was felt it would be useful to receive a further report evaluating the outcome of the investigations and considering what could be done to improve the results.

It was noted that within the Customer First Board Action Plan (action 86) there was a proposal to close the Cash Office at the Customer Service Centre at a later date. Members were concerned that this may have an impact on those customers who did not have easy access to alternative methods of payment and felt that this action should be reconsidered.

The Board queried the delay in undertaking training for middle managers to improve customer communication by ensuring all written correspondence is customer focused, clear and easy to understand (action 63). The Executive Director - Partnerships and Projects undertook seek clarification and to forward information on this matter to the Board.

RESOLVED:

- (a) that the significant improvement in the Council's customer performance over the past three years, particularly at the Customer Service Centre, be noted;
- (b) that it be noted that whilst process times have generally significantly improved, customer satisfaction and staff satisfaction remain too low;
- (c) that the recommendation from the Comprehensive Performance Assessment report that "a culture of customer focus should be fully established at all levels within the Council" be noted;

RECOMMENDED:

- (a) that the proposed updated corporate customer standards as set out in section 5.22 of the Strategy be approved for inclusion in each Service Business Plan and for publishing to customers
- (b) that the Strategy's priorities for the year ahead be approved together with the detailed action plan to support the delivery of these priorities, subject to further consideration being given to the proposal to close the Cash Office;

- (c) that the Strategy scorecard 2009/2010, including the customer measures be approved and that the distance the Council still needs to travel in order to become an excellent Council be recognised.

7/09 **COMPARISON OF 2009/10 TARGETS WITH 2008/09 OUTTURNS**

The Board considered a report on forward targets for 2009/2010 as set out in the Council Plan 2009 - 12 compared to the outturns for 2008/09 together with a list of the National Indicators which apply at District level.

Members raised a number of issues in relation to the targets which had been set and the Executive Director – Partnerships and Projects undertook to ensure that the relevant information was sent to Members on:

- (a) Satisfaction measures for Disabled Facilities Grants and why no targets had been set;
- (b) Diversionary activities including a breakdown of how many users are attending each session and why the future targets have been set at this level;
- (c) Residual Waste per household and why the target remains the same for the next three years; and
- (d) the position regarding the National Indicators which are reported at District level and how information on these indicators may be reported back to the Board.

RESOLVED:

- (a) that the comparison of targets and outturns as set out in Appendix 1 be noted, but that in the light of concerns as to whether the targets set demonstrate an appropriate level of ambition, further consideration be given to this matter; and
- (b) that the list of National Indicators as set out in Appendix 2 be noted .

8/09 **PERFORMANCE REPORTING (MARCH 2009)**

The Board considered a report on the Council's performance at 31st March 2009.

During the discussion Members raised the issue of sickness absence and requested that further information be provided to the next meeting as referred to in Minute No 101/08 of the meeting held on 17th March 2009.

RESOLVED:

- (a) that it be noted that 50% of performance indicators were stable or improving;
- (b) that it be noted that 78% of performance indicators which have a target met their target at year end;
- (c) that the performance figures for March 2009 as set out in Appendix 2 be noted; and
- (d) that the summary of the year end position as set out in section 3.4 to 3.6 of the report be noted.

9/09 **IMPROVEMENT PLAN EXCEPTION REPORT (MARCH 2009)**

The Board considered the Improvement Plan Exception Report for March 2009.

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 102 actions highlighted for March within the plan 80.4% of the Improvement Plan was on target (green), 3.9% was one month behind (amber) and 2% was over one month behind (red). The actions which had been reprogrammed with approval reflected the reprogramming of the town centre actions as a result of issues relating to Parkside, together with the reprogramming of Human Resource actions as a result of Job Evaluation Implementation.

10/09 **QUARTERLY RECOMMENDATION TRACKER**

Consideration was given to a report which set out the progress of resolutions and recommendations made by the Board since May 2008.

RESOLVED that the report be noted.

11/09 **WORK PROGRAMME 2009/2010**

Consideration was given to a report on the Board's proposed work programme for 2009/2010.

The Board felt additional training should be arranged where appropriate, particularly for Members who were new to the Board. In addition reference was made to future issues for consideration which had been discussed at the meeting on 17th March 2009 (Minute No 108/08), but which were not reflected at present in the Work Programme. The Chairman undertook to discuss with the Assistant Chief Executive the further development of the Work Programme.

RESOLVED that the work programme 2009/2010 be approved, subject to the comments referred to above.

The meeting closed at 8.10 p.m.

Chairman

Agenda Item 4

BROMSGROVE DISTRICT COUNCIL

PERFORMANCE MANAGEMENT BOARD

15 JUNE 2009

APRIL (PERIOD 1) PERFORMANCE REPORTING

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

1. SUMMARY





- 1.1 To report to Performance Management Board on the Council's performance at 30 April 2009 (period 1).

2. RECOMMENDATIONS

- 2.1 That the Board notes that 52% of PIs are stable or improving.
- 2.2 That the Board notes that 50% of PI's that have a target are meeting their target as at the month end and 97% are projected to meet their target at the year end.
- 2.3 That the Board notes the performance figures for April 2009 as set out in Appendix 2.
- 2.4 That the Board notes the particular areas of improvement as summarised in section 3.5.
- 2.5 That the Board notes the PI's of particular concern as set out in section 3.6.

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 This is the first performance report for the 2009/10 year, using the revised corporate PI set. The set of corporately reported PI's has been revised to

ensure they reflect current priorities and also to take account of the revised assessment methodology that the Council will be judged on under CAA. There are a total of 101 PI's in the corporate set, 34 reported monthly, 27 quarterly and 40 annually. Many of the annually reported PI's are outcome measures.

3.4 The figures for PI's improving or stable and meeting monthly target (see 2.1 and 2.2 above) are somewhat lower than usual and could be viewed as cause for concern. However this is the first performance report for the year, some of the PI's are new, many of the missed targets were missed by a relatively small amount and much of the decline in performance compared to March is a relatively small amount. On that basis this is not yet cause for concern. Similarly it is difficult to make accurate outturn predictions after just one month; hence most outturns are predicted the same as target in the absence of any better information. Reports in the next few months will give an increasingly informed view of performance as these will be based on more than one month's data. Nonetheless, it is possible at this early stage to identify one area performing above expectation and one cause for potential concern.

3.5 Performance worthy of particular mention is as follows:

- The recycling rate is considerably above the monthly target for April, due mainly to more people than expected signing up for the chargeable green waste service.

3.6 Performance of potential concern is as follows:

- Sickness absence, although improved on the March figure, is still too high. A rapid and sustained reduction is required if this years target of 8.75 days is to be met (the target has been held at last years' level in light of performance, rather than being reduced to 8.5 days as was previously planned).

4. FINANCIAL IMPLICATIONS

4.1 There are no financial implications

5. LEGAL IMPLICATIONS

5.1 There are no legal implications.

6. COUNCIL OBJECTIVES

6.1 Performance reporting & management links to the Improvement objective

7. RISK MANAGEMENT

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

- Data quality problems

- Poor performance

7.2 These risks are being managed as follows:

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

8 CUSTOMER IMPLICATIONS

8.1 Performance Improvement is a Council Objective

9. EQUALITIES AND DIVERSITY IMPLICATIONS

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

10. VALUE FOR MONEY IMPLICATIONS

10.1 ▪ There are no VFM implications

11. OTHER IMPLICATIONS

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

12. OTHERS CONSULTED ON THE REPORT

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

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

13. **WARDS AFFECTED**

All Wards.

14. **APPENDICES**

Appendix 1 Performance Summary for April 2009

Appendix 2 Detail Performance report for April 2009

Appendix 3 Detailed figures to support the performance report

15. **BACKGROUND PAPERS**

None

Contact officer

Name: John Outhwaite, Senior Policy & Performance Officer

email: j.outhwaite@bromsgrove.gov.uk

Tel: (01527) 881602

%age

APPENDIX 1

SUMMARY - Period 1 (April) 2009/10

Monthly (April) performance		Estimated Outturn						
	No.	%age³		No.	%age³		No.	%age³
Improving or stable.	14	52%	On target	13	50%	On target	30	97%
Declining	13	48%	Missing target by less than 10%	8	31%	Missing target by less than 10%	0	0%
No data	7		Missing target by more than 10%	5	19%	Missing target by more than 10%	1	3%
			No data²	8		No data²	3	
Total Number of Indicators reported this period¹	34		Total Number of Indicators reported this period¹	34		Total Number of Indicators reported this period¹	34	

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Performance Indicators Period 01 (April) 2009/10

Ref	Description	Report - ed?	Cum or Snap?	2008/09	2009/10			2009/10		
				Actuals	April Target	April Actual	Target &Trend	Target	Est. Outturn	Est. Outturn Target &Trend

Street Scene & Community

NI 191	Residual Household waste per household (KG)	M	C	586.26	48.61	52.56	W	593.00	593.00		Trade waste tonnage yet to be taken off which will improve this result to approx 48.17
NI 192	Percentage of household waste re-used, recycled and composted	M	C	43.25	32.07	39.30	I	30.00	30.00		Trade waste tonnage yet to be taken off which will improve this result to approx 41.39
LPI Depot	Number of missed household waste collections	M	C	1,136	95	129	W	1,140	1,140		129 missed refuse collections of which 59 were for green waste 4 x 38,000 = 0.08%
LPI Depot	Number of missed recycle waste collections	M	C	281	20	18	I	240	240		18 missed recycling collections 4 x 36,000 = 0.01%
NWBCU5	Total Crime	M	C	New	459	459	S	5,588	5,588		This is a new indicator for 2009/10 and covers all crime reported in Bromsgrove District
NWBCU1	The number of domestic burglaries	M	C	438	32	35	W	389	389		Domestic Burglary continues to be the number one individual crime target for local Police. They continue to work closely with West Mids Police to look at cross-border issues
NWBCU2	The number of violent crimes	M	C	973	76	81	W	922	922		For the first two quarters Violent Crime tends to be slightly over target whereas the last two quarters better than target. We will closely monitor to see if this trend continues
NWBCU3	The number of robberies	M	C	61	5	4	I	58	58		Continued efforts through CID and local policing to reduce reported figures

Ref	Description	Report - ed?	Cum or Snap?	2008/09			2009/10				
				Actuals	April Target	April Actual	Target &Trend	Target	Est. Outturn	Est. Outturn Target &Trend	Comments
NWBCU4	The number of vehicle crimes	M	C	744	58	59	W	690	690		There as be a steady decline in vehicle crime due to high profile public information campaigns generated locally. Will monitor to ensure trend is maintained
LPI CS 1a	CCTV incidents reported - Crime	M	C	3,407	283	258	W	3,400	3,400		Crime related incidents were slightly lower than the target figure, the incidents compared to last year saw a reduction in incidents in incidents within Bromsgrove town centre.
LPI CS1b	CCTV incidents Initiated by CCTV	M	C	991	82	76	W	1,047	1,047		CCTV observations were reduced and again this could be in relation to the reduced number of ASB incidents
LPI CS4	No. of hate crime incidents (activity measure)	M	S		n/a	0	n/a	n/a	n/a	n/a	No hate crime incidents reported
LPI CS5	% of reported hate crime incidents requiring further action that received further action	M	S		100	n/a	n/a	100.00	100.00		as above
LPI SC1	Number of attendances at arts events	M	C	20,642	75	80	I	21,261	21,261		The activity in the month is in line with the target figure. The activity for this month and the remaining year is subject to a 2% increase in attendance, in line with the business plan
SC3	Dolphin Centre Usage	M	C	627,404	34,058	29, 321	W	532,420	532,420		Usage was lower than normal due to Easter holiday. However fitness suite membership is in line with income projections. 320 memberships were sold in April
SC4	Sports development usages	M	C	21,219	1,804	1,966	S	22,556	22,556		Successful holiday activities including multi-skills, funzone and gymnastics boosted usage

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Ref	Description	Report - ed?	Cum or Snap?	2008/09			2009/10				
				Actuals	April Target	April Actual	Target &Trend	Target	Est. Outturn	Est. Outturn Target &Trend	Comments
	Town Centre Car Park Usage	M	S	n/a	n/a	127,106	n/a	n/a	n/a		This PI is included in the corporate set for the first time. It is intended to give an indication of town centre usage & thus potentially reflect success in town centre regeneration. Figures vary considerably by season, so determining trends may be difficult.
	Shopmobility Centre Usage (Monthly)	M	S	n/a	150	130	n/a	150	150		This is a new PI which is included in the corporate set for the first time
LPI LL Page 13	Life line units in use	M	S	547	640	643	I	575	575		Total number of installations was 31, a very good month, but number of people leaving the service was 15, which is high

M* = in the months when available
(3 times per year)

Planning & Environment Services

NI 157	The percentage of major planning applications determined within 13 weeks	M	C	68.80	80.00	100.00	I	80.00	80.00		New car dealership at Buntsford Drive, determined in time.
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Ref	Description	Report - ed?	Cum or Snap?	2008/09			2009/10				
				Actuals	April Target	April Actual	Target &Trend	Target	Est. Outturn	Est. Outturn Target &Trend	Comments
NI 157	The percentage of minor planning applications determined within 8 weeks	M	C	76.50	85.00	92.00	I	85.00	85.00		One application went over (Bentley village Hall extensions). The team has experienced high sickness absence (including planned sickness absence for an operation) Distributing work between the remaining case officers has resulted in some applications going out of time. A consultant has been used to address this short term problem and now (Early May) two of three officers are back at work, with one on slightly reduced hours.
NI 157	The percentage of other planning applications determined within 8 weeks	M	C	89.50	90.00	89.00	W	90.00	90.00		Late consultations were responsible for two out of time applications (337 Alcester Road, Burcot) and 45 Bournheath Road Fairfield. One application went over (The Lodge Walton Pool Lane) due to officer sickness, whilst Lindford Way was called to Committee. The remaining application was the LBC for alterations to Parkside School which required referral to GOWM as it involved demolition of part of a listed building.

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Ref	Description	Report - ed?	Cum or Snap?	2008/09			2009/10				
				Actuals	April Target	April Actual	Target &Trend	Target	Est. Outturn	Est. Outturn Target &Trend	Comments
CSC	Monthly Call Volumes Customer Contact Centre	M	S	n/a		8,599		n/a	n/a	n/a	Calls to the contact centre fell by 22% compared to last month. Expected at this point of year following peak demand caused by Council Tax main billing and Green Waste collection charging
CSC	Monthly Call Volume Council Switchboard	M	S	n/a		4,631		n/a	n/a	n/a	Calls to the Council switchboard fell by 19% compared to last month. Expected at this point in year after peak caused by main billing and follows previous year trends
CSCLPI3.1	Resolution at First Point of Contact all services (percentage)	M	S	99.00	95.00	99	S	95.00	95.00		Performance against this indicator remains excellent and is in excess of target and consistent with last month.
CSCLPI3.2	% of Calls Answered	M	S	87.00	85.00	89.00	I	85.00	85.00		Performance sustained above target despite high call volume
CSCLPI3.3	Average Speed of Answer (seconds)	M	S	30.00	20.00	21.00	I	20.00	20		Excellent performance and only 1 second above target. This is an improvement by 9 seconds compared to last month.

Chief Executive's department

LPI CCPP01	Number of complaints received (Council wide) Monthly. Source new complaints system.	M	C	270	n/a	25	W	n/a	300	n/a	14 of the complaints received were about the green waste service with issues varying about not agreeing with the new charge, bins not being replaced outside the correct house and not receiving orange stickers. Three were about council tax/benefits.
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Ref	Description	Report - ed?	Cum or Snap?	2008/09			2009/10				
				Actuals	April Target	April Actual	Target &Trend	Target	Est. Outturn	Est. Outturn Target &Trend	Comments
LPI CCPP03	Number of compliments received	M	C	70	n/a	4	W	n/a	48	n/a	Two compliments about bin collections, one about sports development and one about town centre regeneration
LPI CCPP05	Community transport income (£)	M	C	n/a	na/	n/a	n/a	n/a	n/a	n/a	Reporting on this indicator will start later in the year when the community transport service commences

Financial Services

NI181 Page 16	Time taken to process HB/CT benefit new claims or change events (days)	M	C	15.03	15.00	11.17	I	15.00	15.00		Performance is currently better than target due to recent good performance from the team. However, due to current staffing issues (down 1.5 fte staff) and an increase in the workload, performance is expected to reduce. Agency staff are being used to mitigate this, but there is limited budget for this.
	Percentage of invoices paid within 10 days of receipt	M	C	n/a	90.00	80.88	W	90.00	90.00		The Council moved to payment within 10 days in March 2009. The changes to systems and authorisation times will take a number of weeks to embed within the Council and the current level of 80% is moving towards the new target of 90% for the end of the financial year. The finance team will continue to support the departments to improve this figure
FP001	Percentage of invoices paid within 30 days of receipt	M	C	99.38	98.00	99.34	W	98.00	98.00		On Target

Legal, Equalities and Democratic Services

Ref	Description	Report - ed?	Cum or Snap?	2008/09				2009/10			
				Actuals	April Target	April Actual	Target &Trend	Target	Est. Outturn	Est. Outturn Target &Trend	Comments

There are no PI's reported monthly for this department

Human Resources & Organisational Development

LPI (formerly BV12)	The average number of working days lost due to sickness.	M	C		10.66	0.71	0.85	I	8.75	10.19	I	Sickness has reduced from last month; unfortunately there was not enough of a reduction to avoid starting the new year RED. Further information will be issued in a separate report.
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2009/10 Monthly Performance figures

Ref	Description	Freq	Cum or Snap	Apr.	May.	Jun.	Jul.	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.
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Streetscene & Community

NI 191	Residual Household waste per household	M	C	Target	48.61	50.01	49.12	49.00	49.04	49.03	48.27	50.13	54.61	49.32	45.74	50.11	
				Actual	52.56	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		numerator				2040.68											
		denominator				38828	38828	38828	38828	38828	38828	38828	38828	38828	38828	38828	38828
NI 192	Percentage of household waste re-used, recycled and composted	M	C	Target	32.07	31.98	32.58	33.12	33.78	34.29	34.51	34.57	37.49	33.16	32.68	32.72	
				Actual	39.30												
		numerator				1321.289											
		denominator				3361.969											
LPI Depot	Number of missed household waste collections	M	C	Target	95	95	95	95	95	95	95	95	95	95	95	95	
				Actual	129												
LPI Depot	Number of missed recycle waste collections	M	C	Target	20	20	20	20	20	20	20	20	20	20	20	20	
				Actual	18												
	Total crimes	M	C	Target	459	475	459	475	475	459	475	459	475	475	429	475	
				Actual	459												
NWBCU1	The number of domestic burglaries	M	C	Target	32	33	32	33	33	32	32	33	33	33	30	33	
				Actual	35												
NWBCU2	The number of violent crimes	M	C	Target	76	85	85	82	85	79	77	71	69	70	63	76	
				Actual	81												
NWBCU3	The number of robberies	M	C	Target	5	5	5	5	5	5	5	5	5	5	4	5	
				Actual	4												
NWBCU4	The number of vehicle crimes	M	C	Target	58	59	57	59	59	57	59	57	59	59	53	59	
				Actual	59												
LPI CS 1a	CCTV incidents reported - Crime	M	C	Target	283	566	849	1,132	1,415	1,698	1,981	2,264	2,547	2,830	3,113	3,396	
				Actual	258												
LPI CS1b	CCTV incidents Initiated by CCTV	M	C	Target	82	164	246	328	410	492	574	656	738	820	902	984	
				Actual	76												

LPI CS4	No. of hate crime incidents (activity measure)	M	S	Target	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	
				Actual	0											
LPI CS5	% of reported hate crime incidents requiring further action that received further action	M	S	Target	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	
				Actual	n/a											
LPI SC1	Number of attendances at arts events	M	C	Target	75											
				Actual	80											
SC3	Dolphin Centre Usage	M	C	Target	34,058											
				Actual	29,123											
SC4	Sports development usages	M	C	Target	1804	2030	2481	2481	2256	2030	2030	1804	1128	1128	1580	1804
				Actual	1966											
	Town Centre Car Park Usage	M	S	Target												
				Actual	127106											
	Shopmobility Centre Usage	M	S	Target	150	150	150	150	150	150	150	150	150	150	150	150
				Actual	130											
LPI LL1	Life line units in use	M	C	Target	640	650	660	670	680	690	700	710	720	730	740	750
				Actual	643											

Agenda Item 5

BROMSGROVE DISTRICT COUNCIL

PERFORMANCE MANAGEMENT BOARD

15TH JUNE 2009

APRIL – SICKNESS ABSENCE PERFORMANCE UPDATE

Responsible Portfolio Holder	Cllr Geoff Denaro
Responsible Head of Service	Jo Pitman, Head of Human Resources & Organisational Development

1. SUMMARY

- 1.1 To report to the Board on the Council's performance at 30th April 2009 in relation to sickness absence.

2. RECOMMENDATIONS

- 2.1 It is recommended that:-

- i. The Board considers the report and make recommendations to Cabinet as appropriate.

3. BACKGROUND

- 3.1 Sickness Absence is **RED** on the traffic light system for performance management for 2009/10 with the projected out-turn figure for the year being **10.19** against a year-end target of 8.75 days per full-time equivalent.

- 3.2 The overall trend for April was **upward, for the second month after four consecutive months of overall sickness absence reducing**. Sickness Absence did however **decrease** in three departments (Legal, Equalities & Democratic Services, EGovernment&Customer Services, and HR&OD) compared to March 2009.

- 3.3 Compared to the first month of 2008/09, there has been an increase in the overall sickness absence levels across the Council during 2009/10 (of 22.5 days). Four service areas are however in a better position than the same time last year (CEO, Egovernment&Customer Services, Financial Services and HR&OD).

- 3.4 There has been a slight decrease in overall short-term sickness absence in the first month of 2009/10 in comparison to the same month in the previous year (0.42 per FTE in 2009/10 in comparison to 0.49 per FTE during

- 3.5 2008/09).

- 3.6 Overall long-term sickness absence has however increased (almost doubled)

in comparison to the same month of the previous year (0.43 per FTE in 2009/10 in comparison to 0.24 per FTE during 2008/09).

3.7 Two out of the seven departments are **RED** against their departmental targets for the year, (Chief Exec Unit and Planning & Environment Services), with the other five departments being **GREEN** against their departmental targets for the year (Legal&Democratic, EGovernment&Customer Services, Financial Services, HR&OD and Street Scene and Community).

3.8 Four departments (Legal, Equalities & Democratic Services, EGovernment & Customer Services, Financial Services and HR&OD) are **GREEN** against the **Council's overall corporate target of 8.75 days sickness absence for the year**. The remaining three departments are **RED against the corporate target**.

Month by Month Comparison to 2008/09 and 2007/08

3.9 The attached Appendix 3 shows the Council's overall sickness (month by month) per FTE for the year to date (it will be a blue line next month, but again with only one months data, it is a blue square, against 2008/09 month by month performance (red line) and 2007/08 performance (black line). Performance is also plotted against the overall Corporate target for this year (09/10) (green line).

Cumulative Comparison to 2008/09 and 2007/08

3.10 The attached Appendix 4 shows the Council's overall cumulative sickness per FTE for the year to date (it will be a blue line next month, but with only one months data, is a blue square, against 2008/09 cumulative totals (red line) and 2007/08 cumulative totals (black line). Performance is also plotted against the overall cumulative corporate target for 2009/10 (green line). This will be updated month-by-month to enable easy comparison with last year's performance.

Long Term Sickness

3.11 The total number of people on long term sick leave at the end of April increased by 2, with 12 cases in comparison to 10 at the end of March.

3.12 The number of long term absentees increased from 2 to 3 in Planning & Environment, from 3 to 5 in Street Scene & Community, decreased from 3 to 2 in Legal, Equalities and Democratic and remained the same (1 in each service area) for CEO and E-Government & Customer Services.

Work Place Accidents Contributing to Absence Levels

3.13 During April there was ONE work-related injury, which resulted in 3 days lost in sickness absence, however, this absence will continue to have an impact on May's figures.

Analysis of Departmental Performance

The following is a summary of each service's current sickness absence levels:

Legal, Equalities & Democratic Services

- Overall sickness absence **decreased** from March to April;
- Compared to the end of April last year, there has been a slight **increase** in overall sickness absence levels so far during 2009/10;
- 3.14 ▪ Based on the year to date, the departmental target of 5.5 days for the year will be met with the projected 2.04 days for the year remaining comfortably within the Council's overall target of 8.75 days, making the department **GREEN against both targets**;
- There were two cases of long-term sickness absence during the reporting period.

Chief Executive Office:

- There was a slight **increase** in overall absence from March to April;
- Compared to the end of April last year, there has been a slight **increase** in overall sickness absence levels so far during 2009/10;
- 3.15 ▪ Based on the year to date, the departmental target of 6 days for the year will be exceeded, with the projected 23.25 days for the year also exceeding the Council's overall target of 8.75 days, making the department **RED against both targets**;
- There was one case of long-term sickness absence during the reporting period.

E-Government & Customer Services:

- There was a **decrease** in overall absence from March to April;
- 3.16 ▪ Compared to the end of April last year, there has been a **significant decrease** in overall sickness absence levels so far during 2009/10;
- Based on the year to date, the departmental target of 5 days for the year will be met with the projected 3.59 days for the year remaining comfortably within the Council's overall target of 8.75 days, making the department **GREEN against both targets**;
- There was one case of long-term sickness absence during the reporting period.

Financial Services:

- 3.17 ▪ There was a slight **increase** in overall sickness absence from March to April;
- Compared to the end of April last year, there has been a **significant decrease** in overall sickness absence levels so far during 2009/10;
- Based on the year to date, the departmental target of 9 days for the year will be met with the projected 1.55 days for the year remaining comfortably within the Council's overall target of 8.75 days, making the department **GREEN against both targets**;
- There were no cases of long-term sickness absence during the reporting period.

3.18

HR&OD:

- There was a **decrease** in overall sickness absence from March to April;
- Compared to the end of April last year, there has been a further **decrease** in overall sickness absence levels so far during 2009/10;
- Based on the year to date, the departmental target of 4.25 days for the year will be met with the projected 0 days for the year remaining

comfortably within the Council's overall target of 8.75 days, making the department **GREEN against both targets;**

- There were no cases of long-term sickness absence during the reporting period.

3.19 **Planning & Environment:**

- There was a significant **increase** in overall sickness absence from March to April;
- Compared to the end of April last year, there has been a **significant increase** in overall sickness absence levels so far during 2009/10;
- Based on the year to date, the departmental target of 7.25 days for the year will be exceeded, with the projected 21.77 days for the year also exceeding the Council's overall target of 8.75 days, making the department **RED against both targets;**
- There were three cases of long-term sickness absence during the reporting period.

Street Scene & Community Services:

- There was a slight **increase** in sickness absence from March to April;
- Compared to the end of April last year, there has been a **slight increase** in overall sickness absence levels so far during 2009/10;
- Based on the year to date, the departmental target of 11 days for the year will be met, with the projected 10.23 days for the year exceeding the Council's overall target of 8.75 days, making the department **GREEN against departmental target,** and **RED against the corporate target;**
- There were five cases of long-term sickness absence during the reporting period.

4. **FINANCIAL IMPLICATIONS**

- 4.1 With the exception of absences that need to be covered (whether through overtime and/or agency cover), there are no direct financial implications arising from sickness absence. However, indirectly the financial implications are shown to be associated with loss of productivity and also where successful cases of unfair/constructive dismissal or discrimination are brought against the Council by employees.

Financial implications can also arise from early retirements – specifically where they are retirements which are justified/facilitated on the basis of “being in the interests of the efficiency of the council” in order to short circuit lengthy absences that show little prospect of early resolution, but where the absence is considered to be having a detrimental effect upon service – whether because of the actual absence itself or where managers argue that they do not have the time to manage such cases properly. The costs of ill health retirement are met from the LGPS but changes to the LGPS qualifying criteria for ill health retirement means that ill health retirements are not so easy to facilitate.

5. **LEGAL IMPLICATIONS**

- 5.1 Depending on the nature of the illness, cause of the illness and overall management of the absence a number of legal implications may arise from absence and absence management. They are typically associated with unfair and/or constructive dismissal, discrimination (whether disability

discrimination or sex discrimination, breach of contract and in some cases breach of health and safety (duty of care as one example). These are rapidly developing and growing areas of litigation and the Council will constantly need to consider where the boundaries of risk management lie versus meeting employment law/contractual obligations.

It should be remembered that the Council is party to national conditions of service which form part of the contract of employment of our staff. A specific term of that contract is the current sick pay provisions, providing benefits of up to 6 months full pay and 6 months half pay. Any variation or proposed variation to this is likely to be met with considerable opposition from the staff and trade unions which could in turn lead to an unstable industrial relations climate.

6. COUNCIL OBJECTIVES

6.1 Council objective Two: Improvement

7. RISK MANAGEMENT

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

- Reducing capacity/performance output as a result of high absence levels.
- Local performance target in respect of sickness absence is not achieved.

7.2 These risks are being managed as follows:

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

Risk Register: HR&OD Services

Key Objective Ref No: 1 (sickness absence)

Actions: 1.1 Training for managers, 1.5 monitoring of Government's agenda, 1.7 Monitor performance monthly.

- **Local performance target in respect of sickness absence is not achieved.**

Risk Register: HR&OD Services

Key Objective Ref No: 1 (sickness absence)

8 CUSTOMER IMPLICATIONS

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

9. EQUALITIES AND DIVERSITY IMPLICATIONS

9.1 There are no direct implications for the Council's Equalities and Diversity Policies arising from this report. However, consideration should at all times

be given to the need to ensure consistency of treatment across the organisation when managing sickness absence so as to avoid claims of unequal treatment/discrimination. Variations in treatment or application of policy can be defended but only in circumstances where they are as a consequence of the need to make “reasonable adjustments” arising from a disability as defined by the Disability Discrimination Act.

10. VALUE FOR MONEY IMPLICATIONS

- 10.1 ▪ There are no VFM direct implications, but indirectly there is a direct correlation to the level of service received by the residents of Bromsgrove and whether it represents value for money if we are losing a high proportion of available productivity time to absence.

11. OTHER IMPLICATIONS

Procurement Issues None
Personnel Issues – As outlined within the body of the report
Governance/Performance Management – As outlined within the body of this report, specifically in relation to organisational capacity and performance.
Community Safety including Section 17 of Crime & Disorder Act 1988 None
Policy None
Environmental None

12. OTHERS CONSULTED ON THE REPORT

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

13. WARDS AFFECTED

All Wards.

14. APPENDICES

Appendix 1 - Overall Sickness Totals Spreadsheet April 2009

Appendix 2 - Overall Sickness Totals Spreadsheet 2008/09

Appendix 3 -

15. BACKGROUND PAPERS

None

Contact officer

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Tel: (01527) 881276

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Sickness Figures for 2009/10 by Service

Total FTE @ 1st April 09	Actual no of employees - April	SERVICE	Total Sickness days April 09 & on	Days per FTE - Year to Date	Projected - per FTE	Sickness Target 2009-10	Apr-09	May-09	Jun-09	Jul-09	Aug-09	Sep-09	Oct-09	Nov-09	Dec-09	Jan-10	Feb-10	Mar-10
23.49	2.00	Legal & Democratic	4.00	0.17	2.04	5.5	23.49	23.49	23.49	23.49	23.49	23.49	23.49	23.49	23.49	23.49	23.49	23.49
	2.00	Short term Absences up to 28 days	2.00	0.09			2.00											
	2.00	Long term Absences 29 days+	2.00	0.09			0.17	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
14.97	1.00	CEO & Policy	29.00	1.94	23.25	6.0	14.97	14.97	14.97	14.97	14.97	14.97	14.97	14.97	14.97	14.97	14.97	14.97
	1.00	Short term Absences up to 28 days	10.00	0.67			10.00											
	1.00	Long term Absences 29 days+	19.00	1.27			19.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
30.12	3.00	Government & Customer Services	9.00	0.30	3.59	5.00	30.12	30.12	30.12	30.12	30.12	30.12	30.12	30.12	30.12	30.12	30.12	30.12
	3.00	Short term Absences up to 28 days	3.00	0.10			3.00											
	1.00	Long term Absences 29 days+	6.00	0.20			6.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
46.41	5.00	Finance	6.00	0.13	1.55	9.0	46.41	46.41	46.41	46.41	46.41	46.41	46.41	46.41	46.41	46.41	46.41	46.41
	5.00	Short term Absences up to 28 days	6.00	0.13			6.00											
	0.00	Long term Absences 29 days+	0.00	0.00			0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
7.60	1.00	HROD	0.00	0.00	0.00	4.25	7.60	7.60	7.60	7.60	7.60	7.60	7.60	7.60	7.60	7.60	7.60	7.60
	1.00	Short term Absences up to 28 days	0.00	0.00			0.00											
	0.00	Long term Absences 29 days+	0.00	0.00			0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
57.60	10.00	Planning & Environment Services	104.50	1.81	21.77	7.25	57.60	57.60	57.60	57.60	57.60	57.60	57.60	57.60	57.60	57.60	57.60	57.60
	10.00	Short term Absences up to 28 days	56.00	0.97			56.00											
	3.00	Long term Absences 29 days+	48.50	0.84			48.50	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
158.41	21.00	Street Scene & Community Services	135.00	0.85	10.23	11.0	158.41	158.41	158.41	158.41	158.41	158.41	158.41	158.41	158.41	158.41	158.41	158.41
	21.00	Short term Absences up to 28 days	65.00	0.41			65.00											
	5.00	Long term Absences 29 days+	70.00	0.44			70.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
							0.85	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
338.60		Total Short Term Absence YTD	142.00				142.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		Total Long Term Absence YTD	145.50				145.50	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		TOTAL Days lost YTD	287.50		10.19	8.75	287.50	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		TARGET sick days per FTE per month					0.71	0.71	0.71	0.71	0.71	0.71	0.71	0.71	0.79	0.79	0.78	
		BVPI 12 Sick Days Per FTE in Month					0.85											
		TARGET sick days per FTE YTD					0.71	1.42	2.13	2.84	3.55	4.26	4.97	5.68	6.39	7.18	7.97	8.75
		BVPI 12 - Sick Days per FTE YTD					0.85											
		BVPI 12 Projected Outturn					10.19											
		2005-06	3570.58					695.38						883.98				1041.27
		2006-07	3806.00					1067.00						951.00				828.50
		2007-08	3348.50					792.00						963.00				834.00
		2008-09	3753.50					674.50						1160.00				830.50
		2009-10	287.50					287.50						0.00				0.00
		Year	Annual					Quarter 1					Quarter 2					Quarter 3

FTE April 09 338.60
 FTE March 10
 # of Months 1

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

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Sickness Figures for 2008/2009 by Service

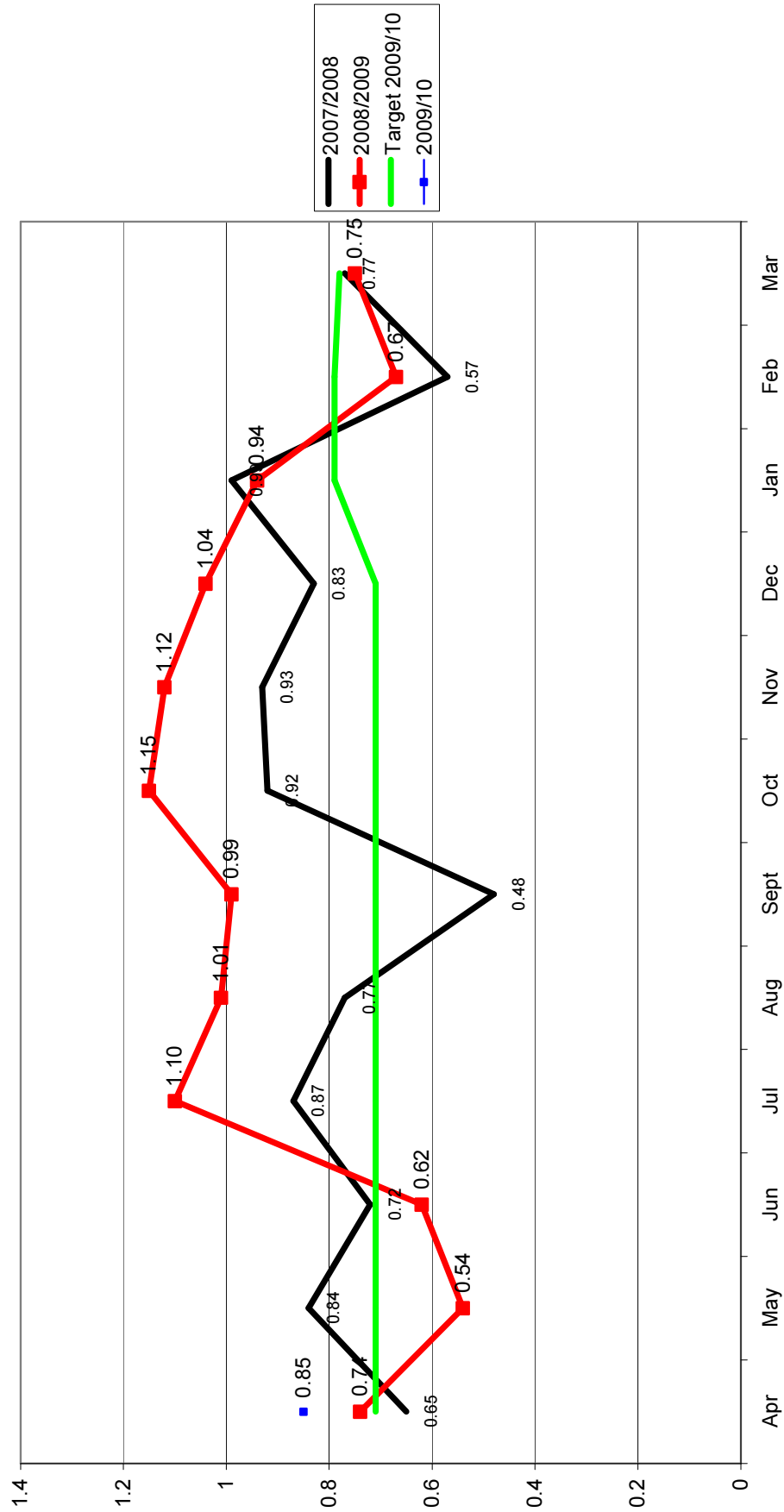
Total FTE @ March 09	Actual no of employees - January	SERVICE	Total Sickness days April 08 & on	Days per FTE - Year to Date	Projected - per FTE	Sickness Target 2008/09	2008/09											
							Apr-08	May-08	Jun-08	Jul-08	Aug-08	Sep-08	Oct-08	Nov-08	Dec-08	Jan-09	Feb-09	Mar-09
24.50	1.00 3.00	Legal & Democratic Short term Absences up to 28 days Long term Absences 29 days+	159.50 95.50 64.00	6.51 3.90 2.61	6.51 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	28.00 8.50 0.00 1.02	28.00 7.50 0.00 0.34	28.00 3.50 0.00 0.13	28.00 28.00 0.00 1.00	24.50 1.00 42.00 1.76	
14.00	1.00 1.00	CEO & Policy Short term Absences up to 28 days Long term Absences 29 days+	211.50 89.50 122.00	15.11 6.39 8.71	15.11 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	14.00 4.00 0.00 0.29	14.00 33.00 0.00 2.36	14.00 5.00 0.00 1.93	14.00 0.00 22.00 1.43	14.00 2.00 22.00 1.71	
28.00	1.00 1.00	Egovernent & Customer Services Short term Absences up to 28 days Long term Absences 29 days+	330.50 175.50 155.00	11.80 6.27 5.54	11.80 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 5.50 36.00 1.34	31.00 17.00 8.00 0.81	31.00 5.00 20.00 0.81	31.00 39.50 10.00 1.60	31.00 8.00 8.00 0.52	31.00 12.00 8.00 0.65	28.00 2.00 10.00 0.43	
45.00	0.00 0.00	Finance Short term Absences up to 28 days Long term Absences 29 days+	298.50 173.50 125.00	6.63 3.86 2.78	6.63 9.0	43.32 39.50 11.00 1.17	41.00 3.00 19.00 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 4.00 11.00 0.80	41.00 3.00 5.00 0.67	41.00 5.00 15.00 0.48	41.00 41.00 0.00 0.37	41.00 19.00 20.00 0.46	41.00 20.00 0.00 0.49	45.00 0.00 0.00 0.00	
9.00	1.00 0.00	HROD Short term Absences up to 28 days Long term Absences 29 days+	23.00 23.00 0.00	2.56 2.56 0.00	2.56 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 0.00 0.00 0.25	8.00 2.00 0.00 0.00	8.00 1.00 0.00 0.13	8.00 3.00 0.00 0.38	8.00 4.00 0.00 0.50	8.00 1.00 0.00 0.13	8.00 6.00 0.00 0.75	9.00 1.00 0.00 0.11	
61.00	7.00 2.00	Planning & Environment Services Short term Absences up to 28 days Long term Absences 29 days+	588.50 357.50 231.00	9.65 5.86 3.79	9.65 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	61.00 50.00 24.00 1.21	61.00 56.50 20.00 1.25	61.00 32.00 22.00 0.89	61.00 18.50 20.00 0.63	61.00 21.00 32.00 0.87	
165.00	18.00 3.00	Street Scene & Community Services Short term Absences up to 28 days Long term Absences 29 days+	2142.00 963.00 1179.00	12.98 5.84 7.15	12.98 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 1.42	168.00 52.50 125.00 1.06	168.00 72.00 139.00 1.26	168.00 46.00 58.00 0.62	165.00 86.50 43.00 0.78	
346.50		Total Short Term Absence YTD	1877.50			178.00	104.50	110.00	202.00	119.00	162.50	213.50	195.50	208.00	140.50	130.50	113.50	
		Total Long Term Absence YTD	1876.00			87.00	86.50	108.50	185.50	234.50	185.00	188.50	197.50	157.00	191.00	106.00	149.00	
		TOTAL Days lost YTD	3753.50		10.66	265.00	191.00	218.50	387.50	353.50	347.50	402.00	393.00	365.00	331.50	236.50	262.50	
		TARGET sick days per FTE per month				0.71	0.71	0.71	0.71	0.71	0.71	0.71	0.71	0.71	0.79	0.79	0.78	
		BVPI 12 Sick Days Per FTE in Month				0.74	0.54	0.62	1.10	1.01	0.99	1.15	1.12	1.04	0.94	0.67	0.75	
		TARGET sick days per FTE YTD				0.71	1.42	2.13	2.84	3.55	4.26	4.97	5.68	6.39	7.18	7.97	8.75	
		BVPI 12 - Sick Days per FTE YTD				0.74	1.29	1.91	3.01	4.02	5.01	6.15	7.27	8.31	9.26	9.93	10.66	
		BVPI 12 Projected Outturn				8.89	7.79	7.69	9.06	9.68	10.05	10.57	10.93	11.10	11.13	10.85	10.66	
		2004-05	3074.99					735.87		875.43			836.52		627.17			
		2005-06	3570.58					695.38		949.95			883.98		1041.27			
		2006-07	3806.00					1067.00		959.50			951.00		828.50			
		2007-08	3348.50					792.00		759.50			963.00		834.00			
		2008-09	3753.50					674.50		1088.50			1160.00		830.50			
		Year	Annual					Quarter 1		Quarter 2			Quarter 3		Quarter 4			

FTE March 08 357.66
 FTE May 08 351.00
 FTE March 09 346.50
 # of Months 12

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

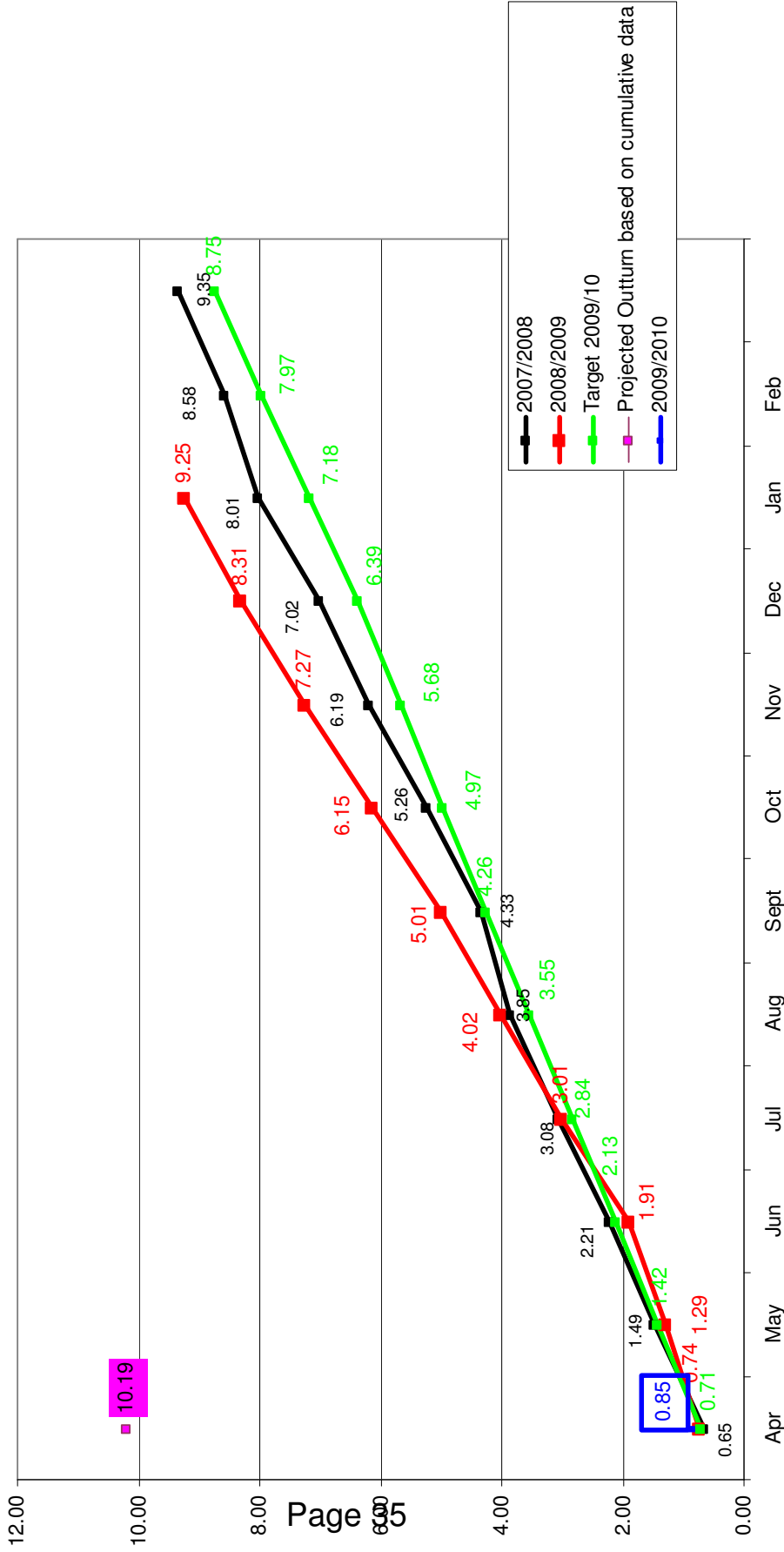
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**Total days sickness per FTE 2009/10
in comparison to 2007/2008 and 2008/09**



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**Cumulative days sickness per FTE 2009/10
in comparison to 2007/2008 and 2008/09**



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BROMSGROVE DISTRICT COUNCIL

PERFORMANCE MANAGEMENT BOARD

15 JUNE 2009

COMPREHENSIVE PERFORMANCE ASSESSMENT REPORT

Responsible Portfolio Holder	Roger Hollingworth, Leader of the Council
Responsible Head of Service	Hugh Bennett, Assistant Chief Executive

1. SUMMARY

- 1.1 This report formally reports the Comprehensive Performance Assessment (CPA) Report to the Performance Management Board, in particular, the recommendations made by the Audit Commission and the planned actions in response to each of these.

2. RECOMMENDATION

- 2.1 It is recommended that the Board:-

1. Notes the significant improvement in our rating, from Poor to Fair in under two years.
2. Recognises that Fair is average and our vision remains “working together to build a district where people are proud to live and work, through community leadership and excellent services”; and therefore, we still have a considerable journey to take, in order to deliver our vision.
3. Notes the recommendations made by the Audit Commission and considers the steps being taken to deliver these improvements.

3. BACKGROUND

- 3.4 The Audit Commission recommendations and our planned improvement actions are set out below:-

R1 A culture of customer focus should be fully established at all levels within the Council.

- Update of Customer First Strategy to June Cabinet which will include new section on customer access.
- Continued support for the Customer Service Centre and further service migration, in particular, the planning service.

- Employment of lean systems specialist.
- Evaluate neighbouring council's pilot of Mosaic, a customer insight tool, with a view to procuring or sharing a license for this software.
- Customer First Part 3 training for each team, which will involve a diagnostic of their customer satisfaction levels, customer experience, customer literature, complaints data, mystery shopping data etc., with individual customer improvement plans for each team.

R2.Strategies, contracts, project specifications and business plans and accompanying action plans need to have clearly identified outcomes that the public would recognise, to deliver the outcomes intended.

- Continued roll out of National Indicators.
- Adoption of Corporate Performance Management Strategy (March Cabinet), which includes a focus on new requirements of Comprehensive Area Assessment.
- Fundamental review of Community Strategy (although it has already been updated with the new LAA targets).
- Template changes to the Council Plan and Service Business Plans to increase focus on outcomes.
- Development of Inputs, Processes, Outputs and Outcomes matrix to ensure key deliverables have the full set of measures.

R3.Develop further its workforce planning by undertaking a comprehensive skills audit to identify and address any gaps.

- This project was suspended at the business planning stage for 2008/2009 in order to ensure sufficient capacity for the HR&OD team to deliver Single Status. A project plan is now in place and CMT will be starting the process in early February.

R4.Undertake routine evaluation of all projects, initiatives and partnerships to ensure that the Council's resources make the most impact and deliver the best value for money.

- The Council will be subject to an inspection of its project management arrangements in late January. The Council has a clear project methodology, usage of which was audited by the Council's Internal Audit Team during 2008/2009. The recommendations have been implemented and a Programme Board established to oversee the Council's main projects. The Board has operated using Pareto's 80/20, rule, focusing on 20% of the Council's projects, which account for 80% of the Council's business.
- Training is programmed for March and April for approximately 40 managers on the project management methodology and it should be a relatively straight forward task to encourage managers to complete lessons learnt and project closure reports, which include project evaluation.

- There is an issue of scale and the statement that “All” projects need this level of recording. The Audit Commission do need to be cognisant of the fact that recording everything can slow an organisation down. A balance needs to be struck. This area will be discussed further during the inspection of the Council’s project management arrangements.

R5.Strengthen the scrutiny function to ensure robust and constructive challenge of performance, plans and decisions, including the direct and indirect consequences, so that priorities are delivered fully and not unintentionally undermined.

- The Council has recently changed its scrutiny arrangements, splitting the Scrutiny Steering Board into an Overview Board and a Scrutiny Board. The former has a focus on policy development and the forward plan, the latter on call ins and reviews of performance and decisions.
- Budget Full Council also agreed to a review of the scrutiny staffing structure and whether there is a need for an additional officer.

R6.Improve external communication by regularly checking that the community understands the Council’s messages and information. This will help the public know what services are offered by the Council and allow the Council to highlight what it has achieved.

- The Council has made considerable efforts over the last 18 months to improve the quality and level of community engagement. The report comments favourably on this. This forward focus has meant less focus on evaluation and feedback of community engagement exercises. This should not be difficult to address and probably require a small process change in the Corporate Communications, Policy and Performance Team to ensure this happens.

R7.Improve external communication by providing, clear and regular information updates on progress, especially for longer term projects such as the town centre.

- Again, the Council has improved in this area, but linking projects to the communications team remains problematic. The Corporate Communications, Policy and Performance team is currently being restructured (within its existing budget) to bring new skills into the team, to help address this recommendation.

4. FINANCIAL IMPLICATIONS

- 4.1 Some of the proposed actions will require business cases and budget bids for the 2010/2011 budget cycle.

5. LEGAL IMPLICATIONS

- 5.1 CPA has now been replaced by Comprehensive Area Assessment under the Local Government and Involvement in Health Act (2008).

6. COUNCIL OBJECTIVES

6.1 All objectives and priorities.

7. RISK MANAGEMENT

7.1 The Corporate Risk Register (KO17) includes:

- Ensure the Council achieves at least a CPA fair rating and is prepared for CAA.
- Responsibility: CEO and Assistant CEO

7.2 These risks are being managed as follows:

- Delivery of new improvement plan (July Cabinet).
- Away day for CMT (08 May) to consider process of delivering excellence.
- Away day for Cabinet/CMT (July).

8 CUSTOMER IMPLICATIONS

8.1 A key recommendation in the report is to put the customer at the heart of what we do. See separate report on Customer Access Strategy.

9. EQUALITIES AND DIVERSITY IMPLICATIONS

9.1 Equalities and Diversity are an integral part of the Council's approach to customer service and delivering excellence.

10. VALUE FOR MONEY IMPLICATIONS

10.1 Value for Money will be critical to delivering our Vision, in particular, the need to recycle savings into improved services for our customers.

11. OTHER IMPLICATIONS

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

Procurement Issues: No.
Personnel Issues: Yes, workforce planning.
Governance/Performance Management: Yes, scrutiny, Member behaviour.
Community Safety including Section 17 of Crime & Disorder Act 1988: No.

Policy: No.
Environmental: Climate change is now a priority of the Council and one we need to improve on most.

12. OTHERS CONSULTED ON THE REPORT

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

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

13. WARDS AFFECTED

'All Wards'.

14. APPENDICES

Please list the appendices attached to the report as shown in the example below.

Appendix 1 Bromsgrove District Council, CPA Report, Audit Commission (March 2009).

15. BACKGROUND PAPERS

Bromsgrove District Council, CPA Report, Audit Commission (March 2007).

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Comprehensive Performance Assessment

Bromsgrove District Council

March 2009



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Introduction

- 1 Comprehensive Performance Assessment (CPA) is the means by which the Audit Commission fulfils its statutory duty under Section 99 of the Local Government Act 2003 to make an assessment, and report on the performance, of local authorities. Corporate assessment is one element in the overall assessment that leads to a CPA score and category.
- 2 The purpose of the corporate assessment is to assess how well the Council engages with and leads its communities, delivers community priorities in partnership with others, and ensures continuous improvement across the range of Council activities. It seeks to answer three headline questions which are underpinned by five specific themes.

What is the Council, together with its partners, trying to achieve?

- Ambition
- Prioritisation

What is the capacity of the Council, including its work with partners, to deliver what it is trying to achieve?

- Capacity
- Performance management

What has been achieved?

- Achievement

Executive summary

- 3 In early 2007 Bromsgrove District Council underwent its first comprehensive performance assessment (CPA) where it was judged to be 'poor'. Since then the Council has achieved much, often from a very low base, and its overall performance is now 'fair'.
- 4 Since the last CPA, the Council has made significant progress in addressing the weakness previously identified. Much of the work has focused on putting the processes and 'building blocks' in place that were absent in early 2007 and these are now starting to make an impact. Clear political and managerial leadership and stronger management have led to a greater focus on improvement and priorities and these changes are recognised and valued by the community and partners.
- 5 The Council, together with its partners, now has clear ambitions for the community which are informed by community needs and aspirations. The overarching vision for the district is 'Working together to build a district where people are proud to live and work, through community leadership and excellent services.' A framework of plans is in place linking local and county wide ambitions and these are underpinned by business plans, team plans and individual personal appraisals to ensure a greater focus on delivery. External communication, whilst improved, is not always effective in ensuring messages are received and understood and feedback on decisions and results of consultation is inconsistent.
- 6 The key priorities underpinning the vision have been refined and now better reflect customer, stakeholder and staff ambitions. Consultation and engagement has included work with a wide range of stakeholders including minority and vulnerable individuals and groups. The five 2007/08 priorities have been further refined and made more specific for 2008/09. The 2008/09 priorities are: a thriving market town and housing; improved customer service; a sense of community; and clean streets and recycling. Resource allocation is linked to priorities. The Council is clear that any service area that does not contribute to the delivery of the priorities is a non-priority and will be required to find savings or have resources taken away and redirected to areas supporting delivery of priorities.
- 7 Political and managerial leadership is strong and gaining respect from the community and partners. This is leading to more effective partnership working. The internal working of the Council has improved with codes of conduct to clarify roles and responsibilities and there is a greater level of trust between councillors and officers. An adequate level of financial management is now in place. However, some improvements are new and it is too early to see the impact - for example in ICT. Comprehensive workforce planning is not in place and job evaluation and delays caused by external factors, in resolving single status is having some adverse impact on capacity. Whilst the culture of the Council has changed there does however remain the strong external perception that a small minority of councillors are behaving in a disruptive or confrontational manner. This behaviour does not help the Council change and improve its external image and reputation and is undermining work with partners and external organisations.

Executive summary

- 8** Improved management of performance and service delivery is securing improvement in services. Regular integrated reporting of performance and financial information is now in place. Risks are now considered and reported. However, since much of the Council's effort since the last CPA has been on putting in place and embedding internal processes, much of the focus of the performance management system has been on outputs rather than outcomes that the public would recognise. Scrutiny has limited impact with an absence of a robust and constructive challenge by councillors of performance and decisions. Project evaluation and the analysis of complaints are not fully effective.
- 9** Improvement in performance is notable but this has, in many instances, been from a very low base and overall performance remains below that of other councils. Audited performance indicator (PI) data for 2007/08 shows that between 2006/07 and 2007/08 79 per cent of PIs improved. The Council has 25 per cent of PIs in the best 25 per cent in the country which is below the district council average of 33 per cent. More recent unaudited data provided by the Council indicates that performance in many areas has been maintained or continued to improve - in October 2008 74 per cent of PIs were stable or improving. In 2006/07, customer satisfaction was below average but more recent unaudited data suggests satisfaction levels for street cleanliness and recycling facilities have risen.
- 10** Plans to regenerate the town centre are at an early stage and there are few outcomes that the public would recognise. Most of the focus to date has been on developing an area action plan and an issues and options paper is currently out to consultation. The Council's strategic housing service has improved and a variety of initiatives are helping to deliver housing to meet local needs. Customer service has been improved with the opening of a customer service centre known as the Worcestershire 'hub' which is operated jointly by the Council and Worcestershire County Council, and some services are tailored to meet the specific needs of users. However, some services still do not give enough attention to customer service.
- 11** Improved working with partners and local people is enhancing the sense of community. An effective crime and disorder reduction partnership has helped reduce crime levels and a number of initiatives are effectively addressing concerns about the fear of crime. The needs of young people are being addressed but it is less clear what has been delivered to meet the needs of the significant and increasing number of older people. High recycling rates are being sustained. The Council exceeded its statutory recycling and composting target but the overall amount of household waste collected per person remains relatively high, as do collection costs. Street cleanliness has improved and recent unaudited figures indicate improved satisfaction rates.

Areas for improvement

- 12** The Council should strengthen its customer focus so that its actions meet the needs of its community:
- a culture of customer focus should be fully established at all levels within the council.
 - strategies, contracts, project specifications and business plans and accompanying action plans need to have clearly identified outcomes that the public would recognise, to deliver the outcomes intended.
- 13** To ensure the Council maintains its improvement journey and to make the best use of resources and ensure a focus on priorities, the Council should:
- develop further its workforce planning by undertaking a comprehensive skills audit to identify and address any gaps;
 - undertake routine evaluation of all projects, initiatives and partnerships to ensure that the Council's resources make the most impact and deliver the best value for money; and
 - strengthen the scrutiny function to ensure robust and constructive challenge of performance, plans and decisions, including their direct and indirect consequences, so that priorities are delivered fully and not unintentionally undermined.
- 14** Improve external communication by:
- regularly checking that the community understands the Council's messages and information. This will help the public know what services are offered by the Council and allow the Council to highlight what it has achieved.
 - providing clear and regular information updates on progress, especially for longer term projects such as the town centre.

Summary of assessment scores

Headline questions	Theme	Score*	Weighted score
What is the Council, together with its partners trying to achieve?	Ambition	2	4
	Prioritisation	3	6
What is the capacity of the Council, including its work with partners, to deliver what it is trying to achieve?	Capacity	2	4
	Performance Management	2	4
What has been achieved?	Achievement	2	14
Weighted score			32
Overall Corporate Assessment Score **			Fair
* Key to scores			
1 – below minimum requirements – inadequate performance			
2 – at only minimum requirements – adequate performance			
3 – consistently above minimum requirements – performing well			
4 – well above minimum requirements – performing strongly			

**** Banding thresholds determining the overall CPA category**

Category	Required score
Excellent	45-60
Good	36-44
Fair	28-35
Weak	21-27
Poor	20 or less

Context

The locality

- 15** Bromsgrove District is in north Worcestershire, covering a large area of approximately 83.9 square miles. Ninety per cent of the District is greenbelt which poses issues for regeneration and housing policy. Despite its predominantly rural nature, road and rail transport routes are good. This contributes to a net commute out of the district of 9,469 people, primarily into Birmingham and local towns.
- 16** The population of the district is 92,050 and is predicted to increase by 15.3 per cent to 106,134 in 2029. The black and minority ethnic population (BME) is 3.3 per cent, which is low for the region and low nationally. The proportion of older people is expected to rise with the over 80s population estimated to increase by 123 per cent by 2029. There are 39,000 households in the district; over a quarter of these are single, older person households. An estimated 6,964 households in the district have one or more members with identified special needs (primarily physical disability or frail elderly) which is well above the national average.
- 17** The economic picture of the district has been generally very positive although, like elsewhere, is now being affected by the current economic climate. The district ranks 299th out of 354 councils on the national index of multiple deprivation (2004) making the district one of the least deprived nationally. It has no wards in the top 20 per cent most deprived in England. Four thousand and fifty households are in receipt of housing or council tax benefits in the district, one of the lowest figures in Worcestershire. The mean household income is £36,906 which is the highest in the county. The closure of the Longbridge car plant in April 2005 resulted in the loss of 5,850 jobs and contributed to increased unemployment levels in the district but these subsequently returned to a very low level of 1.7 per cent. More recently unemployment rates have risen but still remain comparatively low - between September and December 2008 they rose from 1.8 to 2.2 per cent.
- 18** There are two major areas of economic challenge within the district: the redevelopment of the Longbridge site and Bromsgrove town centre. Bromsgrove and Birmingham Councils are working together and have prepared an area action plan for the former MG Rover site. Local residents feel that Bromsgrove town centre needs a major overhaul to encourage local shopping and compete with neighbouring shopping centres. The number of VAT registered businesses in the district has also fallen in recent years although the Council is supporting new small business development.
- 19** Eighty three per cent of households are owner occupied, the 11th highest figure in England and Wales. The average house price in 2007/08 was £237,849 which is higher than the regional or national average. The provision of sufficient affordable housing is a key challenge for the Council. For the last three years the Council has been operating a planning moratorium on new housing development with only new affordable housing developments being built. It has a target of 80 units of affordable housing a year for the next five years.

- 20** Generally, the district's population is healthier than the regional average. Levels of crime are generally reducing. Ninety seven per cent of residents feel safe during daytime and 70 per cent after dark. Drug offences are low.
-

The Council

- 21** Bromsgrove District Council has been a 'poor' council for some time. It recognised that it was not providing the service to the public that it should and that it needed support and assistance rather than inspection. On this basis, in 2004, it was given a comprehensive performance assessment (CPA) rating of 'poor' and entered into voluntary engagement with the Department for Communities and Local Government (DCLG). In 2006 it requested a CPA against the new 2006 framework in order to validate the improvement plan and to identify further areas of improvement. The CPA 2007 rated the Council as 'poor' but did acknowledge that the Council had made considerable progress. Engagement with DCLG has continued.
- 22** The Council has had a history of frequent changes in senior management and political leadership. A new Leader was appointed in October 2005 and the Council has a majority Conservative administration, with 26 Conservatives, 6 Labour, 5 Independents, and 2 Wythall Residents' Association. The Council operates a modernised political structure with the Leader/Cabinet model; supported by three non-executive boards - the audit board, scrutiny steering board and performance management board - as well as standards and licensing committees. It also has a corporate management team (CMT), with a new Chief Executive appointed in March 2007. Since August 2008 the Council's Chief Executive has been Acting Joint Chief Executive of Bromsgrove District Council and Redditch Borough Council.
- 23** The Council has a net revenue budget of £11.733 million (2008/09) and a government grant of £4.858 million. The Council employs 348 staff. The District Council's element of the Band D council tax for 2008/09 was £180.13 which is higher than the shire district average.
- 24** This CPA examines the progress and achievements made since the last CPA in early 2007.

What is the Council, together with its partners, trying to achieve?

Ambition

- 25** The Council is performing adequately in this area. Strategies and policies clearly link to county wide strategies and policies and to those of partners. It has a clear vision based on community need and aspirations informed by community consultation and engagement. External communication, whilst improved, is not always effective in ensuring messages are received and understood and feedback on decisions and results of consultation is inconsistent.
- 26** Community ambitions link well with and support county wide ambitions. The County and District Councils in Worcestershire signed a local area agreement (LAA) in 2006. The LAA committed the Council and its partners to work to deliver targeted improvements in quality of life for local people, including raising educational attainment, reducing crime and disorder, and improving public health. The Council and its partners negotiated a new LAA with the government during 2008. The new LAA covers similar areas to the previous one, but also includes targets on reducing the risks from flooding, improving access to benefits for older people, and reducing bullying in schools. Although the county wide LAA does not show explicit or specific links to Bromsgrove's ambitions and priorities, it is relevant to the needs of Bromsgrove district, for example town centre regeneration and Longbridge redevelopment. Sharing ambitions with partners helps to ensure that organisations work towards the same goals of improving local quality of life.
- 27** The Council and its partners have clear and long-term ambitions for the district over ten years and beyond. The sustainable community strategy (SCS) 2007 to 2010 'Your district your future' developed by the Council and the Local Strategic Partnership (LSP) clearly links to the county wide LAA. Its vision is: 'We will make Bromsgrove District a better place to work, live and visit by driving forward change'. Five themes or values underpin the vision: excellent customer service; community leadership; equality; value for money (VfM); and partnership. The SCS has clear action plans with measurable milestones and outcomes. It was updated in October 2008, and now has a sharper focus on effective community engagement and consultation. As part of its community influence framework, the Council funded two pilot area committee schemes during 2007/08 and allocated £ 4,000 to each of the area committees. As a result local people are able to influence better what is prioritised in their local area.

What is the Council, together with its partners, trying to achieve?

- 28** The Council and its partners have an effective means of communicating their long-term vision. The SCS gives a narrative picture of what the district might look like in ten years' time. For example, it defines what it means in this area to have a thriving town centre; what sort of housing will be provided for the potential mix of population - older and younger, affluent and less well off; what community leadership will deliver; and how value for money and partnership will be ensured. As a result, the clarity of the vision is strong and is translated well, allowing citizens to measure success over time.
- 29** The Council's corporate plan (or 'council plan') for 2008 to 2011 has clear objectives. It provides an overarching vision and set of ambitions for the area which address identified needs. Targets are measurable and provide an appropriate framework for achieving the ambitions. For 2007/08 and for 2008/09 the priorities were regeneration; improvement; sense of community and well being; and environment. 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. The three year council plan is supported each year by an annual improvement plan. The plan gives clarity to targets and objectives and enables the focus on outcomes. As a result the council plan acts as a high level map for the business of the Council in delivering its ambitions.
- 30** The Council's community leadership is developing well. It has strengthened its community engagement and consultation. For example senior officers routinely attend partners and communities together (PACT) meetings. During the last 18 months 68 PACT meetings have been held, allowing local people to discuss and prioritise their concerns at a local level. The Council funded two pilot area committee schemes or local neighbourhood partnerships (LNP) during 2007/08, and allocated £4,000 to each. During 2008/09 this has been increased to £15,000 each. A third LNP is proposed for the Hagley and Rural area. Achievements to date as a result of the LNP include improved appearance of the local area, Halloween activities for young people, and a greater degree of civic pride in the two areas.
- 31** Ambitions are based on a good understanding of community needs. The Council has an effective approach to consulting with local communities. For example it carried out a residents' survey in 2008, and ran its first children and young people's convention in 2007. It uses a community bidding approach for the equalities and diversity forum, and is running a budget jury, enabling local people to decide how delegated money should be spent. Key issues to emerge from involving the equalities and diversity forum are the regeneration of the town centre with suitable disabled access, extended hours of the shop mobility service, the need for a community transport scheme and the redevelopment of the railway station, which is currently not compliant with requirements relating to disability access. By engaging with local people the Council is better able to ensure that its priorities meet residents' needs.

What is the Council, together with its partners, trying to achieve?

- 32** The Council's communication with the public is adequate. It is now better at presenting the Council to the press and there are fewer disagreements between councillors within the letters pages. One of the local newspapers recently carried an article on Council success stories and the Leader writes a monthly column. However, the Council does not consistently evaluate its external communications and whether local people understand the messages. Similarly, the Council does not consistently evaluate the impact of its public consultation and engagement activity, and does not always feed back the results of consultations to those taking part. Without this final part of communication, the Council will not always know if its investments are working and the public will not be clear what difference their contribution has made.
- 33** Relations with the voluntary and community sector are much improved. Key staff members have brought their own experience of voluntary sector organisations to the Council. The Council has put in place a service level agreement to provide a small grant to the voluntary sector infrastructure organisation so they can attend the LSP and chair one of the LSP theme groups. As a result there is now an effective involvement in procurement procedures. Twenty senior staff recently spent time on volunteer work with the voluntary sector, improving understanding on both sides of each other's priorities and challenges. This activity has increased the Council's focus and understanding for working with key partners.

Prioritisation

- 34** The Council is performing well in this area. It has a sound strategic framework for planning its priorities, supported by robust business planning. It actively engages the public in identifying priorities, and has an effective approach to engaging its diverse communities and understanding their concerns. The Council is clear about what is a priority and what is not a priority, and it moves resources accordingly. It makes difficult decisions but it does not always think through and consider their impacts on overall objectives.
- 35** The Council has a sound strategic framework for delivering priorities. The strategic priorities are set out in the council plan which is a rolling three year plan, and this in turn drives the service planning process and the annual improvement plan. The Council and its partners on the LSP agreed to give particular focus between 2007 and 2010 to three priorities: Bromsgrove town centre redevelopment; Longbridge regeneration; and affordable housing. As a result the Council has clarity and focus for its work.

What is the Council, together with its partners, trying to achieve?

- 36** The Council has a clear set of specific and focused priorities based on customers', stakeholders' and staff's ambitions. The SCS sets the longer term context. The annual business cycle sets the appropriate priorities and these drive investment decisions. For 2007/08 these were regeneration with the priorities of town centre, Longbridge and housing; improvement and its priorities of performance, reputation and customer service; sense of community and wellbeing with the priorities of community influence and community events; and environment with its priorities of clean district and planning. As part of the budget planning process for 2008/09 the Cabinet proposed a streamlined set of five priorities against the Council's objectives to ensure the focus of resources, reflecting increased and effective consultation and engagement of both customers and staff. Consequently, for 2008/09, priorities became more specific and more focused: a thriving market town; housing; a sense of community; and street scene with sustainability. As a result the Council put resources in to providing more play spaces, CCTV funding and keeping streets clean, while reducing the number of council posts by 35. By regularly refreshing its priorities the Council ensures that it is focusing on things that matter to local people
- 37** The Council is clear about what is not a priority and it moves resources away from these areas into its priorities. Service areas that fall outside the delivery of priorities are the areas required to find the savings targets in any given year (subject to consideration of the impact any efficiencies or service cuts have on the wider workings of the Council). This approach has resulted in the movement of £1.6 million of funding in 2008/09 into customer priorities. The Council has also made some difficult decisions such as closing a museum, proposed charging for green waste, increasing car parking charges, and removing concessionary parking passes for the over 60s. However, on a few occasions, the Council has not always fully considered the consequences of these decisions. For example, it is not clear how the changes to parking charges impact on its objectives of town centre regeneration. There is a tension between raising car park charges and trying to attract people in to the town centre.
- 38** The Council actively engages with local people to plan the delivery of priorities. As part of its community engagement strategy the Council uses a variety of methods to promote engagement and inform the development and delivery of its services. Facilitated community engagement activities include an equalities and diversity forum budget bidding process and democracy workshops in local schools to promote local democracy week. In 2008 the Council ran facilitated public focus groups on the quality of life of older people in the district, customer access and customer standards, and satisfaction surveys for services such as street scene and community services. The Council also runs on-line consultations on its budget. Actions resulting from public feedback include an £850,000 investment to improve the Dolphin Centre gym facility, £175,000 investment in improving town centre toilets, and £70,000 for community transport.
- 39** The Council engages positively with black and minority ethnic groups (BME) and vulnerable groups. Input from the equalities and diversity forum has led to an effective focus on addressing some of their needs. The Council is at Level 2 of the local government Equality Standard and the Council's plans include reference to ensuring that the needs of BME and vulnerable groups are considered. As a result of a focus on this area the Council has a better understanding of the specific needs of these groups.

What is the Council, together with its partners, trying to achieve?

- 40** The Council has robust action plans for delivering its priorities. Business plans clearly state lead responsibilities, resource requirements, milestones, and targets, as well as the contributions expected from organisations, services, and staff. All business plans follow the same template and give a clear outline of links to corporate priorities and contribution to corporate objectives. Key deliverables and outputs are clearly described, as well as budget bids and savings. Key consultations are listed and planned. Customer standards and equalities action plans are included. Staff actively contribute to the development of business plans. The Council can show how its priorities are linked to resources and how its actions deliver the priorities.

What is the capacity of the Council, including its work with partners, to deliver what it is trying to achieve?

Capacity

- 41** The Council is performing adequately in this area. Political and managerial leadership is clear and senior management and staff capacity has been enhanced. The roles and responsibilities of councillors are clearer and there is greater awareness of the ethical code. Financial management and the approach to value for money are adequate. Improvements in procurement and investment in ICT is starting to have an impact and partnership working is now more effective. The organisational culture of the Council has improved but elements of the 'old' culture remain and there is still a strong external perception that the behaviour of a small minority of councillors is damaging the reputation of the Council and has an adverse impact on its external relationships. Comprehensive workforce planning is not yet in place.
- 42** The Council is well led. The Leader and Chief Executive provide clear political and managerial leadership which is recognised by staff and partners. There is greater openness and willingness to listen and learn, leading to the Council playing a more positive role in local and regional partnerships from which it was previously absent. For example the Council is now leading a group of councils to agree a single approach to negotiating with the new Homes and Communities Agency in respect of future housing provision and expenditure. The very recent appointment of the Council's Chief Executive as Acting Joint Chief Executive of Bromsgrove and Redditch has not impacted on leadership or capacity at Bromsgrove. It is too early to see the anticipated outcomes for Bromsgrove, including those arising from proposed shared services. The Council has a greater sense of purpose and this has increased the willingness of partners to work with it.

What is the capacity of the Council, including its work with partners, to deliver what it is trying to achieve?

- 43** Senior management and staff capacity have been enhanced, leading to greater effectiveness and focus on priorities. The Council sought help from SOLACE (Society of local authority chief executives) to strengthen and recruit to the corporate management team (CMT). An additional executive director has been recruited and CMT and the Cabinet have worked together on two Top Team programmes run by the IDeA (Improvement and development agency). The appointment of an operational development manager, use of a £200,000 corporate training budget and a managers' training programme have all led to improved customer focus and service delivery. For example all officers, including frontline staff such as those carrying out waste collections, have received Customer First training leading to an improved quality of service and fewer complaints.
- 44** The Council has invested effectively in strengthening councillor capacity. All councillors have had induction training and it is now mandatory for councillors sitting on planning, scrutiny, and audit committees to attend more specific training relevant to their responsibilities. The Leader and some portfolio holders have undertaken IDeA leadership training or been supported by external mentors. The Council has a greater business focus resulting from the recent election of councillors with relevant expertise. Roles and responsibilities have been made clearer through a review of the Council's constitution and scheme of delegation, leading to a greater political focus on strategic and policy decisions rather than operational detail. There is a greater level of trust between councillors and officers, with regular meetings between portfolio holders and officers. The strengthened councillor capacity has led to a greater focus on addressing previous weaknesses and improving services.
- 45** Behaviours are generally positive and constructive, but there remains a concern about the damaging behaviours of a small minority of councillors. Councillors have a greater awareness of responsibilities set out by the ethical governance framework - all councillors have been trained on their ethical responsibilities, and the recommendations of an independent review undertaken in 2007 by the IDeA have been implemented. The standards committee is chaired by an independent councillor and is now actively tackling breaches of the ethical code - for example a councillor was recently suspended for not declaring their interests. Whilst there is more constructive political debate, there remains a strong external perception that a small minority of councillors behave in a disruptive or confrontational manner. This does not help the Council change and improve its external reputation and undermines work with partners and external organisations.

What is the capacity of the Council, including its work with partners, to deliver what it is trying to achieve?

- 46** Financial management is now adequate. A three year medium-term financial plan is in place which includes revenue and capital budget requirements up until 2011/12. It includes allocations for priorities and identifies areas for disinvestment - some of which relate to councillor development (£8,000) and corporate training (£50,000 representing 25 per cent of original budget)) in 2009/10 which could undermine further improvements in officer and staff capacity although the Council expects less training will be needed in the future. Financial savings are based, as in the previous year, on more efficient working practices and alternative methods of service delivery (estimated to save £131,000 in 2009/10) which are at the early stages of exploration but include some restructuring and deletion of posts. Shared services are being actively explored with Redditch - for example electoral services. Some savings have already been secured through the joint chief executive arrangement and provision of procurement services for Redditch and Wychavon Councils. Plans for the longer term are not in place and there is no systematic approach to securing external funding - although due to its low overall deprivation level the Council is excluded from bidding for many sources of money. Sound financial management is necessary if the Council is to address its priorities and the needs of the community.
- 47** The approach to securing value for money is adequate. A sound framework is now in place providing a greater focus on value for money although improvement in delivery of value for money is not yet evident. Costs are at or above average whilst performance, albeit improved, remains below average. Performance and cost reporting are integrated. A revised value for money strategy and action plan was adopted in 2008 and the Council has undertaken reviews of some services to identify ways to secure improvements. For example, a review of waste collection where costs are high found that the cost of operating and maintaining the vehicles was significantly higher than in other councils. This was due to the Council's vehicles being different to those used by all other councils in the country thereby increasing the costs of servicing and parts. As a result of the review the Council is now investigating replacement vehicles. By strengthening its approach to value for money the Council is better placed to ensure resources are used effectively and efficiently.
- 48** A sound approach to procurement is now in place and some savings delivered. The new procurement strategy 2008/11 seeks to balance risk, cost and environmental considerations using nine criteria to appraise options, and the Council is involved in the West Midlands Centre of Excellence. Savings delivered include those from agency contracting, stationary and graphics design. However, the strategy indicates that a number of challenges remain including the need for training, a review of suppliers and the elimination of inconsistent purchasing practices across the Council. Effective procurement ensures money spent delivers services and goods that meet the needs of the community.

What is the capacity of the Council, including its work with partners, to deliver what it is trying to achieve?

- 49** Investment in ICT and implementation of the Spatial Project is beginning to enhance capacity. Use of ICT is starting to enhance customer service and capacity although the level of benefits arising from the business spatial project (an ICT rationalisation programme) still remains unclear. The Council has invested £4.2 million in the spatial project and infrastructure. Phase one of the project has been implemented with eleven new software packages which will integrate and eventually link to the customer services centre. Whilst the speed and quality of customer service have improved, it is not always clear what improvements users and the Council can expect from the project. For example, the spatial project business plan makes general reference to 'providing a system that is flexible to citizen requirements' and 'being at the forefront of service delivery' but there are no specific outcomes included that can be measured against to ensure delivery.
- 50** Effective partnership working is adding to capacity. In the past partnership working was ineffective and others have been reluctant to work with the Council but this has now changed. Streamlining the services offered to clients in partnership with Bromsgrove and District CAB and Bromsgrove District Housing Trust (BDHT) has delivered improved outcomes for people who are homeless or threatened with homelessness. Work with Bromsgrove Youth Homeless Forum to extend the specialist support and preventative services available to young people aged 16 to 25 has resulted in Bromsgrove being recognised by the Government as the West Midlands regional centre of excellence for youth homelessness. Partnership working is now helping the council meet the needs of the community.
- 51** The culture of the organisation has moved from being bureaucratic and silo based towards being more proactive and 'can do' although pockets of the old culture still remain below the heads of service level. Capacity and morale are, however, being adversely affected by single status and job evaluation which still remain unresolved. The Council has lost a number of experienced officers, for example in planning and benefits, and it has found it difficult to appoint replacements leading to a decline in some services such as benefits. The Council is aware that delays in resolving single status, which has been partly caused by external events nationally including a recent court case, are impacting on capacity and morale. It agreed to a 90 day consultation process to achieve an agreement with the unions or to dismiss and reappoint so as to bring the matter to a close. The improved organisational culture is helping to improve the image, reputation and quality of service provided although this has been limited by a lack of progress to resolve single status and job evaluation.

What is the capacity of the Council, including its work with partners, to deliver what it is trying to achieve?

- 52** Comprehensive workforce planning is not in place. The Council has not carried out a full skills audit so it does not know what skills it has available and what are currently needed. New disciplinary, anti-bullying and capability processes are in place as is sickness monitoring but sickness absence continues to be a challenge - it is higher than the national average with levels recently rising and is adversely affecting some services such as benefits. Capacity in some areas, such as the customer service centre, appears fragile - holidays and sickness are reported to have adversely impacted on performance. However, Investors in People accreditation has been secured and personal development reviews (PDRs) are undertaken for all staff and the people strategy supports staff development - for example in management techniques. A comprehensive understanding of the skills available and required, supported by effective training and development, enable an organisation to know that it has the workforce it needs to deliver its objectives.

Performance management

- 53** The Council is performing adequately in this area. A robust performance management framework is in place which has led to some service improvements. The Council's strategic partnerships are managing performance effectively. Risks are considered and reported, although the action taken to manage them is not always adequately evaluated. Whilst the performance management framework is sound, the Council does not consistently focus on outcomes, nor does it actively learn from customer complaints. Scrutiny is not effectively challenging performance and holding the executive to account, which will be key to sustaining improvement in future.
- 54** A good performance management framework is now in place and this had led to improvements in service delivery. During engagement with DCLG there has been a strong focus on performance management and the establishment of a performance champions group and data quality and performance management strategies have led to improvements. There is regular performance monitoring and reporting of progress against the sustainable community strategy, council plan, MTFP, improvement plan and service plans. Reports are clear and focused and include integrated financial and performance reporting leading to the allocation of resources to priorities such as affordable housing and customer services which has led to some improved service delivery and performance. There are monthly meetings between the portfolio holders and heads of service. Challenge is provided by the corporate management team and the performance management board. A sound staff appraisal system is in place. However the importance of performance management is not fully understood and accepted at all levels of the Council. For example, minutes of the performance champions group (a group of middle managers) indicate some problems with the submission and quality of monthly performance data suggesting that not all managers accept the importance of robust performance management. Reporting of performance linked to specific sections of the community, for example BME and other communities at risk of disadvantage, is not being undertaken.

What is the capacity of the Council, including its work with partners, to deliver what it is trying to achieve?

- 55** Effective performance management is in place for major partnerships but is less effective for some other forms of partnership working. The LSP and crime and disorder reduction partnership (CDRP) have effective performance management arrangements in place, allowing the Council and other partners to identify progress. However where the Council has worked with smaller organisations robust performance management arrangements are not in place. For example the Council provides £120,000 per year to the Artrix Centre but there is no service level agreement in place to ensure that the Council's money is being used to deliver identified outcomes. Without effective performance arrangements in place the Council cannot be sure that its resources are being used to deliver outcomes that the public would recognise.
- 56** The Council is not consistently focused on outcomes. Whilst there is a sound framework of strategies in place, the Council's focus to date has been largely on outputs rather than on outcomes that residents would notice. Outcomes are about what the Council is trying to achieve for local residents, which local residents will recognise and which can be measured. Following the findings of the previous CPA much of the Council's focus has been to embed plans and processes. Reporting of achievements relating to priorities is not always clear since it tends to focus on actions taken rather than outcomes the public would notice. SMART (specific, measurable, achievable, resourced and time bound) measures and outcomes are not consistently in place. For example targets in service plans are often generalised, with a lack of context in terms of comparative performance so that it is unclear what level of improvement is being sought and whether it is challenging. Many of these targets do not propose any improvement. Other actions have targets identified for 2011 but with no intermediate targets allowing progress to be checked and action taken to ensure delivery, for example in the street scene and waste management service plan. As a result the Council cannot always be sure whether it is achieving its intended outcomes for local people.
- 57** Scrutiny is not yet effective. The scrutiny steering board is chaired by an independent councillor and has undertaken a number of task group reviews such as anti social behaviour, air quality and public transport. However whilst there has been debate, there has been no clear focus on the Council's priorities and what the Council can do. Scrutiny is not adequately challenging the executive. The role of councillors in challenging performance and decisions is still underdeveloped which risks undermining a sustained focus on performance and improvement once DCLG disengages. In the past year it did not call in any decisions nor did it consider or review potentially contentious decisions such as the proposed introduction of charges for green waste collections to identify the consequential impacts of such a decision. The Council has recognised that the scrutiny function has not been effective and in October 2008 it created separate overview and scrutiny boards to examine future and recent decisions respectively but it is too early to see any impact of this. Unless the Council ensures constructive internal challenge it cannot be sure that it is achieving its intended outcomes.

What is the capacity of the Council, including its work with partners, to deliver what it is trying to achieve?

- 58** Risks are routinely considered and reported although actions to ensure minimisation of risks are less clear. The corporate risk register is updated quarterly and reported to corporate risk management board, steering board and audit board. Each service has its own risk register. Whilst the corporate risk register identifies 12 (out of 18) key objectives rated as red (high) risk it is less clear how they are to be actively reduced. Most of the key controls cited in the corporate risk register refer to putting strategies or processes in place with no further actions to check that they reduce the risk. However the Council is actively managing the risks associated with the acting joint chief executive appointment - for example through increasing senior management capacity. Unless the Council evaluates the effectiveness of its actions it cannot always be sure that risks are being minimised.
- 59** The Council is not systematically analysing and learning from complaints. Complaints are monitored and reported but there is an absence of systematic analysis and actions taken to improve. A complaints and customer feedback system was introduced in January 2008 and customer satisfaction data is collected regularly through surveys and the customer panel. Complaint figures are supplied monthly to the corporate management team and Cabinet with an annual trend analysis. However, there is limited analysis of the types and frequency of complaints to ensure action is taken to prevent future reoccurrence. Without the systematic analysis of all complaints and actions the Council may miss opportunities to take action to improve service delivery.
- 60** Evaluation of major projects and initiatives is effective but there is no routine evaluation of smaller projects or initiatives. The programme management board considers project documentation and delivery against timescales. For example, a joint County Council/District Council project board for the town centre has been established and a town centre project manager now coordinates activities to ensure progress. However, to date, not all smaller or one off projects and initiatives have been routinely evaluated to ensure that stated outcomes have actually been delivered and that resources are directed to where they make the most impact.
- 61** The Council is learning from others to improve itself. The performance management system was developed from learning from Rotherham and Derby Councils. The town centre redevelopment has been informed by the experiences of Warwickshire County Council and Bracknell Forest Council. However, the Council is not maximising opportunities to learn - for example cost benchmarking and use of mystery shopping by all services are not being used to aid improvement. As a result the Council is missing opportunities which would help it improve further.

What has been achieved?

- 62** The Council is performing adequately in this area.
- 63** There has been notable improvement in performance but this has, in many instances, been from a very low base and overall performance remains below that of other councils. Audited PI data for 2007/08 shows that between 2006/07 and 2007/08, 79 per cent of PIs improved. The Council has 25 per cent of PIs in the best 25 per cent in the country which is below the district council average of 33 per cent. More recent unaudited data provided by the Council indicates that performance in many areas has been maintained or continued to improve. In October 2008 74 per cent of PIs were stable or improving.
- 64** Customer satisfaction remains low although it has improved. The 2006/07 data shows overall satisfaction with the Council and satisfaction with complaint handling is below average and improved only slightly since the last survey in 2003/04. Other satisfaction levels remain low. More recent unaudited data from the Council indicates some satisfaction levels, such as street cleanliness and recycling facilities, have risen.
- 65** Out of necessity there has been much focus on implementing the improvement plan and putting in place internal processes and plans which were absent at the time of the previous CPA. Many of these improvements and 'building blocks' have yet to deliver outcomes the public would recognise. Also, some of the priorities such as the town centre and Longbridge will take many years to deliver, although the plans for Longbridge are further advanced.

Achievement - Objective One: Regeneration with a thriving market town and housing as its priorities.

- 66** Plans to regenerate the town centre are at an early stage and there are few outcomes that the public would recognise. Most of the focus to date has been on developing an area action plan and an issues and options paper is currently out to consultation. A joint County and District Council Project Board has been established for the town centre and a town centre project manager appointed. Negotiations to relocate the various emergency services to a new site thus freeing up sites in the town centre are underway. County Council funding for asset investment and an accessibility study to reduce traffic and increase footfall has been secured. The shop mobility scheme opening hours have been extended and the building of a new toilet block with a high dependency unit for people with disabilities is imminent. However, a recent decision to increase car parking charges appears, from comments received from a range of local stakeholders, to be driving people away from the town, especially in the evening. It appears that the decision was based on the need to increase income with the consequential impact on the town centre not taken fully into account. Plans to regenerate Longbridge are progressing well - an area action plan has been prepared in association with Birmingham City and the County Council but again it is too early to see redevelopment of the site.

- 67** The Council's strategic housing service has improved. A re-inspection undertaken in 2008 scored the service as 'fair' with 'promising prospects for improvement'. District-wide housing needs data has recently been updated which will inform future housing and planning policies. The Longbridge area action plan already contains a provision for 35 per cent of the proposed 1,450 new homes to be affordable. The Council is seeking to increase its current proposed regional strategic housing allocation, which it believes will not help Bromsgrove, by engaging with the West Midlands Regional Assembly and Government Office West Midlands. However, until this matter is resolved the Council is not in a position to lift the moratorium on new housing development which is limiting the delivery of affordable housing.
- 68** The Council is pursuing effectively a variety of initiatives to secure future housing provision to meet local needs. The supply of affordable housing has increased (96 units in 2007/08) but the gap between supply and demand remains. The Council is using its own resources to assist the delivery of affordable housing - it has discounted or gifted land to support housing development and provides £350,000 per year to grant fund BDHT. Local housing needs surveys have led to the provision of rural affordable housing schemes such as the 15 units in Belbroughton. It is also investigating options to purchase new flats which are not selling in the current economic climate.
- 69** The housing needs of the more vulnerable sections of the community are being addressed successfully. Victims of domestic violence now have increased access to housing through joint working with the supporting people team. This has led to the planned closure of the refuge and the provision of five units of self-contained accommodation, with an extended floating support service to increase service provision. This is supplemented by a sanctuary scheme. The Council has invested £1 million in the provision of extra care units - an additional 27 units are currently being built in Charford.

Achievement - Objective Two: Improvement with customer service being a priority

- 70** Customer service improved with the opening of the customer service centre (CSC), part of the Worcestershire wide 'hub' which is operated jointly by the Council and Worcestershire County Council. Data provided by the Council for August 2008 indicates that the average call waiting time has fallen from 55 to 22 seconds between August 2007 and 2008. The percentage of failed calls has reduced from 33 to 6 per cent. Resolution of enquiries at first point of contact is high (98 per cent) but this excludes any call that needs to be transferred and the CSC does not deal with some specific service enquiries, such as planning, which are still directed to the individual service. A recent customer survey showed that 71 per cent of people found accessing the Customer Service Centre easy.
- 71** Use of ICT has also improved the customer experience. The Council's website has been updated and now allows some transactions to be carried out electronically. For example, reporting of issues such as fly-tipping, online payments of council tax and excess payments, and the submission of planning applications. However some tasks still require the downloading of forms which need to be printed and then submitted - for example car parking season tickets.

What has been achieved?

- 72** Customer focus is not embedded throughout the Council. All officers have attended 'Customer First' courses but the Council has recognised it still needs to improve the back office responsiveness to customers; enhance electronic service delivery and move from the professional or practitioner focus to a customer culture. Customer service standards are in place. There are corporate standards relating to response times for letters, emails and voice mail and service standards for various activities although some key ones, for example the time to approve planning conditions, are not included. The service standards are new and it is unclear if they are monitored and where they are reported. Anecdotal evidence from users suggests that the level of service is variable and is occasionally poor. Customer, resident and partner benefits from the spatial project are not yet evident or explicitly stated so as to ensure delivery.
- 73** The specific needs of customers are not being met consistently by all services. The Council has just started taking its benefits service out to various locations in the borough and the waste collection service offers assisted collections to those who require help. It has increased engagement with the local community to inform service delivery and plans. The partners and communities together (PACT) neighbourhood meetings, and the disabled user group and the equalities forum have been used to inform the town centre plans and led to an increase in shop mobility opening hours and the proposed new toilets. An outreach worker works with people with disabilities to find out their needs, and 22 centres for reporting hate crime have been set up across the district. However, the time taken to process benefit claims continues to increase which adversely impacts on a vulnerable section of the community.
- 74** External communication about the services offered is not consistently effective. The Council undertakes a range of initiatives to advertise services and events but many stakeholders and residents remain unaware of the services now offered by the Council, for example the text messaging service and community events being held in the area. This means that the community is not able to access or fully benefit from services provided.

Achievement - Objective Three: Sense of community and well being, with sense of community being a priority

- 75** Improved working with partners and the community is enhancing the sense of wellbeing. The Council's 2008 quality of life survey indicates that 64 per cent of residents felt Bromsgrove was a nice place to live with only 10 per cent reporting they felt they did not belong to their local area.
- 76** The crime and disorder reduction partnership (CDRP) is effective and this has led to reductions in crime levels in the borough. Despite this, concerns about fear of crime remain - the 2007/08 crime data for the whole of the West Mercia Police area indicates that the fear of crime is increasing for most indicators although the level is still lower than the regional or national figures. The Council with the police have undertaken a number of initiatives to address this. The Council has provided funding for CCTV in the town centre leading to a drop in car crime. Alcohol free zones in areas such as Alvechurch and Rubery and use of high visibility policing, community wardens and police community support officers have led to a decrease in crime in areas such as Waseley. The Council is currently seeking to increase the powers of wardens and community support officers so that they can issue fixed penalty notices.

- 77** Better working with the voluntary sector and other partners is starting to enhance the capacity of the Council to improve the health of the community. Work with the PCT (Primary Care Trust) has improved, leading to recognition by the Council that health and wellbeing are issues that the Council needs to tackle. The Council and its partners have secured external funding to set up a number of initiatives including a sports network. The voluntary sector reported that the Council is now more willing to listen and engage with it; 17 officers have spent time with the voluntary sector to learn from it. In 2008, for the first time, the Council has given funding to support three voluntary organisations.
- 78** The Council is addressing the needs of young people well. Through working with young people a number of initiatives have been undertaken to meet their needs, including diversionary activities which have also led to decreases in anti social behaviour. For example money from the Worcestershire County Council's children's fund has been used to provide multi-use games areas (MUGA) in Charford and Sidemoor. Use of developer contributions from new developments has also been used to refurbish and update play provision including the provision of skate board ramps. The range of sporting activities available and participation rates have increased.
- 79** Limited action has been taken to address the needs of older people. The borough has a significant and increasing elderly population and whilst older people may have participated in the range of Council run community engagement activities, work specifically focused on meeting the needs of this group is more limited. Actions include running mobility classes and the introduction of free swimming. The Council funds and has a service level agreement with the Bromsgrove and Redditch Network (BARN), a local voluntary sector infrastructure organisation which is part of the LSP and chairs the Older Persons Theme Group. It plans to use the LSP's Older People Project Group to provide a dialogue with older people, to feed their information into the Council and to provide a mechanism for departments to consult with older people. The Council is also working with the voluntary sector to improve community transport but outcomes that meet this sector of the population's needs are not evident. Consideration is being given to undertaking a scrutiny exercise relating to older people which could help raise awareness this sectors needs to inform and improve future service delivery.

What has been achieved?

Achievement - Objective Four: Environment, with clean streets and the recycling being a priority

- 80** The audited 2007/08 PIs show that 70 per cent of environment-related indicators improved since 2006/07 but the Council has only 14 per cent of such PIs in the best 25 per cent in the country which is below the district average of 35 per cent. The Council has improved cleanliness and sustained consistently high rates of recycling. The Council exceeded its statutory recycling and composting target of 20 per cent by recycling or composting 43 per cent of household waste. However, the overall amount of household waste collected per person remains relatively high (430 kg per head compared to 374 kg for the best performers) as do collection costs (£70.66 per household compared to £44.52 for the best performers). The Council operates a fortnightly waste collection and a green waste collection although the latter will cease being a free service early next year. 2007/08 PIs indicate 94 per cent of the population is served by kerbside recycling which is in the bottom 25 per cent in the country. Four new bring banks have been opened including the ability to recycle tetra packs. Action is being taken to raise the awareness of recycling. Initiatives include waste stop shops providing information; visits to ten schools by the 'Recycler'- a hip hop rapping robot to promote the three Rs of recycling; and visits to villages by the recycling bus. The Council's 2008 quality of life survey indicated that 81 per cent of residents use the Council's recycling facilities and 84 per cent are satisfied with the recycling service.
- 81** Street cleanliness has improved. The 2007/08 PIs indicate 11 per cent of land was littered and 5 per cent of land had unacceptable levels of visible graffiti - both below average. Action taken includes the introduction of 'hit squads', investment in new equipment; work with the probation service to clear alleys in Rubery and changes to grass cutting and litter picking practices. 2006/07 PIs show satisfaction has improved but remains in the bottom 25 per cent in the country. The Council's customer panel data indicates that satisfaction has since risen.
- 82** The Council is starting to consider its own environmental impacts and carbon emissions, although it is too early to see the impact. The Council is a signatory of the Nottingham Agreement and Worcestershire Climate Pledge and the Local Strategic Partnership's Better Environment Group has a number of projects underway aiming to reduce the area's carbon footprint, help conserve and enhance biodiversity and reduce pollution. The Council funds and works with the Worcestershire Energy Efficiency Advice Centre and it provides grants for vulnerable people to insulate their homes. In addition, the Council's website provides advice on saving energy. It is too early to see the impact of such actions and the Council recognises it still has much to do to meet the LAA targets, in particular flood alleviation and carbon emissions, and it is preparing a carbon reduction strategy.

Appendix 1 – Framework for Corporate Assessment

- 1 This corporate assessment was carried out under section 10 of the Local Government Act 1999, under which the Audit Commission has power to inspect local authorities' arrangements for securing continuous improvement. The results of the corporate assessment contribute to the determination of the overall CPA category for an authority, which the Audit Commission is required to assess and report on under Section 99 of the Local Government Act 2003.
- 2 The Council's self assessment provided a key resource in focusing the assessment activity which included consideration of:
 - key documentation, including the Council's improvement plan;
 - updated performance indicators and performance data; and
 - interviews and meetings attended.
- 3 The assessment for Bromsgrove District Council was undertaken by a team from the Audit Commission and took place over the period from 10 to 14 November 2008
- 4 This report has been discussed with the Council, which has been given the opportunity to examine the Audit Commission's assessment. This report will be used as the basis for improvement planning by the Council.

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BROMSGROVE DISTRICT COUNCIL

15 JUNE 2009

PERFORMANCE MANAGEMENT BOARD

IMPROVEMENT PLAN EXCEPTION REPORT [APRIL 2009]

Responsible Portfolio Holder	Cllr. Roger Hollingworth, Portfolio Holder for the Improvement Plan
Responsible Officer	Hugh Bennett Assistant Chief Executive

1. SUMMARY

- 1.1 To ask the Board to consider the Improvement Plan Exception Report for April 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 93 actions highlighted for April within the plan 76.3% of the Improvement Plan is on target [green], 5.4% is one month behind [amber] and 3.2% is over one month behind [red]. The actions that have been reprogrammed with approval¹ reflect the re-programming of the town centre actions (as a result of Parkside & Network Rail) and the re-programming of HR actions.
- 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 was designed to push the Council through to a rating of Fair during 2008.
- 3.3 There were five amber and three red activities this month for the following areas of the Improvement Plan:-

¹ 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

Ref.	Council Plan Scorecard Reference	Balanced	Number
CP1	Town Centre		1
CP4	Sense of Community		2
FP1	Value for Money		1
FP3	Financial Strategy		2
PR5	Planning		1
HR & OD 2	Modernisation		1

3.4 The re-programmed actions i.e. those that have been suspended or moved to a much later date in the Plan are:-

	Ref.	Action	Reason
1	1.2.2	Market redevelopment Hall	Suspended. Credit Crunch
2	1.4.2, 1.4.3, 1.4.4, 1.4.5, 1.4.6, 1.4.7	Market Hall negotiations.	Suspended. Credit Crunch.
3	2.1.3, 2.1.4, 2.1.5	Affordable housing SPD.	Suspended. RSS2.
4	3.3.1	Service data monitoring	Suspended. Expected to be introduced Spring 2009
5	4.1.5, 4.1.13	Consultation for LSP neighbourhoods.	Re-programmed. Different approach agreed for 2009/2010.
6	4.3.11, 4.3.12, 4.3.14, 4.3.15	Review of promotional materials / Artrix	Suspended. Budget constraints / SLA delays
7	14.3.5	Submission Core Strategy	Reprogrammed. Delays with RSS review.
8	15.2.4	Review and consult on the "Bromsgrove Way".	Suspended. Existing approach acceptable. Other HR&OD priorities.
9	15.3.1, 15.3.2, 15.3.3	"Bromsgrove Way" and competency framework for non-managers.	See above.
10	16.1.9	Gap analysis	Suspended. Pending shared service business case.
11	16.3.3	Review of harassment and bullying policy	Suspended. Pending JE implementation
12	16.4.5	Parental rights guide	Re-programmed. Pending JE implementation
13	18.1.2, 18.1.3, 18.1.4	PDR process review.	Suspended. Pending JE implementation
14	18.3.1, 18.3.2, 18.3.3, 18.3.4, 18.3.5	Core competencies for all staff.	Suspended. Pending JE implementation

4. FINANCIAL IMPLICATIONS

4.1 No financial implications.

5. LEGAL IMPLICATIONS

5.1 No legal implications.

6. COUNCIL OBJECTIVES

6.1 The Improvement Plan relates to all of the Council's four objectives and five priorities as per the 2008/2011 Council Plan.

7. RISK MANAGEMENT

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

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

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

* KO5 and KO18 have been merged

8. CUSTOMER IMPLICATIONS

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

9. EQUALITIES AND DIVERSITY IMPLICATIONS

9.1 Please see sections CP3 and CP4 of the Improvement Plan

10. VALUE FOR MONEY IMPLICATIONS

10.1 See section FP1 of the Improvement Plan

11. OTHER IMPLICATIONS

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

12. OTHERS CONSULTED ON THE REPORT

Portfolio Holder	No
Chief Executive	At CMT
Executive Director (Partnerships and Projects)	At CMT
Executive Director (Services)	At CMT
Assistant Chief Executive	Yes
Head of Service	At CMT
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 April 2009

15. BACKGROUND PAPERS:

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

CONTACT OFFICER

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Exception Report for April 2009 Improvement Plan

Appendix 1

PROGRESS IN 2008/09

Overall performance as at the end of April 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%

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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	2	1.5%	RED	3	2.9%	RED	3	3.2%	RED			RED		
AMBER	4	3.6%	AMBER	3	2.3%	AMBER	5	4.9%	AMBER	5	5.4%	AMBER			AMBER		
GREEN	95	86.4%	GREEN	112	86.2%	GREEN	80	78.5%	GREEN	71	76.3%	GREEN			GREEN		
REPRO	11	10.0%	REPRO	13	10.0%	REPRO	14	13.7%	REPRO	14	15.1%	REPRO			REPRO		

Exception Report for April 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.*
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* NB. Reprogrammed actions are both those that have been suspended completely and those that have been moved to a later point in the year. They are not actions that have been extended and they do not appear on the exception report.

Out of the total of 93 actions for April 2009, 5 actions have been extended with approval. This amounts to 5.4 percent of the original actions scheduled for this month. Extended actions are shown with hatched marking and extend the timescale of a current or ongoing action on the Improvement Plan.

An Exception Report detailing corrective actions follows:

CP1: Town Centre																	
Ref	April 2009 Action		Colour		Corrective Action										Who	Original Date	Revised Date
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
1.7.3	Obtain planning permission.				Network Rail require the scheme to be a permitted development. QC advice has been provided that this may not be possible. Meeting held with Network Rail. Separate QC advice now being sought by Network Rail to back their desire to treat the scheme as a permitted development.										HB	Apr 09	TBC
41.7	Agree funding and planning permission for train station redevelopment, with transport links to the town centre																
1.7.3	Obtain planning permission.	HB														<p>The Regional Transport Partnership's has submitted its Regional Funding Advice to the Department of Transport. Formal approval is now required by the Secretary of State and is expected in July 2009. All the dates in the existing programme can now be re-programmed into the 2009/2010 plan on the basis of this funding approval expected in July. Network Rail also need to approve the Scheme. This is expected in May, but Network Rail require the scheme to be a permitted development. QC advice has been provided to the Council (and onto Network Rail) that this may not be possible. Meeting held with Network Rail. Separate QC advice now being sought by Network Rail to back their desire to treat the scheme as a permitted development.</p>	

CP4: Sense of Community																		
Ref	April 2009 Action		Colour	Corrective Action												Who	Original Date	Revised Date
4.1.10	Go live			Meetings planned with Hagley and Charford Members in June. Business case to July Cabinet.												HB	Apr 09	TBC
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action			
4.1	Neighbourhood management																	
4.1.10	Go live	HB													Meetings planned with Hagley and Charford Members in June. Business case to July Cabinet.			

CP4: Sense of Community																		
Ref	April 2009 Action		Colour		Corrective Action											Who	Original Date	Revised Date
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action			
4.3.1 3	Establish monitoring & meeting arrangements set out in the SLA with the Artrix.				Work in this area is ongoing due to concern raised by the Operating Trust of the Artrix over some of the phrasing in the agreement document. Extended to July.											JG	Jul-08	Jul-09
4.3	Popularity of events programme																	
4.3.13	Establish monitoring & meeting arrangements set out in the SLA with the Artrix.	JG														At its February 2009 meeting the Artrix operating trust rejected the SLA proposed by BDC and have proposed a revised SLA. Officers have now completed the review of the documents to identify discrepancy and will be meeting with the portfolio holder in May to agree our position prior to re opening discussion on this matter. We expect the SLA to be signed off in July (i.e. 2009/10 Improvement Plan).		

FP1: Value for Money																	
Ref	April 2009 Action	Colour	Corrective Action												Who	Original Date	Revised Date
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
6.2.6	Quarterly report to PMB to assess the effectiveness of the alternative methods of service delivery e.g.- transfer to leisure trust, payroll service provision		Due to delays in payroll transfer report on effectiveness to be prepared when service has run for 12 months (Sept 09). Leisure trust no longer to be delivered by trust.												JLP	Apr-09	Sep-09
6.2	Alternative methods of service delivery, to include revisiting the shared services/ joint working agenda																
6.2.6	Quarterly report to PMB to assess the effectiveness of the alternative methods of service delivery e.g.- transfer to leisure trust, payroll service provision	JLP														Due to delays in payroll transfer report on effectiveness to be prepared when service has run for 12 months (Sept 09). Leisure trust no longer to be delivered by trust. This action therefore needs to be suspended and re-programmed to the new improvement plan.	

FP3: Financial Strategy																	
Ref	April 2009 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		
8.1.4	Market test treasury advisors to ensure VFM achieved				Due to advice and support received from current service providers and the current economic climate of investments it has been agreed to defer the market testing to April 10.										JLP	Apr-09	May-09
8.1	Treasury Management																
8.1.4	Market test treasury advisors to ensure VFM achieved	JLP														Due to advice and support received from current service providers and the current economic climate of investments it has been agreed to defer the market testing to April 10. This action therefore needs to be suspended and re-programmed to the new Improvement Plan.	

FP3: Financial Strategy																	
Ref	April 2009 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		
8.2.3	Commitment accounting reports available for budget holders				The reports for commitments will be in place for year end and included in future financial budget monitoring reports.										JLP	Sep-08	Jun-09
8.2	Implement the Purchase Ordering Processing System																
8.2.3	Commitment accounting reports available for budget holders	JLP														Due to delays in final implementation the reports for commitments will be in place for year end (April 09) and will be included in 1 st quarter monitoring statements (end June 2009).	

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PR5: Planning																	
Ref	April 2009 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		
14.5.1	Maintain training programme every 12 weeks				Recruitment of Principal Planner to this role will enable this area to be addressed.										DH	Dec 08	June 09
14.5	Maintain Greenbelt through enforcement and upheld appeals																
14.5.1	Maintain training programme every 12 weeks	DH														Next training event to cover enforcement. Recruitment of Principal Planner to this role will enable this area to be addressed – Interviews have taken place and appointment made. Start date 15 th June 2009.	

HR & OD 2: Modernisation																	
Ref	April 2009 Action		Colour		Corrective Action										Who	Original Date	Revised Date
16.1.5	Workforce skills audit		Orange		The original approach to this audit (on which we took external advice) has not produced the required information. We are currently re-thinking our approach, which needs careful consideration within the context of shared services and Single Status.										HP	Mar 09	TBC
Ref.	Action	Lead			July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
16.1	Workforce Planning																
16.1.5	Workforce skills audit	HP														Currently re-thinking approach..	

BROMSGROVE DISTRICT COUNCIL

PERFORMANCE MANAGEMENT BOARD

15 JUNE 2009

PERFORMANCE MANAGEMENT BOARD PROPOSED PROGRAMME 2009/10

Responsible Member	Councillor – Kit Taylor, Performance Management Board Chairman
Responsible Head of Service	Hugh Bennett -Assistant Chief Executive

1. SUMMARY

1.1 This report sets out the agreed work programme for 2009/10.

2. RECOMMENDATIONS

2.1 It is recommended that:

i. The Board considers the programme.

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

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Proposed Performance Management Board Work Programme 2009/10

Date	Agenda Item
Apr 09	<p>TRAINING SESSION</p> <p>Period 11 09/10 Performance Report (distributed only, no meeting)</p> <p>Period 11 09/10 Improvement Plan Mark 2 progress report (distributed only, no meeting).</p>
May 09	<p>Period 12 09/10 Integrated Finance & Performance report</p> <p>Period 12 09/10 Improvement Plan Mark 2 progress report</p> <p>VFM Licensing Review (agreed with Chairman to delete this item).</p> <p>Outturn and Targets Report.</p> <p>Customer Access Strategy.</p> <p>PMB Work Programme.</p> <p>Quarterly Recommendation Tracker.</p>
Jun 09	<p>Period 1 09/10 Performance Report</p> <p>Period 1 Improvement Plan 2009/2010 Mark 4</p> <p>CPA Report and Direction of Travel</p> <p>PMB Work Programme</p>
Jul 09	<p>Period 2 09/010 Performance Report</p> <p>Period 2 09/10 Improvement Plan Mark 4</p> <p>Annual Financial and Performance Report 2008/2009.</p> <p>Local Neighbourhood Partnerships Business Case</p> <p>Quarterly Recommendation Tracker.</p> <p>PMB Work Programme</p>
Aug 09	<p>Quarter 1 09/10 Integrated Finance & Performance report.</p> <p>Period 3 09/10 Improvement Plan Mark 4 progress report.</p>

	Data Quality Strategy 6 Month Update PMB Work Programme.
Sep 09	Period 4 09/10 performance report Period 4 09/10 Improvement Plan Mark 4 progress report Housing Inspection Report and Updated Inspection Action Plan. Council Plan 2010/2013 Part 1 PMB Work Programme
Oct 09	Period 5 09/10 Performance Report. Period 5 09/10 Improvement Plan Mark 4 progress report.
Nov 09	Quarter 2 09/10 Integrated Finance & Performance report. Period 6 09/10 Improvement Plan Mark 4 progress report. Community Strategy Annual Report 2008/09. Community Strategy 2010/2013. Quarterly Recommendation Tracker PMB Work Programme.
Dec 09	Period 7 09/10 Performance Report. Period 7 09/10 Improvement Plan Mark 3 progress report. Annual Artrix Performance Report Spatial Project Benefits Review 2008/2009 Predicted Outturn for Corporate Indicators. PMB Work Programme.
Jan 10	Period 8 09/10 Performance Report Period 8 09/10 Improvement Plan Mark 4 progress report. Local Neighbourhood Partnership Review Quarterly Recommendation Tracker PMB Work Programme.

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>
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 20010/2011.</p>

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