



## **BROMSGROVE DISTRICT COUNCIL**

### **MEETING OF THE PERFORMANCE MANAGEMENT BOARD**

**MONDAY 20TH JULY 2009 AT 6.00 P.M.**

**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 15th June 2009 (Pages 1 - 4)
4. Annual Council Report 2008/09 (Pages 5 - 42)
5. Performance Report (May 2009) (Pages 43 - 58)
6. Improvement Plan Exception Report (May 2009) (Pages 59 - 72)
7. Improvement Plan 2009/2010 (Pages 73 - 122)
8. Quarterly Recommendation Tracker (Pages 123 - 130)
9. Work Programme 2009/2010 (Pages 131 - 136)
10. To consider any other business, details of which have been notified to the Head of Legal, Equalities and Democratic Services prior to the commencement of the meeting and which the Chairman, by reason of special circumstances, considers to be of so urgent a nature that it cannot wait until the next meeting

K DICKS  
Chief Executive

The Council House  
Burcot Lane  
BROMSGROVE  
Worcestershire  
B60 1AA

8th July 2009

# Agenda Item 3

## BROMSGROVE DISTRICT COUNCIL

### MEETING OF THE PERFORMANCE MANAGEMENT BOARD

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

PRESENT: Councillors Mrs. M. Bunker (Vice-Chairman in the Chair), S. R. Colella, Mrs. J. M. L. A. Griffiths and Ms. H. J. Jones

Observers: Councillor G. N. Denaro

Officers: Mr. T. Beirne, Mr. H. Bennett and Ms. R. Cole

#### 12/09 APOLOGIES

Apologies for absence were received from Councillors Mrs. A. E. Doyle and C. B. Taylor.

#### 13/09 DECLARATIONS OF INTEREST

There were no declarations of interest.

#### 14/09 MINUTES

The minutes of the meeting of the Performance Management Board held on 18th May 2009 were submitted. The Assistant Chief Executive undertook to circulate members with information requested in minute 7/09 (c) and (d).

**RESOLVED** that the minutes be approved as a correct record.

#### 15/09 PERFORMANCE REPORT (APRIL 2009)

The Board considered a report on the Council's performance at 30th April 2009.

During the discussion Members raised the issue of attendance at the Dolphin Centre and queried whether enough user information was available to officers. Higher quality and more detailed user information would enable targeted campaigns to be undertaken and particular groups to be reached. It was reported that whilst the spatial project could assist partially with this it was likely that a budget bid may be made in respect of specialist software which would enable more detailed information to be obtained. In addition it was stated that the target may require further consideration.

Members queried whether the new target of 10 days for the payment of invoices was achievable. It was noted that Value for Money and Procurement was increasingly important and that this would be included as part of the integrated Finance and Performance report.

There was also discussion on the issue of Shared Services and it was felt it would be helpful for a highlight report on progress with this project to be considered regularly by the Board, on a similar basis to that adopted previously in respect of the Spatial Project.

**RESOLVED:**

- (a) that it be noted that 52% of performance indicators were stable or improving;
- (b) that it be noted that 50% of performance indicators which have a target were meeting target as at the month end and were projected to meet their target at the year end;
- (c) that the performance figures for April 2009 as set out in Appendix 2 be noted;
- (d) that the particular areas of improvement as set out in section 3.5 of the report be noted;
- (e) that the particular areas of concern as set out in section 3.6 of the report be noted; and
- (f) that a highlight report on progress with the Shared Services project be submitted to the Board on a regular basis.

**RECOMMENDED:**

- (a) that in respect of the Dolphin Centre usage figures, the Portfolio Holder be requested to work with the Deputy Head of Street Scene and Community to consider the target and also the potential financial impact of any changes;
- (b) that with regard to the payment of invoices within 10 days, the Portfolio Holder be requested to discuss with the Head of Financial Services whether this is a realistic target.

16/09 **SICKNESS ABSENCE PERFORMANCE UPDATE**

The Board considered a report on the performance in relation to sickness absence as at 30th April 2009. The Portfolio Holder for Resources and the Executive Director - Services reported on the measures which were being taken to address this issue and answered questions from Members. It was noted in particular that additional training was being given to managers in undertaking return to work interviews and managing sickness.

Members requested information on short term and long term absences and in particular the effect of "stripping out" from the figures short term absences which go on to become long term absences.

**RESOLVED** that the report be noted and a further report be submitted at the end of the quarter covering all of the actions taken in relation to sickness absence, including the figures referred to above.

17/09 **COMPREHENSIVE PERFORMANCE ASSESSMENT REPORT**

The Board considered a report on the Comprehensive Performance Assessment (CPA), including the recommendations made by the Audit Commission and the planned actions to address these.

Whilst it was appreciated that there was still a need to move towards becoming an excellent Council, Members acknowledged the work undertaken by both officers and Members to enable the Council to progress from poor to fair in less than two years.

The Assistant Chief Executive reported that he felt it would be a useful exercise for the Board to visit two Councils who had progressed from weak to excellent in a short time period, in order to learn from their experiences.

The importance of understanding the Comprehensive Area Assessment regime was also discussed and it was confirmed a Member Briefing on this would take place on 24th September 2009.

**RESOLVED:**

- (a) that the significant improvement in the Council's CPA rating from poor to fair in less than two years be noted;
- (b) that it be recognised that fair is an average rating and that as the Council's vision remains "working together to build a district where people are proud to live and work, through community leadership and excellent services", there is still a considerable way to go in order to deliver this vision;
- (c) that the recommendations made by the Audit Commission together with the actions being taken to address these be noted.

18/09 **IMPROVEMENT PLAN EXCEPTION REPORT (APRIL 2009)**

Consideration was given to the Improvement Plan Exception Report for April 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 93 actions highlighted for April within the plan 76.3% of the Improvement Plan was on target (green), 5.4% was one month behind (amber) and 3.2% 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 and Network Rail, together with the reprogramming of Human Resource actions.

19/09 **WORK PROGRAMME 2009/2010**

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

**RESOLVED** that the work programme be approved, subject to the inclusion of a report to the August meeting on a possible visit to two Councils who had moved from a poor to excellent rating, as referred to in minute 17/09.

Performance Management Board  
15th June 2009

The meeting closed at 7.25 p.m.

Chairman

# Agenda Item 4

## BROMSGROVE DISTRICT COUNCIL

### PERFORMANCE MANAGEMENT BOARD

20 JULY 2009

#### ANNUAL REPORT

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

#### 1. SUMMARY

- 1.1 To present the Board with the Annual Report for the year ended 31<sup>st</sup> March 2009, which was approved at the special Council meeting of 24 June 2009.

#### 2. RECOMMENDATIONS

- 2.1 To note the performance achieved in 2008/09.
- 2.2 To consider whether any recommendations should be made to Cabinet regarding performance indicators which did not reach their target in 2008/09 and which are included in the corporate reporting set for 2009/10.

#### 3. BACKGROUND

- 3.1 Through the monthly reporting of performance information and the Improvement Plan to Cabinet and the Performance Management Board, Members should be familiar with the information contained in this report (see Appendix 1).
- 3.2 Section 8 of the report provides detailed information on each indicator's performance for the year ended 31 March 2009. As explained in the report comparison to previous years performance is less meaningful than usual, as there has been a wholesale change in the performance indicators as the government replaced the Best Value Performance Indicator set with a new National Indicator set of indicators on 1<sup>st</sup> April 2008.

#### 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 There are no risks associated with this report.

8 **CUSTOMER IMPLICATIONS**

8.1 Performance Improvement is a Council Objective

9. **EQUALITIES AND DIVERSITY IMPLICATIONS**

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

10. **VALUE FOR MONEY IMPLICATIONS**

10.1 ▪ There are no VFM implications

11. **OTHER IMPLICATIONS**

Procurement Issues None
Personnel Issues None
Governance/Performance Management – 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
Chief Executive	Yes
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 Annual Report 2008/09

15. **BACKGROUND PAPERS**

None

**Contact officer**

Name: John Outhwaite, Senior Policy & Performance Officer

email: [j.outhwaite@bromsgrove.gov.uk](mailto:j.outhwaite@bromsgrove.gov.uk)

Tel: (01527) 881602

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# Annual Report

2008-2009



**Bromsgrove**  
District Council

[www.bromsgrove.gov.uk](http://www.bromsgrove.gov.uk)



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

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

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## 1. Introduction from the Leader of the Council



Welcome to the Council's Annual Report for the year 2008/2009.

We are delighted to once again introduce this report. 2008/2009 has been a particularly significant year for the Council. We are now rated a "Fair" council by the Audit Commission, the independent regulator for local government. In previous years, we have talked about the actions we have been taking to improve our governance, our

performance and customer service and it is good to see that these actions are now coming to fruition and recognised by the Audit Commission and by you the customer.

All of our priorities have seen an improvement over the last 12 months.

For the town centre, we have completed the consultation on the town centre issues and options paper. This is the precursor to the area action plan for the town centre, which we expect to be complete by 31 March 2010. The area action plan will provide a master plan for the regeneration of the town centre over the next decade. We are looking to progress certain aspects of the regeneration in advance of the area

action plan and we are sure you are aware of the disappointment across the town, when Parkside School was listed; however, we press on and are now exploring putting the "blue light campus" near New College, which will free up Windsor Street for re-development.

Housing is now a one star service with promising prospects and we are exceeding our affordable housing targets. Our Housing Team have worked particularly hard over the last three years to improve this aspect of the Council and I am very pleased with the much improved working relationship with our preferred registered social landlord partner, BDHT.

Our customer service priority has seen a dramatic improvement in the Customer Service Centre's performance with answer times now averaging 30 seconds and 73% of residents surveyed saying they would recommend it to a friend.

Sense of community: where do we start? This is a particularly strong part of the Council's offer. We have rolled out street theatre across the District, make a substantial financial contribution to the Artrix (£120,000 a year), have an excellent sports development team and work closely with the Police through our neighbourhood wardens and PACT meetings.

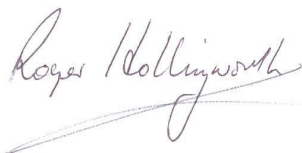
Finally, residents have recognised that our streets are cleaner and value our excellent recycling service.

Three years ago, we introduced "Building Pride" as our strap line. There is much we can now be proud of. However, whilst we have come along way in a short space of time, "Fair" means we are average. We hope you will have noticed the cover of our Annual Report has a signpost with Excellent on.

We are still on a journey. Our customers have high expectations and our vision has always been to deliver excellent services, so we must go on improving.

Delivering this vision in the current economic climate is not going to be easy. Local government finance has not benefited in the same way as education and health have in recent years and we are now about to enter an era of retrenchment, with virtually nil growth. This means we have to make significant savings in order to maintain existing services and to improve. This is why we are pursuing the shared services model with Redditch Borough Council. No change is not an option; we have to find a new business model in order to respond to the expected public finance challenges ahead.

We look forward to reporting to you next year on the formal agreement of this new business model, what savings it is going to deliver and what improvements it is going to make to residents' quality of life as we start our journey from Fair to excellence.



**Roger Hollingworth**  
Leader of the Council



**Kevin Dicks**  
Chief Executive

An electronic version of this plan can be found on our website:

**[www.bromsgrove.gov.uk](http://www.bromsgrove.gov.uk)**

## 2. About Bromsgrove District

### Location

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



Data suggests that 16,643 people travel into the District for work, with 26,112 (29%) of the population travelling out, a net commute out of 9,469.<sup>1</sup> Our main communities are detailed in the map (above). The District has no wards in the top 20% most deprived in England.<sup>2</sup>

<sup>1</sup> ONS 2001 Census

<sup>2</sup> DCLG Indices of Multiple Deprivation 2007

### Population

The population of the District is 92,300<sup>3</sup> and the Office for National Statistics predicts that this will increase by 20.5% over the next 23 years to 111,200 in 2031.<sup>4</sup> The over 65 population totals 17,000 (18.4% of the population)<sup>5</sup> and this older population is predicted to expand as a proportion of the overall District population significantly over the next 20-25 years, with the over 80s population estimated to increase by 132% by 2031.<sup>6</sup>

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

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

<sup>3</sup> ONS 2007 Mid-Year Population Estimates

<sup>4</sup> ONS 2006 Subnational population projections

<sup>5</sup> ONS 2007 Mid-Year Population Estimates

<sup>6</sup> ONS 2006 Subnational population projections

<sup>7</sup> Worcestershire County Council RSS Household Forecasts Report 2008

<sup>8</sup> ONS 2006 Resident Population Estimates by Ethnic Group

<sup>9</sup> Worcester County Economic Assessment 2007-2008



### Economy

The economic picture of the District is generally positive in spite of the current economic downturn. The mean household income is £38,690, which is the highest in the county (the county average is £35,656).<sup>10</sup> There are three major areas of economic regeneration within the District: the Longbridge site, Bromsgrove town centre and Bromsgrove railway station. In April 2005, parts of Phoenix Venture Holdings (PVH), most significantly MG Rover and PowerTrain entered administration, resulting in the closure of the Longbridge car plant. These parts of the Group employed around 5,850 people in the West Midlands and an estimated £410m was spent with firms based in the West Midlands as part of the supply chain. Whilst unemployment levels naturally increased with the closure, the District's unemployment level subsequently dropped to very low levels (1.8% in April 2008)<sup>11</sup>, although it has risen to 3.7% at April 2009 as a consequence of the national recession. Bromsgrove town centre needs a major overhaul to encourage local shopping and to be able to compete with neighbouring shopping centres. Bromsgrove station is the third area of concern. The current station facilities are not considered fit for purpose and a feasibility study is currently being carried out on the possible redesign of the station so that it can take bigger trains and more passengers and an increase of at least 300 additional car parking spaces. This would help "future proof" the station against any changes to transport charges that may affect Birmingham city centre. The railway station will be funded by a number of organisations and negotiations between Network

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

### Sustainable Development

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

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

<sup>10</sup> PayCheck 2008

<sup>11</sup> WCC County Economic Summary

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

### Affordable Housing

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

### Education, Deprivation and Health

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

Worcestershire to have become less deprived since 2004.<sup>16</sup> Only 640 households are in receipt of benefits in the District, one of the lowest figures in Worcestershire.<sup>17</sup> As a result, identifying the vulnerable within our communities is more difficult than a district with geographic areas of deprivation.

Generally, the District's population is healthier than the regional average. Young people (18-24) have a high risk status being the most likely to smoke, binge drink and not take exercise. Potentially, we could be storing up problems in our young people. A recent Primary Care Trust (PCT) annual report noted that our children's health is good, but there is a need for more child and adolescent mental health services. The PCT retain a concern (shared by the Council's own Community Safety Team) that domestic violence remains "common place". The rate of teenage pregnancies in Bromsgrove in 2006 was 23.6 conceptions per 1,000 females, which is almost half that of the England average of 41.1.<sup>18</sup>

### Crime and Fear of Crime

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

<sup>12</sup> ONS 2001 Census

<sup>13</sup> South Housing Market Assessment April 2007

<sup>14</sup> Worcestershire LEA Key Stage 4 results 2007/08

<sup>15</sup> & <sup>16</sup> DCLG Indices of Multiple Deprivation 2007

<sup>16</sup> ibid

<sup>17</sup> Worcester County Economic Assessment 2007-2008

<sup>18</sup> DH 2008 Bromsgrove Health Profile

<sup>19</sup> British Crime Survey 2008

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

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

The Council has a net budget of £11.733m (2008/09) and a Government Grant of £4.858m. The Council employs 358 staff.

### **Regulatory, Political, Managerial and Financial Context**

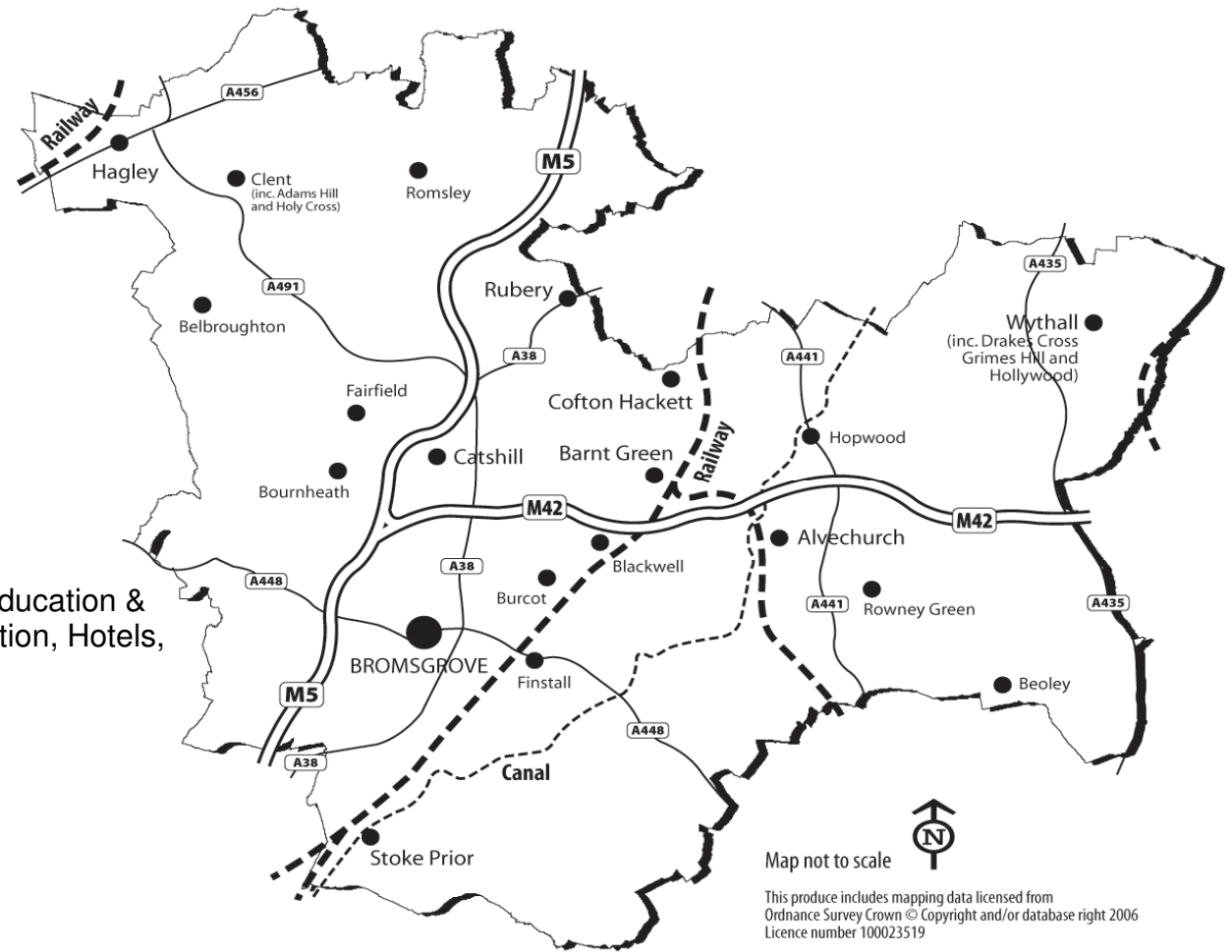
The Council has a majority Conservative administration, with twenty-six Conservatives, six Labour, five Independents, and two Wythall Residents' Association. The Council operates a modernised political structure with the Leader/Cabinet model, supported by four non-Executive Boards: Audit Board, Scrutiny Board, Overview Board and Performance Management Board. There is also a Planning Committee, Standards Committee and Licensing Committee. The Council has a Corporate Management Team (CMT) of 11 including an Acting Joint Chief Executive, Kevin Dicks.

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<sup>20</sup> West Mercia Crime and Safety Survey 2008

Table 3 - About Bromsgrove District

<b>Size Area:</b>	83.9 square miles
<b>Population:</b>	92,300
<b>Households:</b>	37,492
<b>Towns and large villages:</b>	Bromsgrove, Hagley, Rubery, Wythall
<b>Main Employment:</b>	Public Administration, Education & Health (25.9%); Distribution, Hotels, & Restaurants (23.1%)
<b>Unemployment:</b>	3.7%
<b>Ethnicity:</b>	6.4%
<b>Deprivation Ranking:</b>	299 out of 354



### 3 Achievements against our vision, objectives and priorities

A summary of key achievements against our priorities follows.

#### Council Objective – Regeneration (Priorities: Town Centre and Housing)

- Implemented Local Housing Allowance to give more ownership and accountability to the tenants.
- Developed a framework agreement for Disabled Facilities Grants to ensure contractors give value for money in the price and quality of their service.
- To reflect our success in continuing to meet Government targets on the low use of temporary accommodation and B & B for 16 & 17 yrs olds and developing a range of prevention options focused on young people, we were awarded regional centre of excellence for youth homelessness, and hosted a successful conference sharing good practice with other local authorities.
- We worked with RSL partners in the delivery of 145 additional units of affordable housing in Bromsgrove District.
- Worked with neighbouring authorities to develop and implement Home Choice Plus which is a transparent method of allocating social housing in advance of Government guidelines to implement a scheme by 2010.
- We have increased housing choices by bringing empty properties back into use, assisting landlords to improve quality and supply of accommodation and by supporting

24 households to access private rented housing through the 'Step Up' private tenancy scheme.

- In response to the economic down turn we have set up the local delivery of a mortgage rescue scheme and funded an adviser at CAB specifically to assist homeowners who are experiencing mortgage difficulties.
- Funded the new market stalls in the High Street.
- Funding and design of new high dependency unit toilets in town centre (due to open July 2009).
- Bus route survey of town centre and surrounding areas completed, leading to proposal for a 'hopper' service between the town centre and the railway station.
- Initial design for new railway station completed.
- Funding for community transport scheme for mobility impaired people approved.
- Area action plan issues and options paper consulted on and completed.
- A package of planned building works for the town centre was developed, but the subsequent listing of Parkside school by English Heritage means that plans will have to be revised.

#### Council Objective – Improvement (Priority: Customer Service)

- Achieved Level 3 of the Local Government Standard for Equality and Diversity 12 months early.
- Achieved primary status in the Member Development Charter.
- 100% training delivery on Equality and Diversity and Code of Conduct for Elected Members.

- Successful roll-out of local assessment process through the Standards Committee.
- Delivery of successful training programme for parish councillors in Equality and Diversity.
- Successful implementation and roll-out of Legal Case Management System.
- As a result of changes to the General Development Order in Oct 2008, produced a Householders Planning Guide for use at the CSC, as an aid to Planning Surgery and for use on the Website.
- Introduced Public Access to enable customers to view and submission of comments in association with Planning Applications, whilst maintaining performance at above National Levels.
- Customer service centre met all targets for the year, including :
  - The average answer time for telephone calls was 30 seconds however in the second half of the year the team were regularly achieving an answer below 20 seconds.
  - Customers in the CSC waited on average only 7 minutes to see an advisor.
- The Council achieved a CPA rating of “Fair”, jumping a category and having achieved “Poor” only 18 months previously.
- Improved focus on council priorities, which have reduced from 10 to four over the last three years. This focus was reflected in a CPA score for Prioritisation, achieving 3 out of 4.
- The Council completed its Performance Management Strategy, including the implementation of the new National Indicators, Place Survey and a new corporate complaints system. The Council now has a comprehensive performance management system.
- The Council’s project management arrangements were considered “sound” and “on the way to be embedded” by an independent inspection by the Audit Commission. These arrangements included the establishment of a programme board, a project management methodology and project management training for 40 managers.
- Undertook two Customer Panel Surveys, one on quality of life or our residents and the other on customer satisfaction with the Council. This information was fed directly into the 2009/2010 budget round.
- Responded quickly to the “duty to involve” agenda, establishing a budget jury for the 2009/2010 budget round and a “U Decide” event for children and young people, who were given £50,000 to determine how to spend (£10,000 from the District and £40,000 from the County Council).
- Worked in partnership with the Equalities and Diversity Forum on a range of community bids, which helped fund the Council’s first ever Diwali celebrations and put money towards Black History Month (the Council also supports other faith based events like the Christmas Lights switch on, Holocaust Memorial Day and Remembrance Sunday).
- Achieved response rates for its Customer Panel of over 45%, which is a high response rate and improved the statistical validity of these surveys.
- Continued to support the Police through attendance at Partners and Communities Together (PACT) meetings, attending 80% of these meetings in 2008/2009.



- Responded to 270 complaints during 2008/2009, all of which were recorded on the new complaints management system. More importantly, the Council is now beginning to use this data to re-think the delivery of services, in particular, improved communications to the public.
- Undertook a substantial body of research for its new Customer Access Strategy, including focus groups with residents, focus groups with older people and benchmarking with other councils.
- Continued to produce its resident's magazine "Together Bromsgrove" and raised £14,145 of advertising income for its three editions.
- Produced high quality information on expenditure and performance, in particular, a wrap around in the local press on its annual report, which received positive feedback from the public and the Council Tax leaflet.
- Continued to make use of the latest web based technology to communicate with its residents, including Twitter and Facebook.
- Commenced a Lean Systems pilot for Disabled Facilities Grants which will be evaluated in 2009/2010.
- Completed a further update of its Sustainable Community Strategy, to include the new Local Area Agreement targets, which was completed and approved by Full Council.
- Improved processing times for benefits and supported the implementation of a new system by the Department of Work and Pensions to fast track benefit claims.
- Increased number of prosecutions for benefit fraud to ensure the Council's funds for benefit payments are allocated to those who are eligible.
- Implemented a purchase order processing system where all orders are submitted on-line and invoices paid automatically on receipt of goods.
- Continued with home visits by the welfare and visiting officers to support residents in completing benefit claims or who need advice and guidance.
- The implementation of Voice Risk Analysis Software allowing us to use new technology to verify information needed in support of a Benefit claim. This is part of a national pilot funded by the Department of Works and Pensions and has allowed us to improve new claim processing times ensuring customers are paid quickly and accurately.
- Completed the implementation of a suite of IT systems to deliver efficiencies and improvements in services.
- Completion of the Food Service Plan including the programme of interventions at all food premises due for inspection during 2008/09 and making public the hygiene scores of pubs, restaurants and other catering businesses through the "Scores on Doors" part of our website.
- Completion of the Health and Safety Service Plan including the programme of inspections planned for 2008/09. This included a project of inspecting all hairdressers, beauty salons and tanning salons and an associated award scheme.
- Completing the actions agreed with the Food Standards Agency following their audit in June 2008.

### **Council Objective – Sense of Community and Well Being (Priority: Sense of Community)**

- Following a community bidding process the Council funded black History month, Diwali and other projects with vulnerable or minority groups within the District.
- Funded an increase in the neighbourhood wardens.
- Granted a budget allocation towards youth participation in Council issues.
- Worked in partnership to save the Multi Agency Resource Centre from closure (now renamed as TRUNK).
- Approved increase in the number of Neighbourhood Partnerships within the District.
- Approved improvements in access to allotment sites.
- Approved funding to improve Houndsfield Lane Caravan Site.
- Organised a Veteran Day's bandstand programme and special event at the Artrix Theatre, as a result of resident feedback.
- Successful bandstand programme in Sanders Park (funded through sponsorship).
- External accreditation of Lifeline Service. 98.50% of Lifeline calls answered within 30 seconds (target is 80%).
- Delivery of Sport Unlimited project funded by Sport England which supports children and young people aged 5-19 years.
- Successful bid to Health Improvement Fund to deliver Families Fit Together, an inter-generational project to encourage residents in particular wards to become more active.
- Development of mobility sessions in rural localities which are accessible for older adults, including sessions in Alvechurch, Hollywood and Central Bromsgrove.
- 'High 5' event around the five themes of the Every Child Matters agenda launched and now an annual event.
- Establishment of six community multi-skills clubs across the District.
- Delivery of two gifted and talented multi-skills academies for children aged 5-9 years.
- Set up of two gymnastics community sessions within the District to enable children to access high quality gymnastics provision.
- Successful Community Investment Fund bids totalling £79,000 to develop sport and active recreation opportunities for young people and adults aged 16 years and over.
- Programme of free community coaching opportunities rotating around the district utilising the multi use games arena (MUGA) facilities developed in 2007/2008.
- 235 new Lifeline installations within Bromsgrove enabling vulnerable people to remain living at home.
- 95.6% of Lifeline customers were satisfied or very satisfied with the installation and demonstration of the equipment.
- Installation of upgraded CCTV cameras within the Town centre and Rubery.
- Successfully delivered the Street theatre programme to include three events in Bromsgrove Town and three additional events in Hagley, Wythall and Rubery.
- Bonfire event delivered in Sanders Park – the second year of a paid event – achieved the improvements to the event from the previous year.



- New Christmas Light displays and infrastructure for Bromsgrove and Rubery as identified in the annual residents survey.
- Successful Christmas Lights events delivered in Bromsgrove and Rubery and part sponsorship secured for three years up to Christmas 2010.
- Established sponsorship framework to enable the Council to work with private and public sector to maximise our sponsorship initiatives.
- Successfully delivered Black History Month in conjunction with Bromsgrove Black History Society including facilitating the events programme and marketing materials.
- Marketing and production of the annual 'Go4fun' magazine containing summer events programmes and activities distributed to local children for the summer holidays.
- Successfully delivered the Shindig rural and community touring scheme to village halls and community venues throughout Bromsgrove District.
- Successfully delivering the marketing and installation of the new Dolphin Centre Gym including the opening event.
- Successfully took on the management of Fairs throughout Bromsgrove district.
- Secured funding for a full time dedicated Allotment and Football Pitch Officer.
- All unused and overgrown allotment plots have now been cleared and tenanted and Allotment waiting lists have reduced.
- Partnership working with Football Leagues and teams greatly improved.
- Achieved the prestigious Green Flag status for Sanders Park.
- Successful commencement of new full time dedicated play area inspector and BTEC associated training completed.
- Successful delivery of new teenage risky play and MUGA at Alvechurch.
- Successful consultation and delivery of five Big Lottery Play Area Schemes – total value of schemes £200,000.
- Successful consultation and delivery of Capital Schemes of two MUGA's at Catshill and Wythall.
- Achievement of funding from the Environment Agency of £4,000 planting of the Battlefield Brook in Sanders Park to support water voles. The planting was carried out involving volunteers from local schools.
- Awarded Playbuilder funding through the Play Partnership for Lickey End recreation ground and successfully delivered consultation and project including natural play scheme with additional capital for ancillary items and creation of a small wildlife reserve.
- Achieved funding through County by working with Friends of Sanders Park group to improve the lighting along Watt Close entrance to the park.
- Establishment of partners to progress £12,000 funding for improvements to the canalised section of the Battlefield Brook.
- Carried out a service review of the Councils Sports Centres provision which generated £150,000 of savings.
- Undertook the Phase 2 refurbishment of the Dolphin Centre and implemented at a new 54 station health & fitness suite.

- Established a community safety shared service with Redditch Borough Council.

### **Council Objective Environment (Priorities: Clean Streets and Recycling)**

- Funded a climate change officer as a joint post with Redditch Council.
- Purchased a fleet of new refuse vehicles to improve efficiency.
- Shop mobility scheme opening hours have been extended.
- The Council's website has been updated and now allows for reporting of fly-tipping.
- The Council has improved cleanliness and sustained consistently high rates of recycling (44% (unaudited figures) exceeding its statutory recycling and composting target of 20 per cent.
- The Council's customer panel data indicates that satisfaction has since risen.
- Successful implementation of Chargeable Garden Waste Service. Currently 14,673 applications received.
- Implemented flytipping enforcement procedures where appropriate.
- Wireless network installed to ticket machines in car parks to allow remote recording of registrations and machine functionality.
- 74% of complaints were responded to within the 10 day response standard.
- Removing abandoned vehicles, dead animals and fly tips has consistently exceeded target throughout the year.

- Set-up system for telephone payments for green waste collection.
- Reviewed refuse rounds and set-up Uniform system for refuse service.
- Achieved sponsorship for maintaining roundabouts across the District.

#### 4. Summary of audit and inspection findings

During the year the Council had a second Corporate Assessment under the Comprehensive Performance Assessment regime operated by the Audit Commission. A summary is shown below. A copy of the report is available on the Audit Commission website [www.audit-commission.gov.uk](http://www.audit-commission.gov.uk) as well as the Annual Audit Letter which summarises all audit and inspection activity in the past year. The Council has responded to the recommendations and has incorporated improvement actions to address identified areas for improvement in the Council Plan, the Improvement Plan and departmental Business Plans, all of which can be seen on the Council website [www.bromsgrove.gov.uk](http://www.bromsgrove.gov.uk).

##### Corporate Assessment (March 2009)

**Result:** Fair (up from Poor in last assessment in 2007/08).

##### The Inspectors said:

“Since first comprehensive performance assessment in 2007 the Council has achieved much, often from a very low base, and its overall performance is now 'fair'. The Council has made significant progress in addressing the weakness previously identified. 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.”

“The Council, together with its partners, now has clear ambitions for the community which are informed by community needs and aspirations. 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.”

“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.”

“Improved management of performance and service delivery is securing improvement in services. 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.”

“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.”

“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.”

The Inspectors made recommendations covering three areas:

1 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.

2 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 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.

3 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.

The full report can be seen on the Audit Commission website at [www.audit-commission.gov.uk/cpa](http://www.audit-commission.gov.uk/cpa)

### **What the Council is doing:**

An updated improvement action plan is being developed and will be submitted to Cabinet for approval in July 2009. The Performance Management Board will continue to review progress against this revised action plan.

### **Use of Resources**

In December 2008 the Auditors submitted their latest report and judgements on 'Use of Resources'.

**Result:** Overall Score 2 (out of 4), the same as last year

### **The Inspectors said:**

"In keeping with the Audit Commission's aim of being a driver for continuous improvement, this assessment has been more

challenging than the previous assessment. Our overall assessment of performance is level 2 which remains unchanged from the previous year. The Council's performance demonstrates that it has been able to make improvements in two areas, those of Internal Control and Value for Money whilst maintaining its scores for the other three.”

***What the Council is doing:***

Actions are in place to further improve the use of resources, taking the auditors comments and recommendations into account.

## 5. Summary of achievements against our Improvement Plan

The Council developed its fourth Improvement Plan in July 2008, which was approved by Cabinet on 2<sup>nd</sup> July 2008. The plan, which runs until June 2009, contains over 300 actions under a number of different improvement outcome headings, including:

- Town centre regeneration
- Housing
- Customer service
- Sense of community
- Clean district
- Value for money
- Financial management and strategy
- Financial and performance reporting
- Customer process
- Improved Council governance
- Spatial Business Project
- Improved partnership working
- Planning
- Learning & development,
- Workforce modernisation
- Employee climate

At the end of March four actions were one month behind schedule and two were more than one month behind schedule. Thirty three of the originally planned actions have been either suspended or had their completion dates significantly extended, due to a variety of reasons. All other actions in the plan were either completed or on schedule. The Improvement plan is currently being revised again for 2009/10. Further details about the Improvement Plan are available on the Councils' website

<http://bromsgrove.whub.org.uk/home/bdc-improvement-plan>

## 6. The Council's Performance Management framework

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

At the top of the framework is **The Community Strategy**. It is a 10-year plan that has been developed by the Bromsgrove Partnership, comprising public, private, voluntary and community organisations, which have been consulted with locally to identify the priorities for the area. The Community Plan represents an 'umbrella' plan from which each organisation prepares its own strategy to deliver aspects of the community plan for which it is responsible. The District's Community Plan is currently being reviewed.

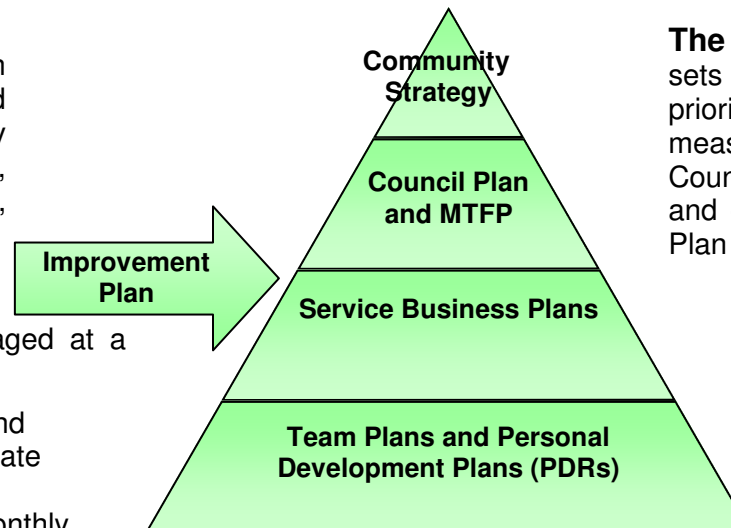
**Improvement Plan.** The Improvement Plan provides a link between the 3 year Council Plan and the 1 year service business plans. It extracts key actions for the year ahead in a GANT chart format, against which progress is reported each month, using a traffic light system.

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### Performance Management

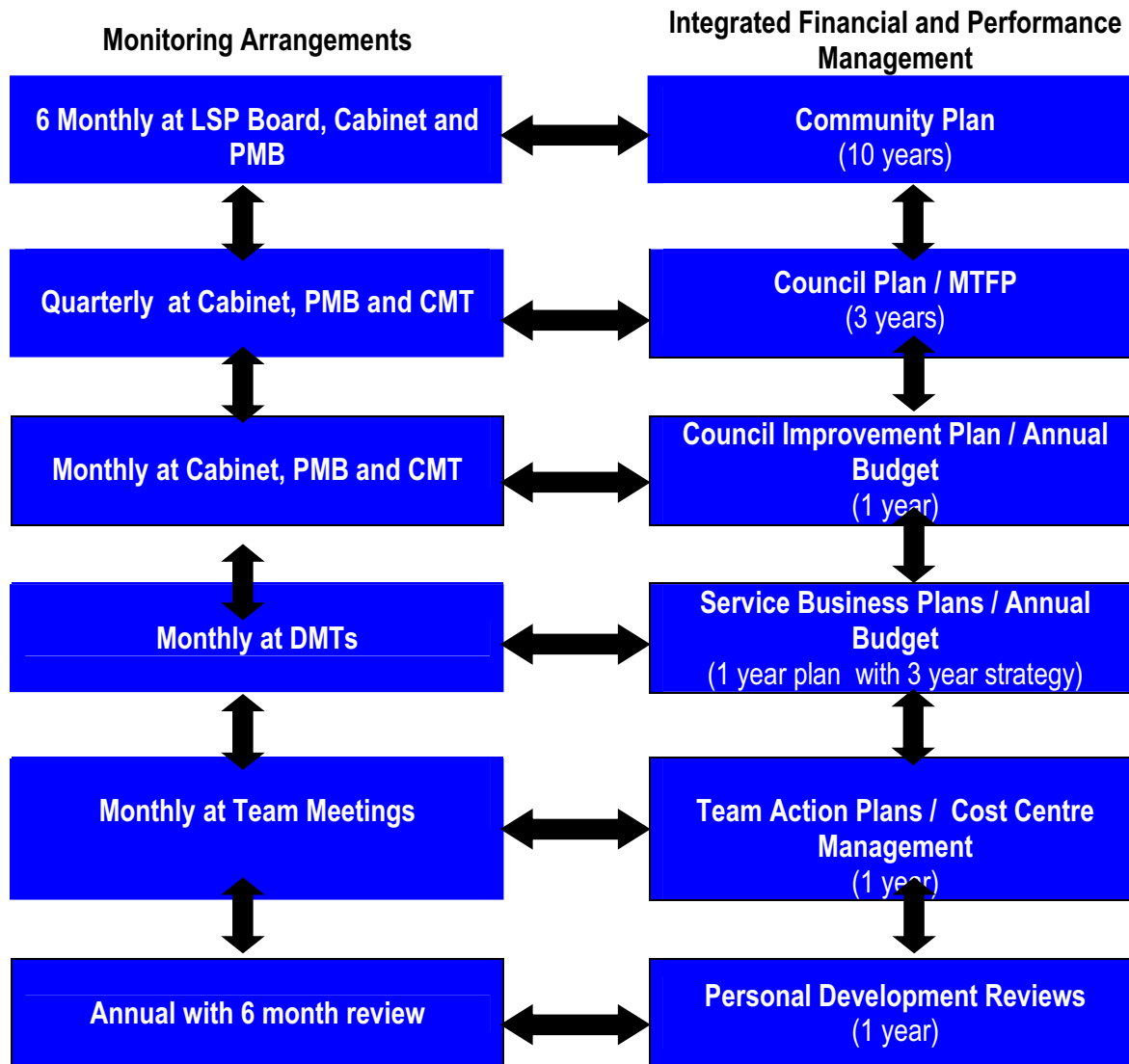
Progress against our plans are monitored and managed at a number of levels (see also overleaf):-

1. Cabinet receives a quarterly integrated financial and performance report and an Improvement Plan update each month.
2. The Performance Management Board receives monthly updates on the corporate performance indicators and the Improvement Plan. Any issues identified are reported to Cabinet.
3. All the above information goes to the Council's Corporate Management Team each month and it also receives quarterly updates against the service business plans.
4. The performance management framework is underpinned by:
  - A Data Quality Strategy and action plan to ensure that the quality of performance data is sound and thus decisions are made based on accurate data.
  - A Performance Management Strategy and action plan to further improve and embed performance management principles and good practice.



**The Council Plan** is based on consultation and sets out the Council's corporate objectives and priorities for the next 3 years in specific and measurable terms. The Plan also sets out how the Council will contribute to the Community Strategy and drives the Council's Medium Term Financial Plan (MTFP).

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



**The Monitoring Arrangements** for each part of the performance management framework are detailed in the table opposite. This was agreed at December 2006 Cabinet.



## 7 Value for Money Summary

The Use of Resources review in December 2008 included a review of the VFM provided by the Council from which the Council received a scoring of 2 out of 4. This was an improvement on the previous scoring of 1 (below minimum standards) and demonstrates that the Council is now performing adequately and has reached the externally assessed minimum standard.

The new framework for the Use of Resources looks to embed the delivery of Value for Money across all services delivered by the Council. This will be demonstrated by the Council showing that there is a clear focus on achieving Value for Money in the use of all our resources including people and natural resources.

In the last year the Council has made a fundamental change to its approach to Value for Money through the examination and implementation of a shared services model with Redditch Borough Council. The principles of the model are that the two councils continue to be politically independent and focussed on meeting the priorities of their respective areas, but that service delivery is through shared service departments. Progress so far includes: appointing an acting joint chief executive for both councils, sharing of services for elections, community safety and payroll. A full report on longer term opportunities across all service areas is due to go to both Councils in July 2009 for consideration. In addition the Council is working with Worcestershire County Council and

other districts on the 'Worcestershire enhanced two tier' (WETT) initiative to explore the opportunity for shared services.

These two major initiatives are being supported by two officers in the Council with a specific focus on developing the VFM culture; the Procurement Manager who ensures that all purchasing is undertaken in an efficient and modern manner and the Improvement manager who has a focus on project and programme management, lean systems work, as well as developing a VFM dashboard and analysis.

In addition to these two major initiatives the Council has also been delivering a number of other VFM initiatives over the last 12 months, these include:-

- Developing priorities in conjunction with our stakeholders (PCT, voluntary sector) and our customers ( Customer Panel, Customer surveys).
- Improvements to the links between funding and priority to ensure the Council realigns financial resource to key areas of priority.
- Establishment of the budget jury to support the Councils consultation process and raise awareness in the community of financial issues.
- Development of budget bids by the Equality and Diversity Forum to fund key areas of need for the more vulnerable members of the community.

- Cash savings delivered from entering into joint contracts and agreements with other councils across Worcestershire.
- Cash savings delivered by staff looking at more efficient ways to procure services (on-line manuals, on-line advertising).
- Value for Money and procurement training delivered to officers and Members.
- Supplier seminars undertaken to raise awareness of how to trade with the Council and to support local businesses.
- Review of waste management arrangements with resulting replacement vehicles being ordered as current fleet too costly
- Delivery of the Capital Programme to within 10% of the budget allocation
- Procurement savings of £80k achieved and sharing of procurement officer with Redditch Council.
- Developed new on-line budget consultation to enable the public to propose their own budget and revised council tax.

A VFM action plan was approved by Cabinet in November 2007 to identify the key areas that were to be addressed to improve our demonstration of VFM. The action plan is monitored quarterly to Corporate Management Team and Members. The plan has continued to be delivered during 2008/09 with the majority of areas being addressed successfully.

A new plan is to be developed with reference to the new framework on Use of Resources in August 2009 to ensure the Council uses its resources in the most efficient and effective way to our residents and customers.




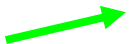


## 8. Performance results

In April 2008 Central Government introduced a revised set of performance measures, called National Indicators (NIs). These replaced the Best Value Performance Indicators (BVPIs) which had been used since 2000. Many of these NIs are new measures and so it is not possible in many cases to show comparisons to previous year's performance. There are 198 NIs, but only a subset of these applies to District Council areas and many of those are reported by other organisations. Further information about NIs and other council's performance can be found at the [www.communities.gov.uk/hub](http://www.communities.gov.uk/hub) website.

Each year the Council identifies performance measures which must reflect our priorities, these are a combination of national indicators plus some local indicators we have developed ourselves. Of these performance measures a subset of the most important ones are managed through reporting each month to the Corporate Management Team as well as Cabinet and Performance Management Board, the remainder are managed by individual Departments and portfolio holders

As a result of these changes this report will now show those corporately reported performance measures

### Key:

Ref.	The reference code of the indicator
Description	The official description of the indicator
2007/08	The target and actual performance achieved for the year April 2007 to March 2008 inclusive (where available)
2008/09	The target and actual performance achieved for the year April 2008 to March 2009 inclusive
	Performing above target
	Performing below target within 10%
	Performing below target by more than 10%
Trend	Comparison of performance to the previous year
	Improving performance
	Steady performance
	Declining performance

## Summary of performance

### Performance against targets

The following table provides information on how performance indicators are performing against targets set by the Council, where the data is available.

Performance against target	2007/08	2008/09
Performing at or above target	77%	72%
Performing below target but within 10% of target	16%	20%
Performing below target by more than 10%.	7%	8%






Note that due to the significant changes in the PI reporting set, as described above, there are a number of PI's which were new in 2008/09 and thus did not have a target. Therefore overall comparisons of performance with previous years should be treated with caution.

### Performance Trends


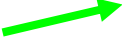








The following table and graph provides information on how performance indicators are performing against previous year's performance, where comparable data is available.

Performance Trends	2007/08	2008/09
Performance Improving	72%	54%
Performance steady	11%	8%
Performance declining	17%	38%

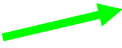
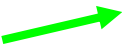

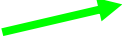


Note that due to the significant changes in the PI reporting set, as described above, there are a number of PI's which were new in 2008/09 for which there were no previous years figures. Therefore overall comparisons of performance with previous years should be treated with caution.

Ref	Description	2007/08 Actual	2008/09		Trend
			Target	Actual	
NI 191	Residual Household waste per household	n/a	593.00	586.26	n/a
NI 192	Percentage of household waste re-used, recycled and composted	n/a	45.00	43.25	n/a
NI 195	Improved street & environmental cleanliness - graffiti	n/a	5.00	2.00	n/a
NI 195	Improved street & environmental cleanliness -litter	n/a	13.00	6.00	n/a
NI 195	Improved street & environmental cleanliness - detritus	n/a	20.00	15.00	n/a
NI 195	Improved street & environmental cleanliness - fly posting	n/a	1.00	0.00	n/a
NI 196	Improved street and environmental cleanliness - fly tipping	n/a	2	2	n/a
	%age of reported abandoned vehicles investigated within 24 hours	100	95	98.8	
	%age of reported abandoned vehicles removed within 24 hours	98.78	95	100	
	Percentage of animal/debris cleared within timescales	100	95	100	
	Percentage of fly tips dealt within response time	99.46	95	100	
	Number of missed household waste collections	1,102	1,392	1,136	




## Annual Report 2008/09

Ref	Description	2007/08 Actual	2008/09		Trend
			Target	Actual	
	Number of missed recycle waste collections	352	600	281	
	Number of usages of Sports centres	592,133	672,420	627,404	
	Sports development usages	18,213	20,505	21,219	
	Attendance at arts/community events	25,056	17,678	20,642	
	Artrix usage	n/a	41,218	47,864	n/a
	Number of people attending the annual bonfire	n/a	11,339	2,757	n/a
	The number of domestic burglaries	355	359	438	
	The number of violent crimes	1,093	1,052	973	
	The number of robberies	67	56	61	
	The number of vehicle crimes	710	759	744	
	Number of affordable homes delivered	46	80	145	
	Number of households occupying temporary accommodation	16	34	13	
	Average time (weeks) from referral to completion for category 1 DFGs (Disabled Facilities Grants)	n/a	n/a	35.2	n/a
	Average time (weeks) from referral to completion for category 2 DFGs	n/a	n/a	41.76	n/a

## Annual Report 2008/09

Ref	Description	2007/08 Actual	2008/09		Trend
			Target	Actual	
	Average time (weeks) from referral to completion for category 3 DFGs	n/a	n/a	57.69	n/a
	Percentage of DFG budget allocated to approved schemes	n/a	n/a	100	n/a
	Percentage of DFG budget spent	n/a	n/a	97	n/a
	Resolution at first point of contact all service streams (%)	94.3	90	99	
	Average speed of answer (telephone calls at the Customer Service Centre) (seconds)	36	30	30	
	Percentage of calls answered (at the Customer Service centre) (%)	84	85	87	
	Percentage of invoices paid within 30 days of receipt	97.83	98	99.38	
	Number of complaints received (Council wide)	n/a	n/a	270	n/a
	% of PACT meetings attended by SMT members	n/a	85	80	n/a
	Number of compliments received	n/a	n/a	70	n/a
	The level of the Equality Standard for Local Government to which the Authority conforms <sup>1</sup>	2	2	2	
	The average number of working days lost due to sickness	9.35	8.75	10.66	

## Annual Report 2008/09

Ref	Description	2007/08 Actual	2008/09		Trend
			Target	Actual	
NI 181	Time taken to process housing and council tax benefit new claims or change events (days)	n/a	16	15.03	n/a
NI 179	VFM - total net value of on-going cash releasing VFM gains since the start of 2008-09 (£'000)	n/a	602	615	n/a
NI 157	The percentage of major planning applications determined within 13 weeks.	95.35	75.00	68.80	
NI 157	The percentage of minor planning applications determined within 8 weeks.	92.42	80.00	76.50	
NI 157	The percentage of other planning applications determined within 8 weeks.	93.11	90.00	89.50	

Notes:

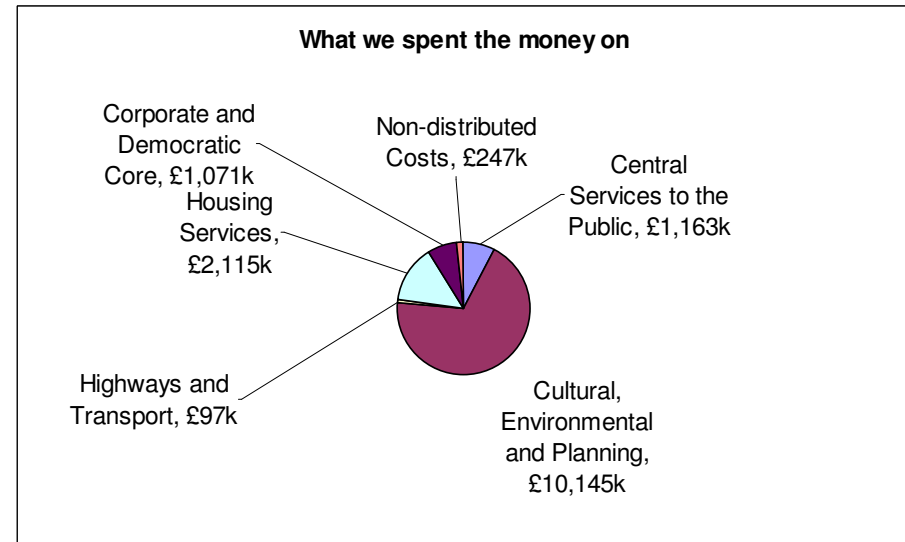
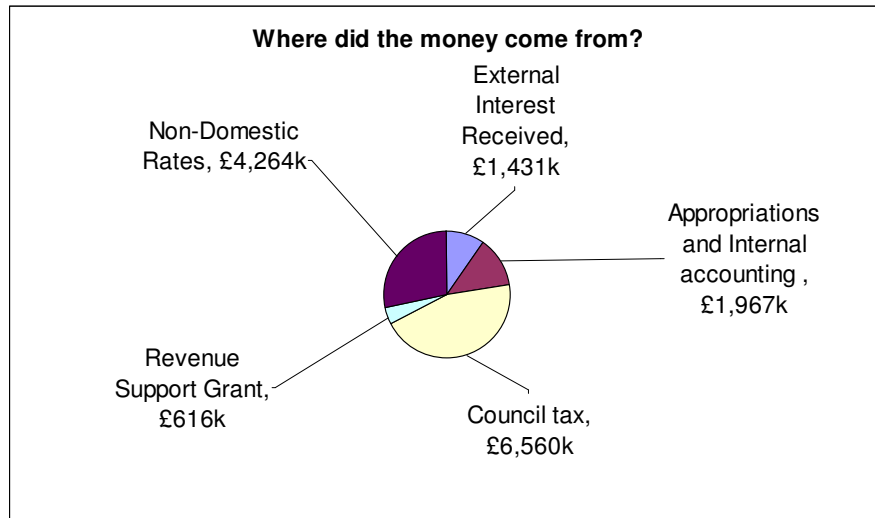
- 1 In April 2009 the Council achieved level 3 of the Equality Standard



### 9. Summary financial Information

The income and Expenditure Account shows the spending and income involved with the day to day running costs of the Councils services, for example employees, premises and supplies. For 2008/09, our net budgeted revenue expenditure was £12.5 million. Due to a significant increase in the investment income received during 2008/09, the Council requires a reduced level of funding from balances of £212k to meet the net position for the year.

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## 10. Glossary of Terms

Term	Definition
Audit Commission	The regulatory body that has responsibility for examining the work of local authorities
Best Value	A legal duty (Local Government Act 1999) designed to make sure that local authorities continually improve their value for money
Building Pride	The Council's transformation programme designed to make Bromsgrove District Council an excellent local authority.
Corporate Management Team (CMT)	The Council's officer management team made up of the Chief Executive, Executive Director Services, Executive Director Partnerships & Projects, Assistant Chief Executive and the seven heads of service.
Comprehensive Performance Assessment (CPA)	An external assessment by the Audit Commission which makes a judgement on the whole of a Councils performance and provides a single rating of Excellent, Good, Fair, Weak or Poor.
Community Strategy	A long-term vision for the District as a whole. The Strategy co-ordinates the actions of public, private and community organisations in meeting the needs and priorities of local communities. Under the Local Government Act 2000, all local authorities are required to work in partnership with the community, business, voluntary sector and other public sector partners to develop a long-term strategy to promote the social, economic and environmental well-being of their local communities.
Annual Report	An annual report which outlines how the Council has performed against what it said it would do. It includes Best Value Performance Indicator results and targets required by law.
Local Area Agreement (LAA)	A form of contract between Central Government and the Worcestershire Local Strategic Partnership for the delivery of a range of outcomes supported by targets. The LAA includes a pump priming grant from Central Government and the payment of a reward grant for successful delivery of some of the targets.
Local Strategic Partnership (LSP)	A family of partnerships and organisations that is working to a common aim - to improve the quality of life in the District and deliver the Community Strategy

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

# Agenda Item 5

## BROMSGROVE DISTRICT COUNCIL

### PERFORMANCE MANAGEMENT BOARD

20 JULY 2009

#### MAY (PERIOD 2) 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 31 May 2009 (period 2).

#### 2. RECOMMENDATIONS

- 2.1 That the Board notes that 81% of PIs are stable or improving.
- 2.2 That the Board notes that 73% of PI's that have a target are meeting their target as at the month end and 92% are projected to meet their target at the year end.
- 2.3 That the Board notes the performance figures for May 2009 as set out in Appendix 2.
- 2.4 That the Board notes the particular areas of improvement as summarised in section 3.4.
- 2.5 That the Board notes the PI's of particular concern as set out in section 3.5 and makes any recommendations to Cabinet as deemed appropriate..

#### 3. BACKGROUND

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

	<b>On Target</b>
	<b>Less than 10% from target</b>
	<b>More than 10% from target</b>
	<b>No target set</b>

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

- 3.2 Comparisons of overall performance improvements this month to last month are shown on Appendix 1.
- 3.3 This is the second 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 Performance worthy of particular mention is as follows:

- Crime figures are better than target, an improved position on last years outturn
- Dolphin centre usage has increased and is now above target
- Sports developments usages are running at 10% above target
- CSC performance is well above target

3.5 Performance of potential concern is as follows:

- Sickness absence worsened in May.

#### **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 May 2009  
Appendix 2 Detail Performance report for May 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](mailto:j.outhwaite@bromsgrove.gov.uk)

Tel: (01527) 881602



%age

APPENDIX 1

**SUMMARY - Period 1 (April) 2009/10**

Monthly (April) performance				Estimated Outturn				
	No.	%age <sup>3</sup>		No.	%age <sup>3</sup>		No.	%age <sup>3</sup>
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 data <sup>2</sup>	8		No data <sup>2</sup>	3	
<b>Total Number of Indicators reported this period<sup>1</sup></b>	<b>34</b>		<b>Total Number of Indicators reported this period<sup>1</sup></b>	<b>34</b>		<b>Total Number of Indicators reported this period<sup>1</sup></b>	<b>34</b>	

**SUMMARY - Period 2 (May) 2009/10**

Monthly (May) performance				Estimated Outturn				
	No.	%age <sup>3</sup>		No.	%age <sup>3</sup>		No.	%age <sup>3</sup>
Improving or stable.	22	81%	On target	19	73%	On target	24	92%
Declining	5	19%	Missing target by less than 10%	6	23%	Missing target by less than 10%	1	4%
No data			Missing target by more than 10%	1	4%	Missing target by more than 10%	1	4%
			No data <sup>2</sup>			No data <sup>2</sup>		
<b>Total Number of Indicators reported this period<sup>1</sup></b>	<b>27</b>		<b>Total Number of Indicators reported this period<sup>1</sup></b>	<b>26</b>		<b>Total Number of Indicators reported this period<sup>1</sup></b>	<b>26</b>	

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Performance Indicators Period 02 (May) 2009/10

Ref	Description	Report - ed?	Cum or Snap?	2008/09	2009/10						2009/10			Comments
				Actuals	April Target	April Actual	Target &Trend	May Target	May Actual	Target &Trend	Target	Est. Outturn	Est. Outturn Target &Trend	
<b>Street Scene &amp; Community</b>														
NI 191	Residual Household waste per household (KG)	M	C	586.26	48.61	52.56	W	98.62	100.66	I	593.00	595.00	W	Trade waste tonnage yet to be taken off which will improve this result for both April & May
NI 192	Percentage of household waste re-used, recycled and composted	M	C	43.25	32.07	39.30	I	31.90	40.77	I	30.00	39.30	I	Trade waste tonnage yet to be taken off which will improve this result for both April & May. The uptake of the garden waste collection service has exceeded initial expectations therefore this is reflecting in a higher level of composting than estimated.
LPI Depot	Number of missed household waste collections	M	C	1,136	95	129	W	190	252	I	1,140	1,359	W	123 Missed refuse collections, of which 56 were green waste 4 X 38,000 = 0.08%. The introduction of the chargeable green waste service has generated a number of problems resulting in missed bins which we are addressing by regular reminders to crews. We are also investigating some of the complaints more fully to assess if they are genuine and finding that there are a number of spurious complaints that we have been recording as missed. As the service settles down and both crews and the public become more familiar with it we anticipate a considerable improvement.
LPI Depot	Number of missed recycle waste collections	M	C	281	20	18	I	40	24	I	240	78	I	6 missed recycling collections 4 x 36,000 = 0.004%

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Ref	Description	Report - ed?	Cum or Snap?	2008/09						2009/10				
				Actuals	April Target	April Actual	Target &Trend	May Target	May Actual	Target &Trend	Target	Est. Outturn	Est. Outturn Target &Trend	Comments
NWBCU5	Total Crime	M	C	New	459	459	S	934	862	I	5,588	5,516	I	We have experienced a decreasing trend in total crime during May. It was nationally predicted that total crime would increase in the wake of financial difficulties; Bromsgrove however has not followed this trend. It is believed that this reduction in crime is due to the extensive work programme implemented following the strategic assessment of the Community Safety Partnership and the enhanced use of statistical analysis within the partnership
NWBCU1	The number of domestic burglaries	M	C	438	32	35	W	65	47	I	389	371	I	Only 13 Dwelling Burglaries during May which is more than 50% as estimated for May and than we experienced in April. There has been a concerted effort to manage some known offenders within Bromsgrove which may have contributed towards this decrease.
NWBCU2	The number of violent crimes	M	C	973	76	81	W	165	165	S	922	922	S	Violent Crime is still on target. We are predominantly dealing with low level assaults which are related to domestic feuds.
NWBCU3	The number of robberies	M	C	61	5	4	I	10	8	S	58	56	I	These are low level robberies between young people, money, mobile phones etc. Still on target and low in quantity.
NWBCU4	The number of vehicle crimes	M	C	744	58	59	W	115	95	I	690	670	I	Vehicle Crime remains within target. We have seen a decrease in vehicle crime at beauty hot spots which has previously been problematic. There will be a continued efforts to police the car parks at beauty hotspots throughout the Summer months.

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Ref	Description	Report - ed?	Cum or Snap?	2008/09						2009/10			Comments	
				Actuals	April Target	April Actual	Target &Trend	May Target	May Actual	Target &Trend	Target	Est. Outturn		Est. Outturn Target &Trend
LPI CS 1a	CCTV incidents reported - Crime	M	C	3,407	283	258	W	556	515	W	3,400	3,400		The number of incidents although similar to last month saw a reduction in theft and an increase in assaults
LPI CS1b	CCTV incidents Initiated by CCTV	M	C	991	82	76	W	164	156	I	1,047	1,047		The increase on last month was due to increased assaults which is the type of incident operators are able to spot affectively
LPI CS4	No. of hate crime incidents (activity measure)	M	S		n/a	0	n/a	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	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	545	575	I	21,261	21,261		The Jubilee Bandstand programme commenced at the beginning of May. The weather has been mainly good throughout the month for the out door events programme at Sanders Park. The bandstand programme has hosted brass bands, a pipe band, a jazz band, world percussion, Bromsgrove Churches Together and youth arts.
SC3	Dolphin Centre Usage	M	C	627,404	34,058	29,321		70346	71,055	I	502,478	502,478		Dolphin Centre usage continues to grow following the service restructure and the enhancement made to the programming and operational delivery of the service. Currently fitness suite membership stands at 500 members which is in excess of target and based on usage/income projects the MTFP objective will be achieved.
SC4	Sports development usages	M	C	21,219	1,804	1,966	S	3,834	4,480	I	22,556	22,556		Regular attendance at popular sessions across the month including Sport Unlimited activities and PSP sessions

Ref	Description	Report - ed?	Cum or Snap?	2008/09						2009/10			Comments	
				Actuals	April Target	April Actual	Target &Trend	May Target	May Actual	Target &Trend	Target	Est. Outturn		Est. Outturn Target &Trend
	Town Centre Car Park Usage	M	S	n/a	n/a	127,106		n/a	129,167	I	n/a	n/a	n/a	There has been a steady increase in the number of parking tickets sold over the past few months. This is contrary to what we would have expected given the current economic climate and anecdotal information we have had from local businesses about footfall in the town. There is also the new market within the town centre which may be having an impact on car park usage and therefore on town centre footfall. Staff will continue to monitor the situation to identify any continuing trends
	Shopmobility Centre Usage (Monthly)	M	S	n/a	150	130	S	150	136	I	150	150		Shopmobility continues to be well used by regular customers and has the potential to increase usage when the publicity surrounding the new high dependency toilet facility becomes available. Options to open the facility on Saturdays will also have the potential for increasing usage.
LPI LL1	Life line units in use	M	S	547	640	643	I	650	644	W	575	575		The installation service was hit by one of the installers being off sick for the whole month and the number of appointments that could be attended was reduced

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	100.00	S	80.00	80.00		Two applications both determined in time; Moundsley Hall and Britannic assurance
NI 157	The percentage of minor planning applications determined within 8 weeks	M	C	76.50	85.00	92.00	I	85.00	88.80	W	85.00	85.00		The numbers of applications in this category represent a slight rise from April (13).

Ref	Description	Report - ed?	Cum or Snap?	2008/09						2009/10				
				Actuals	April Target	April Actual	Target &Trend	May Target	May Actual	Target &Trend	Target	Est. Outturn	Est. Outturn Target &Trend	Comments
NI 157	The percentage of other planning applications determined within 8 weeks	M	C	89.50	90.00	89.00	W	90.00	94.05	I	90.00	90.00		The number of applications in this category is an increase in relation to April (46) with only one application going out of time. This related to a proposal by a Member of Staff with the proposal being referred to Committee for decision.

### E-gov & Customer Services

CSC	Monthly Call Volumes Customer Contact Centre	M	S	n/a		8,599			6,714		n/a			Calls to the contact centre have fallen by 22% compared to last month. This trend is expected at this point in the year as the peak generated by main billing and green waste charging is passed.
CSC	Monthly Call Volume Council Switchboard	M	S	n/a		4,631			4,203		n/a			Calls to the switchboard have fallen by 9% compared to last month. This trend is expected at this point in the year as the peak generated by main billing and green waste charging is passed.
CSC	Resolution at First Point of Contact all services (percentage)	M	S	99.00	95.00	99	S	95.00	99	S	95.00	95.00		Performance is consistent with last month and in excess of target
CSC	% of Calls Answered	M	S	87.00	85.00	89.00	I	85.00	92.00	I	85.00	85.00		Performance has increased compared to last month, up by 2.5% which is excellent at this point in the year
CSC	Average Speed of Answer (seconds)	M	S	30.00	20.00	21.00	I	20.00	16.00	I	20.00	20		Performance has improved this month and has exceeded target by 4 seconds. This is the first time customer services has achieved this level of performance at this early stage in the Council year.

### 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	47	I	n/a	282	I	60% of the complaints received were about green waste including protests about the charges and the withdrawal of the service in some areas
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Ref	Description	Report - ed?	Cum or Snap?	2008/09	2009/10						Comments			
				Actuals	April Target	April Actual	Target &Trend	May Target	May Actual	Target &Trend		Target	Est. Outturn	Est. Outturn Target &Trend
LPI CCPP03	Number of compliments received	M	C	70	n/a	4	W	n/a	6	W	n/a	36	W	Compliments were received about work experience in Sports Development and cleanliness of re-cycling crews
LPI CCPP05	Community transport income (£)	M	C	n/a	na/	n/a	n/a	na/	n/a	n/a	n/a	n/a	n/a	Scheme not started yet, figures will be reported later in year when it starts

#### Financial Services

NI181	Time taken to process HB/CT benefit new claims or change events (days)	M	C	15.03	15.00	11.17	I	15.00	10.71	I	15.00	I	Despite being four staff down the Benefits team continue to work hard and have again improved on the previous months performance. There is a lot of outstanding work dating back several weeks and, once staff are in place this will be tackled, this will produce a negative effect on performance.
Page 54	Percentage of invoices paid within 10 days of receipt	M	C	n/a	90.00	80.88	W	90.00	82.01	I	90.00	90.00	Corporate performance continues to improve towards the target
FP001	Percentage of invoices paid within 30 days of receipt	M	C	99.38	98.00	99.34	W	98.00	98.87	W	98.00	98.00	On Target

#### Legal, Equalities and Democratic Services

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	1.42	1.76	W	8.75	10.54	W	The outturn for Sickness remains RED following an increase in sickness absence during May. More in depth information with will issued shortly.
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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	48.10	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	1867.76													
		denominator		38828	38828	38828	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	42.29												
		numerator		1321.289	1368.698													
		denominator		3361.969	3236.478													
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	123												
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	6												
	Total crimes	M	C	Target	459	475	459	475	475	459	475	459	475	475	429	475		
				Actual	459	409												
NWBCU1	The number of domestic burglaries	M	C	Target	32	33	32	33	33	32	32	33	33	33	30	33		
				Actual	35	13												
NWBCU2	The number of violent crimes	M	C	Target	76	85	85	82	85	79	77	71	69	70	63	76		
				Actual	81	81												
NWBCU3	The number of robberies	M	C	Target	5	5	5	5	5	5	5	5	5	5	4	5		
				Actual	4	4												
NWBCU4	The number of vehicle crimes	M	C	Target	58	59	57	59	59	57	59	57	59	59	53	59		
				Actual	59	37												
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	515												
LPI CS1b	CCTV incidents Initiated by CCTV	M	C	Target	82	164	246	328	410	492	574	656	738	820	902	984		
				Actual	76	156												



CSC	Monthly Call Volume Council Switchboard	M	S	Target	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
				Actual	4,631	4,203									
CSC LPI 3.1	Resolution at First Point of Contact all services (percentage)	M	S	Target	95.00	95.00	95.00	95.00	95.00	95.00	95.00	95.00	95.00	95.00	95.00
				Actual	99.00	99.00									
CSC LPI 3.2	% of Calls Answered	M	S	Target	85.00	85.00	85.00	85.00	85.00	85.00	85.00	85.00	85.00	85.00	85.00
				Actual	89.00	92.00									
CSC LPI 3.3	Average Speed of Answer (seconds)	M	S	Target	20	20	20	20	20	20	20	20	20	20	20
				Actual	21.00	16.00									

**Chief Executive's**

LPI CCPP01 (SS)	Number of complaints received (Council wide) Monthly. Source new complaints system.	M	C	Target	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
				Actual	25	22									
LPI CCPP03 (SS)	Number of compliments received (Council wide)	M	C	Target	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
				Actual	4	2									
LPI CCPP05 (DM)	Community transport income (£)	M	C	Target											
				Actual											

**Financial Services**

NI 181	Time taken to process HB/CT benefit new claims or change events	M	C	Target	15.00	15.00	15.00	15.00	15.00	15.00	15.00	15.00	15.00	15.00	15.00	
				Actual	11.17	10.29										
				numerator	12836.00	13475.00										
	denominator			1149	1309											
	Percentage of invoices paid within 10 days of receipt	M	C	Target	90.00	90.00	90.00	90.00	90.00	90.00	90.00	90.00	90.00	90.00	90.00	
				Actual	80.88	83.71										
FP001	Percentage of invoices paid within 30 days of receipt	M	C	Target	98.00	98.00	98.00	98.00	98.00	98.00	98.00	98.00	98.00	98.00	98.00	
				Actual	99.34	98.39										

**Legal, Equalities and Democratic Services**

LD LPI 1	New Equality framework (replaces equality standard above in 2009/10)	Q	C	Target	n/a										
				Actual	n/a										
NI 1	% of people who believe people from different backgrounds get on well together in their local area (source -	A	S	Target	n/a										
				Actual	n/a										
NI 3	Civic participation in the local area (source - Place survey/ Customer Panel survey)	A	S	Target	n/a										
				Actual	n/a										
LD LPI 2	%age of residents who know who their local councillor is (source - Customer Panel Survey)	A	S	Target	n/a										
				Actual	n/a										
LD LPI 3	Proportion of members of the Equalities and Diversity forum and Disabled Users Group satisfied with the Council	Q	S	Target	n/a										
				Actual	n/a										
LD LPI 4	Number of people attending E & D events (e.g. Divali, Black history month)	Q	S	Target	n/a										
				Actual	n/a										

**Human Resources &  
Organisational Development**

LPI (formerly BV12)	The average number of working days lost due to sickness.	M	C	Target	0.71	0.71	0.71	0.71	0.71	0.71	0.71	0.71	0.71	0.79	0.79	0.79
				Actual	0.85	0.93										

## BROMSGROVE DISTRICT COUNCIL

20 JULY 2009

### PMB GROUP

#### **IMPROVEMENT PLAN EXCEPTION REPORT [MAY 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 PMB to consider the Improvement Plan Exception Report for May 2009 (Appendix 1).

#### **2. RECOMMENDATION**

- 2.1 That PMB considers and approves the revisions to the Improvement Plan Exception Report attached as Appendix 1, and the corrective action being taken.
- 2.2 That PMB notes that for the 78 actions highlighted for May within the plan 76.9% of the Improvement Plan is on target [green], 3.85% is one month behind [amber] and 3.85% is over one month behind [red]. 15.4% of actions have been reprogrammed or suspended with approval<sup>1</sup>, these include the town centre actions (as a result of Parkside & Network Rail), the core strategy and workforce planning.
- 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 3 amber and 3 red activities this month for the following areas of the Improvement Plan:-

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<sup>1</sup> 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 Balanced Scorecard Reference	Number
CP1	Town Centre	3
CP4	Sense of Community	2
FP3	Financial Strategy	1
PR5	Planning	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, 1.4.8	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, 4.3.17	Review of promotional materials / Artrix	Suspended. Budget constraints / SLA delays
7	14.3.5, 14.3.6, 14.4.2, 14.4.5, 16.1.9, 16.3.6, 18.2.3	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	16.1.5, 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:

<b>Corporate Risk Title</b>	<b>Improvement Plan Reference</b>
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	<b>No</b>
Chief Executive	<b>At CMT</b>
Executive Director (Partnerships and Projects)	<b>At CMT</b>
Executive Director (Services)	<b>At CMT</b>
Assistant Chief Executive	<b>Yes</b>
Head of Service	<b>At CMT</b>
Head of Financial Services	<b>At CMT</b>
Head of Legal & Democratic Services	<b>At CMT</b>
Head of Organisational Development & HR	<b>At CMT</b>
Corporate Procurement Team	<b>No</b>

### **13. WARDS AFFECTED**

13.1 All wards

### **14. APPENDICES**

14.1 Appendix 1 Improvement Plan Exception Report May 2009

### **15. BACKGROUND PAPERS:**

15.1 The full Improvement Plan for May can be found at [www.bromsgrove.gov.uk](http://www.bromsgrove.gov.uk) under meetings Minutes and Agendas. A hard copy is also left in the Members' Room each month.

### **CONTACT OFFICER**

Name: Rebecca Dunne  
E Mail: [r.dunne@bromsgrove.gov.uk](mailto:r.dunne@bromsgrove.gov.uk)  
Tel: (01527) 881616

# Exception Report for May 2009 Improvement Plan

# Appendix 1

## PROGRESS IN 2008/09

Overall performance as at the end of May 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	3	3.85%	RED		
AMBER	4	3.6%	AMBER	3	2.3%	AMBER	5	4.9%	AMBER	5	5.4%	AMBER	3	3.85%	AMBER		
GREEN	95	86.4%	GREEN	112	86.2%	GREEN	80	78.5%	GREEN	71	76.3%	GREEN	60	76.9%	GREEN		
REPRO	11	10.0%	REPRO	13	10.0%	REPRO	14	13.7%	REPRO	14	15.1%	REPRO	12	15.4%	REPRO		

# Exception Report for May 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 78 actions for May 2009, 12 actions have been extended or suspended with approval. This amounts to 15.4% 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:

<b>CP1: Town Centre</b>																	
Ref	May 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		
1.7.1	Network Rail to agree business case and funding for station.		The funding gap is now £2.5m. The funders are in discussions about phasing the build of the station, so, for example, the number of car parking spaces may be 140 to start, rising to over 300 in the longer term. The Assistant Chief Executive is due to meet with the County Council in the first week of July to discuss these proposals.												HB	Apr 09	TBC
<b>1.7</b>	<b>Agree funding and planning permission for train station redevelopment, with transport links to the town centre</b>																
1.7.1	Network Rail to agree business case and funding for station.	HB														<p>The Regional Transport Partnership's has submitted its Regional Funding Advice to the Department of Transport. This includes an allocation of £7.5m for the railway station. This appears to close the gap. Formal approval is now required by the Secretary of State and is expected in July 2009. This route now looks more difficult and could take up to a year. Discussions with the County Council indicate that £5m is available from the Secretary of State, but that the other £2.5m will need to be found from other sources. The County Council is currently working with the funding partners, including Network Rail to find alternative funding streams and reduce the cost of the design. It is difficult to put a date on when this will be resolved.</p>	

<b>CP1: Town Centre</b>																	
Ref	May 2009 Action			Colour		Corrective Action									Who	Original Date	Revised Date
1.7.2	Agree historic dimension to new build.					Because the funding of the scheme is still undecided the Council has not started discussions with BRUG on this aspect of the station.									HB	Apr 09	TBC
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
<b>1.7</b>	<b>Agree funding and planning permission for train station redevelopment, with transport links to the town centre</b>																
1.7.2	Agree historic dimension to new build.	HB													See 1.7.1 above. This will now need to be agreed with Network Rail once we have approval for the scheme.		

<b>CP1: Town Centre</b>																	
Ref	May 2009 Action			Colour		Corrective Action									Who	Original Date	Revised Date
1.7.3	Obtain planning permission.					Currently awaiting response from Network Rail to the planning advice provided by the Council.									HB	Apr 09	TBC
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
<b>1.7</b>	<b>Agree funding and planning permission for train station redevelopment, with transport links to the town centre</b>																
1.7.3	Obtain planning permission.	HB													See 1.7.1 above. 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		



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		
4.3.13	Establish monitoring & meeting arrangements set out in the SLA with the Artrix.				Work in this area is ongoing due to concern raised by the Operating Trust of the Artrix over some of the phrasing in the agreement document. Extended to July.										JG	Jul-08	Jul-09
<b>4.3</b>	<b>Popularity of events programme</b>																
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, a meeting as held portfolio holder in May to agree our position in the relation to the proposed changes, the SLA is currently being redrafted and will be forward to the operating trust for comment in the near future. We expect the SLA to be signed off in July (i.e. 2009/10 Improvement Plan), at this point we will be able to commence the required monitoring from quarter 2 onwards.		

<b>FP3: Financial Strategy</b>																	
Ref	April 2009 Action		Colour		Corrective Action										Who	Original Date	Revised Date
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
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
<b>8.2</b>	<b>Implement the Purchase Ordering Processing System</b>																
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 <sup>st</sup> quarter monitoring statements (end June 2009).	



<b>PR5: Planning</b>																	
Ref	April 2009 Action		Colour		Corrective Action										Who	Original Date	Revised Date
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	July 09
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
<b>14.5</b>	<b>Maintain Greenbelt through enforcement and upheld appeals</b>																
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 6 <sup>th</sup> July 2009. Members training being undertaken in conjunction with Legal services in June/July. Part 1 undertaken with external consultant in May with mock planning committee meeting scheduled as part 2 for June.	

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## BROMSGROVE DISTRICT COUNCIL

### PMB GROUP

20 JULY 2009

#### NEW IMPROVEMENT PLAN 2009-2010

Responsible Portfolio Holder	Cllr. Roger Hollingworth, Portfolio Holder for the Improvement Plan
Responsible Head of Service	Hugh Bennett, Assistant Chief Executive
Non-Key Decision	

#### 1. SUMMARY

- 1.1 To provide PMB with a draft version of the new Improvement Plan 2009-10 for consideration (Attached as Appendix 1).

#### 2. RECOMMENDATION

- 2.1 That PMB consider the actions and timescales Heads of Service submitted for inclusion in the draft Improvement Plan and recommend any alterations, additions or amendments that should be made to the Improvement Plan before it becomes live from July 2009.

#### 3. BACKGROUND

- 3.1 The new Improvement Plan is based on the key deliverables and outcome measures detailed in the Council Plan 2009-10. It is monitored each month on an exception basis and focuses on Council delivery across the Council's priorities and across financial, process and human resources perspectives. As was the case in 2008-09, Heads of Service have been asked to populate the Improvement Plan with the major actions that will be undertaken by their service in the 12 months from July 2009. CMT should therefore ensure that all major areas of work are covered by the Improvement Plan in sufficient detail, and that appropriate and realistic timescales are allocated.

#### 4. FINANCIAL IMPLICATIONS

- 4.1 There are no financial implications. The Council's priorities were set in September 2008 and budget bids (included as actions on the Improvement Plan where appropriate) were decided as part of the 2008-09 budget round. The Improvement Plan details the resource available for each action.

#### 5. LEGAL IMPLICATIONS

5.1 There are no legal implications associated with the development of the new Improvement Plan.

## **6. COUNCIL OBJECTIVES**

6.1 The Improvement Plan outlines delivery activities for the coming year in all of the Council's objectives and priority areas.

## **7. RISK MANAGEMENT**

7.1 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:

<b>Corporate Risk Title</b>	<b>Improvement Plan Reference</b>
KO1: Effective Financial Management and Internal Control	FP1: Managing Finances FP2: Governing the Business FP3: Managing Resources
KO2: Effective corporate leadership	FP1: Managing Finances FP2: Governing the Business FP3: Managing Resources FP4: Managing Performance PR2: Political Governance
KO3: Effective Member / Officer relations	PR2: Political Governance HROD1: Learning & Development
KO4: Effective Member / Member relations	PR2: Political Governance HROD1: Learning & Development
KO5*: Full compliance with the Civil Contingencies Act and effective Business Continuity	FP2: Governing the Business
KO6: Maximising the benefits of investment in ICT equipment and training	PR1: Customer Processes
KO7: Effective partnership working	PR4: Improved Partnership Working
KO8: Effective communications (internal and external)	PR1: Customer Processes FP1: Managing Finances FP4: Managing Performance
KO9: Equalities and diversity agenda embedded across the Authority	CP3: Sense of Community FP4: Managing Performance
KO10: Appropriate investment in employee development and training	FP3: Managing Resources HROD1: Learning & Development HROD2: Modernisation HROD3: Positive Employee Climate
KO11: Effective employee recruitment and retention	FP3: Managing Resources HROD2: Modernisation HROD3: Positive Employee Climate
KO12: Full compliance with all Health and Safety legislation	FP2: Governing the Business HROD2: Modernisation

	HROD3: Positive Employee Climate
KO13: Effective two tier working and Community Engagement	CP3: 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	FP1: Managing Finances FP4: Managing Performance PR1: Customer Processes HROD4 – Performance culture
KO16: The Council no longer in recovery	FP1 – Value for Money FP4: Managing Performance
KO17: Effective Projects Management	FP1: Managing Finances FP4: Managing Performance PR1: Customer Processes
KO19: Effective Business and Performance Management	FP2: Governing the Business FP4: Managing Performance
KO20: Effective Customer Focused Authority	CP3: Sense of Community PR1: Customer Processes

\* KO5 and KO18 have been merged

## **8. CUSTOMER IMPLICATIONS**

8.1 The Improvement Plan will have an affect on internal customers in particular as they will be responsible for delivering the actions within the timescales allocated. Non-delivery or delayed delivery of actions is likely to result in more focussed attention on that are by elected Members, and in the context of the CAA inspection, the scrutiny of inspectors.

## **9. EQUALITIES AND DIVERSITY IMPLICATIONS**

9.1 Please see sections CP3 and FP4 of the Improvement Plan

## **10. VALUE FOR MONEY IMPLICATIONS**

10.1 Sections FP1-FP4 of the new Improvement Plan cover actions that will address Value for Money implications.

## **11. OTHER IMPLICATIONS**

Procurement Issues: See Section FP2 of the Improvement Plan.
Personnel Implications: See Sections HROD1-HROD3 of the Improvement Plan.
Governance/Performance Management: See Sections FP2, FP4, and PR2 of the Improvement Plan.
Community Safety including Section 17 of Crime and Disorder Act 1998: See section CP3 of the Improvement Plan

Policy: All sections of the Improvement Plan relate to this.
Environmental: See sections CP4 and PR4 of the Improvement Plan.

**12. OTHERS CONSULTED ON THE REPORT**

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

**13. WARDS AFFECTED**

All Wards

**14. APPENDICES**

Appendix 1 Draft Improvement Plan 2009-10

**15. BACKGROUND PAPERS**

None

**CONTACT OFFICER**

Name: Rebecca Dunne  
E Mail: r.dunne@bromsgrove.gov.uk  
Tel: (01527) 881616

# Improvement Plan: Template 2009/10 Draft Version

## Improvement Plan Guidance

	<p><b>Grey = Programmed dates</b> This is the planned timescale for the action- THESE ARE FIXED AND SHOULD NOT BE ALTERED / DELETED</p>
	<p><b>Green = On target</b> The action is on target.</p>
	<p><b>Amber = One month behind</b> The action is one month behind schedule.</p>
	<p><b>Red = Over one month behind</b> The action is over one month behind schedule.</p>
	<p><b>Hashing = Reprogrammed / extended / revised</b> This is to be used to show any new dates for an action, whether that is because it has been reprogrammed to a later date in the year or extended by a set period. <b><i>This requires approval.</i></b></p>
	<p><b>Blue = Suspended</b> This is where an action has been suspended completely for the period covered by the Improvement Plan. <b><i>This requires approval.</i></b></p>

- In the 'Status / Corrective Action' column, you should include any relevant information that will aid the reader.
- However, for all actions that are either amber or red, you should include a comment as to why the action has fallen behind timescale **and** a brief plan of what you intend to do to address the situation.
- Also in the 'Status / Corrective Action' column, please clearly state (in capital letters) at the start of any comment if the action has been SUSPENDED, REPROGRAMMED, EXTENDED or is COMPLETE.
- Please ensure that if an action is dependent on a previous action that has been delayed, that this is reflected in the status update.

## Improvement Plan: Template 2009/10 Draft Version

<b>Priority CP1: Town Centre</b>						
<b>Regeneration of the Town Centre</b>						
<b>1</b>	<b>Expected Outcome</b>	<b>Measures of Success</b>	<b>Actions Required</b>	<b>Timescales</b>	<b>Lead</b>	<b>Resources</b>
<b>1.1</b>	Agreement on preferred option of Area Action Plan		Complete evidence-based unified vision  Conduct further consultation with key stakeholders	30 June 2009  30 September 2009	PS	Town Centre Regeneration Partnership
<b>1.2</b>	Design for High Street		Write brief for design scheme and approach architects  Identify and approach funders and prepare bids	30 September 2009  30 September 2009	PS	Town Centre Regeneration Partnership
<b>1.3</b>	Redevelopment of the Market Hall site		Reach agreement, close Market Hall and relocate market to an outdoor site on the High Street	31 December 2009	PS	Town Centre Regeneration Partnership
<b>1.4</b>	Community engagement		Creation of stakeholder forum  Produce Community Engagement Strategy for project	1 April 2009 onwards  1 April 2009 onwards	PS	Regeneration Programme Core operations group



## Improvement Plan: Template 2009/10 Draft Version

Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Status / Corrective Action
			Agreement on preferred option of Area Action Plan												
<b>1.1.</b>	<b>Agreement on preferred option of Area Action Plan</b>														
1.1.1	Engage specialist organisation to complete unified vision	PS													
1.1.2	Draw together the unified vision and the issues and options data	PS													
1.1.3	Prepare the preferred option	PS													
<b>1.2.</b>	<b>Design for High Street</b>														
1.2.1	Draw up proposal for funding to support design work	PS													
1.2.2	Secure funding for design work	PS													
1.2.3	Tender for design organisation	PS													
1.2.4	Appoint design organisation	PS													
1.2.5	Plans for design prepared	PS													
1.2.6	Commence identification of funding	PS													
<b>1.3</b>	<b>Redevelopment of the Market Hall site</b>														
1.3.1	Prepare report on future for Market Hall site	PS													
1.3.2	Present report to Town Centre Steering Group	PS													
1.3.3	Undertake actions recommended in report	PS													
<b>1.4</b>	<b>Community engagement</b>														
1.4.1	Draw up stakeholder membership for forum	PS													
1.4.2	Establish dates for	PS													

## Improvement Plan: Template 2009/10 Draft Version

Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Status / Corrective Action
1.4.3	meetings a year ahead Convene first meeting	PS													
1.4.4	Hold meetings	PS													
1.4.5	Establish Leisure Centre Study Group	PS													
1.4.6	Establish Proposed Civic Centre Study Group	PS													
<b>1.5</b>	<b>Train Station</b>														
1.5.1	Funding package secured.	HB													
1.5.2	Public consultation complete.	HB													
1.5.3	Planning permission obtained	HB													
1.5.4	Work on site commences.	HB													
<b>1.6</b>	<b>Transport &amp; Access</b>														
1.6.1	Hold discussion with County Council about multi-modal study	PS													
1.6.2	Commission multi-modal study	PS													
1.6.3	Produce multi-modal report	PS													

<b>Priority CP2: Housing</b>					
<b>Expected Outcome</b>		<b>Delivery of Housing Strategy</b>			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
2.1	Affordable housing	Support and enable applications for affordable housing on approved site in	31 March 2012		Strategic Housing; Principle RSL Partner

## Improvement Plan: Template 2009/10 Draft Version

<b>Priority CP2: Housing</b>						
<b>Delivery of Housing Strategy</b>						
2	Expected Outcome	Measures of Success	Actions Required	Timescales	Lead	Resources
			accordance with Core Strategy and RSS allocation.  Utilise results from Housing Market Assessment and Older Persons Housing and Support Needs Survey to identify housing needs and guide affordable housing development.			Consultation Group
<b>2.2</b>	Homelessness prevention and reduction in the use of temporary accommodation		Continue to monitor and support the effectiveness of Partnership homelessness prevention services  Implement mortgage rescue scheme	31 March 2012  1 <sup>st</sup> April 2009 onwards		Strategic Housing Team; RSL Partners; CAB; BDHT; BYHT
<b>2.3</b>	Private sector housing		Ongoing improvement in delivery time for Disabled Facilities Grants	31 March 2012		Private Sector Team; Care and Repair agency,

Ref.	Action	Lead	Status / Corrective Action														
			July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June			
<b>2.1.</b>	<b>Affordable housing</b>																
2.1.1	Determine planning	DH															

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Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Status / Corrective Action
	applications on their merits having regard to the Development Plan and other material considerations														
2.1.2	Identify public and privately owned sites suitable for affordable housing, liaise with preferred partner RSLs and support bids for funding to the Homes & Communities Agency.	AC													
2.1.3	Quarterly re-assessment of the viability and projected delivery of pipeline schemes and update of progress against the LAA target.	AC													
2.1.4	Utilise data from HMA and Housing and Support Needs of Older Persons research to act as front loading evidence to justify affordable housing within the evolving Local development Framework and Longbridge redevelopment scheme.	AC/MD													
<b>2.2.</b>	<b>Homelessness prevention &amp; reduction in use of temporary accommodation</b>														
2.2.1	Continue to monitor effectiveness of partnership homelessness prevention services and	AC													

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Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Status / Corrective Action
	enhance where possible to maintain use of temporary accommodation at below Government targets.														
2.2.2	Set up a Mortgage Rescue Task Group to advise upon the effective operation of the Mortgage Rescue Scheme, the development of a Mortgage Rescue Action Plan and make recommendations regarding use of Economic Downturn funding.	AC													
2.2.3	Analyse the financial profile of clients accessing the CAB Financial Adviser for Owner Occupiers to guide where possible a local response to changing needs attributed to the economic downturn.	AC													
<b>2.3</b>	<b>Private sector housing</b>														
2.3.1	Strategic Housing Manager and PS Team Leader to undertake Lean Management training NVQ.	AC													
2.3.2	Undertake Lean Systems Pilot on DFG process.	AC													
2.3.3	Complete implementation of Contractor Procurement Framework for level	AC													

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Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Status / Corrective Action
2.3.4	access showers. Implement improvement and efficiency measures identified from the Lean Systems Pilot.	AC													

<b>Priority CP3: Sense of Community</b>						
<b>Improved Community Cohesion</b>						
3.	Expected Outcome	Actions Required	Timescales	Lead	Resources	
3.1	Satisfaction with events programme	Revise events programme to extend coverage throughout District  Roll out events facilitation pack to partners and local organisations	30 September 2009  31 March 2012		Street Scene and Community Services	
3.2	Reduction in fear of crime	68 PACT meetings over 12 months, repeated annually  Promotion of CDRP action plan	31 March 2012  31 March 2012		Members, Senior Officers and Community Safety Team	
3.3	Community engagement	Community bids submitted to Equality and Diversity Forum  Delivery against 3 year	30 September 2009  31 March 2012	CF/HB	Officers; E & D Forum; Disabled Users' Group & Bromsgrove Black History Society	

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<b>Priority CP3: Sense of Community</b>					
<b>Improved Community Cohesion</b>					
3.	Expected Outcome	Measures of Success	Actions Required	Timescales	Resources
Ref.			departmental Equality Impact Assessment action plans		HoS
3.4	Young people's participation in positive activities		CYP Participatory Budgeting event	31 July 2010	CCPP Team, WCC FLOSS

Ref.	Action	Lead	Satisfaction with events programme												Status / Corrective Action		
			July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June			
3.1.	<b>Satisfaction with events programme</b>																
3.1.1	Plan the implementation and expansion of the bandstand programme into the new areas cover by the expanded street theatre programme.	JG/HM															
3.1.2	Delivery the additional sessions in Rubery, Hagley & Wythall and under take user consultation to gain feedback on the provision.	JG/HM															
3.1.3	Produce a report to review the new events and build any recommendations into future programmes.	JG/HM															
3.1.4	Where required produce budget bids to support future delivery/expansion	JG/HM															

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Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Status / Corrective Action
3.1.5	of the programme. Produce and implement a resident survey to engage with the public on the future requirements/aspirations and build these into the Arts & Events Strategy.	JG/HM													
3.1.6	Produce and publicise the new Arts & Events strategy and establish a work group to produce an action plan to deliver its aims and objectives.	JG/HM													
<b>3.2</b>	<b>Reduction in fear of crime</b>														
3.2.1	Agree and publicise the CSP's 12-month action plan relating to the strategic assessment.	JG/CS SS													
3.2.2	Establish a communications group and produce a communications planner to promote the key activities with in the plan and increase good news stories.	CSS/A MD													
3.2.3	Establish and implement the key performance measure from the group (based on place survey out turns) and produce quarterly performance reports of the full	JG/RM/ BH													



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Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Status / Corrective Action
	partnership that can be sent to PMB if required.														
3.2.4	Review the need for additional community engagement/consultation at a local level in hot spot areas to establish residents view on local issues and potential resolutions to these matters (partnership based).	CSP													
3.2.5	Review and where required refresh the CSP action plan based on above information and performance against KPI's at 6 monthly intervals.	JG/BH/ CSS													
<b>3.3</b>	<b>Community engagement</b>														
3.3.1	Report to E and D forum on bid process 2009/10	HB													
3.3.2	Forum compiled and submitted bids	HB													
3.3.3	Report to Forum on status and success of bids	HB													
3.3.4	Deliver training to Equality and Diversity Forum on completion of Impact Assessments	CF/FS													
3.3.5	Deliver Equality Impact Assessment Workshops to managers	CF/FS													
3.3.6	Develop and roll out Equality data monitoring	HB													

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Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Status / Corrective Action
	process														
3.3.7	Annual Satisfaction Survey of Equality and Diversity Forum	HB													
<b>3.4</b>	<b>Young people's participation in positive activities</b>														
3.4.1	Review lessons learnt and establish project plan for 2010.	HB													
3.4.2	Agree funding with Full Council and County Council.	HB													
3.4.3	Develop and implement project plan.	HB													
3.4.4	Prepare and run event.	HB												July 2010	
3.4.5	Complete initial lessons learnt and report to GOWM.	HB												July 2010	

### CP4: Clean Streets & Climate Change

4		Expected Outcome			Improved Customer Perception of Cleanliness		
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources		
4.1	Improved street and environmental cleanliness	Rapid response hit squad  Programmed clean according to Environmental Protection Act  Gradual increase in Enforcement Activity	31 March 2012  31 March 2012  31 March 2012	K Hiron	Approved budget		

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<b>CP4: Clean Streets &amp; Climate Change</b>					
<b>Improved Customer Perception of Cleanliness</b>					
4	Expected Outcome	Actions Required	Timescales	Lead	Resources
4.2	Customer satisfaction with cleanliness of District	Reschedule cleansing activities.  Programmed clean according to Environmental Protection Act  Gradual increase in Enforcement Activity	31 March 2012  31 March 2012  31 March 2012	K Hirons	Approved budget
4.3	Increased recycling rates	Change method of collection to co-mingled with new vehicles	31 March 2012	I Roberts	Budget saving approved

Ref.	Action	Lead	Improved street and environmental cleanliness												Status / Corrective Action			
			July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June				
4.1	<b>Improved street and environmental cleanliness</b>																	
4.1.1	Reschedule the current cleansing operation to maximise resources and improve efficiency of service. Identifying areas of concern and requirements for additional cleaning.	KH																
4.1.2	Introduce changes to service to improve cleanliness	KH																Potential Budget bid requirement.
4.1.3	Reschedule the current	KH																

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Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Status / Corrective Action
	grounds maintenance operation to maximise resources and improve efficiency of service. Identifying areas of concern and requirements for additional maintenance.														
4.1.4	Introduce changes to service to improve cleanliness	KH													
<b>4.2</b>	<b>Customer satisfaction with cleanliness of District</b>														
4.2.1	Monitor improvement in cleanliness through scheduled 4 monthly inspection	KH													
<b>4.3</b>	<b>Increased recycling rates</b>														
4.3.1	Introduce a co-mingled collection of recyclable materials, modifying the existing kerbside sort system	MB													Monthly meeting of Project Team in place comprising representatives from ICT, Finance and CSC.
4.3.2	Prepare tender for and purchase vehicles	KH													
4.3.3	Prepare tender for and purchase bins	KH													
4.3.4	Develop and publicise communication strategy	AW													
4.3.5	Hold regular meetings with County Council	MB													Meetings every 2 months
4.3.6	Regular project team	MB													Meeting every 2 weeks.

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Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Status / Corrective Action
	meetings														

### FP1: Managing Finances (including Value for Money)

<b>Improved Financial Management</b>															
5	Expected Outcomes														
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources										
5.1	Integrated financial and performance information	Integrated financial and performance management table Meetings with budget holders	31 March 2012 31 March 2012	JLP JLP	Service accountants and budget holders										
5.2	Deliver Medium Term Financial Plan and statutory accounts	Financial Plan timetable New Use of Resources Action Plan	31 March 2012 31 March 2012	JLP JLP	Service accountants and budget holders										
5.3	Clear understanding of costs base and comp	Detailed cost analysis Transaction costing undertaken	31 March 2011 31 March 2011	JLP JLP	Service accountants and budget holders										
5.4	Budget consultation	Repeat Budget Jury Further online Budget Consultation	31 January 2010 and annually thereafter 31 January 2010 and annually thereafter	HB/JLP	Head of Financial Services and CCPP team										
5.5	Alternative methods of service delivery	Quarterly report	31 March 2012	JLP	Service accountants and budget holders										

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Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Status / Corrective Action
<b>5.1</b>	<b>Integrated financial and performance information</b>														
5.1.1	Present integrated finance and performance report to PMB and Cabinet	JLP													
5.1.2	Develop commitment accounting for inclusion in financial reports	JLP													
5.1.3	Enable real time access to the financial system to support budget holders in the review of their monitoring reports.	JLP													
5.1.4	Review use of on-line purchasing system to ensure it is being used to its full potential across the Council	JLP													
<b>5.2</b>	<b>Deliver Medium Term Financial Plan and statutory accounts</b>														
5.2.1	Present summary financial position at Members away day	JLP													
5.2.2	Present financial planning timetable to Members	JLP													
5.2.3	Identify budget pressures from service business plans	JLP													
5.2.4	Consultation with budget jury, equality and diversity forum and residents via on-line feedback and	JLP													
5.2.5	Develop detailed budget	JLP													
5.2.6	Present draft budget	JLP													

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Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Status / Corrective Action
	position to Members														
5.2.7	Approval of final budget	JLP													
5.2.8	Develop Use of Resources action plan in relation to new framework	JLP													
5.2.9	Prepare final accounts timetable	JLP													
5.2.10	Final accounts training for departmental staff	JLP													
5.2.11	Preparation of accounts	JLP													
5.2.12	Approval by Audit Board	JLP													
<b>5.3</b>	<b>Understanding Cost Base</b>														
5.3.1	Undertake analysis of financial services costs	JLP													
5.3.2	Develop method for all services to identify cost base and identify transaction cost for comparison with other organisations	JLP													
5.3.3	Comparison of costs with other Councils to identify high cost services	JLP													
5.3.4	Identify a programme of review of high cost/ low quality services following development of cost analysis and benchmarking	JLP													
<b>5.4</b>	<b>Budget consultation</b>														
5.4.1	Recruit budget jury x 2 from school and from	HB													

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Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Status / Corrective Action
	general population.														
5.4.2	Hold initial budget jury.	HB													
5.4.3	Hold second budget jury	HB													
5.4.4	Hold third budget jury	HB													
5.4.5	Hold fourth budget jury	HB													
5.4.6	Report findings to Cabinet	HB													
5.4.7	Develop media plan and report each stage in media, linked to Internet consultation option.	HB													
5.4.8	Jurors to attend Full Council.	HB													
5.4.9	Complete evaluation and lessons learnt.	HB													
<b>5.5</b>	<b>Alternative methods of service delivery</b>														
5.5.1	Present detailed savings requirement to CMT for initial discussions on delivery for 2010/11	JLP													
5.5.2	Develop detailed costings of areas of savings identified by CMT for 2010/11	JLP													
5.5.3	Present options for delivery of savings via alternative methods of delivery to Members	JLP													
5.5.4	Approval of MTFP to include delivery of alternative service delivery to achieve savings	JLP													



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Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Status / Corrective Action
5.5.5	Report to Members (quarterly) and CMT (monthly) to monitor actual savings against targets within integrated finance and performance report	JLP													

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<b>FP2: Governing the Business(including Value for Money)</b>					
<b>Improved procurement , risk management and counter fraud arrangements</b>					
6	Expected Outcomes				
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
6.1	Improved procurement	Procurement Action Plan	31 March 2012	JLP	Procurement Manager and CMT
6.2	Supplier engagement with procurement	Supplier Seminars to be developed	31 March 2012	JLP	Procurement Manager
6.3	Effective risk management	Risk Management Strategy	31 March 2012	JLP	Internal Audit

Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Status / Corrective Action
<b>6.1</b>	<b>Improved procurement</b>														
6.1.1	Develop joint procurement action plan between BDC and RBC	JLP													
6.1.2	Develop sustainability strategy to include procurement of goods and services	JLP													
6.1.3	Identify contracts in place at BDC	JLP													
6.1.4	Provide training for officers on procurement advise and support	JLP													
6.1.5	Develop framework contracts where relevant and reduce the number of suppliers to the Council	JLP													
6.1.6	Report procurement	JLP													

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Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Status / Corrective Action
	successes and updates to Members and CMT														
<b>6.2</b>	<b>Supplier engagement with procurement</b>														
6.2.1	Arrange supplier seminars to address issues of procurement and raise awareness of opportunities to trade with the Council	JLP													
<b>6.3</b>	<b>Effective risk management</b>														
6.3.1	Review risk registers via the risk steering group on a monthly basis to ensure risk actions are on track and relevant to service objectives	JLP													
6.3.2	Present summary risk register tracking to Audit Board	JLP													
6.3.3	Develop risk registers 2010/11 as part of the business plan process	JLP													
6.3.4	Present risk management training to Officers	JLP													
6.3.5	Present risk management training to Members	JLP													
6.3.6	Review the development of risk mitigation objectives with Zurich insurance to maintain low premium levels	JLP													
6.3.7	Raise awareness of the Corporate Fraud Team	JLP													

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Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Status / Corrective Action
6.3.8	with staff and members Review and update policies in relation to fraud to include money laundering, whistle blowing and the anti-fraud and corruption strategy	JLP													
6.3.9	Provide training to Audit Board on Internal Control and Risk Management Issues	JLP													
6.3.10	Report to Audit Board on Internal Audit performance and higher risk audit reports as they are undertaken	JLP													

**FP3: Managing Resources (including Value for Money)**

7	Expected Outcome	Effective Asset Utilisation			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources

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<b>7.1</b>	Manage assets effectively	Annual review of Asset Management Plan  Dispose of/ retain assets as per Council priorities  Undertake regular programme of condition surveys for all assets to ensure they are fit for purpose	31 March 2012  31 March 2012  31 March 2012	Legal and Democratic Services
<b>7.2</b>	Produce Workforce Plan	Annual update of workforce plan  Implementation of workforce plan strategies	31 March 2012  31 March 2012	OD Budget; Service managers
<b>7.3</b>	Environmental risk management	Budget bid for joint Climate Change Officer with Redditch BC  Climate Change Action Plan	31 March 2012  31 March 2012	Budget bid for Climate Change Officer

Ref.	Action	Lead	Status / Corrective Action													
			July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June		
<b>7.1</b>	<b>Manage assets effectively</b>															
7.1.1	Asset Management Group will review plan as part of the work programme	TB														
7.1.2	Asset review have been carried out by WCC and will be reported to	TB														

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Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Status / Corrective Action
7.1.3	Members in Sept 2009 All assets identified, categorised and loaded on to asset management data base	TB													
7.1.4	Establish asset review process in line with Use of Resources guidelines	TB													
7.1.5	Dispose of/ retain assets as per Council priorities	TB													
<b>7.2</b>	<b>Produce Workforce Plan (see Section 15.3 Modernisation)</b>														
<b>7.3</b>	<b>Environmental risk management</b>														
7.3.1	Introduce actions to tackle Council's carbon emissions	PS													
7.3.2	Promote actions to reduce carbon emissions in the community	PS													
7.3.3	Pursue Climate Change Matrix	PS													

<b>FP4: Managing Performance (including Value for Money)</b>					
8	Expected Outcome	<b>Embedded Performance Management Arrangements</b>			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
8.1	Identify and deliver priority services, outcomes and improvements	Production of monthly report	As per forward plan	HB	CCPP Team
8.2	Provide the leadership,	Delivery of the Performance	31 March 2012	HB	CCPP Team

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	capacity and capability necessary to deliver future improvements	Management Strategy Action Plan		
<b>8.3</b>	Contribute to improving wider community outcomes (e.g. LAA, MAA)	Sustainable Community Strategy fundamental review completed	30 November 2009	HB CCPP Team; LSP Theme Group Leaders
<b>8.4</b>	Tackle inequality and improve outcomes for people in vulnerable circumstances	Annual E&D Forum/ DUG conference to identify top priorities for vulnerable groups	30 September 2009	CF CCPP Team; Equalities Officer; E & D Forum; Disabled Users' Group

Ref.	Action	Lead	Status / Corrective Action															
			July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June				
<b>8.1</b>	<b>Identify and deliver priority services, outcomes and improvements</b>																	
8.1.1	Monthly performance report to CMT/Leaders and PMB.	HB																
8.1.2	Report predicted outturn.	HB																
8.1.3	Annual review of indicator set.	HB																
8.1.4	Annual Report	HB																
<b>8.2</b>	<b>Provide the leadership, capacity and capability necessary to deliver future improvements</b>																	
8.2.1	Review Performance Strategy action plan each month (including data quality strategy action plan).	HB																
8.2.2	Complete initial draft of VFM dashboard.	HB																See 5.3 for usage of dashboard
8.2.3	Update programme/project management arrangements with audit findings.	HB																

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Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Status / Corrective Action
8.2.4	Complete lean systems pilots.	HB													
8.2.5	Customer First Part 3 training complete.	HB													
8.2.6	Data quality spot checks complete.	HB													
<b>8.3</b>	<b>Contribute to improving wider community outcomes (e.g. LAA, MAA)</b>														
8.3.1	Undertake LSP Board Away Days	HB													
8.3.2	Complete locality evaluation.	HB													
8.3.3	Complete first draft of strategy.	HB													
8.3.4	Undertake impact assessment on community engagement.	HB													
8.3.5	Undertake additional engagement as required.	HB													
8.3.6	Complete annual report	HB													
8.3.7	Full Council approval	HB													
<b>8.4</b>	<b>Tackle inequality and improve outcomes for people in vulnerable circumstances</b>														
8.4.1	Equality and Diversity Conference Event	CF													
8.4.2	Refresher training for Hate Crime Reporting Centres throughout District	CF													
8.4.3	Deliver NVQ training to all Equality and Diversity Champions	CF													
8.4.4	Deliver all targets within the Equality and Diversity Level 3 action plan	CF													
8.4.5	Deliver Black History	CF													



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Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Status / Corrective Action
	Month Event														
8.4.6	Deliver the Diwali Event	CF													
8.4.7	Deliver the LGBT training and awareness week	CF													

### PR1: Customer Processes

9	Expected Outcome	Improved Customer Processes												
Ref.	Measures of Success	Actions Required	Timescales			Lead	Resources							
9.1	Customer Service Centre	Delivery against Customer First Strategy Action plan	31 December 2010			DP	Head of E-Government; Improvement Manager; CSC staff							
9.2	Customer Satisfaction	Analysis of enquiries by type Delivery of Customer First and Access Strategy Action Plan	31 March 2012			HB	Customer First Board							
9.3	Complaints Handling	Production of report	Quarterly from 1 <sup>st</sup> April 2009 onwards			HB	CCPP Team							
9.4	Spatial Project	Coordination of service specific feedback from Heads of Service to inform evaluation	31 December 2009			DP	E-Gov Team							

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Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Status / Corrective Action
<b>9.1</b>	<b>Customer Service Centre</b>														
9.1.1	Cascade relevant actions into CSAs task lists.	DP													
9.1.2	Monitor delivery of individual task lists at monthly 1:2:1 meetings	DP													
9.1.3	Report performance against actions to the Customer First Board	DP													
<b>9.2</b>	<b>Customer satisfaction (delivery of customer access strategy)</b>														
9.2.1	Monthly review of action plan at Customer First Board.	HB													
9.2.2	Annual update to Cabinet	HB													
9.2.3	Customer First Part 3 training complete.	HB													
9.2.4	Launch of updated customer standards.	HB													
9.2.5	Development of budget bids for improved marketing and customer insight software.	HB													
<b>9.3</b>	<b>Complaints handling</b>														
9.3.1	Quarterly report to Cabinet/PMB.	HB													
<b>9.4</b>	<b>Spatial project</b>														
9.4.1	Contact relevant departments for feedback	DP													
9.4.2	Produce evaluation report	DP													

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<b>PR2: Political Governance</b>					
<b>10</b>	<b>Expected Outcome</b>	<b>Improved Governance</b>			
<b>Ref.</b>	<b>Measures of Success</b>	<b>Actions Required</b>	<b>Timescales</b>	<b>Lead</b>	<b>Resources</b>
<b>10.1</b>	Overview and Scrutiny	Ethical governance improvement through better reports and pre-check and presentation by Portfolio holder  Community Calls for action introduced in accordance with regulations and guidance	31 March 2012  31 March 2011	CF	Legal and Democratic Services
<b>10.2</b>	Member standards	Issuing of guidance and training based in identified issues and improved member conduct  Regular training and briefing sessions on conduct, behaviour, bias and pre-determination	31 March 2012  31 March 2012	CF	Legal and Democratic Services
<b>10.3</b>	Modern Councillor Programme	Delivery of mandatory and priority elements of Member Development Programme  Member Development Charter	1 April 2009 onwards  31 March 2012	CF	Member Training approved budget
<b>10.4</b>	Elections	Introduction of electoral performance standards	30 June 2009	CF	Legal and Democratic Services

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<b>PR2: Political Governance</b>					
10	Expected Outcome	<b>Improved Governance</b>			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
		Development of a schools and community programme that encourages everyone to participate in the democratic process.	31 March 2012		
		Electoral charter mark	31 March 2012		

Ref.	Action	Lead	July	Aug	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Status / Corrective Action
<b>10.1</b>	<b>Overview and Scrutiny</b>														
10.1.1	Determination of process for considering Councillor Calls for Action	CF													
10.1.2	Councillors trained/informed on Councillor Calls for Action	CF													
10.1.3	Report to Council on new governance arrangements required by LGPIHA 2007 with proposed consultation arrangements	CF													
10.1.4	Council to decide on new governance arrangements following consultation	CF													
10.1.5	Petitions scheme to be agreed by Council (subject	CF													

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Ref.	Action	Lead	July	Aug	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Status / Corrective Action
	to LDEDC Bill being enacted)														
<b>10.2</b>	<b>Member Standards</b>														
10.2.1	Adoption of new Code of Conduct for Members	CF													
10.2.2	Training on new Code of Conduct for Members	CF													
10.2.3	Promotion of ethical standards regime and complaints procedure	CF													
<b>10.3</b>	<b>Modern Councillor Programme</b>														
10.3.1	Gap analysis and training plan for 2009/10 committee/board membership	CF													COMPLETE
10.3.2	Identify key actions to deliver recommendations within the primary charter assessment	CF													
10.3.3	Evaluation strategy	CF													
10.3.4	PDPs for members	CF													
<b>10.4</b>	<b>Elections</b>														
10.4.1	Deliver targets within Electoral Standards	CF													
10.4.2	Deliver Democracy Week Event	CF													
10.4.3	Deliver regular briefings to Equality and Diversity and DUG group to encourage voter participation	CF													

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Ref.	Action	Lead	July	Aug	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Status / Corrective Action
10.4.5	Work with Older Peoples Forum, Homes and Sheltered Schemes to encourage voter participation	CF													
10.4.6	Deliver targets within Charter Mark Action Plan	CF													

<b>PR3: Joint CEO with Redditch Borough Council</b>						
<b>Increased Value for Money</b>						
11.	Expected Outcome	Actions Required	Timescales	Lead	Resources	
11.1	Medium wins	Delivery of project plans for each business case approved.	31 July 2009	KD	Heads of Service	
11.2	Completion of phase 3 business case with clear statement of service delivery benefit and efficiencies	Development of business case.	31 July 2009	KD	Heads of Service	
11.3	Decision to progress	Report to both Full Councils setting out service and efficiency benefits.	As per each agreed business case. Full Council 31 July 2009	KD KD	Acting Joint CEO. CMT of both councils External support funded	

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<b>PR3: Joint CEO with Redditch Borough Council</b>					
<b>11.</b>	<b>Expected Outcome</b>	<b>Increased Value for Money</b>			
<b>Ref.</b>	<b>Measures of Success</b>	<b>Actions Required</b>	<b>Timescales</b>		<b>Resources</b>
			<b>Jan.</b>	<b>Lead</b>	£40,000 for each authority

<b>Ref.</b>	<b>Action</b>	<b>Lead</b>	<b>July</b>	<b>Aug.</b>	<b>Sep.</b>	<b>Oct.</b>	<b>Nov.</b>	<b>Dec.</b>	<b>Jan.</b>	<b>Feb.</b>	<b>Mar.</b>	<b>Apr.</b>	<b>May</b>	<b>June</b>	<b>Status / Corrective Action</b>
<b>11.1</b>	<b>Medium wins</b>														
11.1.1	Business cases submitted to Full Council	KD													Business cases will be submitted for Economic Development, IT and CCTV / Lifeline.
11.1.2	Implementation of medium term wins	KD													Dependent upon decision at full Council meetings at end of July. More detailed implementation plans will be developed as part of the production of the business cases and the Improvement Plan updated accordingly. Staff consultation will need to be undertaken.
<b>11.2</b>	<b>Completion of phase 3 business case with clear statement of service delivery benefit and efficiencies</b>														
11.2.1	Business case submitted to full Council	KD													Business cases submitted to both full Councils.
<b>11.3</b>	<b>Decision to progress</b>														
11.3.1	Implementation of business case	KD													Dependent upon decision at full Council meetings at end of July. More detailed implementation plan will be developed as part of the production of the business cases and the Improvement Plan updated accordingly. Staff consultation will need to be undertaken.

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<b>PR4: Improved Partnership Working</b>					
12	Expected Outcome	<b>Improved Partnership Working</b>			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
12.1	Co-mingled recyclables collection	Joint working with WCC to deliver co -mingled service	30 April 2010	MB	Budget bid
12.2	Fundamental review of Bromsgrove Sustainable Community Strategy	Sustainable Community Strategy fundamental review completed	30 November 2009	HB	CCPP Team; LSP Theme Group Leaders
12.3	Grants Policy	Research and consultation to prepare draft policy	31 December 2009	HB	CCPP Team

Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Status / Corrective Action
12.1	Co-mingled recyclables collection (see Section 4.3 Clean Streets & Climate Change)														
12.2	Fundamental review of Bromsgrove Sustainable Community Strategy (see Section 8.2 Managing Performance)														
12.3	<b>Grants policy</b>														
12.3.1	Benchmark grants policies of other councils.	HB													
12.3.2	Develop draft and seek Cabinet approval.	HB													

<b>PR5: Planning</b>					
13.	Expected Outcome	<b>Improved Planning Service and Balanced Development of District</b>			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
13.1	Longbridge	Progress Area Action Plan to adoption	30 June 2009	MD	Development Control and Strategic Planning



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<b>PR5: Planning</b>					
<b>13.</b>	<b>Expected Outcome</b>	<b>Improved Planning Service and Balanced Development of District</b>			
<b>Ref.</b>	<b>Measures of Success</b>	<b>Actions Required</b>	<b>Timescales</b>	<b>Lead</b>	<b>Resources</b>
<b>13.2</b>	Regional Spatial Strategy	Secure community benefits via s.106 agreements RSS2 -examination in public RSS3 – submit Council response to options consultation RSS3 - Submit council response to preferred options consultation RSS 3 – examination in public	31 March 2012 30 June 2009 30 July 2009 31 May 2010 30 <sup>th</sup> September 2010	MD	Strategic Planning
<b>13.3</b>	Local Development Framework	Production, submission and adoption of LDF documents: <ul style="list-style-type: none"> <li>• Core Strategy</li> <li>• Town Centre (See 1.1 above)</li> </ul> Production, submission and adoption of Development Plan Documents on rolling basis	30 June 2010 30 June 2011 31 March 2012	MD	Strategic Planning
<b>13.4</b>	Effective Development Control Service	Recruitment and retention of staff to ensure capacity exists to deliver against targets	31 December 2009 and annually thereafter	DH	Development Control

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<b>PR5: Planning</b>				
<b>13.</b>	<b>Expected Outcome</b>	<b>Improved Planning Service and Balanced Development of District</b>		
<b>Ref.</b>	<b>Measures of Success</b>	<b>Actions Required</b>	<b>Timescales</b>	<b>Lead</b>
		Determination of planning applications in accordance with policy, taking into account all material considerations	31 March 2012	DH
		Quarterly Member Planning training	31 March 2012	DH
		Peer Review of Development Control Service	31 <sup>st</sup> October 2009	HB/DH
		Migration of service to Customer Service Centre	31 July 2009	DH

<b>Ref.</b>	<b>Action</b>	<b>Lead</b>	<b>July</b>	<b>Aug.</b>	<b>Sep.</b>	<b>Oct.</b>	<b>Nov.</b>	<b>Dec.</b>	<b>Jan.</b>	<b>Feb.</b>	<b>Mar.</b>	<b>Apr.</b>	<b>May</b>	<b>June</b>	<b>Status / Corrective Action</b>
<b>13.1</b>	<b>Longbridge</b>														
13.1.1	Attend Project Delivery Board Meetings	PS													
13.1.2	Attend Project Delivery Group meetings and	MD													
13.1.3	Regular meeting with developers landowners dependant on progress with the Applications	MD													
<b>13.2</b>	<b>Regional Spatial Strategy</b>														
13.2.1	Respond to RSS3	MD													

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Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Status / Corrective Action
	options														
13.2.2	Receive RSS2 Panel report and respond if necessary	MD													
13.2.3	Receive and respond to RSS2 Proposed Changes	MD													
13.2.4	Prepare RSS3 consultation response	MD													
13.2.5	Submit RSS3 Response	MD													
<b>13.3</b>	<b>Local Development Framework</b>														
13.3.1	Assemble Core Strategy Evidence base	MD													
13.3.2	Prepare Further Draft Core Strategy	MD													
13.3.3	Consult on Further Draft Core strategy	MD													
13.3.4	Consult on Final Core strategy	MD													
<b>13.4</b>	<b>Effective Development Control Service</b>														
13.4.1	Recruitment and retention of staff	DH													
13.4.2	Determination of planning applications	DH													
13.4.3	Quarterly Member Planning training	DH													
13.4.4.	Migration of Development Control Service to Customer Service Centre	DH													
13.4.5	Undertake I&DeA Peer Review	HB/DH													

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Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Status / Corrective Action
13.4.6	Consider results at Customer First Board and CMT, including action plan.	HB/DH													
13.4.7	Report conclusions to Members.	HB/DH													
13.4.8	Deliver action plan.	HB/DH													

<b>HR &amp; OD1: Learning and Development</b>					
<b>Modern Councillors and Officers</b>					
14	Expected Outcome	Actions Required	Timescales	Lead	Resources
14.1	Employee skills and capacity	Develop core competencies for all staff  Review of PDR process Streamline Modern Manager  Framework to make more accessible	31 Jan 2010  31 Jan 2010  31 Jan 2010	HP	L&D Manager
14.2	Maintain Investors in People accreditation	Review and deliver IIP action plan  Hold annual Management Conference	30 April 2011  31 October 2009 and annually thereafter	HP	HROD team

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Ref	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Status / Corrective Action
<b>14.1</b>	<b>Employee skills and capacity</b>														
14.1.1	Finish 'The Bromsgrove Way' framework inc staff comps and changes to whole PDR scheme	HP													
14.1.2	1 <sup>st</sup> draft to CMT for feedback	HP													
14.1.3	Consult unions and staff working group	HP													
14.1.4	To CMT for final approval	HP													
14.1.5	Training for staff and managers to support launch	HP													
<b>14.2</b>	<b>Maintain Investors in People accreditation</b>														
14.2.1	Annual mgt conf – proposal to CMT	HP													
14.2.2	Annual mgt conf - deliver	HP													
14.2.3	Future stars – proposal to CMT	HP													
14.2.4	Future stars – launch (as part of workforce plan/succession plan)														
14.2.5	Mgt induction – launch	HP													
14.2.6	Mgt induction – TNA/PDP	HP													
14.2.7	Mgt induction – implement individual PDPs	HP													
14.2.8	Mg induction – evaluation report to CMT	HP													
14.2.9	iIP spot check by usual external assessor to benchmark progress against new standards (Bronze/Silver/Gold)	HP													

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Ref	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Status / Corrective Action
14.2.10	lIP spot check – report findings to CMT with any recovery proposals	HP													

### HR&OD2: Modernisation

<b>Consistency in people management</b>														
15	Expected Outcome													
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources									
15.1	Maintenance of equal pay	Annual monitoring of pay structure Delivery of JE appeals process Development of Market Forces Supplement policy	31 March 2010 and annually thereafter  TBC dependent upon number of appeals.  September 2009	JP  SG  MS	HR team CMT Trade Unions									
15.2	Policy review and development	Deliver the annual HR policy programme Consultation with managers and trade unions as policies are reviewed/ developed	31 March 2010  31 March 2010		HR team									
15.3	Creation of a workforce plan	Delivery of gap analysis based on SERCO business case Delivery of qualifications	31st March 2010	HP	Learning & OD Manager OD budget									

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<b>HR&amp;OD2: Modernisation</b>					
<b>Consistency in people management</b>					
15	Expected Outcome				
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
15.4	Delivery of corporate target for sickness absence and consistency in managerial approach	<p>survey/skills survey</p> <p>Identify strategic HR solutions/strategies to close the gap</p> <p>Delivery of return to work interview training for managers</p> <p>Use of Performance clinics</p> <p>Production of monthly monitoring reports</p>	31 <sup>st</sup> March 2010	SG	HR Advisors OD Budget Assistant Chief Executive Head of Human Resources and OD

Ref.	Action	Lead	Status / Corrective Action														
			July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June			
<b>15.1</b>	<b>Maintenance of equal pay</b>																
15.1.1	3 monthly JE Auditing and annual review																
15.1.2	JE Appeals (Timelines to be populated when numbers of appeals are known)																
15.1.3	Delivery of Market Forces Supplement policy																

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Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Status / Corrective Action
<b>15.2</b>	<b>Policy review and development</b>														
15.2.1	Harmonisation of employee terms and conditions of employment; post SERCO report.	JP/HR Advisors													SERCO report received 03.06.09.  Detailed project plan to be developed in readiness for end June Shared Services Board meeting.  Improvement Plan timelines to be re-populated once outline project plan has been approved by Programme Board.
<b>15.3</b>	<b>Creation of workforce plan</b>														
15.3.1	Carry out gap analysis	HP													
15.3.2	Re-do qualifications/skills survey														
15.3.3	Develop strategic HR&OD solutions	JP/HP													
15.3.4	Proposals to CMT	JP/HP													
15.3.5	Consult unions/staff working group	HP													
15.3.6	Plan back to CMT for approval	JP/HP													
15.3.6	Commence implementation	JP													After June 2010

### HR& OD 3: Positive Employee Climate

<b>16</b>	<b>Expected Outcome</b>	<b>To be perceived as an Employer of Choice</b>											
<b>Ref.</b>	<b>Measures of Success</b>	<b>Actions Required</b>	<b>Timescales</b>	<b>Lead</b>	<b>Resources</b>								



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<b>HR&amp; OD 3: Positive Employee Climate</b>						
<b>To be perceived as an Employer of Choice</b>						
<b>16</b>	<b>Expected Outcome</b>	<b>Measures of Success</b>	<b>Actions Required</b>	<b>Timescales</b>	<b>Lead</b>	<b>Resources</b>
<b>16.1</b>	Recruitment and Retention of staff		Review of work- life balance practices  Review of family friendly practices	31 March 2010	MS/SG/NW  “	HR Team Trade Unions CMT
<b>16.2</b>	Employee satisfaction		Employee survey recovery plan	31 March 2010	HP	Learning & OD Manager OD Budget
<b>16.3</b>	Industrial relations		Quarterly meeting with unions attended by senior managers	31 March 2012	MS	HR and OD team Equalities Officer Head of HR and OD Trade Unions
<b>16.4</b>	Safe and healthy working environment		Development of Health and Safety policies  Commitment to Wellness Works Initiative and delivery of wellbeing programme for employees  Operation of Corporate Health and Safety Committee	30 June 2010	DI	Health and Safety Advisor Executive Director Partnerships and Projects Head of HR and OD Health and Safety Committee Trade Unions

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Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Status / Corrective Action
<b>16.1</b>	<b>Recruitment and retention of staff</b>														
16.1.1	Review Flexi Leave ( <i>Work-life/balance practices</i> )	SG													This work will be dependent upon team capacity – the priority will be to address 15.2.1
16.1.2	Review Career Break/Sabbatical practice ( <i>Work-life balance practices</i> )	MS													This work will be dependent upon team capacity – the priority will be to address 15.2.1
16.1.3	Review Home Working practices ( <i>Work-life balance practices</i> )	SG													This work will be dependent upon team capacity – the priority will be to address 15.2.1
16.1.4	Reports to CMT	MS/SG													This work will be dependent upon team capacity – the priority will be to address 15.2.1
16.1.	Consult trade unions post CMT approval in respect of flexi leave, career break/sabbatical practices	MS/SG													This work will be dependent upon team capacity – the priority will be to address 15.2.1
16.1.6	Commence feasibility study into Term Time Only Working arrangements ( <i>Family Friendly practices</i> )	NW													This work will be dependent upon team capacity – the priority will be to address 15.2.1
16.1.7	Report to CMT on findings of feasibility study into Term Time Only working ( <i>Family Friendly practices</i> )	NW													This work will be dependent upon team capacity – the priority will be to address 15.2.1
16.1.8	Consult trade unions post CMT approval in respect of Term Time Only Working practices ( <i>Family Friendly practices</i> )	NW													This work will be dependent upon team capacity – the priority will be to address 15.2.1
<b>16.2</b>	<b>Employee satisfaction</b>														

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Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Status / Corrective Action
16.2.1	Employee survey - implementation of recovery plan – specific tasks not finalised therefore no detail available @ 3/6/09	HP													Focus groups carried out in May 2009. Recovery proposals to CMT in June 2009. Exact timelines to be re-populated post CMT report.
<b>16.3</b>	<b>Industrial relations</b>														
16.3.1	Quarterly Union Liaison Meetings														
<b>16.4</b>	<b>Safe working environment</b>														
16.4.1	Delivery of employee health and wellbeing programme														
16.4.2	Review Corporate Health and safety policy														
16.4.3	Develop Alcohol and Drugs Awareness policy														
16.4.4	Operation of Corporate Health and Safety Committee														

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**BROMSGROVE DISTRICT COUNCIL**  
**20 JULY 2009**

**PERFORMANCE MANAGEMENT BOARD**

**PMB RECOMMENDATIONS TRACKER**

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

**1. SUMMARY**

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

**2. RECOMMENDATIONS**

- 2.1 That The Board notes the attached update

**3. BACKGROUND**

- 3.1 The previous report was submitted to the May 2009 meeting
- 3.2 Resolutions and recommendations that were reported as fully completed on the last report have been deleted from the document. Resolutions and recommendations up to and including the May 2009 meeting of the Board have been added. Progress on all outstanding actions is shown in **bold** text. Earlier progress reports, where they exist, are shown in normal text, so that members can see the history for each item. Items that are shown as completed in this report will be removed from the next version of the report.

**4. FINANCIAL IMPLICATIONS**

- 4.1 There are no financial implications

**5. LEGAL IMPLICATIONS**

- 5.1 There are no legal implications.

**6. COUNCIL OBJECTIVES**

- 6.1 Tracking of recommendations links to the Improvement objective

**7. RISK MANAGEMENT**

7.1 There are no risks associated with this report

## 8 CUSTOMER IMPLICATIONS

8.1 Performance Improvement is a Council Objective

## 9. EQUALITIES AND DIVERSITY IMPLICATIONS

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

## 10. VALUE FOR MONEY IMPLICATIONS

10.1 

- There are no VFM implications

## 11. OTHER IMPLICATIONS

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

## 12. OTHERS CONSULTED ON THE REPORT

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

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

## 13. WARDS AFFECTED

All Wards.

**14. APPENDICES**

Appendix 1 Recommendations Tracker

**15. BACKGROUND PAPERS**

None

**Contact officer**

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

Meeting date & minute ref	Minute & Action	Progress update
20 May 2008		
7/08	NEIGHBOURHOOD AREA COMMITTEE EVALUATION RESOLVED that the Neighbourhood Area Committee schemes be reviewed again in 12 months' time.	07/08 This will be included in next years work programme 05/09 Will be included in the programme for January 2010 <b>07/09 Included in programme. COMPLETED</b>
26/08	ANNUAL FINANCIAL AND PERFORMANCE REPORT 2007/2008 RESOLVED (b) that unemployment figures be submitted to the Performance Management Board's meeting scheduled to be held on 16th September 2008.	10/08 Figures will be supplied to the November meeting. 01/09 Not provided to November meeting. ACE to provide figures to January meeting. 05/09 ACE will update May 09 meeting <b>07/09 The annual report going to July's Board contains an unemployment figure of 3.7%. COMPLETED</b>
19 August 2008		
39/08	LOCAL NEIGHBOURHOOD PARTNERSHIPS RESOLVED that the progress report be noted and the business case be considered in due course.	10/08 A business case is currently being drafted. A project plan, financial plan, risk register and issues log have now been completed. 01/09 The business case will be completed in January. Two consultation events with parish councils have also been undertaken. 05/09 – Work on business case delayed due to vacancies. Posts now filled and work can re-commence. Business case to be completed by July



Meeting date & minute ref	Minute & Action	Progress update
		<b>07/09 The business case has been deferred until September.</b>
21 October 2008		
59/08	SPATIAL PROJECT MONITORING REPORT RESOLVED that the report be noted and a further update be given at the next meeting of the Board.	01/09 Spatial project highlight reports have been reported to PMB on a monthly basis. As this project has now finished, reporting has stopped. A final report outlining the benefits of the Spatial Project was presented to PMB on 16 <sup>th</sup> December 2008. <b>COMPLETED</b>  01/09 A further report will go to PMB in December 2009 outlining the benefits that have been realised by the project  05/09 Will be included in the programme for Dec 2009 <b>07/09 Included in programme COMPLETED</b>
16 December 2008		
76/08	SPATIAL PROJECT BENEFITS  (a) that a report on progress of the FM2 stage of the project be submitted in six months; and (b) that a further report on the Spatial Project be considered in twelve months time when more evidence has been obtained regarding the benefits of the project.	05/09 Will be included in the programme for Dec 2009  05/09 Will be included in the programme for Dec 2009  <b>07/09 Included in programme. COMPLETED</b>
77/08	SICKNESS ABSENCE  RESOLVED: (a) that a further performance clinic be arranged to look again at the	05/09 A further performance clinic has been held and a number of actions are to be put in place to ensure that procedures are

Meeting date & minute ref	Minute & Action	Progress update
	<p>application of the Council's sickness absence policy by Heads of Service including progression to the informal stage of the policy;</p> <p>(b) that the policy itself be reconsidered including the various "trigger points" set out within the policy;</p> <p>(c) that consideration be given to introducing spot checks in relation to the carrying out of return to work interviews in order to promote a consistency of approach;</p> <p>(d) that officers produce a breakdown of periods of short term sickness to identify any particular patterns</p> <p>(e) that a further report be considered at the February Board Meeting.</p>	<p>being robustly applied and, if necessary, further training for managers will be provided. From April 09 onwards a separate, more detailed, report will be produced for sickness absence (as well as the summary figures in the monthly performance report). This report will go to CMT, Leader's Group and PMB.</p> <p><b>07/09 A detailed monthly sickness report was produced in April and will be produced each subsequent month. Sickness absence rose for the third consecutive month in May, with long-term sickness also rising significantly, whilst short-term sickness fell slightly. Action to terminate employment has commenced in one long-term case as there is no foreseeable date of return.</b></p> <p><b>A training programme for managers on Return To Work (RTW) interviews is planned for September; this should result in better RTW interviews and an improved understanding amongst staff of the Council's approach to Sickness Absence.</b></p> <p><b>There have been two cases of suspected H1N1(swine) flu so far, one of which tested negative. The second individual was not tested and has returned to work after a short absence. It is reasonable to assume there will be further cases throughout the summer ahead of the normal seasonal occurrence of flu in the autumn and winter.</b></p> <p><b>The integrated sickness absence and health and safety report for Month ending May 2009 also provides other updates, including the Government "Fit for Work" initiative</b></p>

Meeting date & minute ref	Minute & Action	Progress update
79/08	<p>SIX MONTHLY REVIEW OF ESTIMATED OUTTURN</p> <p>RESOLVED: a report be submitted to the Board in six months in relation to the employment of people with disabilities.</p>	<p>05/09 Will be included in the programme for Dec 2009 <b>07/09 Included in the programme. COMPLETED</b></p>
20 January 2009		
88/08	<p>IMPROVEMENT PLAN EXCEPTION REPORT (NOVEMBER 2008)</p> <p>RESOLVED: that the Value for Money analysis referred to by the Assistant Chief Executive be submitted to this Board in addition to the Audit Board.</p>	<p>05/09 Work is underway on this analysis and is expected to be completed in Autumn, when it will be submitted to CMT, Leader's Group and PMB</p> <p><b>07/09</b> Initial draft report prepared by Improvement Manager to identify transactional costs and comparison between departments. To be reviewed by Improvement Manager and Head of Financial Services prior to report being submitted to CMT and Members.</p>
17 March 2009		
104/08	<p>HOUSING STRATEGY 2006/2011 - PROGRESS REPORT, MID TERM REVIEW AND NEW ACTION PLAN</p> <p>RECOMMENDED that the Portfolio Holder for Housing and Environment be requested to work with officers on the following issues:</p>	<p>05/09 Work is underway on these actions <b>07/09 Progress update:</b> a) <b>The Strategic Housing Initiatives Officer attended an awareness raising event and has made contact with</b></p>

Meeting date & minute ref	Minute & Action	Progress update
	<p>(a) researching the need for an outreach worker for people with mental health difficulties;</p> <p>(b) researching the health needs of homeless households and their ability to access health services (possibly through the Local Strategic Partnership Board); and</p> <p>(c) investigating the possibility of promoting the availability of alternative debt advice services in addition to the Citizens' Advice Bureau, as other providers may be able to provide a service outside normal office hours.</p>	<p><b>Mental Health Network Group.</b></p> <p><b>b) Additional questions have now been inserted in the Homelessness Survey questionnaire relating to the ability of clients to access health services. Issues arising and any evidence of gaps in service provision will be raised with the PCT.</b></p> <p><b>c) A specialist Debt Advice service has been set up at CAB to meet the needs of home owners facing difficulty in meeting mortgage repayments. Alternative debt advice services have now been promoted through Together Bromsgrove and have been included within the Mortgage Wise Folder pack that has been produced in the light of the economic downturn.</b></p>

## BROMSGROVE DISTRICT COUNCIL

### PERFORMANCE MANAGEMENT BOARD

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

## 11. **APPENDICES**

Appendix 1 – PMB Work Programme 2009/10

## 12. **BACKGROUND PAPERS**

2008/09 PMB Work Programme.

## **CONTACT OFFICERS**

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

## Proposed Performance Management Board Work Programme 2009/10

Date	Agenda Item
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 &amp; 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 09/10 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 (deferred to September)</p> <p>Quarterly Recommendation Tracker.</p> <p>PMB Work Programme</p>

Aug 09	No meeting.
Sep 09	<p>Period 4 09/10 performance report</p> <p>Period 4 09/10 Improvement Plan Mark 4 progress report</p> <p>Housing Inspection Report and Updated Inspection Action Plan.</p> <p>Shared Services Highlight Report</p> <p>Council Plan 2010/2013 Part 1 including Place Survey and Bromsgrove Profile.</p> <p>PMB Work Programme</p>
Oct 09	<p>Period 5 09/10 Performance Report.</p> <p>Period 5 09/10 Improvement Plan Mark 4 progress report.</p> <p>Shared Services Highlight Report</p> <p>Data Quality Strategy 6 Month Update (proposed move to September to create space for Profile and Place Survey).</p>
Nov 09	<p>Quarter 2 09/10 Integrated Finance &amp; Performance report.</p> <p>Period 6 09/10 Improvement Plan Mark 4 progress report.</p> <p>Community Strategy Annual Report 2008/09.</p> <p>Shared Services Highlight Report</p> <p>Community Strategy 2010/2013.</p> <p>Quarterly Recommendation Tracker</p> <p>PMB Work Programme.</p>
Dec 09	<p>Period 7 09/10 Performance Report.</p> <p>Period 7 09/10 Improvement Plan Mark 3 progress report.</p> <p>Annual Artrix Performance Report</p> <p>Shared Services Highlight Report</p> <p>Spatial Project Benefits Review</p> <p>2008/2009 Predicted Outturn for Corporate Indicators.</p> <p>PMB Work Programme.</p>



Jan 10	<p>Period 8 09/10 Performance Report</p> <p>Period 8 09/10 Improvement Plan Mark 4 progress report.</p> <p>Shared Services Highlight Report</p> <p>Local Neighbourhood Partnership Review</p> <p>Quarterly Recommendation Tracker</p> <p>PMB Work Programme.</p>
Feb 10	<p>Quarter 3 09/10 Integrated Finance &amp; Performance report.</p> <p>Period 9 09/10 Improvement Plan Mark 4 progress report.</p> <p>Shared Services Highlight 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>Shared Services Highlight Report</p> <p>Staff Survey Results (if undertaken)</p> <p>Housing Strategy Action Plan Update and Housing Inspection Action Plan.</p> <p>Council Plan 2010-2013.</p> <p>PMB Work Programme 2010/2011.</p>

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