



BROMSGROVE DISTRICT COUNCIL

MEETING OF THE PERFORMANCE MANAGEMENT BOARD

MONDAY 18TH JANUARY 2010, AT 6.00 P.M.

COMMITTEE ROOM, THE COUNCIL HOUSE, BURCOT LANE, BROMSGROVE

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

AGENDA

1. To receive apologies for absence
2. Declarations of Interest and whipping arrangements
3. To confirm the accuracy of the minutes of the meeting of the Performance Management Board held on 16th November 2009 (Pages 1 - 6)
4. Selby Benchmarking Visit (Pages 7 - 40)
5. Spatial Projects Benefits Review (Pages 41 - 46)
6. Integrated Finance and Performance Report - Verbal Update
7. Town Centre Update (Pages 47 - 60)
8. Shared Services Highlight Report (Pages 61 - 66)
9. Improvement Plan Exception Report (November 2009) (Pages 67 - 80)
10. Performance Report (November 2009) (Pages 81 - 96)
11. Work Programme (Pages 97 - 102)
12. To consider any other business, details of which have been notified to the Head of Legal, Equalities and Democratic Services prior to the commencement of the meeting and which the Chairman, by reason of special circumstances, considers to be of so urgent a nature that it cannot wait until the next meeting

K. DICKS
Chief Executive

The Council House
Burcot Lane
BROMSGROVE
Worcestershire
B60 1AA

11th January 2010

Agenda Item 3

BROMSGROVE DISTRICT COUNCIL

MEETING OF THE PERFORMANCE MANAGEMENT BOARD

MONDAY, 16TH NOVEMBER 2009, AT 6.00 P.M.

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

In attendance: Councillor G. Denaro

Officers: Mr. H. Bennett, Ms. J. Pickering and Ms. A. Scarce

50/09 APOLOGIES FOR ABSENCE

There were no apologies for absence.

51/09 DECLARATIONS OF INTEREST

Councillor K. Taylor declared an interest in item 4 (Quarter 2 09/10 Integrated Finance & Performance Report) as he had applied for a small business start up grant from the Council.

52/09 MINUTES

The minutes of the meeting of the Performance management Board held on 19th October 2009 were submitted.

RESOLVED that the minutes be approved as a correct record.

53/09 QUARTER 2009/10 INTEGRATED FINANCE & PERFORMANCE REPORT

At the invitation of the Chairman, Councillor G. Denaro, Portfolio Holder for Resources advised that there was a significant overspend to the end of September together with a projected deficit to the end of the financial year. The main reasons for this were:

- the impact of the downturn in the housing market on land charges and building control income targets;
- significant increase in printing charges compared to those originally anticipated; and
- a shortfall on the income from investments due to the rates of return being less than predicted.

The Head of Financial Services advised that a number of actions had been put in place to bring this back in line by the end of the year, including:

- Transfer of an element of funds into a low risk but higher yield investment. Following discussions with treasury advisors it was

understood that the Council could achieve 2.5% on limited investments with similar protection as presently in place.

- A freeze on vacancies. The Council was currently holding a vacancy freeze in consideration of the future joint arrangements with both Redditch and the WETT programme. The freeze would ensure that business critical services were maintained whilst providing savings for the remainder of the financial year.
- Review of non-essential expenditure. This would include the centralising of the office supplies and reviewing non-essential training.
- A review of contracts in place which would identify where renegotiation could take place to reduce costs in the short term.

Members shared their concerns that a reduction in training was not a good idea as it played an essential part in the Council's continued improvement. The Head of Financial Services assured Members that funds would be available for areas of essential spend to ensure services were delivered to the customer.

The Board was informed that the main areas of deficit were Planning and E-Government and that other areas were having to make savings to compensate for this. The significant increase in printing charges was discussed in detail and the Head of Financial Services advised that the supplier was being contacted with a view to reviewing this.

During the discussion it was noted that the Dolphin Centre fitness suite membership had exceed 750. Members discussed how this figure could be maintained and whether or not it was due to customers choosing it as a cheaper option to other gyms following the economic downturn and whether this figure could be sustained in future. The use of a loyalty card system was discussed as a way of tracking and targeting users.

Members raised concerns over the use of agency staff and the Head of Financial Services advised that this matter had been addressed. Members also shared their concern that the overspend had been taken into account in next year's budget forecast and the Head of Financial Services confirmed that the appropriate action had been taken to address this. Concerns were also raised as to why the overspend had not been detected earlier and the Head of Financial Services explained that in future the predicted out turn would be part of the first quarter review as at June 2010.

Members asked to what extent Portfolio Holders were involved in the monitoring process and it was advised that they receive monthly monitoring reports and had monthly meetings with the relevant Head of Service. Members were asked to note that some departments are maintaining good progress and working within their budget.

The Assistant Chief Executive advised that the sickness level continued to improve.

RECOMMENDED that Portfolio Holders continue to work with Heads of Service to ensure overspend is managed and brought back in line with the budget.

RESOLVED:

- (a) that it be noted that 62% of performance indicators are improving or stable;
- (b) that it be noted that 58% of performance indicators had achieved their year to date target;
- (c) that it be noted that 80% of performance indicators are predicted to meet their target at the year end;
- (d) that the particular successes and areas of potential concern as set out in the Council Summary be noted;
- (e) that the current financial position on Revenue and Capital as detailed in the report and the proposed actions to mitigate the overspend on revenue be noted;
- (f) that the release of previously approved earmarked reserves of £249k as set out in Appendix 5 be noted;
- (g) that the budget virements listed in Appendix 6 are approved; and
- (h) that Cabinet recommend to Full Council to reduce the Capital Programme 2009/10 by £1.148m as detailed in Appendix 7 to reflect the projects, due to the factors detailed in the report will not be delivered during 2009/10 and that these projects are recommended to be included in the 2010/11 Capital Programme be noted.

54/09 **IMPROVEMENT PLAN EXCEPTION REPORT (SEPTEMBER 2009)**

The Board considered the Improvement Plan Exception Report as at 30th September 2009.

During the discussion Members paid particular attention to CP1: Town Centre and in particular 1.4.6 Establish Proposed Civic Centre Study Group and commented that this needed to be monitored as the regeneration of the town centre as a whole was an important issue. The Assistant Chief Executive confirmed he would contact the Executive Director (Partnerships & Projects) and relevant Portfolio Holder to request a project plan/timeline for discussion at the next meeting. It was also confirmed that the New Council House Accommodation was on the Overview & Scrutiny Work Programme for 2010/11 and that the Economic Regeneration Policy was on the current Work Programme of the Scrutiny Board, and would be investigated further in early 2010.

The Assistant Chief Executive also drew Members' attention to item 1.5 Train Station and confirmed that Worcestershire County Council continued to work with Network Rail, the current design was not sustainable and there was a shortfall in the funding available. The Assistant Chief Executive confirmed he would contact County to establish the current position and report back to the next meeting.

In relation to FP1: Managing Finances (including Value for Money) Item 5.2.8 Deliver Use of resources action plan in relation to new framework.

Management Performance under CAA would be published on 10th December and would be included for discussion at a subsequent meeting.

Members questioned the need under PR4: Improving Partnership Working item 12.3.1 and the Assistant Chief Executive confirmed that the Council did not have a formal grants policy and a corporate policy was needed to clarify the Council's position.

Members were concerned to note that under HR & OD3: Positive Employee Climate, item 16.4.1 delivery of employee health and wellbeing programme, had been cancelled due to room availability. This was felt to be unacceptable and the Assistant Chief Executive advised that he would check to see that the programme had been put in place and that this situation did not happen again.

RESOLVED:

- (a) that the revisions to the Improvement Plan Exception report together with the corrective action being taken be noted;
- (b) that it be noted that for the 104 actions highlighted for September within the plan 76% of the Improvement Plan was on target (green), 8.7% is one month behind (amber) and 3.8% is over one month behind (red). 11.5% of actions have been reprogrammed or suspended with approval.

55/09 **SHARED SERVICES HIGHLIGHT REPORT - VERBAL UPDATE**

The Assistant Chief Executive advised Members that a Highlight Report was not available as both Full Councils had agreed to the Shared Services and therefore this stage was complete. There would be a composite highlight report available for the Board to consider at the meeting on 21st December 2009. Directors' interviews would take place week commencing 14th December 2009 and then the next stage of interviews would commence week beginning 18th January 2010 and the new single management team was expected to go "live" in mid April 2010. There have been and will continue to be many briefing opportunities for both staff and unions in this process.

The Assistant Chief Executive also briefed Members on the current position in respect of the Worcestershire Enhanced Two Tier programme (WETT), particularly with regard to the Council hosting Regulatory Services. The Board will receive regular updates on how the WETT programme was progressing as part of the shared services composite report.

Members asked what the position would be with regard to Portfolio Holders' descriptions as these may vary between Redditch and Bromsgrove. The Assistant Chief Executive responded that this was a matter for members.

56/09 **SUSTAINABLE COMMUNITY STRATEGY 2010-2013**

The Board considered a report on the proposed Sustainable Community Strategy 2010-2013 which was subject to consideration by Full Council on 18th November 2009.

Members commented that the target dates seemed a considerable time away and therefore questioned their relevancy. A key area of concern was NI188 Climate Change as currently the Council was at Level 0 and was unlikely to reach Level 2 by the end of 2010/11. The report appeared to be focused on performance and less on measures to improve that performance. Members were advised that Climate Change was on the Work Programme of the Scrutiny Board and would be looked at early in 2010. Whilst the Assistant Chief Executive acknowledged that Climate Change must be at the forefront, this would be difficult in the current economic downturn as many changes that need to happen involve a high initial capital outlay. It will be important to align Climate Change improvements to changes in the business as they happen.

Members discussed NI39 – Alcohol harm related hospital admission rates and were advised that this was also on the current Scrutiny Board Work Programme.

With regard to the section Improving Health and Well Being, Members commented on the following items:

- Item 3 Reduce the impact of alcohol misuse in the workplace. Members felt that this was an important area to look at and that brief intervention training for some members of staff would be appropriate.
- NI56 and NI55 Childhood Obesity. Although the PCT were doing a range of things on this, Members felt that involvement should be at the very earliest stage, such as Health Visitors. Members also queried the details of NI56 as they felt the information on the areas of the district where obesity was over 20%, are not in line with those provided previously in the Bromsgrove Profile.
- LI7 Adults in contact with secondary mental health services in employment. Members felt that the key actions would not improve employment for these adults.
- NI117 – 16-18 year olds who are not in education, employment or training (NEET). Members were concerned that this matter was not being addressed and discussed what was available to these young people. The TRUNK would do outreach work in both Charford and Sidemoor.

Members felt that a summary of the report should be provided in order to show the linkage with the Council's priorities, key issues and measure of success.

RESOLVED:

- (a) That the Assistant Chief Executive to ask the relevant Portfolio Holder to revisit NI155;
- (b) That the Assistant Chief Executive clarify information in NI56 with regard to specific district areas with obesity over 20%.
- (c) that in future an executive summary be prepared detailing key issues and the linkage to the Council's priorities.
- (d) that Members felt there was a range of activities available, which perhaps needed to be communicated to the young people in a different way.

57/09 **QUARTERLY RECOMMENDATION TRACKER**

The Board received the Quarterly Recommendation Tracker and expressed concern that item 35/09 (c), introduction of an emergency planning leaflet, had been rejected by the Cabinet. Members also commented on the importance of receiving item 39/09 the Shared Services Highlight Report.

RESOLVED that the Recommendation Tracker Report be noted.

58/09 **DATA QUALITY STRATEGY 6 MONTH UPDATE**

The Board considered a report on the progress with regard to the implementation of the Data Quality Strategy Action Plan.

RESOLVED:

- (a) that the Data Quality Strategy Action Plan be noted; and
- (b) that in future this update be provided together with the six monthly Performance Management Strategy update report.

59/09 **WORK PROGRAMME**

Having considered a report on the Board's work programming Members shared the Assistant Chief Executive's concern that the agenda for the meeting on 21st December 2009 was long.

RESOLVED that the Work Programme be approved subject to the inclusion of a short update from the Head of Financial Services on the Integrated Finance & Performance Report at the next meeting and that the Annual Artrix Performance Report and "What is Excellence?" be deferred until the meeting on 18th January 2010 meeting.

The meeting closed at 8.25 p.m.

Chairman

BROMSGROVE DISTRICT COUNCIL

PERFORMANCE MANAGEMENT BOARD

18 JANUARY 2010

SELBY BENCHMARKING VISIT

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

1. SUMMARY

- 1.1 This report provides the Board with a summary of the lessons learnt from a benchmarking visit to Selby District Council in November 2009.

2. RECOMMENDATIONS

- 2.1 It is recommended that the Council:-

- i. Note that delivering excellence requires a focus on customer service, long term outcomes and value for money (3.5).
- ii. Seek Customer Service Excellence status (3.9).
- iii. Continue with Customer First training for all staff (3.8).
- iv. Improve the format of its annual report (3.10).
- v. Produce a five year Medium Term Financial Strategy (3.10).
- vi. Align its Communications Strategy more closely with the corporate priorities 3.11).
- vii. Note that improved communications is largely dependent on having an improved story to tell, rather than changes to existing communications practices (3.12).
- viii. Introduce “birthday forums” (3.13).
- ix. Improve the frequency and profile of long service awards (3.14).
- x. Improve the service business planning template, in particular, sections on workforce planning, workforce targets and procurement planning (3.16).
- xi. Develop a change management model that builds on the learning of early shared services (3.17).
- xii. Review the town centre programme (3.19).
- xiii. Provide the new Executive Director with Selby’s Economic Development Strategy (3.20).
- xiv. Provide the new Head of Planning and Regeneration with Selby’s Development Policy Team staffing structure (3.21)
- xv. Produce a more coherent annual community engagement programme (3.22).
- xvi. Monitor efficiencies in a similar way to Selby (3.25).

3. BACKGROUND

- 3.1 Selby District Council was rated “weak” in 2004 by the Audit Commission. Five years later the Council was re-rated “excellent”. Selby is similar to Bromsgrove District, in that it is essentially a rural district bordering unitary authorities, such as Leeds. It has three market towns, compared to our one and a smaller population of 80,000.
- 3.2 Councillors Steven Collela and Les Turner, along with officers, Hugh Bennett (Assistant Chief Executive) and Tony Beirne (Executive Director) visited the Selby on 05 November. The Members and officers of Selby gave up a considerable part of their time to Bromsgrove on the day and provided four CDs of material after the visit. The Assistant Chief Executive has written to Selby’s Chief Executive, Martin Connor to thank Selby for their co-operation.
- 3.3 The following sections look at some of the areas that were considered on the visit. There was a clear difference between Selby and Bromsgrove, but the overall view is that Bromsgrove needs to continue with its journey and has the right improvement actions in place. Selby is further along that journey. It should be remember that Bromsgrove was only rated “fair” in March 2009, one category above “weak”.

Excellence

- 3.4 A key point made by Selby’s Chief Executive was that the Selby did not aim for excellence, as defined by the Audit Commission, but concentrated on delivering the things the Council knew were important to its residents and that excellence flowed from this. Although this sounds simple, it does mean that Selby are very good at listening and equally good at delivering longer term outcomes.

Performance Indicators

- 3.5 This focus on longer term outcomes is really illustrated by the comparative performance of the two councils on their performance indicators. Selby’s indicators are attached at **Appendix 1**. There is no real discernable difference between the two councils’ indicators. This should not really come as a surprise. The Government Monitoring Board’s view was that a reasonable set of performance indicators was the minimum position, a bit like setting a balanced budget, and the pre-cursor to going on to deliver on a wider agenda. The main message to emerge from the trip is the need to focus on three things:-
- a. Delivery of longer term outcomes.
 - b. Excellent customer service.
 - c. Value for money.
- 3.6 In all three of these, Selby is clearly further ahead than Bromsgrove; however, our paths are similar. The governance of the two councils was broadly similar and this should not come as a surprise either, given the focus on governance at Bromsgrove in recent years.

Customer Service

- 3.7 Selby operates a customer service centre operation, similar to Bromsgrove. Members and officers visited the one in Selby town. The centre was impressive. Good practices included: a meet and greet system, an excellent A to Z customer leaflet rack, the use of duty officers (for planning, housing and benefits), quality assurance techniques for the customer service advisers, customer service training across all parts of the Council and a Customer Service Excellence self assessment, with a view to accreditation. Selby also operate an "Access to Selby" Board, which focuses on customer service, similar to Bromsgrove's Customer First Board.
- 3.8 Bromsgrove's customer service centre is already very good and has been held up as national best practice (as part of the Worcestershire Hub) by the Local Government Chronicle, so we must not be too hard on ourselves. The Planning Service has recently migrated to the Customer Service Centre, which means we are now using the duty officer system, but there may be further opportunity for this. Bromsgrove has a good programme of customer first training (we are now in our third year). Customer First Part 3 was innovative and involved the use of customer heartbeats for each team. 2010 will focus on plain English with empathy, which is similar to the training undertaken in Selby.
- 3.9 A key difference was that Selby have just completed a Customer Service Excellence self assessment with a view to accreditation. Customer Service Excellence replaced Charter Mark and is like Investors in People, but for customer service. The Assistant Chief Executive's view is that Bromsgrove is 12-18 months away from achieving this accreditation. Bromsgrove should seek accreditation.

Governance and Management Practices

- 3.10 Selby's governance and management practices are very similar to Bromsgrove's. It was interesting to note that their Annual Report was produced to a higher standard, being more glossy and about good news than performance indicators. Selby also operate a five year medium term financial strategy (Bromsgrove's is three years).

Communications and Workforce Practices

- 3.11 Selby's communications strategy was explicitly written around the Council's priorities. Bromsgrove's has priorities, but is not as aligned to the corporate priorities as this. We should adopt this practice.
- 3.12 Generally, Bromsgrove's communications are effective, but one of the key things to emerge from the Selby visit is that they have a good story to tell, whereas we are yet to deliver on some of our longer term outcomes e.g. town centre, Longbridge and we have had to take a series of difficult decisions e.g. charging for green waste, increased car parking charges, closing the Museum. Communications is not the issue, having a better story to tell is.

- 3.13 One small bit of good practice that was identified was “birthday forums”. Every couple of months, the Chief Executive or senior officer has a forum with every member of staff that has had a birthday during that period. Staff have a cup of tea and a slice of cake with the Chief Executive. This brings staff from different departments together, helps further create a nice environment to work in and enables staff to raise any issues they like with the Chief Executive. We should look to adopt this practice.
- 3.14 Staying with the subject of creating a nice working atmosphere, everyone will recognise that this is important and perhaps more so, during the difficult times ahead. Selby has Long Service Awards for 20 years, 30 years and 40 years service. Bromsgrove’s is 25 years and lacks profile. We should review this area and consider a lower starting point, perhaps 10 years, as the days of “job for life” have gone.
- 3.15 Selby appeared to be further ahead with regard to workforce planning. Their business plans contained more information than ours on staff gender, age, ethnicity, disability and qualifications; however, it was less clear how this information was being used. There were also explicit targets for each department on turnover, sickness and staff satisfaction.
- 3.16 Bromsgrove has much of this information and is undertaking a comprehensive approach to workforce planning, but it needs to be further integrated into the service business planning framework, as do the targets on sickness, turnover and staff satisfaction.
- 3.17 Selby’s Change Protocol was focused around HR practices. There has been some discussion about a wider change protocol for services going through transformation at Bromsgrove and Redditch that builds on the learning from the early shared services. Such a protocol should make links to the project management methodology, HR practices, lean systems, change management approaches, service levels agreements etc.

Economic Regeneration

- 3.18 Selby town centre re-development is further advanced. The major redevelopment of the town was started by the relocation of a school from existing Victorian buildings (the Parkside listing remains a damaging set back for Bromsgrove). The town has benefited from a new school, a new civic centre and a community hospital. The Council’s main offices are due to move and Tesco’s set to expand (subject to planning permission) and will require highways and junction improvements.
- 3.19 Clearly, there are lots of parallels to Bromsgrove and it is uncanny that the start of Selby’s programme was linked to a school. The similarity between the two programmes suggests that Bromsgrove’s programme is broadly correct. The new Executive Director will need to familiarise himself with the town centre programme and a “performance clinic” that brings him up to speed, but also provides an opportunity to review the programme would seem appropriate at this juncture.

- 3.20 It was interesting to note that Selby had no Economic Development Officer. Selby's view was that the area did not need promoting, as major businesses would already be aware of the retail opportunities that exist; however, Selby considered the availability of retail sites through strategic planning key. A pre-cursor to this is to understand the level of demand for these sites by the retail sector through a retail study.
- 3.21 Selby does have an Economic Development Strategy in place and this should be provided to the new Executive Director. The Strategy is supported by comprehensive Retail, Commercial and Leisure study, as a pre-cursor to Area Action Plan and Core Strategy. Similarly, information supplied by Selby on the Development Policy Team, should be passed to our team, as part of their work on the I&DeA Peer Planning Review, which identified capacity as an issue.

Community Engagement

- 3.22 Bromsgrove scored three out of four for prioritisation in its Comprehensive Performance Assessment and the Audit Commission commented favourable on how community engagement had fed into the decision-making process of the Council. Bromsgrove has many positives, like "U Decide", PACT, Budget Jury, Disabled User Group, Equalities and Diversity Forum. All of that said, the practice at Selby was impressive and possibly more high profile.
- 3.23 Selby's approach was very focused around the annual business cycle. Community engagement starts with the Leader giving a "State of the District" address at Full Council, which kick starts a three month programme of engagement, which includes all access channels e.g. public meetings, postal, e-mail, web surveys, press coverage etc. Bromsgrove probably needs to get better at using all channels, having a coherent programme, a wider audience and feeding back. For example, Selby's audience included:-
- a. 1,000 local businesses;
 - b. 450 plus community groups;
 - c. All parish councils;
 - d. Staff;
 - e. Partner agencies;
 - f. A youth council; and
 - g. A citizen's panel.
- 3.24 As Selby pointed out they "consult with the community in its entirety". Selby noted that public meetings tended to "attract a small core of committed individuals"! We should be wary of committing ourselves to too many such meetings, as they involve a lot of time and resource to set up,

in order to reach a small number of people. Juries, electronic engagement, the use of the press etc. are more effective.

Value for Money

- 3.25 At the time of our two respective CPA, Selby were clearly further ahead than Bromsgrove. Reducing expenditure levels was explicitly identified in Selby's VFM Strategy, whereas Bromsgrove has been building capacity in order to catapult its way out of a "poor" rating. We can now start work on becoming leaner. Efficiency gains and procurement plans are both explicitly identified in Selby's business plans, a practice we should adopt. The corporate savings and efficiency strategy is very explicit and is reported on using a traffic light system (see **Appendix 2**) we may be able to learn from this too.
- 3.26 Selby had already got shared services in place for Building Control, Internal Audit, ICT, Payroll and procurement; however, Selby noted that further opportunities may be more limited due to the willingness of otherwise of its partners. Selby had also successfully outsourced: streetscene and leisure services (an attempt to outsource planning had not been successful and Selby were open about that).
- 3.27 Selby's VFM vision was to be a commissioning council. It was interesting to note that there was very little mention of quantitative benchmarking e.g. cost per 1,000 population etc. The Audit Commission is keen on this type of benchmarking, but the Selby visit would suggest a focus on activities that are actually going to reduce costs.
- 3.28 Bromsgrove has made significant strides in this area since the CPA. We now have shared services for: community safety, payroll, elections services and procurement. We will have a single management team for Bromsgrove and Redditch, which goes live on the 20 April and we are due to host the new County Regulatory Services function (along with Redditch) through the Worcestershire Enhanced Two Tier (WETT) programme (Internal Audit and Property Management are also due to be transferred as part of WETT). With the single management team in place, we can then expect a three year programme that delivers a full range of shared services for the two councils.

4. FINANCIAL IMPLICATIONS

- 4.1 None.

5. LEGAL IMPLICATIONS

- 5.1 None.

6. CORPORATE OBJECTIVES

- 6.1 CO2 – Improvement.

7. RISK MANAGEMENT INCLUDING HEALTH & SAFETY CONSIDERATIONS

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

- Not delivering our Vision of being an excellent council.

7.2 These risks are being managed as follows:

- *Delivering Excellence:*

Risk Register: Corporate

Key Objective Ref No: 12

Key Objective: Ensure the Council achieves an improved rating under CAA regime

12.2 – Deliver a process for what excellence looks like.

8. **CUSTOMER IMPLICATIONS**

8.1 Recommendation on seeking customer service excellence accreditation.

9. **EQUALITIES AND DIVERSITY IMPLICATIONS**

9.1 None arising from this report.

10. **VALUE FOR MONEY IMPLICATIONS**

10.1 See section on VFM.

11. **CLIMATE CHANGE AND CARBON IMPLICATIONS**

11.1 None arising directly from the report; however, climate change is one of our priorities and we will need to deliver long term outcomes on this priority, in particular, significant reductions in our CO2 emissions.

9. **OTHER IMPLICATIONS**

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

10. **OTHERS CONSULTED ON THE REPORT**

Portfolio Holders	Via E-Mail and at PMB.
Chief Executive	Via e-mail.

Corporate Director (Services)	Via e-mail.
Assistant Chief Executive	Yes
Head of Service	Via e-mail.
Head of Financial Services	Via e-mail.
Head of Legal & Democratic Services	Via e-mail.
Head of Organisational Development & HR	Via e-mail.
Corporate Procurement Team	No

11. APPENDICES

Appendix 1 – Selby's Performance Indicators
Appendix 2 – Corporate Efficiency Reporting

12. BACKGROUND PAPERS

2008/09 PMB Work Programme.

CONTACT OFFICERS

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

HUMAN RESOURCES

Code	Description	Good Performance	2007-2008 Year-End	2008-2009 Target	2008-2009 Actual	Traffic Light	Link to Strategic Theme
BV2a	The level of the Equality Standard for local government to which the Authority conforms in respect of gender, race and disability.	High Level	Level 2	Level 3	Level 2	Red	1,3,4,5,7
BV2b	The quality of an Authority's Race Equality Scheme (RES) and the improvements resulting from its application.	High Percentage	68.00%	89.00%	68.00%	Red	1,3,4,5,7
BV11a	Percentage of top-paid 5% of local authority staff who are women.	High Percentage	31.82%	31.82%	30.00%	Red	1,3,4,5,7
BV11b	The percentage of the top 5% of Local Authority staff who are from an ethnic minority.	High Percentage	4.54%	4.54%	0.00%	Red	1,3,4,5,7
BV11c	Percentage of the top paid 5% of staff who have a disability. (excluding those in maintained schools.)	High Percentage	0.00%	4.54%	10.00%	Green	1,3,4,5,7
BV12	The number of working days/shifts lost to the Local Authority due to sickness absence.	Low Number	8.90	8.50	8.31	Green	1,3,4,5,7
BV14	The percentage of employees retiring early (excluding ill-health retirements) as a percentage of the total work force.	Low Percentage	0.00%	0.37%	0.00%	Green	1,3,4,5,7
BV15	The percentage of local authority employees retiring on grounds of ill health as a percentage of the total workforce.	Low Percentage	0.00%	0.37%	0.00%	Green	1,3,4,5,7
BV16a	The percentage of local authority employees with a disability.	High Percentage	4.12%	4.95%	4.17%	Red	1,3,4,5,7
BV17a	The percentage of local authority employees from ethnic minority communities.	High Percentage	0.70%	1.41%	0.70%	Red	1,3,4,5,7
HR1	Voluntary leavers as a percentage of staff in post.	Low Percentage	13.93%	13.00%	11.08%	Green	1,3,4,5,7

DEVELOPMENT POLICY

Code	Description	Good Performance	2007-2008 Year-End	2008-2009 Target	2008-2009 Actual	Traffic Light	Link to Strategic Theme
NI154	Net additional homes provided.	High Number	583	440	226	Red	3
NI155	Number of affordable homes delivered (gross).	High Number	101	115	23	Red	3
NI159	Supply of ready to develop housing sites.	100% or Greater	5 years (126%)/15 years	5 years/ 15 years		Awaiting Data	5
NI170	Previously developed land that has been vacant or derelict for more than 5 years.	Low or reducing percentage	N/A	8.20%	8.21%	Amber	3
NI171	New business registration rate.	High Number	N/A	Increasing %		Awaiting Data	4
NI197	Improved local biodiversity – active management of local sites.	High Percentage	N/A	Increasing %	5.80%	Green	2
DP5	Achieved all LDF targets as detailed in Service Plan.	N/A	N/A	Yes	No	Red	7

BUILDING CONTROL

Code	Description	Good Performance	2007-2008 Year-End	2008-2009 Target	2008-2009 Actual	Traffic Light	Link to Strategic Theme
BC3	Plans checked within statutory time period.	High Percentage	99.00%	100.00%	99.30%	Amber	1,2,3,4,5,6,7
BC9	% of customers consider the service to be Good/ Excellent.	High Percentage	84.00%	80.00%	85.00%	Green	1,7

DEVELOPMENT CONTROL

Code	Description	Good Performance	2007-2008 Year-End	2008-2009 Target	2008-2009 Actual	Traffic Light	Link to Strategic Theme
N1157a (Old BV109a)	Processing of major planning applications determined in 13 weeks.	High Percentage	63.64%	65.00%	76.67%	Green	7
N1157b (Old BV109b)	Processing of minor planning applications determined in 8 weeks.	High Percentage	68.97%	70.00%	71.23%	Green	7
N1157c (Old BV109c)	Processing of other planning applications determined in 8 weeks.	High Percentage	82.91%	82.00%	86.36%	Green	7
P4 (Old BV204)	The number of planning appeal decisions allowed against the authority's decision to refuse on planning applications, as a percentage of the total number of planning appeals against refusals of planning applications.	Low Percentage	31.10%	25.00%	24.62%	Green	7

BENEFITS

Code	Description	Good Performance	2007-2008 Year-End	2008-2009 Target	2008-2009 Actual	Traffic Light	Link to Strategic Theme
NI180	The number of changes of circumstances which affect customers' HB/CTB entitlement within the year.	High Number	78.9	80.0	168.4	Green	1,4,7
NI181	Time taken to process Housing Benefit/Council Tax Benefit new claims and change events.	Low Number of Days	18.9 days	21.0 days	6.5 days	Green	1,4,7

LOCAL TAXATION

Code	Description	Good Performance	2007-2008 Year-End	2008-2009 Target	2008-2009 Actual	Traffic Light	Link to Strategic Theme
LT1 (Old BV9)	The percentage of council tax collected by the Authority in the year.	High Percentage	97.26%	98.05%	97.99%	Amber	5,7
LT2 (Old BV10)	The percentage of non-domestic rates due for the financial year which were received by the authority.	High Percentage	99.01%	99.25%	98.29%	Amber	5,7
LT3 (Old LT1)	Recovery of Council Tax for the year prior.	High Percentage	98.42%	98.70%	98.79%	Green	5,7
LT4 (Old LT2)	Recovery of Council Tax from all other years.	High Percentage	99.36%	99.40%	99.63%	Green	5,7
LT5 (Old LT3)	Recovery of National Non Domestic Rates.	High Percentage	99.28%	99.55%	99.73%	Green	5,7
LT6 (Old LT4)	Recovery of National Non Domestic Rates from all other years.	High Percentage	99.71%	99.78%	99.79%	Green	5,7
LT7 (New)	The percentage of council tax payers paying by direct debit.	High Percentage	N/A	63.00%	68.85%	Green	5,7

REVENUES

Code	Description	Good Performance	2007-2008 Year-End	2008-2009 Target	2008-2009 Actual	Traffic Light	Link to Strategic Theme
Rev1 (Old BV66a)	Rent collected by the local authority as a proportion of rents owed on Housing Revenue Account (HRA) dwellings.	High Percentage	99.00%	99.38%	98.44%	Amber	4,5,7
Rev2 (Old BV66b)	The number of local authority tenants with more than seven weeks of (gross) rent arrears as a percentage of the total number of council tenants.	Low Percentage	1.35%	1.57%	1.51%	Green	5,7
Rev3 (Old BV66c)	Percentage of tenants in arrears who have had Notices Seeking Possession served.	Low Percentage	32.65%	22.00%	30.80%	Red	5,7
Rev4 (Old BV66d)	Percentage of local authority tenants evicted as a result of rent arrears.	Low Percentage	0.58%	0.00%	0.29%	Red	5,7
Rev5 (Old TRREV1)	Rent arrears of current tenants as a percentage of the authority's rent roll.	Low Percentage	1.32%	1.38%	1.60%	Red	5,7
Rev6 (Old TRREV2)	Percentage of council tenants owing more than 13 weeks or more rent (excluding amounts under £250).	Low Percentage	0.80%	0.56%	0.55%	Green	5,7
Rev7 (New)	Percentage of tenants paying by direct debit.	High Percentage	N/A	35.00%	35.67%	Green	5

ACCOUNTANCY

Code	Description	Good Performance	2007-2008 Year-End	2008-2009 Target	2008-2009 Actual	Traffic Light	Link to Strategic Theme
NI179	Value for money – total net value of on-going cash-releasing value for money gains that have impacted since the start of the 2008/09 financial year. Average 3% p.a cumulative to 2010/2011.	High Value	£1,100k	£529k	£538k	Green	5
AC1	Closedown accounts and produce relevant statements within statutory deadlines and obtain councillor approval.	N/A	Achieved	30-Jun	Achieved	Green	1,2,3,4,5,6,7
AC2	Preparation of annual budget within financial planning targets by end of January each year.	N/A	Achieved	31-Jan	Achieved	Green	5,7

CUSTOMER SERVICE

Code	Description	Good Performance	2007-2008 Year-End	2008-2009 Target	2008-2009 Actual	Traffic Light	Link to Strategic Theme
NI14	Avoidable contact: The proportion of contacts within key service areas that are a poor use of customer and officer time.	Low Percentage	N/A	N/A	1.36%		1
Tel1a	80% of telephone calls directed through the Customer Contact Centre are answered within 20 seconds.	High Percentage	50.50%	80.00%	58.50%	Red	1
Cust Sat - Phones (New)	The measure of customer satisfaction with the services provided in the Call Centre.	High Percentage	N/A	85.00%	94.00%	Green	1
Cust Sat - F2F (New)	The measure of customer satisfaction with the services provided in the Customer Contact Centre.	High Percentage	N/A	85.00%	94.00%	Green	1
GA (New)	The measure of the quality of the contact either face to face or via the phone.	High Percentage	N/A	80.00%	87.99%	Green	1
F2F (New)	The average wait time before a customer is seen by an advisor.	Low wait time	N/A	10.00 min	10.60 min	Red	1

CENTRAL ADMIN

Code	Description	Good Performance	2007-2008 Year-End	2008-2009 Target	2008-2009 Actual	Traffic Light	Link to Strategic Theme
BV8	Percentage of invoices for commercial goods & services paid by the Authority within 30 days of receipt or within the agreed payment terms.	High Percentage	97.56%	98.00%	97.29%	Amber	7
COM1	Percentage of Corporate Complaints acknowledged within 5 working days.	High Percentage	100.00%	100.00%	92.00%	Red	1
COM2	Percentage of Corporate Complaints fully responded to within 15 working days.	High Percentage	90.00%	86.00%	79.00%	Red	1
COM3	Number of maladministration complaints.	Low Number	2	0	0	Green	1
COM4	Number of complaints settled locally.	N/A	4	N/A	4		1
COM5	Number of complaints to the Ombudsman.	Low Number	33	N/A	25		1
CON1 (New)	Number of passes for free nationwide bus travel issued to elderly/ disabled persons.	High Number	N/A	N/A	2,948		3

E-GOVERNMENT

Code	Description	Good Performance	2007-2008 Year-End	2008-2009 Target	2008-2009 Actual	Traffic Light	Link to Strategic Theme
EG157	The number of types of interactions that are enabled for electronic delivery as a percentage of the types of interactions that are legally permissible for electronic delivery (as identified in the original PID List).	High Percentage	100.00%	100.00%	100.00%	Green	1,5,7
EG157a	The number of types of interactions that are enabled for electronic delivery as a percentage of the types of interactions that are legally permissible for electronic delivery (as added to the original PID List).	High Percentage	100.00%	100.00%	100.00%	Green	1,5,7
EG01	Number of Website page impressions.	High Number	2.1m	2.1m	2,552,823	Green	1,5,7
EG02	Number of unique visitors to the Council's Website.	High Number	186,374	186,374	184,071	Red	1,5,7
EG03 (New)	Internet payments via website (transactions).	High Number	2,780	2,780	3,704	Green	1,5,7
EG04 (New)	Internet payments via website (value).	High Value	£382,720	£382,720	£483,956	Green	1,5,7
EG05 (New)	Take up of online services.	High Number	N/A	TBA	672		1,5,7

COMMERCIAL

Code	Description	Good Performance	2007-2008 Year-End	2008-2009 Target	2008-2009 Actual	Traffic Light	Link to Strategic Theme
NI182a	Satisfaction of business with local authority regulation services (in respect of food & health & safety services).	High Percentage	Not Measured (New Indicator)	70%	83%	Green	3,4
NI184	Food establishments in the area which are broadly compliant with food law.	High Percentage	Not Measured (New Indicator)	Baseline data for 08/09	82%		3,4

ENVIRONMENTAL PROTECTION

Code	Description	Good Performance	2007-2008 Year-End	2008-2009 Target	2008-2009 Actual	Traffic Light	Link to Strategic Theme
NI182b	Satisfaction of business with local authority regulation services (in respect of Environmental Protection and private sector housing services).	High Percentage	Not Measured (New Indicator)	70%	87%	Green	3,4
NI185	CO2 reduction from local authority operations.	Low Percentage	Not Measured (New Indicator)	Not measured (new indicator)	0%		2,5
NI187	Tackling fuel poverty - % of people receiving income based benefits living in homes with a low energy efficiency rating.	Low Percentage	Annual	Not measured (new indicator)	18%		3,4
NI188	Planning to adapt to climate change.	High Level	Level 1	Level 2	Level 0	Red	2,7
NI189	Private Sector Homes vacant for more than 6 months.	Low Percentage	1.56%	Not Required	0.00%		3,5

STREETSCENE

Code	Description	Good Performance	2007-2008 Year-End	2008-2009 Target	2008-2009 Actual	Traffic Light	Link to Strategic Theme
NI191	Residual household waste per household - kilograms of household waste collected that is not sent for reuse, recycling or is not composted or anaerobic digestion per household.	Low Kg	747kg	739kg	705kg	Green	2
NI192	Household waste recycled and composted - Percentage of household waste arisings which have been sent by the Authority for re-use, recycling, composting or treatment by anaerobic digestion.	High Percentage	32.28%	34.00%	36.26%	Green	2

STREETSCENE continued

Code	Description	Good Performance	2007-2008 Year-End	2008-2009 Target	2008-2009 Actual	Traffic Light	Link to Strategic Theme
NI195a	Improved street and environmental cleanliness - Percentage of relevant land and highways that is assessed as having deposits of detritus that fall below acceptable level.	Low Percentage	N/A	13.00%	11.83%	Green	2
NI195b	Improved street and environmental cleanliness - Percentage of relevant land and highways that is assessed as having deposits of litter that fall below acceptable level.	Low Percentage	N/A	5.00%	4.50%	Green	2
NI195c	Improved street and environmental cleanliness - Percentage of relevant land and highways that is assessed as having deposits of fly-posting that fall below acceptable level.	Low Percentage	0%	0%	0%	Green	2
NI195d	Improved street and environmental cleanliness - Percentage of relevant land and highways that is assessed as having deposits of graffiti that fall below acceptable level.	Low Percentage	0%	0%	0%	Green	2
NI196	Flytipping - Year on year reduction in the total number of incidents and increase in total number of enforcement action taken.	Low Grading	Grade 2 (Effective)	Grade 3	Grade 2	Red	2

ABBAY LEISURE CENTRE

Code	Description	Good Performance	2007-2008 Year-End	2008-2009 Target	2008-2009 Actual	Traffic Light	Link to Strategic Theme
ALC3	Number of Skatepark Users.	High Number	21,648	23,789	21,581	Red	5
ALC8	Number of visits with a concessionary card (Leisure Card).	High Number	4,924	6,400	5,677	Red	1
ALC9	Total number of Leisure Centre Visits.	High Number	407,887	439,424	482,916	Green	3

TADCASTER LEISURE CENTRE

Code	Description	Good Performance	2007-2008 Year-End	2008-2009 Target	2008-2009 Actual	Traffic Light	Link to Strategic Theme
TLC8	Number of visits with a concessionary card (Leisure Card).	High Number	1,175	1,032	1,655	Green	3
TLC9	Total number of Leisure Centre Visits.	High Number	41,705	47,303	51,741	Green	3

HOMELESSNESS

Code	Description	Good Performance	2007-2008 Year-End	2008-2009 Target	2008-2009 Actual	Traffic Light	Link to Strategic Theme
NI156	Number of households living in temporary accommodation.	Low Number	27	27	19	Green	1,3

POLICY

Code	Description	Good Performance	2007-2008 Year-End	2008-2009 Target	2008-2009 Actual	Traffic Light	Link to Strategic Theme
NI160	Local Authority tenants satisfaction with landlord services	High Percentage	77%	77%	77%	Green	1

PROPERTY SERVICES

Code	Description	Good Performance	2007-2008 Year-End	2008-2009 Target	2008-2009 Actual	Traffic Light	Link to Strategic Theme
NI158	% non decent council homes.	Low Percentage	40.00%	25.00%	28.29%	Amber	1,3

LEGAL SERVICES

Code	Description	Good Performance	2007-2008 Year-End	2008-2009 Target	2008-2009 Actual	Traffic Light	Link to Strategic Theme
SS1	The percentage of standard searches carried out in 10 working days.	High Percentage	99.87%	100.00%	100.00%	Green	5,7

COMMUNITY SAFETY

Code	Description	Good Performance	2007-2008 Year-End	2008-2009 Target	2008-2009 Actual	Traffic Light	Link to Strategic Theme
NI20	Number of 'Assaults with less serious injury' (including racially and religiously aggravated) offences per 1,000 population as a proxy for alcohol related violent offences.	Low Number	5.60	5.36	6.09	Red	6
BV126	Domestic burglaries per year, per 1,000 households in the Local Authority area.	Low Number	8.60	8.51	7.60	Green	6
BV127a	Violent crime per year, 1,000 population in the Local Authority area.	Low Number	12.30	12.18	11.20	Green	6
BV127b	Robberies per year, per 1,000 population in the Local Authority area.	Low Number	0.20	0.19	0.20	Red	6
BV128	The number of vehicle crimes per year, per 1,000 population in the Local Authority area.	Low Number	7.30	7.23	8.40	Red	6

This page is intentionally left blank

**GENERAL FUND BASE BUDGET.
SAVINGS/EFFICIENCIES ACTION PLAN
2008/09 - 2010/11 (V28)**

Updated July 2009

APPENDIX A

Key:

Green	Savings likely to be achieved/low risk
Amber	Tentative savings - further work required/medium risk
Red	Savings require a change in Council policy or significant change in service delivery/high risk

Dept	Proposed Savings	Status	2008/09 £	Original 2009/10 £	Revised 2009/10 £	2010/11 £	2011/12 £	Progress	Risk Assessment
Procurement Workstream									
F & CS	Benefits/Local Taxation - Howden Link	Green	8,540	8,540	8,540	8,540	8,540	Completed	
F & CS	Rationalisation of telephone accounts	Amber	-	3,800	1,900	3,800	3,800	Delays in progress due to potential new contract (see telephone calls below)	Medium - NYCC framework in place although experiencing difficulties in joining.
F & CS	E-Gov - maintenance costs on DIP hardware	Green	8,000	8,000	8,000	8,000	8,000	Completed	
F & CS	ISP	Green	5,000	20,000	20,000	20,000	20,000	Completed	
F & CS	Gas/Electricity	Green	25,000	20,000	25,000	25,000	25,000	Completed - historic error in billing for Civic Centre resulting in annual undercharge of £45k	
Dev	Expanded Building Control Partnership	Green	10,610	10,610	10,610	10,610	10,610	Completed	
Dev	Expanded Building Control Partnership	Red	-	5,000	-	5,000	5,000	Richmond currently on hold. Discussions due to start again September 2009. Not achievable 2009/10	High - due to current economic climate and its impact on financial performance of the partnership.
HR	On-line recruitment advertising	Green	10,000	10,000	10,000	10,000	10,000	Completed	
Policy/Perf F & CS	Plain English Campaign Expansion of Audit Partnership	Green Green	3,000 3,000	3,000 3,000	3,000 3,000	3,000 3,000	3,000 3,000	Completed Completed	
F & CS	Change in postal provider	Amber	-	4,000	6,300	8,400	8,400	Collaborative exercise - figures subject to final evaluation and contract award	Medium - subject to CYC framework progressing.
F & CS	Change provider for telephone calls	Amber	-	18,000	9,000	18,000	18,000	NYCC framework available	Medium - NYCC framework in place although still experiencing difficulties in joining.

Dept	Proposed Savings	Status	2008/09	2009/10	2009/10	2010/11	2011/12	Progress	Risk Assessment
F & CS	Central Photocopying/printing	Amber	£ -	£ 20,000	£ 15,000	£ 20,000	£ 20,000	Print Audit received - project plan being developed - aimed to implement by 30 June 2009 but change in framework suppliers will delay this.	Medium - delays due to relet of NYCC framework contract

Dept	Proposed Savings	Status	2008/09	2009/10	2009/10	2010/11	2011/12	Progress	Risk Assessment
			£	£	£	£	£		
F & CS	Insurance contract - collaboration between HDC/RDC (see shared procurement service below - ref 17)	Amber	-	-	20,000	50,000	50,000	Start delayed until November 2009 in order to collaborate with HDC/RDC - broker appointed and tender advertised	High - subject to a joint contract - discussions only in early stages.
Env/Leisure	Combined Street Scene Contract/Alternate Bin Collections	Amber	-	200,000	222,000	625,000	805,000	Procurement process completed	Medium - tender prices show a saving in excess of our target although contract still to be concluded.
Env/Leisure	Leisure Trust NNDR & VAT Savings	Amber	-	115,000	107,000	233,000	250,000	Clarification issues and mobilisation plans being progressed with preferred bidder	Medium - preferred bidders prices show a saving in excess of our target - target start date now September 2009
Corporate	Collaborative corporate contracts through shared procurement service (see Insurance contract* above - ref 14) Note: The balance of this target will reduce as individual procurement projects are identified (Original targets 2009/10 £50k and 2010/11 onwards £100k).	Red	-	-	25,450	42,600	42,600	Implementation from August/September 09 although subject to finalisation of partnership business case and governance arrangements which have yet to be agreed by all partners.	High - savings subject to shared service and potential for delivery of procurement savings - supplier spend analysis suggests that there is £1.4m p.a. for potential collaborative procurement initiatives. £100k as a target for longer term is not unreasonable but the timing of the saving is difficult to predict. Would expect some savings to be achieved in first year - pessimistic view could expect £10k - £20k.
F & CS	Partnering Revs and Bens	Red	-	-	-	-	100,000	Awaiting outcomes from BPR project before commencing this work. Options appraisal to be carried out by March 2010.	High - saving subject to a willing partner but could look to outsource service - option appraisal would need to be carried out. 12 months is sufficient to develop a partnership but achievable savings not known.
F & CS	Partnering Back Office Support (Accountancy/Central Admin/ICT etc)	Red	-	-	-	7,000	50,000	Exploring potential to align Financial Management Systems w.e.f. 1 April 2010. Potential for partnership to be explored once financial system implemented.	High - FMS procurement project underway. This is expected to save approx £7k - £8k p.a. plus further savings from joint hosting not yet quantified. This will pave the way for a shared Finance service. Value of savings are speculative at this stage and will not be fully achieved if other councils are not willing to partner.

Dept	Proposed Savings	Status	2008/09	2009/10	2009/10	2010/11	2011/12	Progress	Risk Assessment
			£	£	£	£	£		
Legal/DS	Shared Legal Service	Red	-	-	-	20,000	20,000	Aspirational at this stage	High - saving subject to a willing partner but could look to outsource service - option appraisal would need to be carried out. 12 months is sufficient to develop a partnership but achievable savings not known.
F & CS	Browsealoud Subscription	Green	-	-	500	500	500	Negotiation of 3 yr subscription - completed	
F & CS	New stationary contract	Green	-	-	9,380	9,380	9,380	Completed	Low - New framework contract let w.e.f. 1 April 2009 - 30% saving achievable
F & CS	New Treasury Management Advisory Service contract	Amber	-	-	2,250	3,000	3,000	New contract due to start 1 July 2009	Medium - Tenders currently being evaluated but saving expected
Total Procurement			23,150	448,950	456,930	1,083,830	1,423,830		

Dept	Proposed Savings	Status	2008/09	2009/10	2009/10	2010/11	2011/12	Progress	Risk Assessment
			£	£	£	£	£		
Transformation Workstream									
F & CS	BPR - E-Gov	Green	34,000	34,000	34,000	34,000	34,000	Completed	
Env/Leisure	EH Technician	Green	22,500	22,500	22,500	22,500	22,500	Completed	
Dev	Development Control - On-line consultations	Amber	-	3,130	3,130	3,130	3,130	Savings in printing and postage costs - project delayed due to technical difficulties	Low - low value saving - expect technical difficulties to be overcome.
F & CS	BPR - Central Admin	Amber	20,000	20,000	20,650	21,300	21,300	Currently holding 2 vacancies filled with temporary employees (see scanning below) - restructure proposals approved	Low - restructure plans show saving achievable - vacancies currently being held.
F & CS	BPR - Local Taxation and Bens	Amber	30,000	60,000	69,900	79,900	79,900	Recruiting to approved structure - awaiting final costings	Low - although not yet fully implemented proposals for a restructured service are expected to deliver at least £74k.
Dev	BPR - Planning	Amber	-	55,000	55,000	110,000	110,000	Valueadding.com have been commissioned to undertake the BPR exercise alongside an in-house team. The savings achievable are subject to the outcomes of the project and will be refined as the potential for savings become clearer. Recommendations received February 2009 but initial work suggests £55k achievable in short term	Medium - BPR team indicate that £55k is achievable in short term. Longer term savings will require a further challenge of working practices.
Central Core	Review of JMT Support	Green	6,000	12,000	12,000	12,000	12,000	Vacancy w.e.f. mid July - structure amended on a temporary basis - will be reviewed during 2009	
Central Core	Review of Corporate Structures	Amber	-	-	58,000	10,000	10,000	Draft proposals have been developed - savings based on estimated salary costs at top of grade and net of performance management system running costs	Medium - plans in development although exact timing of saving not yet clear
F & CS	BPR - ICT	Amber	15,000	30,000	30,000	30,000	30,000	Retirement of 1 officer July 2008 - revised structure has been formulated subject to approval	Low - restructure plans show saving achievable - vacancy currently being held.

Dept	Proposed Savings	Status	2008/09	2009/10	2009/10	2010/11	2011/12	Progress	Risk Assessment
			£	£	£	£	£		
F & CS	BPR - Accountancy	Red	-	30,000	30,000	30,000	30,000	Currently holding 2 vacancies filled with temporary employees - restructure proposals to follow restructure of Heads of Service	High - corporate restructure plans likely to reduce saving available
F & CS	BPR - Scanning	Amber	-	5,000	-	-	-	See Central Admin	
Env/Leisure	BPR - Environmental Health	Green	5,690	9,570	11,380	11,380	11,380	Following a vacancy 1 SEHO has been removed from the structure - private housing grant work transferred to Housing Improvement Agency and other work absorbed within existing structure (Annual Saving of £11380 achieved) Further examination of existing structure underway	Low - longer term savings are subject to finding willing partners. Short term savings have been achieved.
HR	BPR - HR	Red	-	5,000	5,000	5,000	5,000	Discussing potential of a shared service with other districts in North Yorkshire	High - saving subject to a willing partner but could look to outsource service. 12 months is sufficient to develop a partnership but achievable savings not known.
F & CS	Corporate Debt Recovery team	Red	-	-	-	20,000	20,000	To be considered following implementation of Revs and Bens BPR restructure	High - plans in place to merge revenues and debt recovery functions under a single management structure. A BPR exercise will follow to identify potential for streamlining processes and releasing staff savings - unable to accurately quantify saving until this has been completed.
Policy/Perf	Community Link Officer support to the CIPs	Green	3,080	-	-	-	-	Completed one-off saving in 08/09	
Total Transformation			136,270	286,200	235,560	389,210	389,210		

Dept	Proposed Savings	Status	2008/09 £	2009/10 £	2009/10 £	2010/11 £	2011/12 £	Progress	Risk Assessment
Asset Management Workstream									
Housing/ PS	Barlby Depot	Amber	-	10,000	10,000	20,000	20,000	Options to be reported to P & R following T & F Group	High - current economic climate likely to delay sale of depot.
Total Asset Management				10,000	10,000	20,000	20,000		

Dept	Proposed Savings	Status	2008/09	2009/10	2009/10	2009/10	2010/11	2011/12	Progress	Risk Assessment
Value for Money Workstream			£	£	£	£	£	£		
F & CS	Housing Benefits (Net)	Green	48,000	48,000	48,000	48,000	48,000	48,000	Completed	
F & CS	Firewall Improvement	Green	18,000	18,000	18,000	18,000	18,000	18,000	Completed	
F & CS	ICT - Decommissioning of Citrix Server	Green	3,000	3,000	3,000	3,000	3,000	3,000	Completed	
F & CS	Council Tax Postage	Green	2,320	2,320	2,320	2,320	2,320	2,320	Completed	
F & CS	Court Costs Income	Green	10,000	10,000	10,000	10,000	10,000	10,000	Completed - review of income achieved 07/08 and 1st 1/2 year of 08/09 suggests that additional savings are achievable - awaiting year end figures	
F & CS	2nd Class Post	Green	6,000	6,000	6,000	6,000	6,000	6,000	Completed	
Env/Leisure	Car Park Income	Green	24,000	24,000	24,000	24,000	24,000	24,000	Completed	
Env/Leisure	Power Station Consultancy	Green	5,000	5,000	5,000	5,000	5,000	5,000	Completed	
F & CS	Investment Income/Treasury Management	Green	13,500	8,000	15,000	15,000	15,000	15,000	In-house investment to commence 1 April 2008 - fees to be monitored	
Env/Leisure	Recycling	Green	44,500	44,500	44,500	44,500	44,500	44,500	Completed	
F & CS	Excess Investment Interest	Green	326,000	-	-	-	-	-	Completed	
Housing/PS	Telecommunications Mast	Amber	-	13,000	13,000	13,000	13,000	13,000	Formulating proposals	High - due to current economic climate.
Corporate	Car Allowances	Green	13,500	10,500	13,500	13,500	13,500	13,500	Completed - additional £3k achieved above £10.5k target	
Env/Leisure	Energy Management	Red	-	18,000	9,000	18,000	18,000	18,000	Negotiating through North Yorkshire Sustainable Energy Group to develop joint post to drive energy management action plan forward. No significant progress yet	High - subject to an officer resource to deliver initiatives.
Total Value for Money			513,820	210,320	211,320	220,320	220,320	220,320		

Dept	Proposed Savings	Status	2008/09 £	2009/10 £	2009/10 £	2010/11 £	2011/12 £	Progress	Risk Assessment
Base Budget Review Workstream									
F & CS	Pre 1974 Pension Costs (West Yorkshire Pension Fund)	Green	30,000	30,000	30,000	30,000	30,000	Completed	
Env/Leisure	Refuse Collection/Grounds Maint etc Contract Inflation	Green	29,850	29,850	29,850	29,850	29,850	Completed - although rising fuel costs may negate this saving	
Env/Leisure	Hull & Goole Port Health Authority Levy	Green	16,450	17,270	17,270	18,130	18,130	Completed	
Housing/ PS	Homelessness	Green	10,000	10,000	10,000	10,000	10,000	Completed	
Corporate	2007/08 Pay Award	Green	34,000	34,000	34,000	34,000	34,000	Completed	
Corporate	2008/09 Pay Award	Green	17,500	35,000	17,500	17,500	17,500	Completed	
Corporate	Base budget review	Green	567,000	238,490	335,710	335,710	335,710	Concessionary Fares spend for 2008/09 confirmed.	Medium - savings identified in future years - include savings on new scheme concessionary fares, which may be subject to change as the scheme continues to bed in.
Corporate	Delay of 2 weeks in filling vacant posts	Red	-	15,000	15,000	15,000	15,000	Not implemented as yet - average savings per week £423 (£532 with o/c)	High - depending on vacant post. Could be an impact on delivery of service and performance.
Corporate	Reduction in training budget	Red	-	5,000	5,000	5,000	5,000	Cut from central training budget	High - Reduction in the central training budget may lead to shortfall in training and development of staff to meet challenges ahead.
Corporate	2009/10 Pay Award	Red	-	-	230,570	230,570	230,570	Budgeted for 3% pay award - no award on offer	High - subject to finalisation - some award may be granted
Total Base Budget Review			704,800	414,610	724,900	725,760	725,760		

Dept	Proposed Savings	Status	2008/09 £	2009/10 £	2009/10 £	2010/11 £	2011/12 £	Progress	Risk Assessment
Discretionary Service Review Workstream									
F & CS	Concessionary Fares - Rail Travel	Green	20,000	20,000	20,000	20,000	20,000	Completed	
Policy/Perf	Health Improvement	Green	5,000	5,000	5,000	5,000	5,000	Completed	
Corporate	Fees and Charges 2008/09	Green	53,000	125,000	125,000	125,000	125,000	Completed although income will be monitored through quarterly budget management reports	
Dev	Introduction of new charge for planning advice	Red	-	30,000	30,000	35,000	35,000	Identified as an option as part of 2009/10 MTFP	High - subject to political decision.
Legal/DS	Review discretionary licensing charges to achieve breakeven	Green	-	-	5,000	5,000	5,000	Completed	
Env/Leisure	Closure/transfer of Markets	Red	-	15,000	3,670	3,420	3,420	Pending report to Environment Board	Saving not achievable recommendation is to close Tadcaster and transfer Selby to Town Council at a net cost of around £3.4k p.a.
Env/Leisure	Commercial Waste Income	Amber	-	13,800	13,800	27,600	27,600	Bid accepted	Medium - income to be monitored.
Env/Leisure	Abbey Leisure Centre Income	Green	-	10,000	10,000	10,000	-	Excess income over budget due to grant for over 60's swimming	
Total Discretionary Service Review			78,000	218,800	205,130	224,180	214,180		
Total General Fund Savings			1,456,040	1,588,880	1,843,840	2,663,300	2,993,300		

Dept	Proposed Savings	Status	2008/09	2009/10	2009/10	2010/11	2011/12	Progress	Risk Assessment
			£	£	£	£	£		
	Target per MFS 2009-19 (V2.2)		933,350	1,567,730	1,567,730	2,228,600	2,228,600		
	Add: 2009/10 in year growth re rail cards		-	-	9,000	9,000	9,000		
	Headroom		-	-	320,000	640,000	962,400		
	New Target		933,350	1,567,730	1,896,730	2,877,600	3,200,000		
	* Shortfall/Surplus (-/+)		522,690	21,150	- 52,890	- 214,300	- 206,700		
	Green Savings		1,391,040	895,150	956,560	957,420	947,420		
	Amber Savings		65,000	570,730	540,930	1,276,130	1,473,130		
	Red Savings		-	123,000	346,350	429,750	572,750		
	Total		1,456,040	1,588,880	1,843,840	2,663,300	2,993,300		
	Summary by Workstream								
	Procurement		23,150	448,950	456,930	1,083,830	1,423,830	1,500,000	
	Transformation		136,270	286,200	235,560	389,210	389,210	550,000	
	Asset Management		-	10,000	10,000	20,000	20,000	100,000	
	Value for Money		513,820	210,320	211,320	220,320	220,320	250,000	
	Base Budget Review		704,800	414,610	724,900	725,760	725,760	500,000	
	Discretionary Service Review		78,000	218,800	205,130	224,180	214,180	300,000	
	Total		1,456,040	1,588,880	1,843,840	2,663,300	2,993,300	3,200,000	

3 Year Targets per E & S

Strategy:

Dept	Proposed Savings	Status	2008/09 £	2009/10 £	2009/10 £	2010/11 £	2011/12 £	Progress	Risk Assessment
	Achievable Savings								
	Best Case (All savings achieved)			1,588,880	1,843,840	2,663,300	2,993,300		
	Worst Case (Only Green savings achieved)			895,150	956,560	957,420	947,420		
	Mid Case (Calculation using sliding scale)								
	Green Savings - 100%			895,150	956,560	957,420	947,420		
	Amber Savings - 75%			428,048	405,698	957,098	1,104,848		
	Red Savings 50%			61,500	173,175	214,875	286,375		
				<u>1,384,698</u>	<u>1,535,433</u>	<u>2,129,393</u>	<u>2,338,643</u>		
	Shortfall/Surplus (-/+) assuming mid case level of savings			- 183,033	- 361,298	- 748,208	- 861,358		

BASE BUDGET REVIEW

	Agreed full year saving	Ongoing
Environment & Leisure		
0314 Leisure Card Scheme Miscellaneous	10,000	10,000
Housing General fund		
Portholme depot Insurance paid by landlord	10,000	10,000
HR		
Training	5,000	0
Conference expenses	2,000	2,000
Personnel system	1,000	0
Miscellaneous	2,000	0
Policy and Performance		
Community Link Officer	2,000	0
Legal & Democratic		
Licensing Taxi & PH Licences	10,000	10,000
Licensing Act Income	20,000	20,000
Development Services		
Development Control Photocopy	2,000	1,000
Development Control Contract Payment to BCP		4,710
Finance & Central		
Computer Service Maintenance & Rental	8,000	8,000
Concessionary Fares Reduction in assumed takeup	302,000	180,000
Council Tax Benefit Benefit subsidy	187,000	84,000
Customer contact centre Security	6,000	6,000
	567,000	335,710

Subject to scheme take-up - will require close monitoring

This page is intentionally left blank

BROMSGROVE DISTRICT COUNCIL

PERFORMANCE MANAGEMENT BOARD

18TH JANUARY 2010

SPATIAL PROJECT BENEFITS

Responsible Portfolio Holder	Cllr G. Denaro
Responsible Head of Service	Deb Poole - Head of E-Government & Customer Services

1. SUMMARY

- 1.1 At the end of 2008 the Performance Management Board requested a report outlining the realisation of benefits from the Spatial project for both the organisation and it's customers. All departments involved in the use and ongoing exploitation of the systems installed as part of this project have been consulted prior to drafting this report. This report focuses on the delivery of benefits rather than efficiency savings which have been included as part of the Medium Term Financial Plan.

2. RECOMMENDATION

- 2.1 The purpose of this report is to outline the benefits the Spatial Project has delivered to BDC and its customers since the completion of the project at the end of 2008.
This report is an 'information only' document and as such does not make any recommendations to the Performance Management Board.

3. BACKGROUND

- 3.1 The Spatial Project was a modernisation programme aimed at providing staff with the systems, processes and tools to deliver improved services to Bromsgrove District Council's customers. The project has been completed on time and to budget and has delivered the following:

- Corporate Addressing Gazetteer
- Gazetteer Management system – Local Land and Property Gazetteer.
- Environmental Health system
- Estate/Asset Management module
- Building Control module
- Development Control module
- Electoral Management system
- Housing module
- Licensing module
- Land Charges module

- Document Management system
- Business Process Mapping
- Mobile technologies
- Web based access to mapping data
- Integration to existing core applications eg: Agresso

4. PROJECT BENEFITS

4.1 The project has delivered a number of new systems and applications that have resulted in improved access to information and services for our customers. These customer benefits include:

The provision of customer accessible information direct from our web site regarding details of a property along with:

- Environmental Health assessments of restaurants and catering outlets.
 - Planning applications including drawings and mapping information
 - Access to the Planning Portal for submission of online applications.
 - Automation of the process of viewing planning applications and submitting an objection.
- Online Planning applications reducing the amount of data re-keying and so reducing the potential for errors in customer applications.
 - Electronic consultation both internal and external is now in place reducing the need to copy and distribute paper documents (time, materials and postage savings). This has provided capacity within Development Control to transfer Certificate of Lawfulness applications from Legal Services and record re-application enquiries.
 - The Public Access system has facilitated the successful migration of Planning services to the Customer Service Centre. Records can now be inspected online including plans and comments/objections submitted. This has widened public consultation (previously records could only be inspected by visiting the council house and then comments had to be e-mailed separately or written and submitted via snail mail).
 - Data quality has improved allowing Planning Portal application details to be downloaded directly into the Uniform system thus removing the need to re-key information.
 - The electronic document management system (EDMS) has improved the availability of records negating the need to trace paper files and enabling sharing of information simultaneously. An information management project is also underway to cull the contents of paper based files, reducing storage costs.
 - Work monitoring and management reporting capability has improved by linking Microsoft Access to the Uniform system.

- Accurate property information from the Corporate Addressing Gazetteer is used by the Council Tax and Business Rates systems to reduce erroneous information being sent to customers.
- The Estates Management module in the Uniform system is of great benefit because of its link via Local View for identifying areas of BDC land ownership and related details.
- The Licensing module document templates are easier to amend (than the old system) and there is more flexibility with the extraction of data from the system.
- The indexing system within the EDMS has helped Street Scene to better manage the receiving and retrieving of contracts for trade waste and cesspool suppliers.
- The Uniform system has provided Street Scene with a core system which can be linked to other systems. It also provides us with a centralised database of current customer addresses.
- The new systems have also enabled Street Scene to introduce more payment options for the garden waste service (telephone payments and web payments).
- The provision of mobile technology is enabling staff to access their systems remotely to deliver services 'in the field' to customers.
- The implementation of the Strand Elections system has enabled the successful development of the Elections Shared Service between BDC and RBC. The previous system could not have been used to do this.
- The Strand Elections system is the leading software supplier for the checking of signatures and dates of birth required at elections for the postal vote process. This function worked well during the elections held in June 2009.

5. FINANCIAL IMPLICATIONS

- 5.1 This report does not make any recommendations and as such there are no financial implications.

6. LEGAL IMPLICATIONS

- 6.1 There are no legal implications.

7. COUNCIL OBJECTIVES

- 7.1 The project has delivered against Council Objective 2 – Improvement.

8. RISK MANAGEMENT INCLUDING HEALTH & SAFETY CONSIDERATIONS

8.1 The project has now been completed and there are no longer any risks associated with it.

9. CUSTOMER IMPLICATIONS

9.1 Each of the business applications delivered as part of the Spatial project contribute to the provision of consistent, accurate and current information about the services delivered by BDC. It also enables BDC to provide services in a way and at a time to suit our customers needs.

10. EQUALITIES AND DIVERSITY IMPLICATIONS

10.1 None

11. VALUE FOR MONEY IMPLICATIONS

11.1 The project will enable departments to continue to exploit the systems to deliver value for money services. The project has enabled departments to change and improve the way they deliver their services including the use of mobile technologies, improved payment options for services, support to the development of shared services, transfer of services to the Customer Service Centre, improved online applications processes and online consultation.

12. CLIMATE CHANGE AND CARBON IMPLICATIONS

12.1 The project should have a positive impact on the environment as more information and services are provided electronically. The reduction in paper records, postage and printing should all contribute positively to the reduction of Carbon emissions.

13. OTHER IMPLICATIONS

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

14. OTHERS CONSULTED ON THE REPORT

Portfolio Holder	Yes
Joint Chief Executive	Yes
Executive Director - Partnerships and 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

15. WARDS AFFECTED

None

16. APPENDICES

None

17. BACKGROUND PAPERS

None

CONTACT OFFICER

Name: Deb Poole – Head of E-Government & Customer Services
E Mail: d.poole@bromsgrove.gov.uk
Tel: (01527) 881256

This page is intentionally left blank

BROMSGROVE DISTRICT COUNCIL

PERFORMANCE MANAGEMENT BOARD

18TH JANUARY 2010

Town Centre Regeneration Progress Report

Responsible Portfolio Holder	Del Booth, Portfolio Holder for Streetscene and Project Manager Town Centre
Responsible Head of Service	Phil Street, Executive Director

1. SUMMARY

1.1 To update the Board on the town centre project.

2. RECOMMENDATION

2.1 To receive the report on the progress with the regeneration of Bromsgrove Town Centre.

2.2 To note the issues that the regeneration of the town centre is and will be addressing and make any recommendations to Cabinet it considers appropriate.

3. BACKGROUND

3.1 Over the past two years a partnership has been formed to secure the regeneration of Bromsgrove town centre. The regeneration process has been initiated as there was wide spread agreement that the town lacked vitality and direction.

3.2 The town centre partnership has brought has generated a sense of purpose and direction. The partnership is primarily between the County Council and the District Council, but also involves the police, fire and rescue service and other partners on specific projects such as the medical centre and the railway station.

3.3 The regeneration of the town centre is a long term project that is likely to be pursued for at least a further five years. It is now becoming a genuine regeneration initiative that will attract over £30m during that period.

3.4 This funding will come from the public and private sectors.

- 3.5 This report and the attached appendix describes progress to date on the main areas of development.
- 3.6 The town centre regeneration is being steered by a Regeneration Board that currently consists of County and District Council members and officers. It also includes representatives from West Mercia Police, West Midlands Fire and Rescue and there is a place for Advantage West Midlands. The Board meets every two months.
- 3.7 There is a stakeholders group that is theme group of Bromsgrove Partnership that includes representatives of the public, private and voluntary sector that are interested in or involved in the regeneration of the town centre. This meets twice a year.
- 3.8 There are already tangible signs of the regeneration of the town centre. The public toilet facility has been upgraded and the bus station has been significantly improved. However, there are a significant number of other aspects of the regeneration of the town centre at various stages of development.
- 3.9 The main foci of the town centre's regeneration are the:-
- next stage of the Area Action Plan – the preferred option;
 - redevelopment of the market hall site;
 - negotiation with Sainsbury's regarding the development of their proposed supermarket and the planning obligation opportunities that this creates;
 - development of a new medical Centre on part of the former Parkside School site;
 - construction of a new joint police and fire station;
 - construction of a new railway station;
 - improvements to the public realm especially the surface of the High Street;
 - Improvements to the ASDA supermarket;
 - actions to improve shop fronts in the Worcester Road area of the town centre;
 - application of funding from the Heritage Lottery Fund to improve the appearance of the conservation area of the town centre; AND
 - establishment of a feasibility group to consider the regeneration options and funding considerations regarding a leisure centre, civic facilities, redevelopment of Windsor Street and Recreation Road.
- 3.10 Attached appendix provides further details on these issues.

4. FINANCIAL IMPLICATIONS

- 4.1 The town centre regeneration is included in the budget and the medium term financial plan.

5. LEGAL IMPLICATIONS

5.1 This is not relevant for this report.

6. COUNCIL OBJECTIVES

6.1 The town centre regeneration is one of the Council's objectives. It is a complicated and prolonged project the pursuit of which demands the sub-division into a series of projects. .

7. RISK MANAGEMENT

The town centre regeneration form part of the corporate risk register

8. CUSTOMER IMPLICATIONS

8.1 There are exceedingly high expectations from the wider community with regard to the regeneration of the town centre. It featured as the principal priority for residents in the recent place survey. The process of regenerating the town centre is a lengthy process and it is critical that people are kept informed of progress and what are reasonable ambitions.

9. EQUALITIES AND DIVERSITY IMPLICATIONS

9.1 Consideration of the needs of the widest sections of the community is taken into account when plans for the regeneration of the town centre are being prepared. Therefore, issues of access and the type of facilities developed are all framed in the context of equalities and diversity.

10. VALUE FOR MONEY IMPLICATIONS

10.1 The regeneration of the town centre looks to provide the best possible level of provision and service for the best return to the Council.

11. OTHER IMPLICATIONS

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

Procurement Issues - None
Personnel Implications - None
Governance/Performance Management - None

Community Safety including Section 17 of Crime and Disorder Act 1998 - None
Policy – The town centre regeneration is central to the policy considerations.
Environmental - Environmental considerations inform decisions about the regeneration of the town centre

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 and Projects)	Yes
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**

The ward primarily affected is St John's, but owing to the town centre's relationship with other parts of the district all wards are affected.

14. **APPENDICES**

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

Appendix 1 Town Centre Project Board Report

15. BACKGROUND PAPERS

Not applicable

CONTACT OFFICER

Name: Phil Street
E Mail: p.street@bromsgrove.gov.uk
Tel: (01527) 881202

This page is intentionally left blank

BROMSGROVE TOWN CENTRE REGENERATION PROGRAMME

Appendix One

HIGHLIGHT REPORT

VISION: An attractive & vibrant town centre at the heart of a thriving market town.

MISSION: The regeneration and revitalisation of the town centre of Bromsgrove.

Project:	Programme Level Update
-----------------	------------------------

Prepared by:	Richard Savory
---------------------	----------------

Date:	18 November 2009	Period covered:	November 2009
Project Start:	PID Approval September 2008	Projected completion:	TBA
Project Status (mark as appropriate)	Red	Project outside scope, timescales and/or budget	
	Amber	Some risks exist, but mitigation being undertaken	
	Green	Project within scope, timescales and/or budget	

MILESTONES: This period

Due Date	Milestone	Update
Carried from August	Confirmation of funding for Railway Station	Complete – meeting held. £11million funding in place - £5million London Midland / £6million WCC/DoT/AWM. £2million required from Network Rail to be confirmed.
Carried from September	Confirm new Police and Fire Station	Complete – Agreement reached between New College and Police. Further details following Steering Group presentations by Blue Light Agencies
Carried from September	Forward timetable agreed for resurfacing of pavements on key approaches to town centre gateways	Meeting with Jon Fraser – County Highways – re-arranged for January
October	SMT Support for BDC Strategic Planning Bromsgrove Listed Building scheme	Strategic Planning advise that judged low priority – may compromise ability to match English Heritage / Lottery funding for Town Centre
November	Procurement process for Market Hall demolition commenced	On target - Completion Anticipated
November	New Town Centre Pedestrian Signage installed	On target – Completion Anticipated

BROMSGROVE TOWN CENTRE REGENERATION PROGRAMME

November	£10,000 Christmas support package in place and light switch on event held	On target – Completion Anticipated
November	PID for AAP issued	Delayed – carry over to December
November	Mandate for next phase of Property Review agreed by Steering Group	On target – Completion Anticipated
November	Detailed negotiations opened with Sainsbury	Due to commence 1December
November	Final independent report on Parkside Junction options	Complete

MILESTONES: Next period

Due Date	Milestone	Update
Carried from September	Forward timetable agreed for resurfacing of pavements on key approaches to town centre gateways	Meeting with Jon Fraser – County Highways – re-arranged for January
November	PID for AAP issued	Delayed – carry over to December
November	Detailed 106 negotiations opened with Sainsbury	Due to commence 1December
December	THI Bid submitted to Lottery	
December	PSICA Bid submitted to English Heritage	
December	Phase 2 Public Assets Review started	
December	Town Centre Housing Survey started	

SUMMARY

Please highlight the key points of progress and activity that have occurred in the period to further the strategic aims of the Bromsgrove Town Centre Regeneration Programme.

1. A revitalised and attractive town centre

Outline bid accepted by Lottery for Townscape Heritage Initiative – Invitation for full application due to be submitted in November.
 Outline bid accepted by English Heritage for Worcester Road area. Invitation for full application due to be submitted in November.
 Public Realm Design work completed for North End High Street in preparation for 106 negotiations with Sainsbury.

BROMSGROVE TOWN CENTRE REGENERATION PROGRAMME

2. A thriving and diverse economy

Market Hall demolition procurement process ready to start.
£10000 funding for shop fronts agreed with Worcestershire County Council (will be levered by using towards PSICA Heritage Match)
Major Christmas Lights Switch on event.

3. New multi-agency public service facilities

We are on target to start on site with the Health Centre and the Fire and Police Station before the end of the Financial Year.
The review of facilities in Recreation Road has been started.

4. An improved Transport Infrastructure

A speculative bid to fund the bus station has been made through WCC into AWM's Sustainable Urban Development Initiative.
Sainsbury Negotiations on Transport have been positioned to scale back the loss of trees at Parkside and to help fund new town centre bus services.
New finger posts for pedestrians will be installed before Christmas.

5. Area Action Plan

Early work has started to produce the preferred option. This includes production of the PID – due November, progressing PPS6 and a summary of the statutory consultation at Issues and Options phase.

FINANCIAL UPDATE

Half Year position on Budgets awaited.
£10000 WCC Christmas Money allocated
£10000 WCC Shop Front Money secured
Bids to English Heritage / Lottery / Sainsbury in progress

ISSUES LOG / RISK REGISTER

BROMSGROVE TOWN CENTRE REGENERATION PROGRAMME

Mark with an X as appropriate (see definitions below): -

Issue	Risk	Description	Countermeasure
		As per main Risk Register	

OUTLOOK / SUMMARY

The main focus at this stage continues to be maximising the contribution to the regeneration of Bromsgrove from Sainsbury and the success in persuading the Lottery to receive an application to the Townscape Heritage Initiative from us. These activities will take priority over any other actions/milestones at this key stage of their application to develop a store in town.

HIGHLIGHT REPORT ENDS

Definitions: -

Risk: Something that could affect the successful completion of the project, the achievement of its strategic aims and objectives, or its cost, timescales or scope.

Issue: Various problems, queries and changes that occur in the process of a Project. These may or may not become a defined Risk.

Notes of the Town Centre Re-generation Programme Board Meeting held on Wednesday 28th October 2009

In attendance

Phil Street
Richard Savoury
Brian Nicholls

MS Project Training

RS and Ross Walker have now completed formal MS Project training and will be converting all manual/excel based project plans onto this media moving forward. This will allow visibility of task/project dependencies etc.

Railway Station

Last meeting scheduled for October '09 was postponed with extremely late notice.

Re-scheduled meeting now for the 11/11/09.

A Project Plan with start/end dates will be available from the Passenger Transport Team at this meeting.

Outline works start date forecast for the end of 2010.

Whilst the funding gap for the original Railway Station specification remains, it also remains possible to commence build based on "modular" Train Station option within existing funding levels. Clearly this will not include all of the previously considered "options" for the Station. RS has the specific details.

Police & Fire Station

The Board of Governors met on the 13/09/09 to discuss sale of site.

The majority of the Governors were in favour of the sale based on the valuation available at the time.

Delays built into decision making process however after the Governors requested a further independent valuation of the site.

Confirmation on the sales of the property anticipated this month.

Dependencies – Additional independent Property valuation

Civic Centre

WCC have not approved the PID submitted by RS stating that it was too prescriptive in nature.

RS has now produced a brief mandate document relating to the management of all assets which is to be forwarded to the Steering Group for approval.

The mandate if accepted will force the County to review all assets currently

within scope rather than just the “favoured” items.

Dependencies - Due to the wide ranging, all inclusive nature of the mandate i.e. inclusion of Spadesbourne, Worcestershire Hub, Dolphin Centre etc. within scope, there are a large number of inter-related dependencies attached to this project.

Resurfacing of pavements

This is a discreet, stand alone project with PS meeting with John Fraser w/e 30th October to obtain agreement on available spend for re-surfacing works to pavements.

Dependencies - None

Market Hall Demolition

Terms of reference for demolition of site now complete and agreed.
Demolition of site due to commence in March '09.
The site will become additional car parking only until such point as an alternative use is found for the site.

Dependencies – None currently

New Town Centre Pedestrian Signage

Signage now received and currently at Depot.
Signage will be installed in Town Centre during November '09

Dependencies – None

Recreation Road Property Review

Completed – No further actions at his point.

Confirmation of £10,000 “windfall” Christmas funding from WCC.

Funding terms now agreed.
Funding will contribute to:-

- General Christmas festivities/activities.
- Additional Christmas lighting
- Seasonal Planting

Dependencies – None

High Dependency Unit – Notes on Budget overspend

Budget overspend of approximately £20k based on revised £175K forecast spend.

NB. It should be noted that the original build specification came in at circa £300k. This was subsequently heavily re-worked by RS to the £175K spec.

The over spend related to a number of specific items:-

- Additional Community Safety features incorporated in final build.
- Additional Anti-Vandal measures
- Additional disabled facility features

These additional features were incorporated based on the view that an attendant would not be employed.

Subsequently, an attendant has been employed which may have obviated these additional costs.

However, they are seen as being a potential maintenance cost saving in the longer term.

Dependencies – None

Sainsbury's – Road Junction Development

Sainsbury's were considering 3 options for the potential road junction

Only 1 option met the necessary criteria for both Sainsbury's and BDC.

This option is now being considered and developed further.

The option would have the minimum impact upon the landscape, existing trees etc.

It would incorporate changed traffic priorities and additional traffic lights plus a new road across the existing car park.

Detailed plans are now available for review.

Construction only costs are estimated by Sainsbury's to be in the region of £330k.

BJN2810/09

This page is intentionally left blank

BROMSGROVE DISTRICT COUNCIL

PERFORMANCE MANAGEMENT BOARD

18TH JANUARY 2010

SHARED SERVICES

Responsible Portfolio Holder	Roger Hollingworth, Leader of the Council
Responsible Head of Service	Kevin Dicks, Chief Executive
Non-Key Decision	

1. SUMMARY

1.1 To update the Board on the Shared Services project.

2. RECOMMENDATION

2.1 It is recommended that the Board:

- i. Considers the project highlight report attached and makes any recommendations to Cabinet it thinks appropriate.

3. BACKGROUND

3.1 The UK's financial position has changed dramatically in the last twelve months. Every public sector organisation is going to need to make significant savings over the next Parliament, in order to cope with the expected reductions in Central Government Grant whilst at the same time retain and improve services.

3.2 The District Council is comparatively well placed to respond to this agenda, through its shared services project with Redditch Borough Council and the Worcestershire Enhanced Two Tier (WETT) project.

Shared Services

3.3 Shared Services will see Bromsgrove District Council and Redditch Borough Council share services, both front office and back office, whilst remaining separate organisations. The project has proceeded as planned with a single Chief Executive and a number of "quick wins" like Elections and Community Safety. The project is now preceding to the next stage, in particular, the creation of a single management team for both Councils. A project highlight report, supported by a risk register and issues log, is produced each month for the Shared Services Board, made of Members from both Councils. The latest highlight report is attached at **Appendix 1**.

WETT Programme

- 3.4 The three business cases recommending the sharing of Property, Audit and Regulatory Services across Worcestershire are currently out to formal consultation with affected staff and trades unions. The consultation deadline is the 21 December 2009.
- 3.5 Following the consultation process, the final WETT report will go to January Cabinet and Full Council for a decision in respect of Bromsgrove District Council. The other 6 Council's will each make their decisions between 24th November 2009 and 23rd February 2010.
- 3.6 If approved by the participating Councils, Regulatory Services should be operational by 01 June 2010 and hosted by Bromsgrove and Redditch Councils. Property Services by 01 April 2010, hosted by Worcestershire County Council and Internal Audit by 01 April 2010, hosted by Worcester City Council.

4. FINANCIAL IMPLICATIONS

- 4.1 The single management team will deliver a saving of £246,000 in 2010/2011. In addition savings from the joint arrangements with Redditch for CCTV, Lifeline and ICT will generate £120k from 2010/11.
- 4.2 The anticipated savings from the WETT programme are £150,000 in 2011/12.
- 4.3 It is anticipated that once the single management team is in place further reviews of joint working arrangements will be undertaken to generate additional savings and capacity to support the Council over the financial plan period.

5. LEGAL IMPLICATIONS

- 5.1 Every shared service will have legal implications, particularly, if we are not the host authority. Each shared service whether with Redditch or with one of the other councils in Worcestershire will be supported by a detailed service level agreement (a form of contract).

6. COUNCIL OBJECTIVES

- 6.1 Shared Services and WETT contribute to the Council Objective: Improvement and the priority: Value for Money.

7. RISK MANAGEMENT INCLUDING HEALTH & SAFETY CONSIDERATIONS

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

- Non delivery of savings.
- Non delivery of service improvements.

7.2 These risks are being managed as follows:

Risk Register: Shared Services.
 Key Objective Ref No: Separate Risk Register
 Key Objective: Separate Risk Register

8. CUSTOMER IMPLICATIONS

8.1 It is important to remember that while there is bound to be an emphasis on making savings our expectation is that each shared service will also seek to improve services to the customer. This will be achieved using techniques like lean systems, customer first training, customer services accreditation and the use of technology.

9. EQUALITIES AND DIVERSITY IMPLICATIONS

9.1 None.

10. VALUE FOR MONEY IMPLICATIONS

10.1 The whole report is concerned with value for money.

11. CLIMATE CHANGE AND CARBON IMPLICATIONS

11.1 The report is not directly concerned with climate change, but each new shared service will be expected to consider how to contribute to reducing CO2 emissions. The expectation is that each merged service will have one service business plan that includes a section on climate change.

12. OTHER IMPLICATIONS

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

Procurement Issues: See point about SLAs for each service.
Personnel: The single management team and shared services in general will have significant HR issues and we will need to ensure sufficient capacity for respond to this.
Governance/Performance Management: See previous point about SLAs.
Community Safety including Section 17 of Crime and Disorder Act 1998: The Community Safety service is one of the shared services.

Policy: None.
Biodiversity: None.

13. OTHERS CONSULTED ON THE REPORT

Portfolio Holder	No.
Chief Executive	No.
Executive Director - Partnerships and Projects	No.
Executive Director - Services	No.
Assistant Chief Executive	No.
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.

14. WARDS AFFECTED

All.

15. APPENDICES

Appendix 1 – Shared Services Highlight report

16. BACKGROUND PAPERS

Not applicable.

CONTACT OFFICER

Name: Kevin Dicks
E Mail: k.dickst@bromsgrove.gov.uk
Tel: (01527) 881484

Appendix 1

Highlight Report

Project: Shared Services Project			
Calendar Week ending:	20/11/09	Report prepared by: K Dicks	
Status: Red/Amber/Green	Green	% Complete:	5%
Project Start	01/08/09	Projected Completion	01/01/13
Summary position:			
<p>The main elements to this project and updates are as follows:</p> <ul style="list-style-type: none"> • Elections – business case completed and agreed by both councils – BDC host. IT migration progressing. Draft SLA produced. Staff positions recruited to. Implementation progressing in accordance with the project timescales. • Community Safety – business case completed and agreed by both councils – RBC host. SLA being prepared. Implementation progressing in accordance with the project timescales. • IT – draft business case produced – BDC agreed as host. Work completed on cost sharing approach – agreed by SSB. • CCTV / Lifeline – draft business case produced – RBC agreed as host. Work completed on cost sharing approach – agreed by SSB. • Economic Development (being led by Wyre Forest). External support commissioned to produce North Worcestershire Economic Strategy which will include assessment of options for Shared Service. Draft to be completed by end of November – final to be completed by January. • Single Management Team – final structure (including changes as a result of consultation changes) approved by both full Councils. Formal at risk letters issued. Work continuing on developing assessment centre and interview process. Drop in sessions to be held. Mock assessment centres to be held 26th and 27th November. Closing date for applications for Executive Directors / Directors is 1st December and for Heads of Service posts 31st December. • Transformation – Initial discussions have been held with the WMIEP over support they could provide to the Transformation Agenda – including a site visit to Warwick District Council. A visit is also planned to Staffordshire Moorlands and High Peak Borough who have used transformational change and lean systems thinking across the two authorities. 			

A Shared Services Programme Board (comprising officers at both Councils) has been established to oversee implementation of the approved business cases, development of medium term win business cases, development of the full business case and also ensure that appropriate linkages are made. The role of this Board will also include overseeing any concerns over performance – e.g., payroll. It will also make sure that the proper linkages are made with the WETT programme for which another overarching board has been established which KD chairs.

Key Tasks for next month	Measure of Success
<ul style="list-style-type: none"> • Finalise recruitment process 	<ul style="list-style-type: none"> • Process completed
<ul style="list-style-type: none"> • Recruit Executive Directors and Directors 	<ul style="list-style-type: none"> • Recruit to positions
<ul style="list-style-type: none"> • Progression of implementation for 2 approved business cases in accordance with timescales 	<ul style="list-style-type: none"> • Projects progressing
<ul style="list-style-type: none"> • Risk register and mitigating actions to be reviewed 	<ul style="list-style-type: none"> • Risk Register reviewed
Risks, issues and concerns	Mitigating Action
<ul style="list-style-type: none"> • Lack of capacity at BDC to ensure continued improvement 	<p>Support from WMRIEP and external support adds capacity</p> <p>Main risks are outlined in feasibility study and risk register (including mitigating actions) will be continually reviewed over the coming months. One risk, that of political buy in has increased. See report.</p>
Financial Update	
Within budget.	

BROMSGROVE DISTRICT COUNCIL

PERFORMANCE MANAGEMENT BOARD

18TH JANUARY 2010

IMPROVEMENT PLAN EXCEPTION REPORT [November 2009]

Responsible Portfolio Holder	Cllr. Roger Hollingworth, Leader of the Council
Responsible Officer	Hugh Bennett Assistant Chief Executive

1. SUMMARY

- 1.1 To ask PMB to consider the Improvement Plan Exception Report for November 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 95 actions highlighted for November within the plan 74.7% of the Improvement Plan is on target [green], 5.3% is one month behind [amber] and 2.1% is over one month behind [red]. 17.9% of actions have been reprogrammed or suspended with approval¹; these include the reprogramming of some town centre actions and the suspension of the Code of Conduct for Members (due to Government delays in introduction), the working practices review and 'The Bromsgrove Way' (due to shared services).
- 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 four corporate priorities and thirteen enablers identified in the Council Plan 2009/2012.
- 3.2 The Improvement Plan is designed to help monitor the detailed actions flowing from the Council Plan, which will help move the Council forward to excellent in the medium term.
- 3.3 There were 5 amber and 2 red activities this month for the following areas of the Improvement Plan:-

¹ NB reprogrammed actions are those that have been moved to a later point in the year. Suspended actions are those which have been suspended completely for the period covered by the Plan.

Ref.	Council Plan Balanced Scorecard Reference	Number
CP1	Town Centre	2
FP2	Governing the Business	1
PR4	Improved Partnership Working	1
PR5	Planning	3

3.4 The re-programmed and suspended actions Plan are:-

Ref.	Action	Reason
1.1.2	Unified vision	Reprogrammed- work will recommence on Area Action Plan in 2010.
1.6.2	Multi-modal study	Reprogrammed- discussions with County delayed by preferred option consultation
5.4.5, 5.4.6, 5.4.7	Budget Jury	Suspended
7.3.3	Climate Change Matrix	Suspended due to changed approach
8.1.2	Report predicted outturn	Suspended
9.2.4	Customer Standards	Reprogrammed- Will now be launched in January 2010
10.2.2	Code of Conduct for Members	Suspended due to Government delays
14.1.3, 14.1.4	The Bromsgrove Way consultation	Suspended- proposals to be changed
14.2.7	Investors in People	Suspended due to revised approach
16.1.1, 16.1.2, 16.1.3, 16.1.5	Working practices review	Suspended due to prioritisation of harmonisation
16.2.4	Employee satisfaction implementation	Suspended

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 four priorities as per the 2009/2012 Council Plan.

7. RISK MANAGEMENT

Corporate Risk Title	Improvement Plan Reference
KO1: Effective Financial Management	FP1 – Managing Finances

and Internal Control	
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	PR1 – Customer Processes
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
KO9: Equalities and diversity agenda embedded across the Authority	CP3 – Sense of Community FP4 – Managing Performance
KO10: Appropriate investment in employee development and training	HROD1 – Learning & Development HROD2 – Modernisation HROD3- Positive Employee Climate
KO11: Effective employee recruitment and retention	HROD1 – Learning & Development HROD2 – Modernisation HROD3- Positive Employee Climate
KO12: Full compliance with all Health and Safety legislation	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
KO16: The Council no longer in recovery	FP1 – Managing Finances FP2 – Governing the Business FP3 – Managing Resources FP4 – Managing Performance PR2 –Political Governance
KO17: Effective Projects Management	FP1 – Managing Finances
KO19: Effective Business and Performance Management	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 includes a range of actions to deliver the Council's Customer First value. Please see section PR1 of the Improvement Plan.

9. EQUALITIES AND DIVERSITY IMPLICATIONS

9.1 Please see sections CP3 and FP4 of the Improvement Plan

10. VALUE FOR MONEY IMPLICATIONS

10.1 See sections FP1-FP3 of the Improvement Plan

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 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 FP3 of the Improvement Plan.

12. OTHERS CONSULTED ON THE REPORT

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

13. WARDS AFFECTED

13.1 All wards.

14. APPENDICES

14.1 Appendix 1 Improvement Plan Exception Report November 2009.

15. BACKGROUND PAPERS:

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

CONTACT OFFICER

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

Exception Report for November 2009 Improvement Plan

Appendix 1

PROGRESS IN 2009/10

Overall performance as at the end of November 2009, in comparison with the previous year, is as follows: -

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	1	1.2%
AMBER	4	3.6%	AMBER	3	2.3%	AMBER	5	4.9%	AMBER	5	5.4%	AMBER	3	3.85%	AMBER	0	0%
GREEN	95	86.4%	GREEN	112	86.2%	GREEN	80	78.5%	GREEN	71	76.3%	GREEN	60	76.9%	GREEN	70	82.3%
REPRO	11	10.0%	REPRO	13	10.0%	REPRO	14	13.7%	REPRO	14	15.1%	REPRO	12	15.4%	REPRO	14	16.5%

Page 72

July 2009			August 2009			September 2009			October 2009			November 2009			December 2009		
RED	0	0%	RED	0	0%	RED	4	3.8%	RED	2	2.1%	RED	2	2.1%	RED		
AMBER	11	13.3%	AMBER	6	8.5%	AMBER	9	8.7%	AMBER	9	9.6%	AMBER	5	5.3%	AMBER		
GREEN	67	80.7%	GREEN	60	84.5%	GREEN	79	76%	GREEN	70	74.5%	GREEN	71	74.7%	GREEN		
REPRO	0	0%	REPRO	0	0%	REPRO	0	0%	REPRO	0	0%	REPRO	3	3.2%	REPRO		
SUSP	5	6%	SUSP	5	7%	SUSP	12	11.5%	SUSP	13	13.8%	SUSP	14	14.7%	SUSP		

January 2010			February 2010			March 2010			April 2010			May 2010			June 2010		
RED			RED			RED			RED			RED			RED		
AMBER			AMBER			AMBER			AMBER			AMBER			AMBER		
GREEN			GREEN			GREEN			GREEN			GREEN			GREEN		
REPRO			REPRO			REPRO			REPRO			REPRO			REPRO		
SUSP			SUSP			SUSP			SUSP			SUSP			SUSP		

Exception Report for November 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.*		Suspended**
--	------------------------	--	---------------------------------	--	------------------------------	--	---------------------------------	--	----------------------	--	-------------

* NB. Reprogrammed actions are 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 once they have received approval.

**NB. Suspended actions are those that have been suspended completely for the period covered by the Improvement Plan

An Exception Report detailing corrective actions follows:

CP1: Town Centre																	
Ref	November 2009 Action		Colour		Corrective Action										Who	Original Date	Revised Date
1.1.1	Engage specialist organisation to complete unified vision				Work will recommence on the AAP in January 2010. The unified vision will be completed by April with the AAP itself being completed by June 2010. However, it is not likely to receive official approval until April 2011.										PS	Nov 09	Apr 10
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
1.1	Agreement on preferred option of Area Action Plan																
1.1.1	Engage specialist organisation to complete unified vision	PS														<p>The listing of Parkside has delayed the resumption of the work on the AAP and the preferred option. However, it would appear that the police and fire service have now secured an alternative site and are awaiting the outcome of a HMIC report and a final decision from the Police Committee before commencing work on the building although there is sufficient money to secure the site. It is anticipated that work will recommence on the AAP in January 2010. The unified vision will be completed by April with the AAP itself being completed by June 2010. However, it is not likely to receive official approval until April 2011.</p>	

CP1: Town Centre																		
Ref	November 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			
1.5.2	Public consultation complete				Meeting with Network Rail in early November cancelled by Network Rail. The County Council has requested that Network Rail produce a design this side of Christmas that more closely matches the available funding.											HB	Nov 09	TBC
1.5	Train Station																	
1.5.2	Public consultation complete	HB														Meeting with Network Rail in early November cancelled by Network Rail. The County Council has requested that Network Rail produce a design this side of Christmas that more closely matches the available funding.		

Exception Report for November 2009 Improvement Plan

Appendix 1

FP2: Governing the Business (including Value for Money)																		
Ref	November 2009 Action	Colour	Corrective Action												Who	Original Date	Revised Date	
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action			
6.3.5	Present risk management training to Members															JLP	Nov 09	Jan 10
6.3	Effective risk management																	
6.3.5	Present risk management training to Members	JLP																Risk Management to be included in the quarter 4 training plans for members

Page 76

PR4: Improved Partnership Working																		
Ref	November 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			
12.3.1	Benchmark grants policies of other councils.															HB	Nov 09	Apr 10
12.3	Grants policy																	
12.3.1	Benchmark grants policies of other councils.	HB																EXTENDED: Not started yet, due to focus on LSP Board.

PR5: Planning																	
Ref	November 2009 Action		Colour		Corrective Action										Who	Original Date	Revised Date
13.3.2	Prepare Further Draft Core Strategy				EXTENDED: Next draft expected to be published summer 2010, depending on outcome of RSS proposed changes due to be announced on 16 th December.										MD	Nov 09	TBC
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
13.3	Local Development Framework																
13.3.2	Prepare Further Draft Core Strategy	MD														EXTENDED: Discussions held with GOWM to address the outcomes of the RSS panel report. The next draft is dependent on guidance from GOWM- next draft expected to be published summer 2010, depending on outcome of RSS proposed changes due to be announced on 16 th December.	

PR5: Planning																	
Ref	November 2009 Action		Colour		Corrective Action										Who	Original Date	Revised Date
13.4.3	Quarterly Member Planning training				Training was planned for September, which would be second session of the year. Lack of availability of a suitable room has delayed this slightly. Session now planned for December 3rd.										DH	Nov 09	Dec 09
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
13.4	Effective Development Control Service																
13.4.3	Quarterly Member Planning training	DH													Training was planned for September, which would be second session of the year. Lack of availability of a suitable room has delayed this slightly. Session now planned for December 3rd. In addition lessons learned from recent ombudsman cases will be discussed following planning committee in December. Further training planned on specific housing issues of need and affordability prior to consideration of Stoke Prior planning application.		

PR5: Planning																		
Ref	November 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			
13.4.6	Consider results at Customer First Board and CMT, including action plan.															DH	Nov 09	Dec 09
13.4	Effective Development Control Service																	
13.4.6	Consider results at Customer First Board and CMT, including action plan.	DH															Preparations for peer review self assessment started along with document preparation. Initial draft report has arrived, with a meeting to be scheduled between strategic housing, strategic planning, Director of Partnerships and Projects and the Head of Planning & Environment in January 2010.	

This page is intentionally left blank

BROMSGROVE DISTRICT COUNCIL

PERFORMANCE MANAGEMENT BOARD

18TH JANUARY 2010

NOVEMBER (PERIOD 8) 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 The Board on the Council's performance at 30 November 2009 (period 8).

2. RECOMMENDATIONS

2.1 That The Board notes that 47% of PIs are stable or improving.

2.2 That The Board notes that 76% of PI's that have a target are meeting their target as at the month end and 90% are projected to meet their target at the year end.

2.3 That The Board notes the performance figures for November 2009 as set out in Appendix 2.

2.4 That The Board notes the particular areas of improvement as summarised in section 3.5.

2.5 That The Board notes the PI's of particular concern as set out in section 3.6.

3. BACKGROUND

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

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

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

3.2 Comparisons of overall performance improvements this month to last month are shown on Appendix 1.

3.3 At the beginning of the year the set of corporately reported PI's was 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 100 PI's in the corporate set, 37 reported monthly, 26 quarterly and 40 annually. Many of the annually reported PI's are outcome measures. Due to continued problems in obtaining figures for Domestic Violence incidents the two indicators covering these have been removed from the reporting set with effect from November, hence the number of PI's reported monthly is now 35.

3.4 Although the percentage of indicators declining in the month is considerably higher than usual (at 53%) a number of these are due to expected seasonal variations and the others are not a significant drop. As the percentage of PI's meeting both their year to date target and expected to met target at year end remains high (at 76% and 90% respectively) the proportion of indicators declining this month is not a cause for concern.

3.5 Performance worthy of particular mention is as follows:

- Sickness absence remains below the monthly target figure (although increased slightly over last month).
- Time taken to process Benefit claims has been held around the same low levels achieved last month and the number of outstanding items has been reduced.

3.6 Performance of potential concern is as follows:

- There are no areas of potential concern this month.

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 INCLUDING HEALTH & SAFETY CONSIDERATIONS

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

7.3 There are no Health & Safety considerations

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 **CLIMATE CHANGE AND CARBON IMPLICATIONS**

11.1 There are no climate change implications

12. **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
Biodiversity	None

12. **OTHERS CONSULTED ON THE REPORT**

Portfolio Holder	No
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 the period

Appendix 2 Detail Performance report for the period

Appendix 3 Detailed figures to support the performance report

15. **BACKGROUND PAPERS**

None

Contact officer

Name: John Outhwaite, Senior Policy & Performance Officer

email: j.outhwaite@bromsgrove.gov.uk

Tel: (01527) 881602

APPENDIX 1

SUMMARY - Period 5 (August) 2009/10					
Monthly (August) performance			Estimated Outturn		
No.	%age ³	No.	%age ³	No.	%age ³
Improving or stable.	19	61%	On target	16	59%
Declining	12	39%	Missing target by less than 10%	8	30%
No data	3		Missing target by more than 10%	3	11%
Total Number of Indicators reported this period ¹	34		No data ²	7	
			Total Number of Indicators reported this period ¹	34	

SUMMARY - Period 6/Quarter 2 (September) 2009/10					
Monthly (September) performance			Estimated Outturn		
No.	%age ³	No.	%age ³	No.	%age ³
Improving or stable.	28	62%	On target	23	58%
Declining	17	38%	Missing target by less than 10%	11	28%
No data			Missing target by more than 10%	6	15%
Total Number of Indicators reported this period ¹	45		No data ²		
			Total Number of Indicators reported this period ¹	40	

SUMMARY - Period 7 (October) 2009/10					
Monthly (October) performance			Estimated Outturn		
No.	%age ³	No.	%age ³	No.	%age ³
Improving or stable.	21	68%	On target	22	73%
Declining	10	32%	Missing target by less than 10%	7	23%
No data	6		Missing target by more than 10%	1	3%
Total Number of Indicators reported this period ¹	37		No data ²	7	
			Total Number of Indicators reported this period ¹	37	

This page is intentionally left blank

Ref	Description	Report - ed?	Cum or Snap?	2008/09		2009/10		Comments						
				Actuals	Target	Est. Outturn	Est. Outturn Target							
Street Scene & Community														
NI 191	Residual Household waste per household (KG)	M	C	586.26	294.81	288.68	343.08	340.15	399.21	390.71	590.00	590.00	I	Trade tonnage not yet received for Oct & Nov therefore actual will improve slightly on those currently shown. Updated ONS data for number of households has now been released and has increased from 38828 to 38929 therefore this has also improved monthly scores slightly.
NI 192	Percentage of household waste re-used, recycled and composted	M	C	43.25	36.76	42.68	35.84	41.86	34.93	40.93	37.00	30.00	S	Garden Waste Tonnage is falling due to change in seasons therefore resulting in less waste being composted. Trade tonnage not yet received for Oct or Nov therefore actual will improve slightly on those currently shown.
LPI Depot	Number of missed household waste collections	M	C	1,136	570	563	665	642	760	701	958	1,140	W	59 Missed collections of which 26 were garden waste = 0.15%
LPI Depot	Number of missed recycle waste collections	M	C	281	120	76	140	85	160	98	121	240	W	13 missed collections = 0.007%
NWBCU5	Total Crime	M	C	New	2,802	2,645	3,276	3,043	3,736	3,451	5,303	5,588	I	Crime year to date continues to be down and was published in local newspapers recently. We are currently reviewing Operation Ghost to see its effect on disorder during the Halloween Festivities and we are launching a CDRP Winter Safety Plan early December to tackle retail crime and purse theft in the High Street, Night Time Disorder, and raise awareness of burglary prevention. There will be a number of public reassurance campaigns delivered throughout the coming months. Full details will on the Public Web Site by early to mid December. There is currently an increase in burglary of non-dwelling which the CDRP are monitoring which is thefts from sheds, garages and other buildings detached from the home.

Ref	Description	Reported?	Cum or Snap?	2018/19										Comments			
				Actuals	Sep. Target	Sep. Actual	Target & Trend	Oct Target	Oct Actual	Target & Trend	Nov Target	Nov Actual	Target & Trend				
NWBCU1	The number of domestic burglaries	M	C	438	195	141	I	227	152	I	260	171	W	369	300	I	Domestic Burglary continues to be of low volume with only 19 offences during November. This is despite the seasonal increase in relation to the clocks changing resulting in darker nights. Persistent Prolific offenders with burglary offending habits remain in custody. Our next spike is normally expected following the Christmas period. The CDRP Winter Safety plan tackles this trend through various awareness raising campaigns throughout December and January. These include, media and other communications, attendance at local events offering advice, guidance and free security products such as 24hour segment timers.
NWBCU2	The number of violent crimes	M	C	973	496	537	W	573	616	I	644	681	I	922	959	I	Violent Crime in November is at its lowest volume than any other previous month this year. We normally expect an increase in violent crime incidents in the Town Centre during the Christmas and New Year festivities. This is being tackled with the CDRP Winter Safety Plan -Operation Christmas Presence will put dedicated uniformed presence in high streets during the evening to tackle public disorder normally as a result of people consuming too much alcohol during celebrations.
NWBCU3	The number of robberies	M	C	61	29	24	W	34	27	I	39	32	W	58	51	I	Similar to previous months comments: These reports continue to be young people using force (but not physical harm) to steal mobile phones from other young people. The low volume nature of this crime type means that any specific intervention are difficult to deliver, each incident will be dealt with accordingly by our colleagues at West Mercia Police.

Ref	Description	Reported?	Cum or Snap?	2018/19										2018/19 Actuals	Comments	
				Sep. Target	Sep. Actual	Target & Trend	Oct Target	Oct Actual	Target & Trend	Nov Target	Nov Actual	Target & Trend	2008/10 Target			Est. Outturn
NWBCU4	The number of vehicle crimes	M	C	346	351	I	405	389	I	461	446	W	690	675	W	The level of vehicle crime has increased again in November compared to October but not to the high level that we have been experiencing earlier in the year. These crimes are predominantly thefts from motor vehicles with a trend of tools being stolen from vans. A full analysis has been presented to the CDRP Tasking Group who will be developing responses over the next month to be delivered from January. Vulnerable Vehicle Checks are being carried out throughout December by Neighbourhood Wardens as part of the CDRP Winter Safety Plan.
NWBCU6	The number of Criminal Damage Incidents	M	C	538	468	W	615	543	I	699	621	W	1041	963	I	We seem to be experiencing consistent levels of criminal damage which are at lower levels than previous years. A lot of targeted patrols have been delivered at key times and we will continue to do so throughout December and January. Most offences are related to vehicles - for example wing mirrors, dents and scratches, and aerials.
LPI CS 1a	CCTV incidents reported - Crime	M	C	1,698	1,594	I	1,981	1,939	I	2,264	2,148	W	3,400	3,400		Incidents of theft, ASB, and Assault were all considerably lower than the previous month
LPI CS1b	CCTV incidents initiated by CCTV	M	C	492	453	I	574	544	I	656	613	W	1,047	1,047		Staff observations were low but with the reduced number of ASB incidents and Assaults this would be expected.
LPI CS4	No. of hate crime incidents (activity measure)	M	S	n/a	1	S	n/a	2	n/a	N/A	2		n/a	n/a		2 reports of hate crime received during November. 1 report through BDHT and one direct to the Community Safety Team. Both reports were classified as racism. Both cases are currently being considered for further action.
LPI CS5	% of reported hate crime incidents requiring further action that received further action	M	S	100	100	S	100	100	S	100	100	S	100.00	100.00	S	See above
LPI CS1	Number of attendances at arts events	M	C	18,455	20,153	I	19,165	20,916	S	21,165	23,141	W	21,261	23,500		The Bromsgrove Christmas Lights Switch On event was well attended and supported by the local community, despite it raining throughout the event. Rubery Christmas Lights Switch On event was very well attended and supported by the local community, with the weather being dry throughout the event. The entertainment programme was very well received at the 2 events, with both events including local school children lantern parades

Ref	Description	Reported?	Cum or Snap?	2023/09		2023/10		Target & trend	Nov Actual	Nov Target	Target & trend	Est. Outturn	Est. Outturn Target	Comments
				Actuals	Target & Trend	Sep. Target	Sep. Actual							
SC3	Dolphin Centre Usage	M	C	627,404	W	216,064	204,523	W	275,367	309,022	W	477,090	502,478	Usage for November was down on target and similar to previous month. We had 2 swimming gala's booked which cancelled at short notice, reducing the availability of party slots for the pool. Gym usage is good, with a small increase in members. This is not as much as in previous months due to the time of year. This is to be expected and is an industry trend exhibited at most facilities. Usage for December is expected to be quieter than previous months due to the time of year, reduced opening hours during the festive period and swim school not running during this period. We have had full uptake on our new swimming lessons for January, increasing income and usage.
SC4	Sports development usages	M	C	21,219	W	13,082	14,307	W	21,035	17,142	I	30,005	22,556	Increased usages due to Hockey and Rugby festivals, Sport Unlimited coaching and free gym sessions.
	Down Centre Car Park Usage	M	S	n/a	W	n/a	124,060	W	130,995	n/a	W	n/a	n/a	Usage is slightly lower than last month
	Shopmobility Centre Usage (Monthly)	M	S	n/a	I	150	196	I	156	150	W	150	150	continues to be above target
LPI LL1	Life line units in use	M	S	547	I	690	725	I	728	710	I	750	750	There were 2 PTG referrals and 13 private referrals, this was unusually low. Cancellations were high. Research found this was mainly due to Service Users passing away, not service user dissatisfaction.

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

Planning & Environment Services

MI 157	The percentage of major planning applications determined within 13 weeks	M	C	68.80	S	80.00	100.00	S	100.00	80.00	S	80.00	80.00	<p>Major: 0/0 = N/A National Target 60% (Local Target 80%)</p> <p>There has been a reduction in major applications with none in July and only 1 in August 3 in September. No applications determined in this category in October or November.</p>
--------	--	---	---	-------	---	-------	--------	---	--------	-------	---	-------	-------	---

Ref	Description	Report - ed?	Cum or Snap?	2018/09				2009/10				Comments		
				Actuals	Sep. Target	Sep. Actual	Target & Trend	Oct Target	Oct Actual	Target & Trend	Nov Target		Nov Actual	Target & Trend
NI 157	The percentage of minor planning applications determined within 8 weeks	M	C	76.50	85.00	84.00	I	85.00	85.00	86.00	I	85.00	85.00	Minors; 9/9 = 100% National Target 65% (Local Target 85%) Previous months had seen; 16 in July, 17 in August and a reduction to 7 applications were received in September. October saw a minor increase to 9 November also saw 9 applications all determined in time
NI 157	The percentage of other planning applications determined within 8 weeks	M	C	89.50	90.00	89.00	W	90.00	89.00	90.00	I	90.00	90.00	Others; 46/47 = 98% National Target 80% (Local Target 90%) Minor applications have been similar this month to October. (Previously applications in this month were 48 in June, 56 in July and 55 in August.) One application went over (St Elizabeth's cottage Client) due to complexities associated with tree issues.

CSC	Monthly Call Volumes Customer Contact Centre	M	S	n/a	7,637	7,204		7,161				n/a		Contact centre call volumes consistent with last month and match last years profile
CSC	Monthly Call Volume Council Switchboard	M	S	n/a	4,247	4,495		4,295				n/a		Calls to the council switchboard demonstrate a 2% fall compared to last month, the overall call profile matches last years
CSCLP19.1	Resolution at First Point of Contact all services (percentage)	M	S	99.00	95.00	97	I	95.00	91	97	I	95.00	95.00	Overall resolution figure has increased this month compared to last month and is now in line with previous performance during this year
CSCLP19.2	% of Calls Answered	M	S	87.00	85.00	86.00	W	85.00	92.00	92.00	I	85.00	85.00	Performance is consistent with last month
CSCLP19.3	Average Speed of Answer (seconds)	M	S	30.00	20.00	24.00	W	20.00	13.00	15.00	I	20.00	20.00	Good performance is consistent with last months improvement

Ref	Description	Reported?	Cum or Snap?	2018/09		2018/10		Target & trend	Comments	
				Actuals	Actual	Actual	Target			Est. Outturn
LPI CCPP01	Number of complaints received (Council wide) Monthly. Source new complaints system.	M	C	270	108	n/a	119	n/a	n/a	Complaints received were: 1 about an error in Together Bromsgrove, 1 about Highways, 1 about a benefit claim, 1 about the Dolphin Centre, 1 about Parking Staff, 2 about Refuse lorries driving on to residents drives, 1 about replacement green bin, 1 about Tr Compliments received were - 2 about events organised by Sports Development, 1 about the excellent service provided by Sports Development, 2 about the service given by Street Cleansing and 1 about excellent customer service by the
LPI CCPP03	Number of compliments received	M	C	70	28	n/a	34	n/a	n/a	
LPI CCPP05	Community transport income (£)	M	C	n/a	300	n/a	673	1,875	1,875	

Financial Services

NH181	Time taken to process HB/CT benefit new claims or change events (days)	M	C	15.03	10.39	15.00	9.89	13.00	15.00	The high performance achieved last month has been maintained in December, resulting in a further improvement in the year to date processing times as a result of the hard work of the staff. They have also managed to reduce the number of items outstanding and the oldest item of work is now just over one month old, compared to 6 weeks in previous month
	Percentage of invoices paid within 10 days of receipt	M	C	n/a	83.29	90.00	83.46	90.00	90.00	There has been an increase in number of invoices paid within 10 days, it has increased from 83.69 in October to 84.59 in November
FP001	Percentage of invoices paid within 30 days of receipt	M	C	99.38	98.39	98.00	98.40	98.00	98.00	On Target

Legal, Equalities and Democratic Services

There are no PIs reported monthly for this department

Human Resources & Organisational Development

LPI BV12)	The average number of working days lost due to sickness.	M	C	10.66	5.95	4.97	6.65	8.75	9.97	Although sickness absence increased slightly in November it was still within the monthly target, consequently the projection for year end has reduced for the 4 th month in succession. Currently 4 out of the 7 service areas are Green, with the other 3 being Red.
--------------	--	---	---	-------	------	------	------	------	------	--

2009/10 Monthly Performance figures

Ref	Description	Freq	Cum or Snap	Apr.	May.	Jun.	Jul.	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.
				Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
NI 191	Residual Household waste per household	M	C	48.61	50.01	49.12	49.00	49.04	49.03	48.27	50.13	54.61	49.32	45.74	50.11
				52.56	48.10	50.50	52.11	45.49	48.33	51.33	51.45	0.00	0.00	0.00	0.00
			numerator denominator	2,040.68 38,828	1,867.76 38,828	1,960.96 38,828	2,023.16 38,828	1,770.84 38,828	1,998.31 38,828	1,881.36 38,828	2,002.82 38,828	2,002.82 38,828	34.57	37.49	33.16
NI 192	Percentage of household waste re-used, recycled and composted	M	C	32.07	31.98	32.58	33.12	33.78	34.29	34.51	34.57	37.49	33.16	32.68	32.72
				39.30	42.29	42.19	41.85	42.41	43.32	36.86	33.80				
			numerator denominator	1,321,289 3,361,969	1,368,698 3,236,478	1,430,866 3,391,822	1,455,837 3,478,997	1,303,929 3,074,769	1,437,871 3,319,231	1,166,589 3,164,899	1,022,766 3,025,586				
NI 196	Improved street and environmental cleanliness - fly tipping	M	C												
LPI Depot	Number of missed household waste collections	M	C	95	95	95	95	95	95	95	95	95	95	95	95
				129	123	127	67	68	49	79	59				
LPI Depot	Number of missed recycle waste collections	M	C	20	20	20	20	20	20	20	20	20	20	20	20
				18	6	20	18	9	5	9	13				
	Total crimes	M	C	459	475	459	475	475	459	475	459	475	475	428	475
				459	409	427	488	473	431	408	415				
NWBCU1	The number of domestic burglaries	M	C	32	33	32	33	33	32	32	33	33	33	30	33
				35	13	33	16	25	23	11	19				
NWBCU2	The number of violent crimes	M	C	76	85	85	82	85	79	77	71	69	70	63	76
				81	81	75	93	103	107	83	66				
NWBCU3	The number of robberies	M	C	5	5	5	5	5	5	5	5	5	5	4	5
				4	4	3	4	4	5	3	5				
NWBCU4	The number of vehicle crimes	M	C	58	59	57	59	59	57	59	57	59	59	53	59
				59	37	65	77	66	49	38	57				
NWBCU6	The number of criminal damage incidents	M	C	84	99	92	85	75	103	77	84	96	77	73	96
				75	79	60	95	76	83	75	78				

	denominator	46	55	48	56	55	48	48	42	47		
--	-------------	----	----	----	----	----	----	----	----	----	--	--

E-gov & customer services

	M	S	Target	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
CSC	Monthly Call Volumes Customer Contact Centre		Actual	n/a	6,714	7,870	8,277	n/a	n/a	7,204	7,161	n/a	n/a	n/a	n/a	n/a
CSC	Monthly Call Volume Council Switchboard		Actual	n/a	4,203	4,580	4,452	n/a	n/a	4,495	4,295	n/a	n/a	n/a	n/a	n/a
CSC LPI 3.1	Resolution at First Point of Contact all services (percentage)		Actual	95.00	99.00	99.00	93.50	95.00	94.00	95.00	97.00	95.00	95.00	95.00	95.00	95.00
CSC LPI 3.2	% of Calls Answered		Actual	85.00	85.00	85.00	85.00	85.00	85.00	85.00	85.00	85.00	85.00	85.00	85.00	85.00
CSC LPI 3.3	Average Speed of Answer (seconds)		Actual	20	20	20	20	20	20	20	20	20	20	20	20	20
			Actual	21	16	16	29	24	24	13	15	15	15	15	15	15

Chief Executive's

	M	C	Target	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
LPI CCPP01 (SS)	Number of complaints received (Council wide) Monthly. Source new complaints system.		Actual	25	22	20	12	12	12	12	12	12	12	12	12	12
LPI CCPP03 (SS)	Number of compliments received (Council wide)		Actual	4	2	4	5	5	5	7	6	6	6	6	6	6
LPI CCPP05 (DM)	Community transport income (£)		Actual	n/a	n/a	n/a	n/a	n/a	n/a	250	275	300	325	350	375	375

Financial Services

	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	15.00	15.00
NI 181	Time taken to process HB/CT benefit new claims or change events		Actual	11.17	10.29	14.58	9.28	10.68	10.68	6.38	6.74	6.74	6.74	6.74	6.74	6.74
			denominator	12,836	13,475	18,746	10,690	8,706	8,706	12,919	9,656	9,656	9,656	9,656	9,656	9,656
	Percentage of invoices paid within 10 days of receipt		Actual	90.00	90.00	90.00	90.00	90.00	90.00	90.00	90.00	90.00	90.00	90.00	90.00	90.00
FP001	Percentage of invoices paid within 30 days of receipt		Actual	80.88	83.71	84.77	85.80	80.97	80.97	83.69	84.59	84.59	84.59	84.59	84.59	84.59
			Actual	98.00	98.00	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	97.97	98.42	98.42	98.02	98.17	98.49	98.49	98.49	98.49	98.49	98.49

Legal, Equalities and Democratic Services

Human Resources & Organisational Development

	M	C	Target	0.71	0.71	0.71	0.71	0.71	0.71	0.71	0.71	0.71	0.71	0.71	0.71	0.71
LPI (formerly BV12)	The average number of working days lost due to sickness.		Actual	0.85	0.93	1.15	1.16	0.84	0.84	0.50	0.70	0.70	0.70	0.70	0.70	0.70

This page is intentionally left blank

BROMSGROVE DISTRICT COUNCIL

PERFORMANCE MANAGEMENT BOARD

18TH JANUARY 2010

PERFORMANCE MANAGEMENT BOARD PROPOSED PROGRAMME 2009/10

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

1. SUMMARY

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

2. RECOMMENDATIONS

2.1 It is recommended that:

i. The Board considers the programme.

3. BACKGROUND

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

4. FINANCIAL IMPLICATIONS

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

5. LEGAL IMPLICATIONS

5.1 No legal implications to the report.

6. CORPORATE OBJECTIVES

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

7. RISK MANAGEMENT

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

8. **CUSTOMER IMPLICATIONS**

- 9.1 The Board will receive customer complaints data during 2009/10 as part of the quarterly integrated financial and performance reports.

9. **OTHER IMPLICATIONS**

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

10. **OTHERS CONSULTED ON THE REPORT**

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

11. **APPENDICES**

Appendix 1 – PMB Work Programme 2009/10

12. **BACKGROUND PAPERS**

2008/09 PMB Work Programme.

CONTACT OFFICERS

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 & 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>Shared Services Highlight Report</p> <p>Council Plan 2010/2013 Part 1</p> <p>Place Survey</p> <p>Community Safety Partnership (deferred to October)</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>Bromsgrove Profile.</p> <p>Community Safety Partnership</p> <p>Work Programme.</p>
Nov 09	<p>Quarter 2 09/10 Integrated Finance & Performance report.</p> <p>Period 6 09/10 Improvement Plan Mark 4 progress report.</p> <p>Shared Services Highlight Report</p> <p>Community Strategy 2010/2013.</p> <p>Data Quality Strategy 6 Month Update (proposed move to September to create space for Profile and Place Survey).</p> <p>Quarterly Recommendation Tracker</p> <p>PMB Work Programme.</p>
Dec 09	<p>MEETING CANCELLED</p> <p>Period 7 09/10 Performance Report.</p> <p>Period 7 09/10 Improvement Plan Mark 3 progress report.</p> <p>Community Strategy Annual Report 2008/09 (e-mailed to PMB Members and now considered by Full Council).</p> <p>2009/2010 Predicted Outturn Update (no longer applicable)</p>

	<p>Shared Services Highlight Report</p> <p>Spatial Project Benefits Review re-programmed to January)</p> <p>2008/2009 Predicted Outturn for Corporate Indicators (no longer required due to switch from BVPIs to NIs)</p> <p>Town Centre Update (re-programmed to January)</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 (from December meeting)</p> <p>Local Neighbourhood Partnership Review (called in to Overview and Scrutiny)</p> <p>Spatial Project Benefits Review re-programmed to January)</p> <p>2008/2009 Predicted Outturn for Corporate Indicators (no longer required due to switch from BVPIs to NIs)</p> <p>Town Centre Update (re-programmed to January)</p> <p>What is Excellence? (moved by Board to January)</p> <p>PMB Work Programme.</p>
Feb 10	<p>Quarter 3 09/10 Integrated Finance & Performance report.</p> <p>Period 9 09/10 Improvement Plan Mark 4 progress report.</p> <p>Annual Artrix Performance Report (re-programmed to February).</p> <p>Quarterly Recommendation Tracker (re-programmed to February).</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 20010/2011.</p>
--	---