



BROMSGROVE DISTRICT COUNCIL

MEETING OF THE PERFORMANCE MANAGEMENT BOARD

MONDAY 15TH FEBRUARY 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
3. To confirm the accuracy of the minutes of the meeting of the Performance Management Board held on 18th January 2010. (Pages 1 - 6)
4. Quarter 3 Integrated Finance & Performance Report (Pages 7 - 62)
5. Annual Artrix Performance Report (Pages 63 - 88)
6. Comprehensive Area Assessment - Organisational Assessment (Pages 89 - 102)
7. Improvement Plan Exception Report(December 2009) (Pages 103 - 116)
8. Shared Services Highlight Report (Pages 117 - 124)
9. Progress Update on Data Quality Strategy and Performance Management Strategy Action Plans (Pages 125 - 136)
10. Quarterly Recommendation Tracker (Pages 137 - 146)
11. Work Programme (Pages 147 - 152)

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

5th February 2010

BROMSGROVE DISTRICT COUNCIL

MEETING OF THE PERFORMANCE MANAGEMENT BOARD

MONDAY, 18TH JANUARY 2010 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, Ms. H. J. Jones and L. J. Turner

Observers: Councillor G. N. Denaro

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

61/09 **APOLOGIES FOR ABSENCE**

There were no apologies for absence.

62/09 **DECLARATIONS OF INTEREST AND WHIPPING ARRANGEMENTS**

No declarations of interest or whipping arrangements were received at the start of the meeting. During the meeting Councillor S. R. Colella declared a personal interest in the Shared Services Highlight Report (Minute No 68/09 refers) as a member of the Shared Services Board.

63/09 **MINUTES**

The minutes of the meeting of the Performance Management Board held on 16th November 2009 were submitted.

RESOLVED that, subject to the inclusion of Councillor Ms. H. J. Jones in the list of those present, the minutes be approved as a correct record.

64/09 **INTEGRATED FINANCE AND PERFORMANCE REPORT - VERBAL UPDATE**

The Head of Financial Services advised that further to the report given to the Board on 16th November 2009, when an estimated over spend of £400,000 was reported, that this has now been reduced to approximately £84,000. The Integrated Finance and Performance Report for quarter 3 of 2009/10 would be completed by the end of the week, when the exact figure would be available.

This reduction had been achieved in several areas, as previously reported. The Assistant Chief Executive confirmed that officers had spent time reviewing departmental budgets. The centralising of stationary had been successful, together with the review of non essential training.

Members again shared their concerns that a reduction in training may have a detrimental effect on the Council's continued improvement. Officers assured Members that any business critical training would continue for staff, and in cases where several members of staff need the training, one person would attend and feedback to the rest of the team.

The Head of Financial Services answered questions from the Board in respect of income from Council Tax and in particular the recovery of unpaid household tax and the number of payments made by direct debit. She confirmed that the Council was on target for the recovery of unpaid household tax and 0.5% down on non-domestic rates. More residents were using direct debit as a form of payment, which was advantageous to the Council.

The Chairman thanked the Head of Financial Services for her attendance.

65/09 **SPATIAL PROJECTS BENEFITS REVIEW**

Councillor G. N. Denaro introduced the Spatial Projects Benefits Review and advised that the report focused on the delivery of benefits rather than efficiency savings, which had been included as part of the Medium Term Financial Plan. The Spatial Project had been completed on time and to budget and had significant benefits and improvements to customer facing areas, as listed in item 3.1 of the report, and in particular to the Planning process.

Members asked at what point the project would become embedded and no longer be a project. Councillor Denaro confirmed that the Council was now at that point as this was the final report, which outlined the benefits and it would be incorporated into the Medium Term Financial Plan. It was also confirmed to Members that all the necessary staff training on the Spatial Project has been completed.

With regard to the Shared Services programme, Members shared their concerns that the Spatial Project would not be compatible with the ICT at Redditch Borough Council (RBC). The Assistant Chief Executive assured Members that the Bromsgrove District Council (BDC) system was more advanced and that RBC was aware that it would need an initial capital outlay to bring this system up to the standard of BDC. He confirmed that the Council had a high quality system in place which would now help it to make a positive move forward with both Shared Services and the Worcestershire Enhanced Two Tier System (WETT).

66/09 **SELBY BENCHMARKING VISIT**

The Assistant Chief Executive introduced the report and advised that it provided the Board with a summary of the lessons learnt from a benchmarking visit to Selby District Council (SDC) in November 2009. Councillors S. R. Colella and L. J. Turner had accompanied the Assistant Chief Executive on this visit.

SDC had provided an abundance of information, both written and verbal and it was agreed by the Board that a copy of this report would be provided for SDC. The Assistant Chief Executive confirmed that he had already written formally to SDC thanking them for the visit, but would write again and provide this.

The Assistant Chief Executive explained that this had been a very positive and informative visit. It had affirmed his view that the Council was doing the right things and moving forward.

The Board agreed that the two councils were very similar and that there was no real discernable difference between the two councils' performance indicators. The areas SDC has concentrated on and which the Assistant Chief Executive said the Council should also now focus on were:

- customer service
- value for money
- delivery of longer term outcomes

It was noted that the Chief Executive at SDC had explained how it had concentrated on delivering the things the Council knew were important to its residents and that excellence had flowed from that.

The Board agreed that BDC's Customer Service Centre was already very good and that a good programme of customer first training was in place. The Assistant Chief Executive gave further details of the work completed under Customer First Part 3 and the 2010 programme which would focus on Plain English with empathy, which was similar to the training undertaken by SDC. Members also discussed working towards the Customer Service Excellence accreditation in the near future.

The Assistant Chief Executive explained that the progress we have made in respect of Shared Services and WETT showed that the Council had made significant strides in providing value for money. Members asked if the vision would be for Bromsgrove to become a commissioning council in line with SDC and this option was discussed at length.

Having discussed the report in detail, Members expressed the view that there should be a programme, of benchmarking visits to other councils in place for both Members and Officers in order to assist the Council's progression towards excellence.

RESOLVED:

- (a) that Cabinet focus on customer service, long term outcomes and value for money in order to achieve excellence and that staff engagement is key to achieving this;
- (b) that the Council seek Customer Service Excellence accreditation by continuing with the corporate training programme, Customer First and roll out Part 4;
- (c) that the annual report be produced in a more customer focused format;
- (d) that a five year Medium Term Financial Strategy be produced;
- (e) that the Communications Strategy is aligned more closely with the corporate priorities;

- (f) that staff recognition is improved through schemes like the birthday forum and improved long service awards;
- (g) that the service business planning approach used by Selby District Council be adopted;
- (h) that a change management model be developed that builds on the learning of early shared services;
- (i) that the town centre programme be formally reviewed;
- (j) that a more coherent annual community engagement programme be produced;
- (k) that efficiencies are monitored in a similar way to Selby District Council; and
- (l) that Cabinet ensure there is a programme of benchmarking visits to include Members and Officers in areas of interest.

67/09 **TOWN CENTRE UPDATE**

In the absence of the Executive Director (Partnerships & Projects) and the Portfolio Holder, the Assistant Chief Executive updated the Board on the town centre project.

Although it was understood that this was a long term project, Members shared their concerns on several issues including the overall clarity of the report, the late cancellation of meetings, progress being made and the number of items which had been delayed, as detailed in the Highlight Report (Appendix 1). It was felt that it would be helpful to have a “timeline” detailing progress to date and expected future progress. The Board also felt it would be helpful to have details of available funding as this was not clear from the report.

The Assistant Chief Executive advised Members that the new Executive Director would be meeting with the relevant people in February to familiarise himself with the town centre programme. He would also attend a “performance clinic” which would provide an opportunity for the programme to be reviewed.

After discussion it was agreed that the Board would receive a further update at the meeting to be held on 19th April 2010 and that the Portfolio Holder would be asked to attend that meeting.

RECOMMENDED that the new Executive Director undertaken a programme review of the town centre project in particular deliverables over the next 1 – 3 years, interdependencies and risks.

68/09 **SHARED SERVICES HIGHLIGHT REPORT**

The Board received an update report on Shared Services and discussed the progress made to date. The Assistant Chief Executive confirmed that the project was “on track” as detailed in the Highlight Report (Appendix 1).

The Assistant Chief Executive advised that the WETT programme was also progressing well and that he was currently unaware of any problems.

RESOLVED that the Shared Services report be noted.

69/09 **IMPROVEMENT PLAN EXCEPTION REPORT (NOVEMBER 2009)**

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

RESOLVED:

- (a) that the revisions to the Improvement Plan Exception Report, together with the corrective action being taken be noted; and
- (b) that it be noted that for the 95 actions highlighted for November within the plan 74.7% of the Improvement Plan was on target (green), 5.3% was one month behind (amber) and 2.1% was over one month behind (red). 17.9% of actions had been reprogrammed or suspended with approval.

70/09 **PERFORMANCE REPORT (NOVEMBER 2009)**

The Board considered a report on the Council's performance as at 30th November 2009. Members noted the good performance in respect of the average speed of answering calls at the Contact Centre and Councillor Ms. H. J. Jones commented that she had recently spent several hours at the Contact Centre and the service provided was excellent.

Members shared their concerns over the effect that the recent adverse weather conditions would have on several or the performance indicators, and in particular in respect of refuse collection. The Assistant Chief Executive advised that this would be reflected in the report received by Members at the meeting on 15th March 2010 and that this would be an issue for Councils nationally, and would be taken into consideration.

At reference SC3 (Dolphin Centre Usage) Members enquired about the circumstances under which two swimming galas had been cancelled and what charges, if any would have still been made. The Assistant Chief Executive advised that he would contact the relevant department and feedback to Members with their response.

RESOLVED:

- (a) that it be noted that 47% of performance indicators are stable or improving;
- (b) that it be noted that 76% of performance indicators that had a target were meeting their target at the month end and 90% were projected to meet their target at the year end;
- (c) that the performance figures for November 2009 as set out in Appendix 2 be noted;
- (d) that the particular areas of improvement as summarised in section 3.5 be noted; and
- (e) that the areas of concern as set out in section 3.6 be noted.

71/09 **WORK PROGRAMME**

Having considered the report on the Board's work programme Members discussed the role of the Board and the future work programme. Members suggested several topics for inclusion within the work programme and following discussion, the Assistant Chief Executive advised that this was the appropriate time to review both the role of the Board and items to be included in the new work programme.

RESOLVED that the Work Programme be noted and that at the meeting on 15th March 2010 consideration be given to the role of the Board and the future work programme.

The meeting closed at 7.55 p.m.

Chairman

BROMSGROVE DISTRICT COUNCIL

PERFORMANCE MANAGEMENT BOARD

15TH FEBRUARY 2010

DECEMBER (QUARTER 3) INTEGRATED FINANCE & PERFORMANCE REPORT

Responsible Portfolio Holder	Councillor Roger Hollingworth Leader of the Council Councillor Geoff Denaro Cabinet Member for Finance
Responsible Head of Service	Hugh Bennett Assistant Chief Executive Jayne Pickering, Head of Financial Services

1. SUMMARY

To report to Performance Management Board on the Council's performance and financial position at 31st December 2009.

2. RECOMMENDATIONS

- 2.1 That Performance Management Board notes that 47% of PI's for which data is available are Improving or Stable.
- 2.2 That Performance Management Board notes that 61% of PI's for which data is available are achieving their Year to Date target.
- 2.3 That Performance Management Board notes that 78% of PI's for which data is available are predicted to meet their target at year end.
- 2.4 That Performance Management Board notes the successes and areas for potential concern as set out in the 'Council Summary' below.
- 2.5 That Performance Management Board note the current financial position on Revenue and Capital as detailed in the report.
- 2.6 That Performance Management Board note the release of previously approved earmarked reserves of £687k, as set out in Appendix 5.
- 2.7 That Performance Management Board note the request for Cabinet to approve the budget virements between £15k and £100k, listed in Appendix 6.
- 2.8 That Performance Management Board note that Cabinet have requested Full Council to approve the virements in excess of £100k, as detailed in Appendix 6.

2.9 That Performance Management Board note that Cabinet request Full Council to approve that £150k be added to the Capital Programme for the CCTV improvements as agreed as part of the shared service arrangements on 16th September 2009.

2.10 That Performance Management Board notes that although complaints increased by 12% compared to quarter 2, the number of complaints is nonetheless a 30% decrease compared to quarter 3 last year. In addition compliments increased in quarter 3 compared to quarter 2 and are more than 50% up on the same quarter last year. Details are shown in Appendix 7.

3. **BACKGROUND**

3.1 This is the third integrated quarterly finance and performance report for 2009/10.

3.2 The integration of finance and performance demonstrates that the Council is taking a wider view of the impact of financial resources when performance changes and the link between the two measures.

4. **PROGRESS IN THE QUARTER**

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

4.1.1 Overall Council Summary	Quarter 3 (December 31st) 2009/10
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Performance Summary

No. of PI's improving (I)	18	No. of PI's meeting YTD target	28	No. of PI's where est. outturn projected to meet target	36
No. of PI's Stable (S)	6	No. of PI's missing YTD target by < 10%	10	No. of PI's projected to miss target by < 10%	4
No. of PI's worsening (W)	27	No. of PI's missing YTD target by >10%	8	No. of PI's projected to miss target by >10%	6

Achievements

- Joint Senior Management Team recruitment in place
- Shared services for ICT and CCTV approved
- WETT projects – work ongoing to support delivery
- Budget presentations and assumptions reported to Members

Issues

- The proportion of PI's improving or stable is lower than usual, at 47%. Although some of this is expected seasonal variation, this, coupled with the fact that only 61% of PI's are currently on target, presents a degree of risk to achieving targets at the year end.

Revenue Budget summary – Overall Council

Service Head	Revised Budget 2009/10 £'000	Profiled Budget April - Dec £'000	Actual spend April - Dec £'000	Variance to date April - Dec £'000	Projected outturn 2009/10 £'000	Projected variance 2009/10 £'000
Corporate Services	824	719	677	-42	813	-11
E-Government & Customer Services	61	1,262	1,253	-9	98	37
Financial Services	1,540	1,051	1,039	-12	1,563	23
Legal, Equalities & Democratic Services	965	1,259	1,174	-85	929	-36
Human Resources & Organisational Development	-22	352	355	3	3	25
Planning & Environment Services	4,979	1,541	1,472	-69	4,968	-11
Street Scene & Community	8,457	3,539	3,590	51	8,446	-11
SERVICE TOTAL	16,804	9,723	9,560	-163	16,820	16
Interest on Investments	-166	-124	-65	59	-105	61
COUNCIL SUMMARY	16,638	9,599	9,495	-104	16,715	77

Financial Commentary

There is a marginal underspend to the end of December together with a projected deficit to the end of the financial year. The main reasons for the present and predicted overspend include:

- Impact of the downturn in the housing market on the land charges and building control income targets.
- Significant increase in printing charges compared to those originally anticipated.
- Increases in bank charges due to impact of the demand in use of card transactions together with the high cost of cash transactions processed.
- Shortfall on the income anticipated from investments due to the rates of return being less than predicted estimates. The majority of the cash is currently invested in the Debt Management Office which is paying only 0.28% interest on the funds invested.

Since September officers have been working on addressing the previously reported significant overspend to ensure that the impact of this overspend is mitigated as much as possible and with minimal effect on our service delivery.

Actions have included; a full review of all orders to ensure the essential nature of all

procurement and to only spend on areas of critical need to the Council. In addition officers have cut back on any general non-essential spend and looked to maximise income opportunities with successes in the generation of income for membership at the Dolphin Centre gym.

This has resulted in a reduced overspend of £77k which officers will continue to manage to reduce the potential impact on the Council.

Capital Budget summary April-December 2009

Department	Revised Budget 2009/10 £'000	Actual spend April - Dec £'000	Variance To date April – Dec £'000	Projected outturn £'000	Projected variance £'000
Corporate Services	75	16	-59	16	-59
E-Government & Customer Services	304	82	-222	197	-107
Financial Services	6	2	-4	6	0
Legal, Equality & Democratic Services	86	0	-86	0	-86
Planning & Environment (inc Housing)	1,500	1,152	-348	1,437	-63
Street Scene and Community	2,465	1,863	-602	2,387	-78
Budget for Support Services Recharges	133	0	-133	133	0
TOTAL	4,569	3,115	-1,454	4,176	-393

Financial Commentary

- A sum of £215k is earmarked for a new park at the Barnsley Hall site, this project has been subjected to delays and is now at the procurement stage with works due to

commence in the final quarter of this Financial Year.

- The new refuse vehicles have been delivered, there is a £40k projected underspend on this project due to savings which have been made on the purchase price of the refuse freighters.
- All of the E-Government schemes, with the exception of the Shared Services Phase 1 Scheme, which is to facilitate joint working with Redditch Borough Council, have been carried forward from 2008/09. E-Government has seen delays due to the need for actions to be completed by external bodies; this has led to expenditure not being made on many of the schemes. Review of the projects is being undertaken in January and February and spend is likely to occur before the end of the Financial Year.
- It is deemed as unlikely that the capital budget for Facilities Management will be spent in this financial year. This budget is being retained as a contingency and will remain unspent until a decision has been made on the future of the Council's facilities.

4.1.2 Street Scene & Community

**Quarter 3 (December 31st)
2009/10**

Performance Summary

No. of PI's improving (I)	10	No. of PI's meeting YTD target	16	No. of PI's where est. outturn projected to meet target	22
No. of PI's Stable (S)	4	No. of PI's missing YTD target by < 10%	7	No. of PI's projected to miss target by < 10%	2
No. of PI's worsening (W)	10	No. of PI's missing YTD target by >10%	2	No. of PI's projected to miss target by >10%	1

Achievements

- The missed refuse, recycling and trade waste figures have improved, due to the improved performance of the crews and more thorough checking of reports of missed collections by the Supervisors which has enabled the recording/calculation of the PI's to be improved.
- Streetscene performance continues to be consistently high, e.g. dealing with fly tipping incidents, dead animals, abandoned vehicles etc
- Bonfire Event ~ Ticket Sales Target £14,650, Ticket Sales Actual £18,429 Target exceeded by £3779. Event well attended.
- Successful Bromsgrove Christmas Fund bid for £10k from Worcestershire County Council
- Christmas Light Switch On Bromsgrove
- Christmas Light Switch on Rubery
- Christmas Carol Service
- Eco School Successes ~ 2 Schools Awarded Eco School Green Flag status in October 2009.
- Christmas Tree Recycling Competition ~ Tardebigge First School won £150 to spend on an environmental project of choice.
- The development and launch of 'Operation Ghost' - a joint operation with West Mercia Police, Hereford and Worcester Fire and Rescue Service and Worcestershire County Council's Trading Standards and Youth Support Team to tackle disorder and anti-social behaviour during the firework and Halloween festivities.
- The development and launch of the CDRP Winter Safety Plan which focuses on the

prevention of crime and disorder during the Christmas and New Year festivities and promoting key safety messages.

- Exceeded target for Dolphin Centre members. Target was 633 and we currently stand in excess of 850.

Revenue Budget summary – Street Scene & Community

Service Head	Revised Budget 2009/10 £'000	Profiled Budget April - Dec £'000	Actual spend April - Dec £'000	Variance to date April - Dec £'000	Projected outturn 2009/10 £'000	Projected variance 2009/10 £'000
Community Safety	722	416	342	-74	685	-37
Parks & Recreation	690	218	279	61	701	11
Promotions	346	193	300	107	394	48
Sports Centres	947	424	510	86	1007	60
Sports Development	178	101	117	16	199	21
Streets & Grounds	2523	1048	1008	-40	2493	-30
Car Parks	-793	-717	-807	-90	-875	-82
Depot Misc	-44	-45	-29	16	-13	31
SS&C Mgt/admin	52	322	326	4	61	9
Transport & Waste	3342	1209	1101	-108	3221	-121
Travel Concessions	493	370	414	44	538	45
Waste Policy	1	0	29	29	35	34
TOTAL	8,457	3,539	3,590	51	8,446	-11

Financial Commentary

Community Safety

- Income from the Life Line service exceeds budget by £27k. This additional income follows the restructure of the service in early 2009 and additional activities including increased market penetration and diversification, enhanced networking and promotional activities and consultation/engagement to redefine service delivery.
- Other income is also expected to exceed budget due to additional income from CCTV monitoring services and increased Preventative Technology Grant/supporting people contract with WCC.

Parks and recreation

- The cemetery budget is forecast to show £10k lower income than budgeted for the

year.

- Higher than budgeted expenditure on Grounds maintenance, which was largely due to the cost of maintenance work on the tree stock at the Old cemetery following the tree survey by colleagues in the planning section and essential ground works in open spaces.

Promotions

- The income generated from the Civic Bonfire was higher than in any previous year but was unfortunately less than forecast creating a total overspend on this event of £15k
- The projected income from sponsorship will be £20k under budget. This is primarily due to the delay in obtaining licenses for road traffic islands resulting in a delay in promoting these services. However at present the budget target is not expected to be realised until 2010/11.
- There is also an overspend on Arts Projects due to lower than expected income generation, this situation is currently being reviewed and will be addressed for the 2010/11 programme.

Dolphin Centre

- The car parking refunds have now been factored into the centre's overall budget it is predicted that the centre will be £55k over spent in this area due to the increased membership at the new gym facility. This situation has been addressed within the MTFP.
- Due to a number of essential one off maintenance and operational requirements identified following the Dolphin Centre service restructure the premises costs will be overspent by around £35k.
- Some of these additional costs have been offset by the increased income generation achieved on site and officers continue to promote the facilities and work with colleagues within the Council to increase income generation opportunities.

Sports development

- The overspend is a result of the removal of weekly wage budgets for sessional coaches during the implementation of the single status/job evaluation scheme. This situation has been corrected in the medium term financial plan for 2010/2011.

Car Parking

- Income remains positive and ahead of target it is anticipated that the budget figures will be exceeded by £117k however due to budget pressures in other areas the overall increase will be in the region of £82k. These implications will be taken into account during the current business planning cycle and the MTFP base budget adjusted accordingly.

Travel Concessions

- This area is likely to be overspent by the end of the year, with expected expenditure of £698k, therefore making a net overspend of approximately £45k. This is due to the increased demand for the service. This has been addressed as part of the Medium Term Financial Plan.

Street scene

- The recession has brought about an increase nationally in abandoned dogs, resulting in higher kenneling costs as projected previously.

- Loss of income from Hire of Burcot room £32k, and BDHT street cleansing SLA of £50k.
- Work is continuing on sickness reduction at the depot and already showing improvement if this trend can be sustained a further £10-£20k could be saved in agency costs, reducing the current service overspend.
- All services are being reviewed to identify if any non essential expenditure exists to further reduce overspend however the inclement weather has put pressure on budgets with increased overtime and additional unavoidable spend to keep services running.
- Following the results of JE appeals one off back pay payments have distorted the outturn however stringent controls on spend are alleviating the overspend.
- Income of £50k recycling scheme incentive from WCC, negotiated mid year, therefore not previously included within projection figures.

Capital Budget summary April-December 09/10

Service	Revised Budget 2009/10 £'000	Actual spend April - Dec £'000	Variance to Date April – Dec £'000	Projected outturn 2009/10 £'000	Projected variance 2009/10 £'000
Cemeteries	26	26	-	26	-
Community Safety	54	-	-54	54	-
Parks, Play areas & Open Spaces	553	131	-422	477	-76
Leisure Centres	16	4	-12	16	-
Culture and Community General	40	39	-1	40	-
Replacement Vehicles	1059	1007	-52	1050	-9
Street Scene General	717	656	-61	724	7
TOTAL	2465	1863	-602	2387	-78

Financial Commentary:

- The £80k Capital project at Sanders Park for the multi use games area has now been completed, with the new games area open for use.
- Improvement works at the Cemeteries has also been completed. This involved essential

maintenance works on path ways and access routes to ensure that all residents could visit sites in a safer manner.

- The new park at Barnsley Hall is a £215k Capital project which has seen delays and is currently at the procurement stage, with works due to commence in the final quarter of 2009-10.
- Works at the Dolphin Centre are complete with only the retention to be paid in March 2010.
- The £360k budget for various District Wide Sports Enhancements is in the procurement stages with the majority of the works seeing delays that will push many of the schemes back to completion in 2010-11.
- The new refuse vehicles have been delivered, and a phased delivery of bins has commenced in preparation of the co-mingled recycling service starting in April.
- Two sweepers have been ordered, delivery is expected in February.
- The £40k projected under spend is due to savings made on the purchase price of the refuse freighters.

4.1.3 Planning & Environment Services

Quarter 3 (December 31st)
2009/10

Performance Summary

No. of PI's improving (I)	1	No. of PI's meeting YTD target	4	No. of PI's where est. outturn projected to meet target	2
No. of PI's Stable (S)	1	No. of PI's missing YTD target by < 10%	2	No. of PI's projected to miss target by < 10%	0
No. of PI's worsening (W)	6	No. of PI's missing YTD target by >10%	2	No. of PI's projected to miss target by >10%	2

Achievements

- Migration of Planning Surgery to the Customer Service Centre and associated rebranding in order to focus on the needs to Householders.
- Undertook a secondment of a Development Control Officer from Redditch Borough Council to assist with an extended period of Officer Sickness.
- Held a special meeting of the Planning Committee in order to consider a major affordable housing scheme in Stoke Heath.
- ATLAS have visited and acted as a facilitator in relation to long term development projects on the north western side of Bromsgrove especially in relation to housing proposals.
- We have undertaken a LEAN process review of our grants procedure and identified both cost and time saving opportunities.
- We have set up a Contract Framework with local building contractors for the installation of Level Access Showers as part of the Disabled Facilities Grant program
- 73 homeowners have been seen by the Bromsgrove and District Citizens Advice Bureau Specialist Adviser (owner occupation) who are experiencing difficulties in meeting mortgage repayments as a result of the economic situation. This post is funded by Communities and Local Government Homelessness Grant.
- Successfully worked with Bromsgrove District Housing Trust to redevelop the

decommissioned Wythall Hostel Site into five units of shared ownership accommodation.

Revenue Budget summary – Planning & Environment

Service Head	Revised Budget 2009/10 £'000	Profiled budget April - Dec £'000	Actual spend April - Dec £'000	Variance to date April - Dec £'000	Projected outturn 2009/10 £'000	Projected variance 2009/10 £'000
Building Control	29	-63	-32	31	45	16
Development Control	1,007	67	34	-33	1,022	15
Environmental Health	1,065	461	398	-63	1,016	-49
Licensing	-17	-25	-56	-31	-36	-19
Planning Administration	-30	87	180	93	50	80
Strategic Housing	2,160	559	501	-58	2,157	-3
Strategic Planning	583	372	345	-27	465	-118
Economic Development	119	92	93	1	130	11
Retail Market	63	-9	9	18	119	56
TOTAL	4,979	1,541	1,472	-69	4,968	-11

Financial Commentary

- There is a loss of income within Building Control, Land Charges and Development Control which is projected to increase and show as an overspend for year end, this is due to the current economic climate and the provision of the services by private companies.
- The current underspends are due to a number of vacancies within the department of which some have recently been filled resulting in a reduced underspend by the year end.
- There has been a receipt of Planning Deliver Grant for 09/10 which has been used to help the downward projections of the department.
- It is expected that there will be an overspend within Economic Development due to the loss of income generation for miscellaneous rents.
- Although the town centre stalls are generating income the majority of the overspend within the retail market is related to the loss of income from the market hall. Some of the overspend is also due to a temporary need to hire a vehicle to assist with the transportation of the stalls from storage to the town centre, the hire of this vehicle has now ceased. There has also been a need to hire agency staff to assist with the setup of stalls within the town centre.

Capital Budget summary April-December 2009/10

Service	Revised Budget 2009/10 £'000	Actual spend April - Dec £'000	Variance to Date April - Dec £'000	Projected outturn 2009/10 £'000	Projected variance 2009/10 £'000
Strategic Housing	1,157	929	-228	1,087	-70
Town Centre	343	223	-120	350	7
TOTAL	1,500	1,152	-348	1,437	-63

Financial Commentary

- There is committed expenditure of £559k on Disabled Facilities Grants, this is slightly lower than the budget of £618k, but it is hoped that the remainder of the budget will be committed by the end of the year. Any unspent budget will be requested to be carried forward into 2010-11.
- There is only £86k committed expenditure for the Discretionary Home Repair Assistance Grants compared to the budget of £125k. This is due to delays at the beginning of 2009/10 in processing orders. However after initial issues, the current system is working well and any unspent budget will be requested to be carried forward into 2010-11.
- There has been increased expenditure on Energy Efficiency grants for home insulation projects with £29k being spent to date, with a further £18k planned to be spent by the end of the year.

4.1.4 E-Government & Customer Services

Quarter 3 (December 31st)
2009/10

Performance Summary

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

Achievements

- Performance at the CSC consistently better than target
- Successfully migrated Planning services to be delivered through CSC from October 2009
- All Benefit and Council Tax documents are being scanned at source in CSC to be sent electronically to relevant departments from November 2009
- Formed the various project groups to move the ICT shared service project forward.
- Installed CCTV cameras at Front of House and in the Spadesbourne foyer to help improve security.
- Seconded Principal ICT Officer to Principal Web Developer to create a new shared intranet between BDC & RBC.

Revenue Budget summary – E-Government & Customer Services

Service Head	Revised Budget 2009/10 £'000	Profiled budget April - Dec £'000	Actual spend April - Dec £'000	Variance to date April - Dec £'000	Projected outturn 2009/10 £'000	Projected variance 2009/10 £'000
Customer Service Centre	61	369	303	-66	-10	-71
E-Government	0	893	950	57	108	108
TOTAL	61	1,262	1,253	-9	98	37

Financial Commentary

- The underspend within the Customer Service Centre is mainly related to a number of vacancies within the department.
- The overspend within E-Government is mainly related to charges for printing together with the Revenue charges for the Spatial Project. A review is currently being undertaken to review the printing charges across the Council.
- Some of the overspend within the department is also related to the software and telephone budgets. The telephone contract is currently in negotiation.

Capital Budget summary April-December 2009/10

Service	Revised Budget 2009/10 £'000	Actual spend April - Dec £'000	Variance to date April - Dec £'000	Projected outturn 2009/10 £'000	Projected variance 2009/10 £'000
E-Government	304	82	-222	197	-107
TOTAL	304	82	-222	197	-107

Financial Commentary

- All of the E-Government schemes are carried forward from 2008-09, with the exception of the newly added Shared Services Phase 1 Scheme, which is to facilitate joint working with Redditch Borough Council.
- E-Government has seen delays due to the need for actions to be completed by external bodies, this has led to the majority of the schemes being unspent up to quarter 3. Reviews of the projects are being made within the department in January and early February and spend is likely to occur at the end of February.
- For the shared service project it is expected that the majority of this expenditure will occur in 2010-11 and a carry forward request will be made as projects related to the scheme are not due to commence until April/ May time.

4.1.5 Financial Services	Quarter 3 (December 31st) 2009/10
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Performance Summary

No. of PI's improving (I)	1	No. of PI's meeting YTD target	3	No. of PI's where est. outturn projected to meet target	4
No. of PI's Stable (S)	0	No. of PI's missing YTD target by < 10%	1	No. of PI's projected to miss target by < 10%	0
No. of PI's worsening (W)	7	No. of PI's missing YTD target by >10%	2	No. of PI's projected to miss target by >10%	2

Achievements

- CAFT: Increase in the number of successful sanctions and prosecutions for fraudulent activity and current years targets already exceeded.
- Revenues: NDR collection rate above target and Council Tax collection rate on target despite the recession.
- Benefits: Continued improvement and speedier claim processing times and well on course to exceed the yearly targets.
- Successful implementation of Benefit legislation changes and successful re-calculation of a large number of Benefit claims with the minimum of disruption to customers.
- Medium term financial plan presented to Cabinet and Scrutiny for consideration of options for funding of service delivery

Revenue Budget summary – Financial Services

Service Head	Revised Budget 2009/10 £'000	Profiled Budget April - Dec £'000	Actual spend April - Dec £'000	Variance to date April - Dec £'000	Projected outturn 2009/10 £'000	Projected variance 2009/10 £'000
Central Overheads	120	90	101	11	142	22
Accountancy	28	440	458	18	46	18
Internal Audit	0	65	86	21	19	19
Grants & Donations	89	86	88	2	89	0
Revenues & Benefits	1,303	370	306	-64	1,267	-36
TOTAL	1,540	1,051	1,039	-12	1,563	23

Financial Commentary

- Due to the significant increase in the number of gym members at the Dolphin Centre there has been an increase in the number of Direct Debits to be processed for this membership within the Finance Section, a temporary member of staff has been employed to assist with this increased demand.

- The Council is pursuing a VAT claim with Customs and Excise to address liability of prior year VAT payments (Fleming case). The value of the claim is significant and therefore there is a cost associated with bringing the case to court (£5k).
- Due to the difficulties in recruiting an internal audit manager an arrangement has been made with Worcester City to provide this support. It is proposed that the WETT programme will include Internal Audit from 2010/11 but there is a current overspend to meet the requirement of internal control across the Council.
- Within the Accountancy and Revenues and Benefits sections there has been an increase in the charges from giro bank and HSBC. The Council benefited from a period of free banking which has now been removed and this has contributed to the overspend. A comparison with other district charges has been prepared and the Head of Financial Services with the Procurement Officer is to meet with the Bank Manager to discuss our banking terms.

Capital Budget summary April-December 2009/10

Service	Revised Budget 2009/10 £'000	Actual spend April - Dec £'000	Variance to Date April – Dec £'000	Projected outturn 2009/10 £'000	Projected variance 2009/10 £'000
Finance	6	2	-4	6	0
TOTAL	6	2	-4	6	0

Financial Commentary

- Work on the introduction of the POPs system throughout the Council has now been completed, the remaining budget is required to extend the system with the development of Commitment Accounting.

4.1.6 Corporate Services Department

**Quarter 3 (December 31st)
2009/10**

Performance Summary

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

Achievements

- BURT continues to be well received by the public
- Dealt with a number of persistent complainants
- First draft of Business Plans completed
- Winter edition of Together Bromsgrove published and distributed
- Customer First Plan Presentations commenced
- Staff Xmas party and Awards held

- Completed lean systems review of DFGs
- Communications on Shared Services
- 2010 – 2013 Sustainable Community Strategy approved by LSP Board and Cabinet

Revenue Budget summary – Corporate Services Department

Service Head	Revised Budget 2009/10 £'000	Profiled budget April - Dec £'000	Actual spend April - Dec £'000	Variance to date April - Dec £'000	Projected outturn 2009/10 £'000	Projected variance 2009/10 £'000
Policy & Performance	123	449	404	-45	123	0
Corporate Management	686	259	252	-7	673	-13
Corporate Projects	15	11	21	10	17	2
TOTAL	824	719	677	-42	813	-11

Financial Commentary

- A stringent review of planned expenditure has resulted in September's predicted overspend within Policy & Performance being contained within the section's budgets
- Within policy & performance the funding for area committees during 2009/10 is ringfenced and unspent monies at 31 March will be transferred to an earmarked reserve to fund planned projects.
- The corporate projects section includes expenditure and income on the "TRUNK" project. Expenditure will continue throughout the year to get the centre up and running. Contributions have been made by Worcestershire County Council, West Mercia Police, BDHT among others, as well as Bromsgrove Council to aid this project. There was an expected overspend relating to the staff at the TRUNK Centre, it is now expected that Worcestershire County Council will provide extra funding to help with the funding for the staff at the centre.

Capital Budget Summary April-December 2009

Service	Revised Budget 2009/10 £'000	Actual spend April - Dec £'000	Variance to date April - Dec £'000	Projected outturn 2009/10 £'000	Projected variance 2009/10 £'000
Corporate	75	16	-59	16	-59
TOTAL	75	16	-59	16	-59

Financial Commentary

A second-hand minibus has been purchased and licenses for software obtained for free, so this scheme is expected to come in considerably under budget.

4.1.7 Legal, Equalities & Democratic Services	Quarter 3 (December 31st) 2009/10
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Performance Summary

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

Achievements

- The Standards for England Annual Review included an article highlighting BDC good practice on ethical governance.
- Total Place project (a national project) – all our property ownership details on Uniform has been successfully added to the County Council's database, and we have congratulated as being one of the first in the country to do so.
- First issue of a new Overview and Scrutiny Bulletin published to inform and raise awareness.
- New Electoral Services team in place and the two authorities' electoral management software systems fully merged.
- Successfully completed annual canvass and published new Register of Electors on 1 December 2009.
- Very successful Black History and Divali events.

Issues

- The increase in work relating to ethical standards has continued in order to process the number of complaints

Revenue Budget summary – Legal, Equalities & Democratic Services

Service Head	Revised Budget 2009/10 £'000	Profiled budget April - Dec £'000	Actual spend April - Dec £'000	Variance to date April - Dec £'000	Projected outturn 2009/10 £'000	Projected variance 2009/10 £'000
Committee & Member Services	901	359	338	-21	872	-29
Elections & Registration	167	99	46	-53	126	-41
Facilities Management	-110	477	451	-26	-100	10
Legal Services	7	324	339	15	31	24
TOTAL	965	1,259	1,174	-85	929	-36

Financial Commentary

- There have been some vacant posts within the department at the beginning of the financial year which have been filled recently.
- There has also been some savings within Facilities Management budgets for insurance and business rates.
- There is projected to be a slight underspend at year end within Legal services mainly due to vacant posts.

Capital Budget Summary April- December 2009

Service	Revised Budget 2009/10 £'000	Actual spend April – Dec £'000	Variance to Date April – Dec £'000	Projected outturn 2009/10 £'000	Projected variance 2009/10 £'000
Facilities Management	86	0	-86	0	-86
TOTAL	86	0	-86	0	-86

Financial Commentary

- At this stage, it is deemed unlikely that the capital budget for Facilities Management will be spent in this financial year. If any of the budget is spent, then it will be in Quarter 4 of 2009/10. This budget is being retained as a contingency and will remain unspent until a decision has been made on the future of the Council's facilities.

4.1.8 Human Resources & Organisational Development (HR & OD)

**Quarter 3 (December 31st)
2009/10**

Performance Summary

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

Achievements

- Sickness absence has reduced considerably and was much better than target in the last quarter

Revenue Budget summary – HR & OD

Service Head	Revised Budget 2009/10	Profiled budget April - Dec £'000	Actual spend April - Dec	Variance to date April - Dec	Projected outturn 2009/10	Projected variance 2009/10
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	£'000		£'000	£'000	£'000	£'000
Human Resources & Organisational Development	-22	352	355	3	3	25
TOTAL	-22	352	355	3	3	25

Financial Commentary

- There are remains of costs for Payroll at the beginning of the financial year, to assist Redditch with the transfer of the payroll.
- There are overspends which relate to Job Evaluation – additional staffing required and also vacancy management as the department is fully staffed.

4.2 Sundry Debtors

Sundry Debt is raised by the Council to ensure effective recovery of debts owing. The outstanding balance at 31/12/09 was £482k (balance to 30/09/09 was £386k) which includes:-

Type of Debt	Amount £'000
Car Parking Fines	50
Lifeline debts	53
Rents/Hire Charges	55
Building Regulations	16
Trade Waste and Cesspool emptying	30
Developer Contributions	82
Housing Schemes	27
Dolphin Centre Membership	20
Licensing	2
Services Provided to other organisations e.g. BDHT	130
Sponsorship	7

The age of the debt is represented as follows:

Age of Debt	Balance as at 30/09/09 £'000	Balance as at 31/12/09 £'000
Under 30 days (not yet due)	220	256
Up to 1 month	17	20
1 – 2 months	90	56
3 – 6 months	16	99
Over 6 months	43	51

Debts over 90 days are currently under review and recovery by the legal team.

5. **TREASURY MANAGEMENT**

The Council's Treasury Management Strategy has been developed in accordance with the Prudential Code for Capital Finance prudential indicators and is used to manage risks arising from financial instruments. Additionally treasury management practices are followed on a day to day basis.

5.1 **Credit Risk**

Credit risk arises from deposits with banks and financial institutions, as well as credit exposures to the Council's customers. Credit risk is minimised by use of a specified list of investment counterparty criteria and by limiting the amount invested with each institution. The Council receives credit rating details from its Treasury Management advisers on a daily basis and any counterparty falling below the criteria is removed from the list.

The Council has not had and does not expect any default losses by any of its counterparties in relation to investments.

Due to market conditions the Council has reduced its credit risk for all new investments by only investing in the highest rated instruments and has shortened the allowable length of investments in order to reduce risk.

The credit criteria in respect of financial assets managed in-house by the Council are as follows:

Financial Asset Category	Criteria (Fitch ratings)	Maximum Investment
Deposits with banks	Short Term: F1+/F1 Support: 1,2,3 Long Term: minimum 'AA-/A	£3million/£2million
Deposits with building societies	Short Term: F1+/F1 Support: 1,2,3 Long Term: minimum 'AA-/A	£3million/£2million
Deposits with Debt Management Account – Deposit Facility (DMADF)		£no upper limit *

Fitch Ratings is an international credit rating agency (one of three nationally recognised rating agencies alongside Moody's and Standard & Poor's). Fitch Rating's long-term credit ratings are set up along a scale from 'AAA' to 'D' where 'AAA' designates the best quality companies, reliable and stable through to 'D' where the company has defaulted on obligations and Fitch believes that it will generally default on all or most of its obligations. Fitch's short term ratings indicate the potential level of default within a 12

month period. F1+ is the best quality grade, indicating exceptionally strong capacity of obligor to meet its financial commitment

At 31 December 2009 short term investments comprise:

	31 March 09 £	31 Dec 09 £
Deposits with Banks/Building Societies	8,425	9,900
Deposits with Debt Management Office (DMADF)*	5,500	8,250
Total	13,925	18,150

* Investments with the DMADF are guaranteed by HM Treasury. Following advice from the Council's treasury advisors, from a credit perspective no upper limit was imposed on investments with the DMADF.

5.2 Income from investments

An investment income target of £166k has been set for 2009/10 using a projected return rate of 1.5 – 1.75 %. During the year bank base rates have dropped to 0.5% with little expectation of any upward increase in rates in the near future.

In the period to 31 December 2009 the Council received income from investments of £65k. In order to maximise available returns within our risk criteria the Council is currently working with our treasury advisors with the view to placing a proportion of our investments in bonds issued by Multilateral Development Banks. These bonds meet the Government's criteria for specified investments (i.e. offering high security and high liquidity)

6. EFFICIENCY SAVINGS

As part of the budget round for 2009/10 a number of efficiency savings were approved. These challenging targets were allocated across all services as detailed in Appendix 4. To date the efficiency savings total £442k for 2009/10.

7. REVENUE BALANCES AND EARMARKED RESERVES

7.1 Revenue Balances

The revenue balances brought forward at 1 April 2009 were £1.753m. Following approval of the use of balances in 2009/10, it is anticipated that the remaining balance will be £1.472m. If the overspends projected in this report are not mitigated by the actions proposed by the Heads of Service, the overspend of £77k will also have to be funded from balances reducing them further to £1.395m.

7.2 Earmarked Reserves

The Council maintains a number of reserves which have been set up to earmark resources for future spending plans. The funding to be utilised from these reserves equates to £687k. Details are shown in Appendix 5.

8. **CAPITAL RECEIPTS**

- 8.1 The Capital Programme was approved by Members in January 2009, the effect of the level of Capital Spend to 2011/12 on capital receipts is estimated below:

Capital Programme	2009/10 £'000	2010/11 £'000	2011/12 £'000
Balance b/fwd	6,256	3,002	2,539
Actual funding to date (April – Dec)	-1,318		
Estimated use for the remainder of the year	-1,702	-1,788	-1137
Budget Virement between years	*-1,143 **273	1,143 ***-918	
Received in year	100	1,100	100
Use of Replacement Reserve	536		
Balance c/fwd	3,002	2,539	1,502

* Proposed approval of budget virement between years to allow for the purchase of vehicles and bins for co-mingled recycling collection.

** Agreed approval of budget virement from the 2009/10 capital programme into 2008/9 to all for the purchase of refuse vehicles.

*** Agreed roll forward of the Capital Programme from 2009/10 into 2010/11.

- 8.2 The figures in the above table include general capital receipts for the funding of projects throughout the District. In addition, an estimate of capital receipts has been made of £100k per annum in relation to any sales of assets, with an additional £1million in financial year 2010/11 as the anticipated capital receipt from the sale of the Industrial Units at Aston Fields.
- 8.3 As part of the Use of Resources assessment the Council must demonstrate that it has a robust Capital Programme that is delivered on time and within budget.

9. **FINANCIAL IMPLICATIONS**

Covered in the report

10. **LEGAL IMPLICATIONS**

None

11. COUNCIL OBJECTIVES

None as a direct result of this report

12. RISK MANAGEMENT

Covered in the report.

13. CUSTOMER IMPLICATIONS

None as a direct result of this report

14. EQUALITIES AND DIVERSITY IMPLICATIONS

None as a direct result of this report

15. OTHER IMPLICATIONS

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

16. OTHERS CONSULTED ON THE REPORT

Portfolio Holder	Yes
Chief Executive	Yes
Corporate Director (Services)	Yes
Assistant Chief Executive	Yes
Head of Service	Yes
Head of Financial Services	Yes
Head of Legal, Equalities & Democratic Services	Yes
Head of Organisational Development & HR	Yes

Corporate Procurement Team	No
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APPENDICES

Appendix 1	Performance Summary for April - September 2009
Appendix 2	Detail Performance report for April - September 2009
Appendix 3	Detailed figures to support the performance report
Appendix 4	Efficiency Savings 2009/10
Appendix 5	Current Position (April – December) on Earmarked Reserves
Appendix 6	Virements for approval by Cabinet
Appendix 7	Customer Feedback

CONTACT OFFICERS

Hugh Bennett, Assistant Chief Executive
Jayne Pickering, Head of Financial services
Debbie Randall Accountancy Services Manager
John Outhwaite, Senior Policy & Performance Officer

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APPENDIX 1

SUMMARY - Period 6/Quarter 2 (September) 2009/10						
Monthly (September) performance			Estimated Outcome			
No.	%age ¹		No.	%age ³	No. %age ²	
Improving or stable.	28	62%	23	58%	32	80%
Declining	17	38%	11	28%	4	10%
No data			6	15%	4	10%
Total Number of Indicators reported this period ¹	45		40		40	

SUMMARY - Period 7 (October) 2009/10						
Monthly (October) performance			Estimated Outcome			
No.	%age ¹		No.	%age ³	No. %age ²	
Improving or stable.	21	68%	22	73%	25	89%
Declining	10	32%	7	23%	2	7%
No data	6		1	3%	1	4%
			7		9	
Total Number of Indicators reported this period ¹	37		37		37	

SUMMARY - Period 8 (November) 2009/10						
Monthly (November) performance			Estimated Outcome			
No.	%age ¹		No.	%age ³	No. %age ²	
Improving or stable.	15	47%	22	76%	27	90%
Declining	17	53%	6	21%	2	7%
No data	3		1	3%	1	3%
			6		5	
Total Number of Indicators reported this period ¹	35		35		35	

SUMMARY - Period 9/Quarter 3 (December) 2009/10						
Monthly (December) performance			Estimated Outcome			
No.	%age ¹		No.	%age ³	No. %age ²	
Improving or stable.	24	47%	28	61%	36	78%
Declining	27	53%	10	22%	4	9%
No data	7		8	17%	6	13%
			12		12	
Total Number of Indicators reported this period ¹	58		58		58	

Notes

- 1 - This figure shows the total number of indicators reported in Appendix 2 for this period. This will vary as some indicators are reported monthly, some quarterly, some annually (but in different periods - depending on when they become available).
- 2 - Some of the indicators do not have all the performance elements, for instance some do not have targets because they are new indicators this year, others are activity measures (e.g. monthly call volume). These indicators will be included in the 'no data' count where comparisons cannot be made.
- 3 - The percentage figure shown is the percentage of the number of indicators for which relevant data is available this period, not the total number of indicators reported this period.

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Ref	Description	Report - ed?	Cum or Share?	2008/09		2009/10												Comments	
				Actual	Target	Sep. Target	Sep. Actual	Target & Trend	Oct Target	Oct Actual	Target & Trend	Nov Target	Nov Actual	Target & Trend	Dec Target	Dec Actual	Target & Trend		Est. Outturn
Street Scene & Community																			
NI 191	Residual Household waste per household (KG)	M	C	586.26	294.81	288.68	I	343.08	340.15	W	383.21	390.71	W	447.82	452.07	W	590.00	I	Increase in waste due to Christmas. Trade waste data not yet available
NI 192	Percentage of household waste re-used, recycled and composted	M	C	43.25	36.76	42.68	W	35.84	41.86	W	34.93	40.94	W	24.32	38.92	W	30.00	S	Garden waste collections have now ceased for winter therefore percentage will drop in line with expected targets. Trade waste data not yet available.
NI 195	Improved street & environmental cleanliness - graffiti	M*	C		na	na	na	na	na	na				5	1	S	5	S	Better than target
NI 195	Improved street & environmental cleanliness - litter	M*	C		na	na	na	na	na	na				13	9	W	13	S	Better than target
NI 195	Improved street & environmental cleanliness - detritus	M*	C		na	na	na	na	na	na				20	23	W	20	S	Due to winter conditions additional detritus present on the roads
NI 195	Improved street & environmental cleanliness - fly posting	M*	C		na	na	na	na	na	na				1	1	W	1	S	On target
NI 196	Improved street and environmental cleanliness - fly tipping	M*	C		na	na	na	na	na	na				2	2	S	2	S	On target
LPI Depot	Number of missed household waste collections	M	C	1,136	570	563	I	665	642	W	760	701	I	855	751	I	1,140	I	There were only 50 missed collections in December
LPI Depot	Number of missed recycle waste collections	M	C	281	120	76	I	140	85	W	160	98	W	180	184	I	240	I	4 missed collections in December
NWBUCJ	Total Crime	M	C	New	2,802	2,645	I	3,276	3,043	I	3,736	3,451	W	4,210	3,848	I	5,588	I	Crime levels continue to be well below target. Initial findings from the review of Operation Ghost to see its effect on disorder during the Halloween Festivities suggest that the operation had a positive effect on reducing a number of types of anti-social behaviour, especially in target areas, as well as a reduction in some types of criminal damage. The Winter Safety Plan has now been launched with a focus on retail crime, purse theft and night time disorder over the Christmas period
NWBUCJ	The number of domestic burglaries	M	C	438	195	141	I	227	152	I	260	171	W	293	194	W	389	I	With just 23 offences in December, the level of domestic burglaries continues to be low in volume. The slight increase compared to November may be the result of the expected spike in offending around Christmas time, however the number of offences has remained extremely low compared to previous financial years. The CDRP Winter Safety Plan continues to tackle this issue through January. Specific relevant actions include media and other communications, attendance at local events offering advice, guidance and free security products such as 24hour segment timers.

Ref	Description	Report - GDF	Cum or Strip?	2019/20												Comments			
				2019/20 Actual	Sep. Target	Sep. Actual	Target & trend	Oct Target	Oct Actual	Target & trend	Nov Target	Nov Actual	Target & trend	Dec Target	Dec Actual		Target & trend	2019/20 Est. Outcome Target	
NWBUCU2	The number of violent crimes	M	C	973	496	537	W	573	616	I	644	681	I	714	767	W	922	959	Through the level of violent crime increased in December compared to previous months, this increase was expected due to the increase in visitors to the town centre night time economy during the festive season. Additional patrols were present in the town centre throughout Operation Christmas Presence. It is expected that the level of violent crime will decrease again in the coming months in line with seasonal trends.
NWBUCU3	The number of robberies	M	C	61	29	24	W	34	27	I	39	32	W	44	33	I	58	51	With just one offence throughout the entire month of December, Robbery continues to be well under the target level. This crime type is currently not a priority for Bromsgrove Community Safety Partnership or West Mercia Police. The low volume nature of this crime type means that any specific intervention are difficult to deliver; each incident will be dealt with accordingly our colleagues at West Mercia Police.
NWBUCU4	The number of vehicle crimes	M	C	744	346	351	I	405	389	I	461	446	W	520	501	I	690	675	Vehicle crime decreased slightly in December compared to previous months. The trend in offences continues to be monitored by the CDRP at pre-tasking where it was noted that the increasing trend of subsequent months had slowed somewhat. As a part of the CDRP Winter Safety Plan, the Neighbourhood Wardens continue to carry out vulnerable vehicle checks.
NWBUCU6	The number of Criminal Damage Incidents	M	C	1,064	538	468	W	615	543	I	699	621	W	795	681	I	1041	963	The level of criminal damage dropped significantly in December, and remains well below the target level. The majority of offences continue to be damage to vehicles.
LPI GS 1a	CCTV incidents reported - Crime	M	C	3,407	1,698	1,594	I	1,991	1,939	I	2,264	2,148	W	2,547	2,401	I	3,400	3,400	Reported thefts in the town centre were low. This is due to shop staff being busy and missing shop lifting events. Assaults and drink related offences were low in number. All night-time venues have been unexpectedly quiet during festive period.
LPI GS 1b	CCTV incidents initiated by CCTV	M	C	991	492	453	I	574	544	I	656	613	W	738	714	I	1,047	1,047	There was an increase in ASB during December. These incidents were spotted by CCTV operators during their proactive camera patrols.
LPI GS2	Number of locally delivered diversionary sessions	Q	C	176	110	117	W	128	132	I	142	132	W	147	141	I	180	180	Community Coaching Sessions were delivered during the holidays to increase number of sessions, a weekly session is in development to commence soon.
LPI GS3	Numbers of users attending diversionary activities.	Q	C	617	456	459	W	510	513	I	544	513	W	564	538	I	670	700	An increase in the diversionary sessions offered during Half Term generated an increase in users. New weekly diversionary session also set to start to maintain usages.

Ref	Description	Report - GDP	Cum or Strategy	2019/20												Comments	
				2019/20 Actuals	Sep. Target	Sep. Actual	Target & Trend	Oct Target	Oct Actual	Target & Trend	Nov Target	Nov Actual	Target & Trend	Dec Target	Dec Actual		Target & Trend
LPI CS4	No. of hate crime incidents (activity measure)	M	S		n/a	1	S	n/a	2	n/a	2	n/a	2		n/a	n/a	Again, there were 2 reported hate crimes in the District in December. 1 incident relating to disability which was received via BDHT and 1 homophobic incident received via the Community Safety link on the Website. Both incidents are being progressed with partners from BHIP to identify further action that can be taken.
LPI CS5	% of reported hate crime incidents requiring further action that received further action	M	S		100	100	S	100	100	100	100	S	100	100	100.00	100.00	see above
LPI IS01	Number of attendances at arts events	M	C	20,642	18,455	20,153	I	19,165	20,916	S	21,165	23,141	107	23,593	21,261	23,750	Due to the success of receiving the Worcestershire County Council Christmas Grant we were able to programme 5 additional Bromsgrove Town Centre Christmas Performances, above our normal Christmas offer. This was very welcomed by the general public and enhanced significantly the council's Christmas offer
SC3	Dolphin Centre Usage	M	C	627,404	216,064	204,523	W	261,827	240,090	I	309,022	275,367	354,245	301,173	502,478	477,090	Although the usage is fairly low, this is fairly consistent across the industry due to the festive period and reduced opening hours over this period
SC4	Sports development usages	M	C	21,219	13,082	14,307	W	15,112	17,371	I	17,142	21,035	18,270	21,206	22,556	30,005	Sport Unlimited sessions and the continuation of regular programmes in the first two weeks ensured we stayed on target. More Sport Unlimited programmes to commence in January to increase usages.
	Dolphin Centre Car Park Usage	M	S	n/a	n/a	124,060	W	n/a	134,654	I	n/a	130,995	n/a	120,254	n/a	n/a	Reduction due to four days free parking
	Shopability Centre Usage (Monthly)	M	S	n/a	150	196	I	150	163	W	150	156	150	116	150	150	Below average due to extreme weather conditions
LPI LLL1	Life line units in use	M	S	547	690	725	I	700	733	I	710	728	720	728	750	750	Despite 14 new installations we also had 14 cancellations mainly due to bereavement. As the cold weather continues the cancellation figure may increase.

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

Planning & Environment Services

NI 157	The percentage of major planning applications determined within 13 weeks	M	C	68.80	80.00	100.00	S	80.00	100.00	S	80.00	100.00	80.00	88.90	80.00	80.00	Majors; 1/2 = 50% National Target 60% (Local Target 80%) No applications determined in this category in October or November. December saw two applications submitted. Whilst stables at Littleheath Lane were determined in time, proposals for the 49 dwellings in Shaw lane went out of time. This application attracted an exceptional amount of public interest and a special meeting of the planning Committee was held in order to determine the application.	

Ref	Description	Report- GDP	Cum or Spend?	2009/10		2008/09		2007/08		Target & trend	Dec Actual	Dec Target	Target & trend	Nov Actual	Nov Target	Target & trend	Oct Actual	Oct Target	Target & trend	Sep. Actual	Sep. Target	Actual	Comments	
				Target	Est. Outturn	Actual	Actual	Actual	Actual															
Ni 157	The percentage of minor planning applications determined within 8 weeks	M	C	85.00	85.00	85.00	86.00	85.00	83.00	85.00	83.00	85.00	W	85.00	85.00	86.00	85.00	83.00	85.00	83.00	85.00	83.00	85.00	Minors: 12/17 = 70.5% National Target 65% (Local Target 85%) In the summer around 16/17 applications were determined in this category in a month whilst September, October and November saw a reduction to 7/9 applications. December however saw a rise back up to 17 applications with 8 of those being applications for new dwellings. Five applications were not determined in time with three of them being called to Committee for consideration (09/0618-Forest Way, BDHT housing, 09/0680-27 Hollywood Lane, 09/0713-Granary High House Farm). Two other applications went over due to problems with neighbour notification (09/0742 and 09/0775)
Ni 157	The percentage of other planning applications determined within 8 weeks	M	C	90.00	90.00	90.00	90.00	89.00	90.50	90.00	90.50	90.00	W	90.00	90.00	90.00	90.00	90.00	89.00	90.00	90.50	90.00	90.00	Others: 45/49 = 92% National Target 80% (Local Target 90%) The numbers of minor applications have remained fairly consistent this quarter with 42 and 47 applications submitted in Oct and November. December saw 49 applications with 45 determined in time. One was called to committee (09/714 The Granary, Alvechurch) officer error and the need for a press notice resulted in two other applications going over. 09/0690 Pepperwood House went over due to incorrect site address.
Ni 155	Number of affordable homes delivered	Q	C	40	80	68	74	60	68	60	68	60	W	46	80	68	74	60	68	40	80	68	74	We have delivered 22 affordable homes in this quarter making a cumulative total of 68 against a target of 80 and an estimated outturn of 74. However the delay due to legal matters of the delivery of one scheme and the possible early completion of another scheme means that the final outturn may decrease to 68 or could increase to 94
Ni 156	Number of households occupying temporary accommodation	Q	S	34.00	< 34	13	<34	34	13	34	13	34	S	13.00	<34	13	<34	34	13	34.00	< 34	<34	<34	We are continuing to exceed the target of 34 households in temporary accommodation with a figure of 13 at the end of December 2009. We had anticipated that the reopening of Spring House (formally Gateway refuge) which offers five units of temporary accommodation would have an adverse affect on these figure. To date this has not proved to be the case.
LPI	Average time (weeks) from referral to completion for category 1 DFCS	Q	C	34	34	37	34.00	34	37	34	37	34	I	48	34	37	34	34	48	34	34.00	34	34.00	As a result of the limited budget attention has been focussed on the higher priority Category 1 cases, which has resulted in a reduction in the time to complete cases, down to 23 weeks in the last quarter. As a consequence timescales to complete category 2 and 3 cases has increased and will increase further will increase as a result of placing cases on hold until the next financial year.

Ref	Description	Report - GDP	Cum or Spend	2018/19		2019/20		2019/20		Comments				
				Actual	Target & trend	Sep. Actual	Target & trend	Oct. Actual	Target & trend		Nov. Actual	Target & trend	Dec. Actual	Target
LPI	Average time (weeks) from referral to completion for category 2 DFGs	Q	C		I	58		38			57	38	60.00	see above
LPI	Average time (weeks) from referral to completion for category 3 DFGs	Q	C		W	67		52			75	52	80.00	see above
LPI	Percentage of DFG budget allocated to approved schemes (activity measure)	Q	C		n/a	95.00		n/a			100.00	100.00		All the budget is allocated
LPI	Percentage of DFG budget spent (activity measure)	Q	C		n/a	40.00		n/a			69.00	n/a	100.00	£414,764 spent already this year

E-gov & Customer Services

CSC	Monthly Call Volumes Customer Contact Centre	M	S	n/a		7,637	7,204	7,161	6,436	n/a				Calls to the contact centre have fallen by 10% compared to last month. This trend is expected at this point in the year with the holiday break falling at the end of the month
CSC	Monthly Call Volumes Council Switchboard	M	S	n/a		4,247	4,495	4,295	3,585	n/a				Calls to the switchboard have fallen by 10% compared to last month. This trend is expected at this point in the year with the holiday break falling at the end of the month
CSC	Resolution at First Point of Contact all services (percentage)	M	S	99.00	I	97	95.00	97	98	95.00	I	95.00	95.00	Resolved at first point of contact continues to exceed performance target and shows a small improvement compared to last month
CSC	% of Calls Answered	M	S	87.00	W	86.00	85.00	92.00	93.00	85.00	S	85.00	85.00	Performance is consistent with last and remains above target
CSC	Average Speed of Answer (seconds)	M	S	30.00	W	24.00	20.00	15.00	11.00	20.00	W	20.00	20.00	Performance improved by 4 seconds and remains above target

Chief Executive's department

LPI	Number of complaints received (Council system)	M	C	270	I	96	108	119	129	n/a	I	n/a	n/a	n/a	Complaints received were 2 about benefits claims, 1 about cancelled allotment meeting, 1 about attitude of a refuse collector, 1 about an assisted collection, 1 about garden waste and 4 about recycling collections being cancelled
LPI	CCPP02 % of PACT meetings attended by CMT members	Q	C	80%	W	79.00			75	85	W	85.00	65.00	65.00	Six out of nine meetings were attended. Two other meetings were postponed and thus not included in these figures
LPI	CCPP03 Number of complaints received	M	C	70	W	21	28	34	41	n/a	W	n/a	n/a	n/a	Complaints received were - 1 about a gymnastic event organised by Sports Development, 1 about the prompt service provided by the Benefits Team, 1 about the service given by the Grounds Maintenance Team and 4 about excellent customer service from the Customer Service Centre
LPI	CCPP05 Community transport income (£)	M	C	n/a	I	n/a	300	673	875	250	I	825	1,875	1,875	BURT continues to be well received by the public. Income in December was below the monthly target, probably due to Christmas. It is anticipated that the annual target will be met

Financial Services

Ref	Description	Report - Q or M	Cum or S or C	2009/10		2008/09		2007/08		Comments						
				Target	Est. Outcome	Actual	Trend	Actual	Trend		Actual	Trend				
NI181	Time taken to process HB/CT benefits new claims or change events (days)	M	C	15.00	11.55	10.39	I	15.00	9.89	I	15.00	9.97	W	13.00	15.00	December has seen a dip in the performance level. This is as expected due to the holiday period and a number of staff taking leave. I expect performance over the coming months to also decrease due to staffing levels. We currently have a temporary assessment officer who has been covering a long term absentee who shall be leaving us in January 2010. We expect anyone to be in post until April 2010 at the earliest, and it may then take several months before they are fully trained.
	Total value of HB overpayments outstanding at the start of the quarter (£)	Q	S		549,844		I					567,503	W	n/a	n/a	The total debt outstanding, while not increasing significantly, does not appear to be reducing. I think the appointment of a specific overpayment recovery officer and higher recovery methods, all planned for 2010, will help improve this area and we can start to make headway into the outstanding debts.
	Total value of HB overpayments identified during the quarter (£)	Q	S		64,054		I					103,507	W	n/a	n/a	The overpayment raised rates are not excessively high but at the moment we are raising more than we are recovering, which is not reducing the total debts outstanding. The implementation of quality control software from January 2010 will allow us to more stringently check benefit claims and this will identify errors sooner, hopefully reducing any overpayments raised.
	% of HB overpayments recovered during the quarter of the outstanding debt.	Q	S	15.00	7.80		W				15.00	9.07	I	12.00	15.00	£51,475.72 recovered. The 3rd quarter of the year has seen an increase in the percentage of outstanding debt recovered but is still below target. I expect us to fall short of the target but, as stated above, new methods to be introduced in 2010 will allow us to improve on this area.
	% of the outstanding HB overpayments debt written off during the quarter	Q	S	2.00	0.36		W				2.00	1.47	W	2.00	2.00	The 3rd quarter has seen an increase in the amount of debts written off yet we are still below the yearly target. This is down to a couple of errors that have been picked up and had to be corrected. The errors were not something the customer could have been aware of and so the overpayments could not be recovered. As stated above, new processes and recovery methods to be introduced in 2010 shall hopefully allow us to keep this figure low
NI 179	VFM - total net value go on-going cash releasing VFM gains since the start of 2008-09 (£'000)	Q	C	438	396		S				879	442	W	589.00	876	Following a review earlier in the year some of the planned savings cannot be counted as part of this indicator, due to the definitions set by government. The revised estimate for this year was set at £589k, which we expect to meet. Significant strides forward will be made on this measure in the future as savings from shared services and the WETT programme are realised.

Ref	Description	Report - GDF	Cum or Smp/1	2020/21 Actual		2019/20												Comments
				Sep. Target	Sep. Actual	Target & trend	Oct Target	Oct Actual	Target & trend	Nov Target	Nov Actual	Target & trend	Dec Target	Dec Actual	Target & trend	Est. Outcome Target		
	Percentage of invoices paid within 10 days of receipt	M	C	n/a	83.23	I	90.00	83.29	I	90.00	83.46	I	90.00	82.90	W	90.00	The % of invoices paid within 10 days has decreased. This is mainly due to the Christmas holidays, thus invoices have not been processed as quickly as in other months.	
FP001	Percentage of invoices paid within 30 days of receipt	M	C	99.38	98.42	W	98.00	98.39	W	98.00	98.40	I	98.00	98.17	W	98.00	On Target	

Legal, Equalities and Democratic Services

There are no PIs reported monthly for this department

LD LPI 1	New Equality Framework (replaces equality standard above in 2009/10)	Q	S	n/a	Level 2	S										Level 2	Having achieved Level 3 of the Equality Standard we have migrated across to Level 2 of the new Equality Framework. This gives us the status of 'Achieving' and we are the only district in Worcestershire to be at this level.
LD LPI 3	Proportion of members of the Equalities and Diversity forum and Disabled Users Group satisfied with the Council	Q	S	n/a	n/a	n/a	n/a									n/a	Establishing baseline data
LD LPI 4	Number of people attending E & D events (e.g. Diwali, Black history month)	Q	S	n/a	n/a	n/a	n/a									n/a	Establishing baseline data

Human Resources & Organisational Development

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LPI (former BM12)	Percentage average number of working days lost due to sickness.	M	C	10.66	4.26	I	4.97	5.95	I	5.68	6.65	I	6.39	7.17	I	8.75	9.56	I	Sickness reduced during December, with a reduction in the projection for a second month and a change to Amber. 4 out of 7 service areas remain Green, with the other 3 remaining Red
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Ref	Description	Freq	Cum or Snap	2009/10 Monthly Performance Figures											
				Apr.	May	Jun.	Jul.	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.
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
			Actual	52.56	48.10	50.50	52.11	45.49	48.33	51.33	51.45	61.35	0.00	0.00	0.00
			denominator	2,040.68	1,867.76	1,960.96	2,023.16	1,770.84	1,881.36	1,998.31	3,892.9	3,892.9	2,388.44	3,892.9	3,892.9
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	24.32	33.16	32.68	32.72
			Actual	39.30	42.29	42.19	41.85	42.41	43.32	36.86	33.85	21.94			
			denominator	1,321.289	1,368.698	1,430.866	1,455.837	1,303.929	1,437.871	1,166.589	1,024.906	671.168	3,059.606		
NI 195	Improved street & environmental cleanliness - graffiti	M*	C									5			
			Actual									1			
			denominator									13			
NI 195	Improved street & environmental cleanliness - litter	M*	C									9			
			Actual									20			
			denominator									23			
NI 195	Improved street & environmental cleanliness - debris	M*	C									1			
			Actual									1			
			denominator									2			
NI 196	Improved street and environmental cleanliness - fly tipping	M	C									2			
			Actual									2			
			denominator									95	95	95	95
LPI Depot	Number of missed household waste collections	M	C	129	123	127	67	68	49	79	59	50			
			Actual	20	20	20	20	20	20	20	20	20	20	20	20
			denominator	18	6	20	18	9	5	9	13	4			
LPI Depot	Number of missed recycle waste collections	M	C	459	475	459	475	475	459	475	459	475	475	429	475
			Actual	459	409	427	488	473	431	408	415	402			
			denominator	32	33	32	33	33	32	32	33	33	33	30	33
NWB/CU1	The number of domestic burglaries	M	C	35	13	33	16	25	23	11	19	23			
			Actual	76	85	85	82	85	79	77	71	69	70	63	76
			denominator	81	81	75	93	103	107	83	66	87			
NWB/CU2	The number of violent crimes	M	C	5	5	5	5	5	5	5	5	5	5	4	5
			Actual												
			denominator												
NWB/CU3	The number of robberies	M	C												
			Actual												
			denominator												

			4	4	3	4	4	4	5	3	5	1			
NWBUC4	The number of vehicle crimes	M	Actual	58	59	57	59	59	57	59	57	59	59	53	59
		C	Target	59	37	65	77	66	49	38	57	55			
NWBUC6	The number of criminal damage incidents	M	Actual	84	99	92	85	75	103	77	84	96	77	73	96
		C	Target	75	79	60	95	76	83	75	78	60			
LPI CS 1a	CCTV incidents reported - Crime	M	Actual	283	283	283	283	283	283	283	283	283	283	283	283
		C	Target	258	257	228	250	248	353	345	216	253			
LPI CS1b	CCTV incidents initiated by CCTV	M	Actual	82	82	82	82	82	82	82	82	82	82	82	82
		C	Target	76	80	74	62	74	87	91	69	101			
LPI CS2	Number of locally delivered diversionary sessions	Q	Actual	16	18	18	20	22	16	18	14	5	5	12	16
		C	Target	27	12	0	15	63	0	15	0	9			
LPI CS3	Numbers of users attending diversionary activities.	Q	Actual	54	67	80	94	94	67	54	34	20	20	40	46
		C	Target	35	23	0	18	383	0	58	0	25			
LPI CS4	No. of hate crime incidents (activity measure)	M	Actual	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
		S	Target	1	3	1	2	1	1	2	2	2			
LPI CS5	% of reported hate crime incidents requiring further action that received further action	M	Actual	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00
		S	Target	75	470	3,025	1,010	13,175	700	710	2,500	107			
LPI SC1	Number of attendances at arts events	M	Actual	80	495	5,405	840	12,575	758	763	2,225	452			
		C	Target	34,058	35,173	35,173	35,173	35,173	40,199	45,233	48,930	45,233			
SC3	Dolphin Centre Usage	M	Actual	29,123	37,336	33,982	34,221	30,797	34,468	35,567	39,873	25,806			
		C	Target	1,804	2,030	2,481	2,481	2,256	2,030	2,030	1,804	1,128	1,128	1,560	1,804
SC4	Sports development usages	M	Actual	1,966	2,514	2,849	2,886	2,351	1,941	3,064	3,664	1,171			
		C	Target			n/a	n/a	n/a	n/a	n/a	n/a	n/a			
	Town Centre Car Park Usage	M	Actual	127,106	129,167	130,092	135,965	125,458	124,060	134,654	130,995	120,254			
		S	Target	150	150	150	150	150	150	150	150	150	150	150	150
	Shopmobility Centre Usage	M	Actual	130	136	178	166	156	196	163	156	116			
		S	Target	640	650	660	670	680	690	700	710	720	730	740	750
LPI LL1	Life line units in use	M	Actual	643	644	657	682	687	725	733	728	728			

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

Planning & Environment Services

NI157	The percentage of major planning applications determined within 13	M	Actual	100.00	100.00	80.00	80.00	80.00	100.00	80.00	80.00	80.00	80.00	80.00	80.00
		C	Target	80.00	80.00	80.00	80.00	80.00	80.00	80.00	80.00	80.00	80.00	80.00	80.00

		1	2	0	0	0	1	3	0	0	1	0	1	1						
	weeks	numerator	denominator	0	0	0	1	3	0	0	1	3	0	0	1	1				
NI157	The percentage of minor planning applications determined within 8 weeks	Target	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	85.00	85.00	85.00		
		Actual	92.00	85.70	70.00	94.00	100.00	70.50	100.00	88.00	100.00	70.50	100.00	100.00	70.50	70.50				
		numerator	12	12	7	15	12	12	7	8	9	9	9	9	9	12				
NI157	The percentage of other planning applications determined within 8 weeks	Target	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	90.00	90.00	90.00	90.00	
		Actual	89.00	98.00	85.00	89.00	81.00	89.00	81.00	90.00	90.00	89.00	90.00	90.00	90.00	92.00				
		numerator	41	54	41	50	39	49	39	38	46	46	45	45	45	45				
NI 155	Number of affordable homes delivered	Target			20			20							20				80	
		Actual			22		24								22					
		Target			< 34		< 34								< 34					
NI 156	Number of households occupying temporary accommodation	Target			15			13							13					
		Actual			34		34								34				34	
		Target	34	34	34	34	34	34	34	34	34	34	34	34	34	34	34	34	34	
LP Housing	Average time (weeks) from referral to completion for category 1 DFGs	Target	38	38	38	38	38	38	38	38	38	38	38	38	38	38	38	38	38	
		Actual																		
		Target	52	52	52	52	52	52	52	52	52	52	52	52	52	52	52	52	52	
LP Housing	Average time (weeks) from referral to completion for category 3 DFGs	Target			62			62							62					
		Actual																		
		Target			95		95								95				100	
LP Housing	Percentage of DFG budget allocated to approved schemes	Target																		
		Actual																		
		Target																		
LP Housing	Percentage of DFG budget spent	Target																		
		Actual																		
		Target																		

E-gov & customer services

		Target	Actual	n/a	n/a	8,277	6,802	7,637	n/a	n/a	7,204	n/a	n/a	7,161	n/a	n/a	n/a	n/a
GSC	Monthly Call Volumes Customer Contact Centre	M	S	n/a	8,599	6,714	6,802	7,637	n/a	n/a	7,204	n/a	n/a	7,161	n/a	n/a	n/a	n/a
GSC	Monthly Call Volume Council Switchboard	M	S	n/a	4,631	4,203	3,660	4,247	n/a	n/a	4,495	n/a	n/a	4,295	n/a	n/a	n/a	n/a
CSC LPI 3.1	Resolution at First Point of Contact all services (percentage)	M	S	95.00	95.00	95.00	95.00	95.00	95.00	95.00	95.00	95.00	95.00	95.00	95.00	95.00	95.00	95.00
CSC LPI 3.2	% of Calls Answered	M	S	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	85.00	85.00
CSC LPI 3.3	Average Speed of Answer (seconds)	M	S	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20
				21	16	16	20	24			13			15				

Chief Executive's

		Target	Actual	n/a	n/a	12	12	5	n/a	n/a	12	n/a	n/a	11	10	n/a	n/a	n/a
LPI	Number of complaints received (Council wide) Monthly	M	C	n/a	n/a	22	22	5	n/a	n/a	12	n/a	n/a	11	10	n/a	n/a	n/a
CCPP01 (SS)	new complaints system	M	C	n/a	25	n/a	n/a	85.00	n/a	n/a	85.00	n/a	n/a	85.00	85.00	n/a	n/a	n/a
CCPP02 (DM)	Percentage of PACT meetings attended by CMT members	M	C	n/a	n/a	n/a	n/a	75.00	n/a	n/a	75.00	n/a	n/a	75.00	66.00	n/a	n/a	n/a

LPI CC-PP03 (SS)	Number of compliments received (Council wide)	M	C	Target	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
				Actual	4	2	4	5	5	7	6	7	7	7	7	7	7	7
LPI CC-PP05 (DM)	Community transport income (£)	M	C	Target	n/a	n/a	n/a	n/a	n/a	250	275	300	325	350	375	375	375	375
				Actual	n/a	n/a	n/a	n/a	n/a	298	373	204						

Financial Services

NI 181	Time taken to process HB/CT benefit new claims or change events	M	C	Target	15.00	15.00	15.00	15.00	15.00	15.00	15.00	15.00	15.00	15.00	15.00	15.00	15.00	15.00	
				Actual	11.17	14.58	10.29	11.17	10.68	12.73	6.38	6.74	10.98	6.38	6.74	10.98	6.38	6.74	10.98
	Total value of HB overpayments outstanding at the start of the quarter (£)	Q	C	Target	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
				Actual	1,149	556,379	1,309	1,286	815	1,284	2,025	1,432	857	2,025	1,432	857	2,025	1,432	857
	Total value of HB overpayments identified during the quarter (£)	Q	C	Target	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
				Actual	69,494	69,494	N/A	N/A	N/A	64,054	N/A	N/A	103,507	N/A	N/A	N/A	N/A	N/A	N/A
	% of HB overpayments recovered during the quarter of the outstanding debt.	Q	C	Target	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
				Actual	13	13	N/A	N/A	N/A	8	N/A	N/A	9	N/A	N/A	N/A	N/A	N/A	N/A
NI 179	VFM- total net value of on-going cash releasing VFM gains since the start of 2008-09 (£'000)	Q	C	Target	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
				Actual	0.150	0.150	N/A	N/A	N/A	0.36	N/A	N/A	1.47	N/A	N/A	N/A	N/A	N/A	N/A
FP001	Percentage of invoices paid within 10 days of receipt	M	C	Target	90.00	90.00	90.00	90.00	90.00	90.00	90.00	90.00	90.00	90.00	90.00	90.00	90.00	90.00	90.00
				Actual	80.88	84.77	83.71	85.80	80.97	83.83	83.69	84.59	78.47	83.69	84.59	78.47	83.69	84.59	78.47
	Percentage of invoices paid within 30 days of receipt	M	C	Target	98.00	98.00	98.00	98.00	98.00	98.00	98.00	98.00	98.00	98.00	98.00	98.00	98.00	98.00	98.00
				Actual	99.34	97.97	98.39	98.42	98.42	98.02	98.17	98.49	96.32	98.17	98.49	96.32	98.17	98.49	96.32

Legal, Equalities and Democratic Services

LD LPI 1	New Equality framework (replaces equality standard above in 2009/10)	Q	C	Target	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	
				Actual	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	n/a	n/a
LD LPI 3	Proportion of members of the Equalities and Diversity forum and Disabled Users Group satisfied with the Council	Q	S	Target	n/a	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	n/a
				Actual	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	n/a	n/a
LD LPI 4	Number of people attending E & D events (e.g. Divall, Black history month)	Q	S	Target	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
				Actual	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	n/a	n/a

Human Resources & Organisational Development

LPI (formerly BV12)	The average number of working days lost due to sickness.	M	C	Target	0.71	0.71	0.71	0.71	0.71	0.71	0.71	0.71	0.71	0.71	0.71	0.71	0.71	0.71
				Actual	0.85	0.93	1.15	1.16	0.84	0.51	0.50	0.70	0.53	0.50	0.70	0.53	0.70	0.53

Efficiency Savings 2009-10

Appendix 4

2009/10
£'000

SAVINGS IDENTIFIED

Council Wide

Alternative methods of service delivery	75
Business process change	0
Postage review	0
Purchase of Second Hand Vehicle	60
Insurance Saving	61
Sale of Industrial Units	10
OD Support to Redditch	8
	<u>214</u>

Legal and Democratic

Share of Equalities and Diversity with Redditch	4
	<u>4</u>

E-Government

Share disaster recovery with Redditch	0
	<u>0</u>

Planning and Environment

Savings on stationery from advertising	4
Additional income from licensing	10
	<u>14</u>

Financial Services

Accountancy Restructure	41
Benefits additional claims processed	65
Audit Restructure	27
	<u>133</u>

Street Scene & Community

Framework contract - play areas - capital cost reduction	5
Additional gym income to target	100
Framework contract - play areas - staff time savings	3
Catering at Dolphin Centre - Improved Contract Processes	22
Restructure Dolphin Centre	50
Service reviews - Grounds Maintenance and Street Cleansing	44
	<u>224</u>

Total Efficiency Savings	<u>589</u>
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Earmarked Reserves

Description	B/fwd 2009/10 £'000	Received in Year £'000	Used 2009/10 - Quarter 1,2&3 £'000	Total Movement in year 09/10 £'000	Current Position 2009/10 April - Dec £'000	
Building Control Partnership Reserve	-10	0	0	0	-10	c/fwd to 10/11
Unspent Plan. Del. Grant reserve	-340	-27	340	313	-27	
Liveability Reserve	-21	0	5	5	-16	
LPSA Reserve	0	0	0	0	0	
Replacement Reserve	-536	0	0	0	-536	
Litigation Reserve	-50	0	0	0	-50	
Sports Partnerships Reserve	-26	-15	21	6	-20	
Area Committees	-29	0	0	0	-29	
Local Plans Inquiry	-143	0	0	0	-143	c/fwd to 10/11
Housing - Nightstop	-6	0	0	0	-6	c/fwd to 10/11
Housing needs assessments and surveys	-8	0	0	0	-8	c/fwd to 10/11
Council Chamber equipment	-10	0	0	0	-10	
Town Centre Development	-35	0	35	35	0	
Single Status/JE	-309	0	163	163	-146	
Shared Services Agenda incl Joint CE	-262	0	45	45	-217	
Business Start up grants	-6	0	0	0	-6	
Partnership Office	-25	0	25	25	0	
Councillor Training	-53	0	5	5	-48	22k c/fwd to 10/11
Legal Mentoring	-8	0	2	2	-6	c/fwd to 10/11
Corporate Training	-40	0	0	0	-40	
Youth Provision Reserve	-15	0	15	15	0	
Activity Referral Scheme	-12	0	9	9	-3	
Town centre Market Stalls	-8	0	4	4	-4	
Car parks relining	-18	0	18	18	0	
Local Strategic Partnership	0	-5	0	-5	-5	
Alcohol Abuse Reserve	-6	0	0	0	-6	
	-1976	-47	687	640	-1,336	

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	Virement From:			Virement To:			Reason for virement
	Account	Cost Centre	Amount £	Account	Cost Centre	Amount £	
Is the virement for 2009/10 Only or for future years?							
Future Years	E31 – Other Local Authorities	LP13	-20,000	E31 – Other Local Authorities	DP07	20,000	Funding for new Climate Change Manager Post
Future Years	D88 – Miscellaneous Expenses	CP00	-6,500	A01 – Monthly Salaries	CP00	21,091	Funding for Pay on Foot Car Parking
	A01 – Monthly Salaries	HW10	-14,591				
2009/10	A01 – Monthly Salaries	DP07	-36,733	A01 – Monthly Salaries	AR00	36,733	Restructure of Post for Marketing Promotions and Events
Future Years	J12 – Income Contracted Reimbursements	HW02	16,292	J12 – Income Contracted Reimbursements	DW23	-16,292	Amalgamation of Cost Centres
	J36 – Miscellaneous Income		656	J36 – Miscellaneous Income		-656	
Future Years	A28 – Medical Fees (Employees)	DW26	-210	A28 – Medical Fees (Employees)	DW21	394	Amalgamation of Cost Centres
	C01 – Vehicles	DW26	-12,364	C01 – Vehicles	DW21	12,364	
	Repair/M'tenance	DW26	-17,167	Repair/M'tenance	DW21	17,167	
	C03 – Diesel Fuel	DW26	-3,216	C03 – Diesel Fuel	DW21	3,216	
	C06 – Tyres	DW26	-829	C06 – Tyres	DW21	829	
	C07 – Licenses	DW26		C07 – Licenses	DW21	4,334	
	C51 – Vehicle			C51 – Vehicle			

	Insurances A28 – Medical Fees (Employees)	DW26 DW27	-4,334 -184	Insurances			
2009/10	D43 – Training Fees	PS08	-15,000	D47 – Consultants Fees	CM08	15,000	Funding for provision of Customer First Training
2009/10	A01 – Monthly Salaries	DP07	-120,808	D49 – Miscellaneous Services	CS21	120,808	Introduction of Shared Services for Community Safety – Management Fee
Future Years	F31 – Housing Benefit (Rent Allowances) J03 – Income Other Government Grants	RB11	-2,703,316 -1,776,684	F33 – Housing Benefits (Council Tax Rebates)	RB11	4,480,000	To provide more accurate Council Tax and Housing Benefit Monitoring

Customer Feedback How did we do?



- Putting the Customer first
- October to December 2009



Bromsgrove
District Council

www.bromsgrove.gov.uk



Customer Feedback October to December 2009

How did we do?

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Identified Trends and Recommended Improvement Actions	
Identified Trends	12
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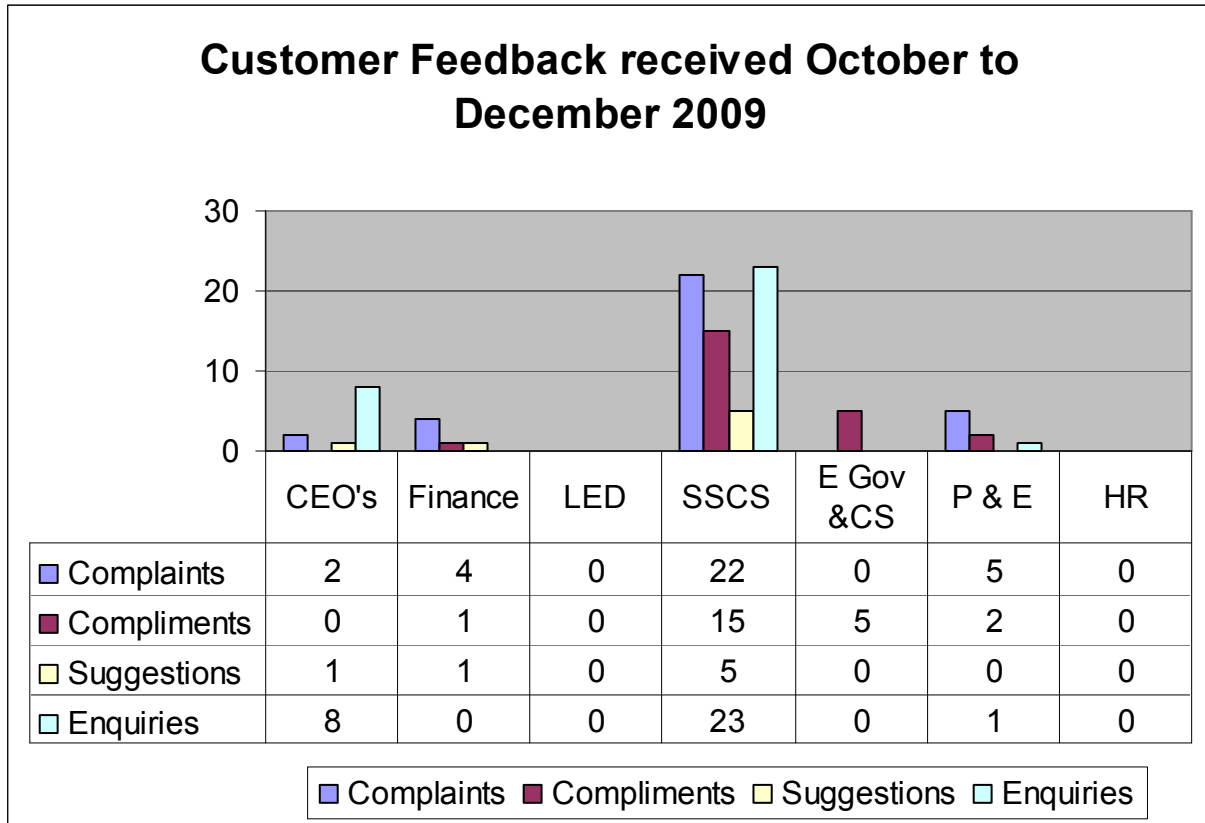
Customer Feedback Analysis Report October to December 2009

Section1 Corporate Analysis

This section discusses the customer feedback data recorded for the Council as a whole.

1.1 Customer Feedback received

Figure 1

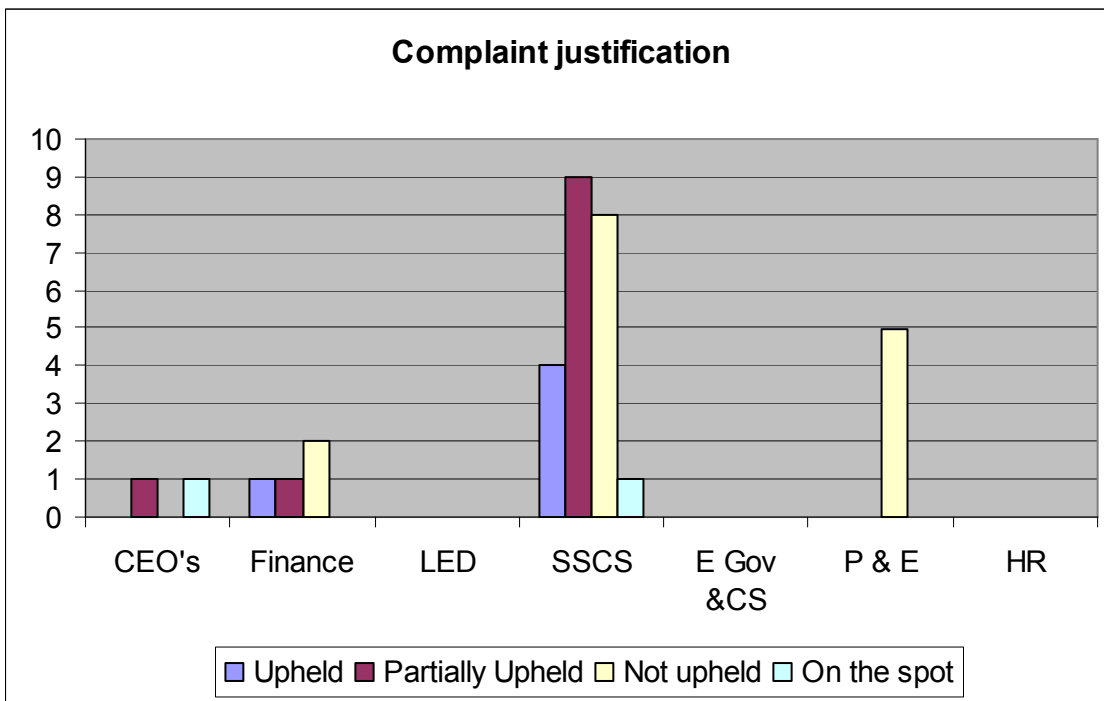


Summary

The Council received **33** complaints in the third quarter of 2009/10, an increase of **12 %** on last quarter. The number of compliments received also increased from **11** last quarter to **23** this quarter. The compliments received were from customers pleased with the new town centre toilets, for events organised by Sports Development and for the excellent service they received from the Waste, Street Cleansing, Benefits, Grounds Maintenance, Development Control and Customer Services.

1.2 Complaint Justification

Figure 2

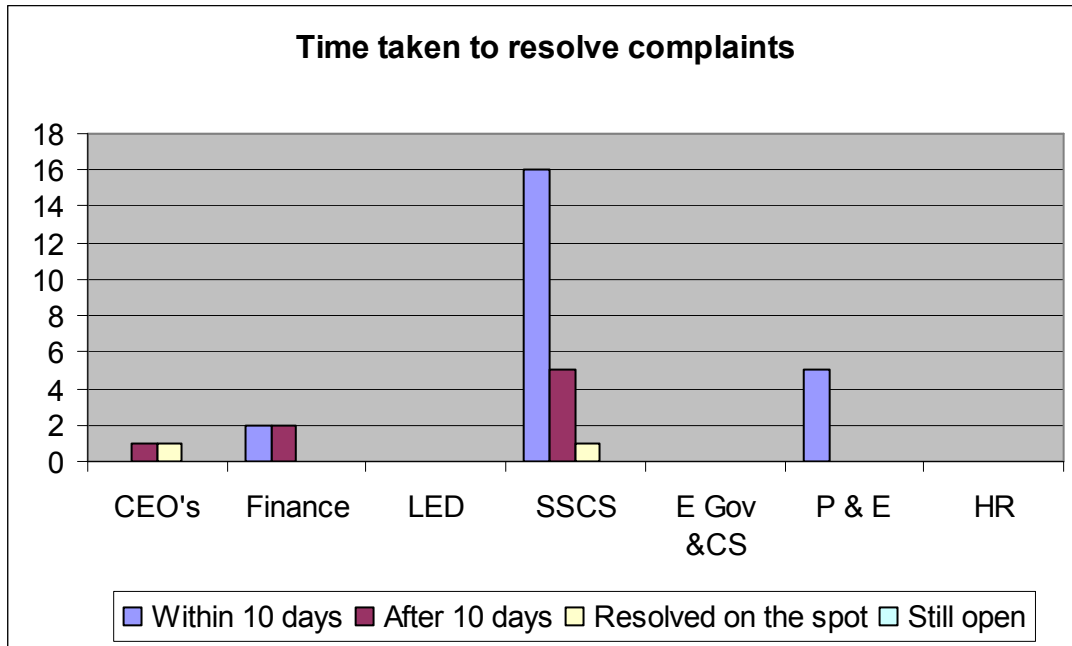


Summary

The number of complaints received this quarter has increased by **12%** with **30%** of complaints recorded as unjustified. This is higher than last quarter and is due to complaints from residents not being able to receive a recycling service from April 2010 due to the change from boxes to wheelie bins and the large vehicle that is required to collect them not being able to access their road. These were deemed as partially upheld.

1.3 Complaint response

Figure 3



Summary

Our customer standard is to provide a full response to customer complaints within 10 working days of receipt.

In this quarter we

- dealt with 70% of complaints within 10 days
- 24% were completed between 10 – 20 days.
- 6% were dealt with on the spot.
- Customers are informed if the complaint investigation will take longer than the 10 day standard

Section 2 Departmental Complaint Analysis

Please note that Legal, Equality and Democratic Services, the Human Resources Departments and E Government and Customer Services are not included in this section as there were no complaints received for these service areas during this quarter.

2.1 Street Scene and Community Services Department – Complaints Received

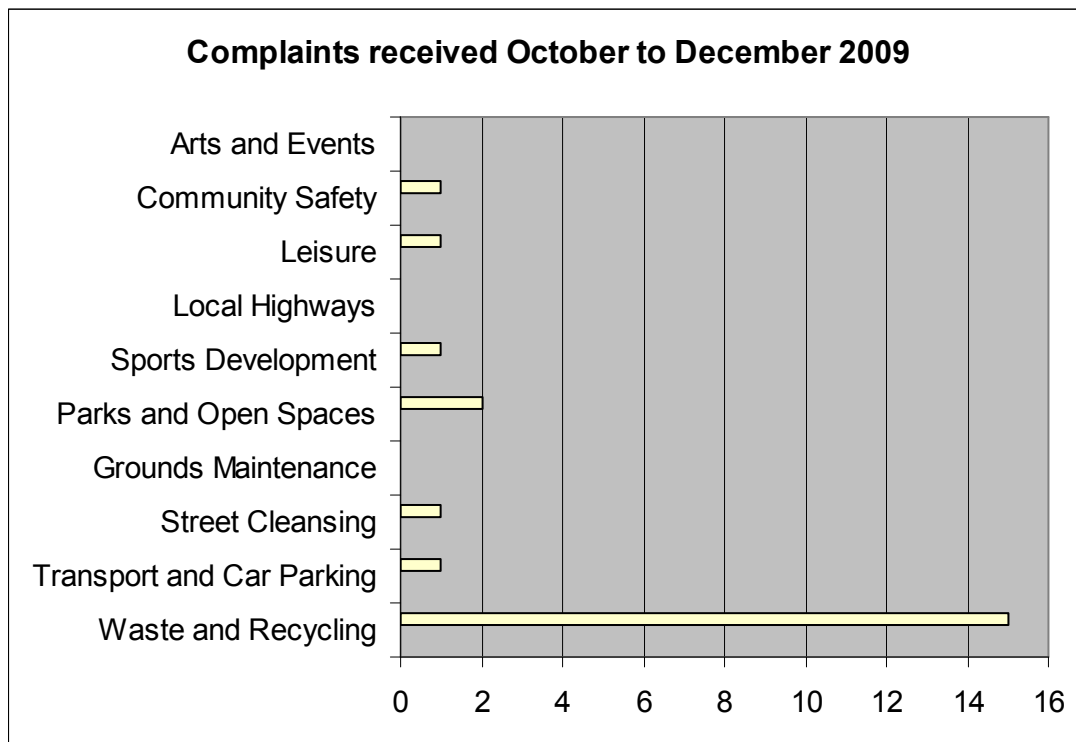


Figure 4

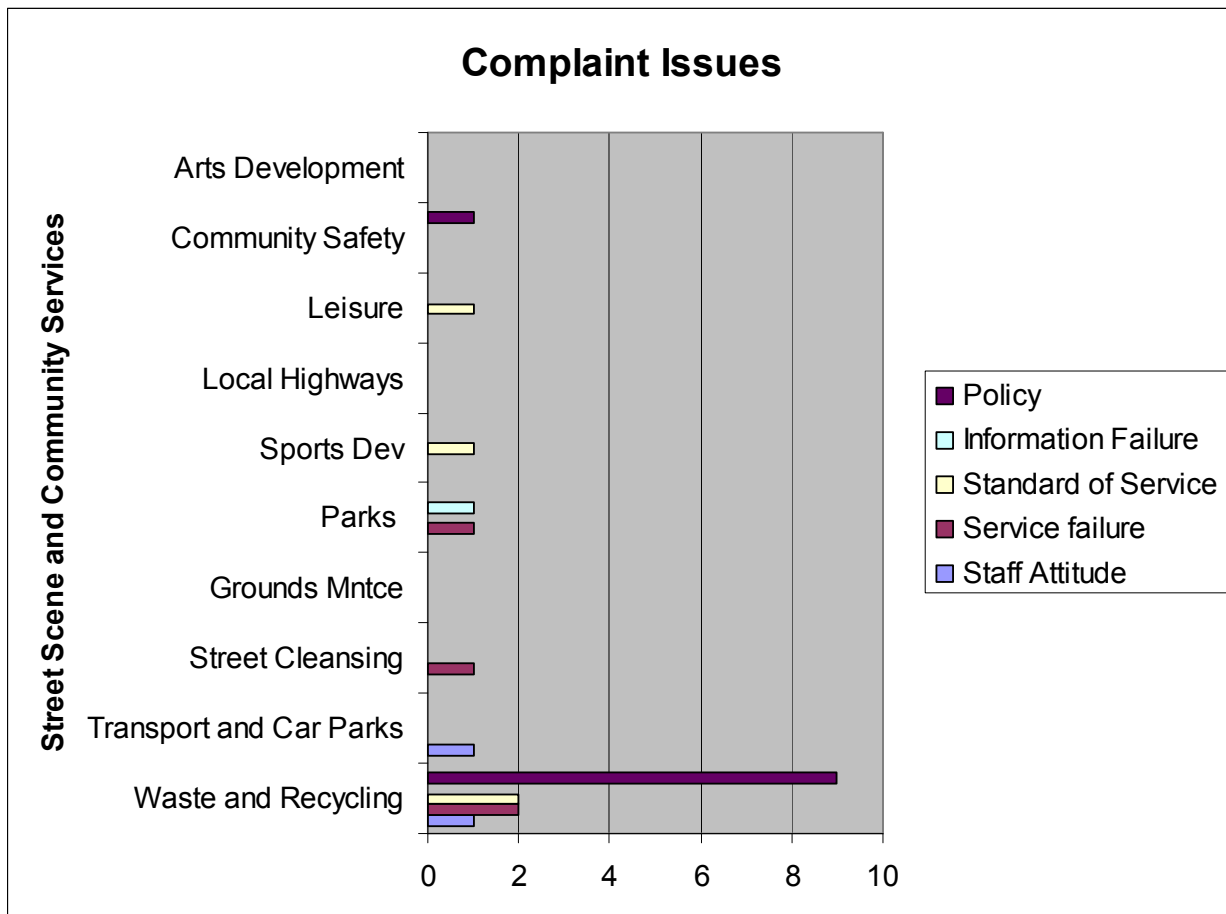
Summary

The Street Scene and Community Services Department received **22** complaints during this quarter which are broken down into services as below:

Waste and Recycling	15
Transport and Car Parking	1
Street Cleansing	1
Sports Development	1
Parks and Open Spaces	2
Community Safety	1
Leisure	1

2.1.1 Complaint Issues - Street Scene and Community Department

Figure 5



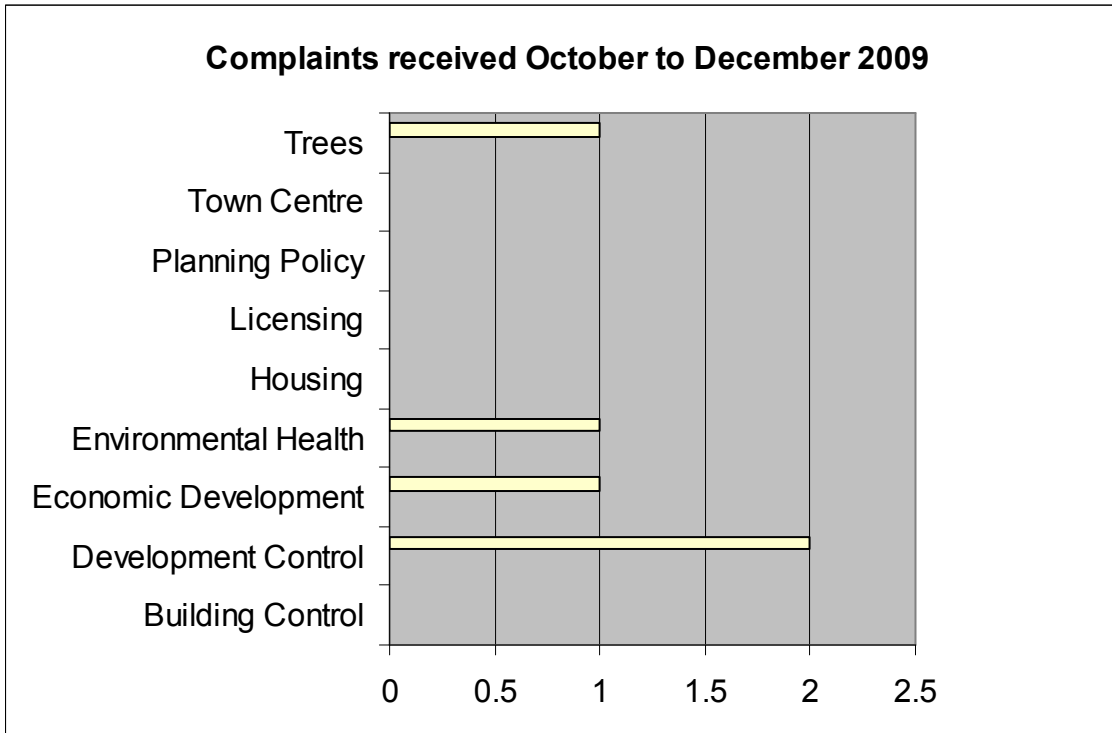
Summary

The number of complaints received for Street Scene and Waste Management has increased by **13%** this quarter. Of the complaints received, **72%** were deemed either partially or fully upheld. The types of complaint are summarised below.

Complaint	Numbers	Justified
Fence causing anti social problems	1	Not upheld
Assisted refuse collection	3	1 upheld 1 partially upheld 1 not upheld
Policy – Car park Charges, green waste and recycling	11	3 not upheld, 2 upheld, 6 partially upheld
Staff Attitude (refuse)	1	1 upheld
Damage caused by refuse lorry	1	1 not upheld
Poor customer service- Leisure	1	1Upheld
Play area in park	1	1Not upheld
Standard of coaching course	1	1Partially upheld
Standard of driving refuse lorry	1	1 upheld
Cancellation of Allotment Meeting	1	1 not upheld
Totals	22	8 not upheld, 8 partially upheld 6 upheld

2.2 Complaints received by Planning and Environment Services Department

Figure 6



Summary

The Planning and Environment Services Department received **5** complaints during this quarter

2.2.1 Complaint Issues – Planning and Environment Services Department

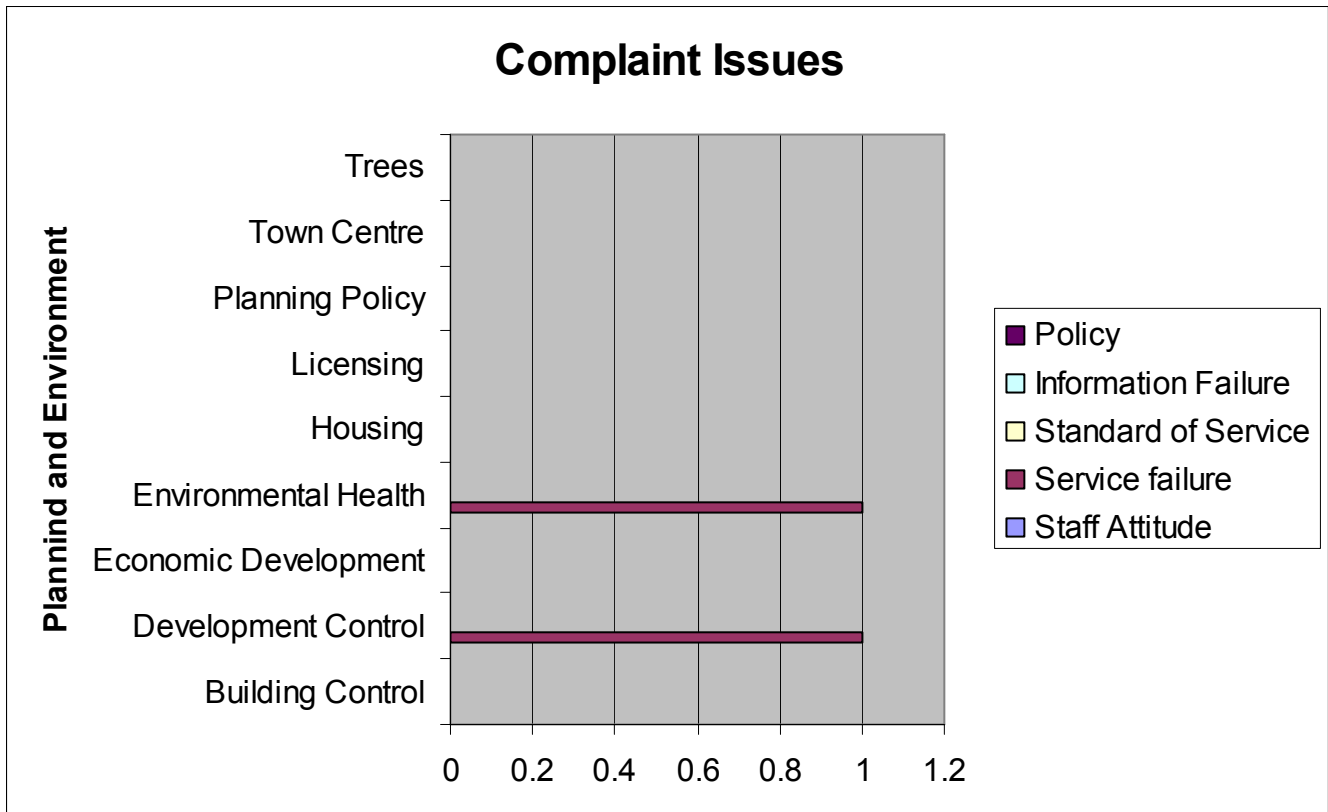


Figure 7

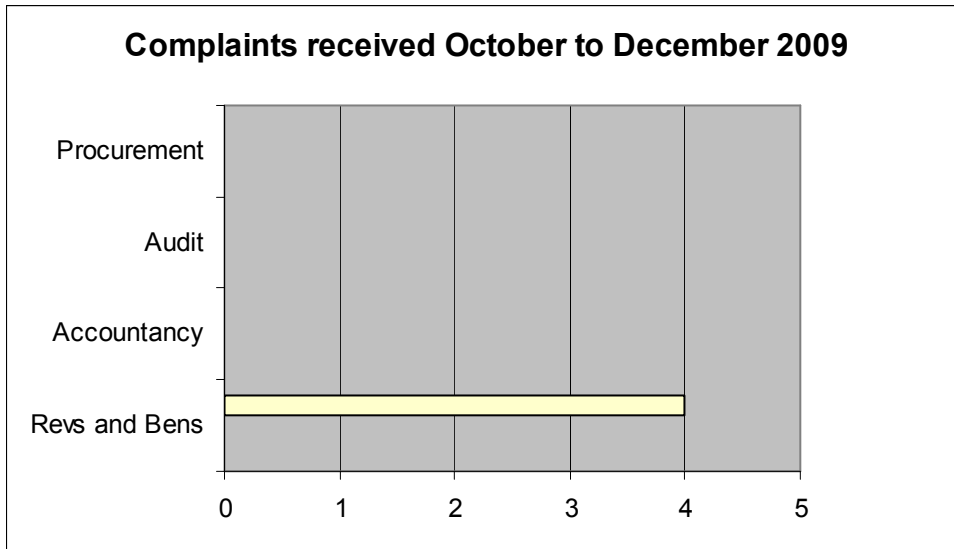
Summary

The number of complaints received this quarter is 1 lower than last quarter and all were deemed as unjustified. The types of complaints are summarised below.

Complaint	Numbers	Justified
Objections/ information about planning applications/ local planning	2	2 not upheld
Start up Grant	1	Not upheld
Vermin	1	Not upheld
Trees - lack of info	1	Not upheld
Totals	5	5 Not upheld

2.3 Complaints Received by Finance Department

Figure 8

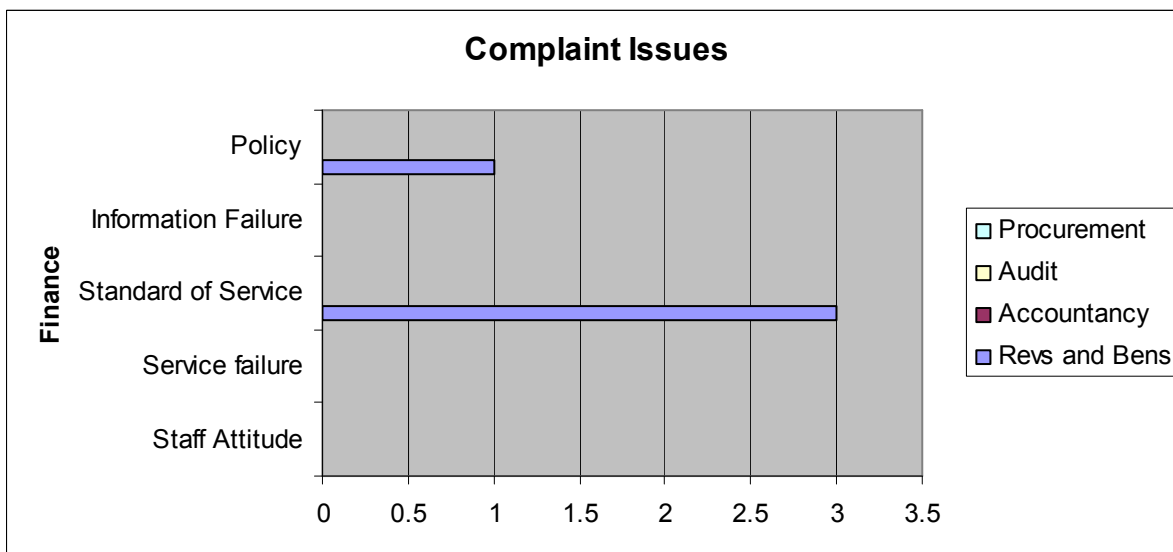


Summary

The Finance Department received **4** complaints this quarter

2.3.1 Complaint Issues

Figure 9

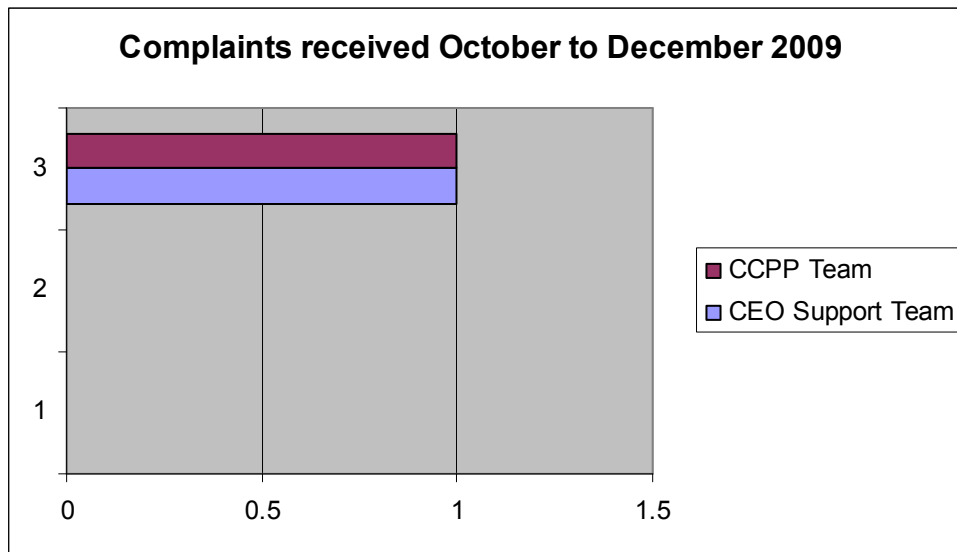


Summary

Complaint	Numbers	Justified
Council Tax benefit	2	2 Not upheld
Housing Benefit	2	1 Partially Upheld 1 upheld
Totals	4	2 not upheld 1 upheld, 1 partially upheld

2.4 Complaints received by Chief Executive's Department

Figure 10

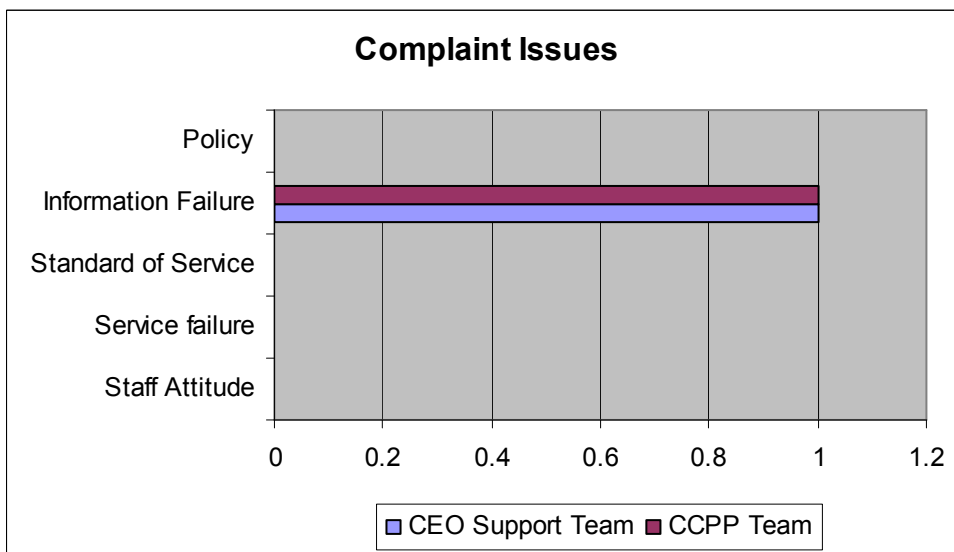


Summary

The Chief Executives Department received 2 complaints this quarter

2.4.1 Complaint Issues

Figure 11



Summary

The Chief Executives Department received 2 complaints this quarter, with 1 about incorrect information in Together Bromsgrove which was upheld and 1 regarding a County highways issue.

Section 3 Identified Trends and Recommendations for Improvement Actions

3.1 Identified Trends

There has been a small increase (**12%**) in the number of complaints received by the Council during this quarter which is expected when a new service (co mingled recycling) is communicated to customers. A significant **47%** increase on last quarter in justified complaints received by Street Scene and Community Service has been found to be due to the new co mingled service not being available to all residents because of access issues – all were recorded as partially upheld. However it is important to note that compared to the same period in 2008/9 there has been a **30%** decrease in complaints and a **52%** increase in compliments.

3.2 Recommendations for Improvement Actions.

The figures for the last twelve months show that there has been a consistent improvement in performance and complaint handling. However during analysis the Customer First Officer found anomalies in the data recorded which indicates that there is a need to for refresher training for staff on the customer feedback system. This will be picked up over the next few months with the relaunch of the customer champions working group.

BROMSGROVE DISTRICT COUNCIL

Performance Monitoring Board (PMB)

5th FEBRUARY 2010

Artrix Centre – Trustee’s Report & Financial Statement 2008/09

Responsible Portfolio Holder	Cllr Roger Smith
Responsible Head of Service	John Godwin (Deputy Head of SS&C)

1. SUMMARY

- 1.1 The report is to provide information to Members on the performance of the Artix Arts Centre and to provide an update on the current progress being made with establishing a service level agreement with the Artrix’s Operating Trust.

2. RECOMMENDATION

- 2.1 The report seeks Members comments on:

- The current performance of the Artrix Centre.
- The progress that has been made with proposed Service Level Agreements (SLA).

3. BACKGROUND

- 3.1 As Members will be aware on the 18th November 2008 officer reported to PMB on annual report of Bromsgrove Arts Centre Trust, Trustee’s Report & Financial Statement for the year to 31st March 2008. At the meeting members requested that on an annual basis PMB receive an update on the performance of the centre for their comments.
- 3.2 With in the report members will see the sections relating to the Trustee’s report including performance information, the independent Auditors report of the centre, statement of financial activities and a copy of the balance sheet for the financial year ending 31st March 2009.
- 3.3 Member will be aware that as part of the establishment of the Artrix centre the Executive Cabinet in June 2005 agreed to provide funding to the arts centre for a ten year period up to £120,000 per year.
- 3.4 As part of this agreement the arrangements were to be reviewed in January 2008 prior to the end of the three year fixed period. Officers have been in negotiation with the Operating Trust to establish a formal SLA based on the Executive Cabinet report in February 2008.

- 3.5 The SLA is currently being finalised between both organisations and subject to minor changes around some of the terminology, the agreement will be completed. The aim of the SLA is to establish a framework where by the operation of the centre will be focused on the key objective and priorities of the Council and will ensure that value for money and effective use of resources are achieved from the support provided.
- 3.6 As part of this process officers have established a key set of performance measure to monitoring the delivery of the arts centre based on the principles shown in 3.5. This includes a set of structured meetings and the agreement of annual targets for the centre including a six month review of performance. However as the signing of the SLA has been delayed due to the final discussions, this years report is based upon a like for like comparison with the information provide last year.
- 3.7 Overall the key headline figures are very positive, show growth across the programme; demonstrate an increased use of resources and Value for Money by virtue of the increased usage. This is supported by the following headline performance information, a full break down can be found on page 6 of the annual report (please note there is data entre issues on page 6 relating to NEWC average usage):
- Total attendance (performances and screenings): 2008/09 – 76,355 compared to 2007/08 – 73,910. An increase of 3.31%
 - Increased attendances particularly for film screenings and Bromsgrove Arts Alive! performances.
 - Total number of events: 2008/9 – 442 compared to 2007/8 – 426. An increase of 3.76%
 - Total number of Artrix creative public workshop sessions 2008/09 – 445 compared to 2007/08 – 355. An increase of 20.03%
 - Total number of days open in 2008/09 – 363 compared to 2007/08 – 349. An increase of 4.01%
 - 12 exhibitions in 2008/09, compared to 12 in 2007/08. This is due to the limited exhibition space and the time allocated to each display (1 per month).
 - Bromsgrove Arts Alive (local arts organisation) contributed 48 performances of the 2008/09 programme with audiences increasing by 6.6% compared to audience attendance in 2007/08.
 - Increased income generation across users and lettings, £447,599 2008/09 against £396,800 in 2007/08. An increase of 11.35%

- 3.8 Although performance on site has significantly improved it is acknowledge that there are areas for improvement this is supported by the Place Survey June 2009 where 39% of residents surveyed were satisfied with theatres and concert halls. This does lead to questions relating to the need to increase the market penetration of the Artrix and the need to review the overall suitability of the programme to meet the whole communities needs.
- 3.9 On page 7 of the annual report members will see the future plans for the site. It should be acknowledge that actions contained with in this section are designed to achieve the outcomes built into the SLA. Discussion have been held between both organisations and is felt that these improvements will address some of the concerns contained with in the residences household survey and to aid the Artrix to achieve the performance targets with in the SLA.
- 3.10 As part of the implementation of the SLA the Artrix will be carrying out user and resident (none user) consultation to ensure that future improvement plans address the key issues impacting upon raising user satisfaction.

4. FINANCIAL IMPLICATIONS

- 4.1 There are no financial implications contained with in this report **that** is currently not with in existing budgets. At year 8 (20012/13) with in the legal agreement officers will be reviewing the funding arrangements and adjusting the Medium Term Financial Plan accordingly.

5. LEGAL IMPLICATIONS

- 5.1 Officers are working with colleagues in the legal section to ensure that the SLA that is developed is financially and legally robust and ensure BDC objectives are met.

6. COUNCIL OBJECTIVES

- 6.1 The formation of a robust SLA will assist the council to deliver its objective of Sense of Community & Well Being by increasing the quality of Cultural activities in the local area. Further more it will also help to improve the council's reputation by reviewing the user's satisfaction result of the centre and implementing service improvement plans.

7. RISK MANAGEMENT

N/A

8. CUSTOMER IMPLICATIONS

- 8.1 Please see comments in the Council Objectives Section.

9. EQUALITIES AND DIVERSITY IMPLICATIONS

- 9.1 Officers are working with colleagues in the Equalities section to ensure that the SLA that is developed will address equality & diversity issues and promote a diverse programme that is accessible to the whole community.

10. 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 – N/A
Personnel Implications – N/A
Governance/Performance Management – Contained with in the SLA being established.
Community Safety including Section 17 of Crime and Disorder Act 1998 – N/A
Policy –N/A
Environmental – N/A

11. 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
Corporate Director (Services)	<u>YES</u>
Assistant Chief Executive	<u>YES</u>
Head of Service	<u>NO</u>
Head of Financial Services	<u>YES</u>
Head of Legal, Equalities & Democratic Services	<u>YES</u>
Head of Organisational Development & HR	<u>NO</u>

Corporate Procurement Team	<u>NO</u>
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12. APPENDICES

Appendix 1 - Bromsgrove Arts Centre Trust, Trustee's Report & Financial Statement for the year to 31st March 2009.

13. BACKGROUND PAPERS

CONTACT OFFICER

Name: John Godwin
E Mail: j.godwin@bromsgrove.gov.uk
Tel: (01527) 881730

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THE BROMSGROVE ARTS CENTRE TRUST
TRUSTEES' REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR TO 31 MARCH 2009
Registered Charity No : 1097573

THE BROMSGROVE ARTS CENTRE TRUST

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THE BROMSGROVE ARTS CENTRE TRUST

CHAIR'S REPORT

for the year ended 31 March 2009

Review of activities

The Trust had another extraordinarily successful year, making maximum use of the resources of its venue, Artrix, by opening it to the public for activities or rehearsals throughout the year (only closing for Christmas Day and Boxing Day), and promoting or hosting 442 performances and screenings to an audience of 40,296. Numbers of seats sold increased by 2.4% on the previous year, a remarkable achievement in an extremely challenging financial climate.

Artrix's programme of live performance was made up of 23 chamber, choral and orchestral concerts, 67 jazz, blues, folk soul and rock concerts, 78 theatre performances, 20 dance performances, 17 comedy nights and 7 spoken word events and included performances by local schools, youth organisations and community theatre groups as well as professional touring companies. It also presented 230 film screenings, 12 exhibitions and promoted 445 creative workshop sessions over the year.

Key to the success of Artrix was its continuing partnerships with NEW College Bromsgrove, whose performing arts department make maximum use Artrix's resources to the benefit of both students and the public, and with Bromsgrove Arts Alive! (BAA!). Members of the BAA! consortium of local arts organisations promote professional performances at Artrix (Bromsgrove Concerts, Bromsgrove Festival, Words and others) or use it as a base for community performance (Bromsgrove Operatic, All and Sundry theatre, local choirs and orchestras). BAA! activities made up 23% of the Artrix event programme over the year.

None of burgeoning activity would have been possible without generous revenue investment from Bromsgrove District Council and partner NEW College and project support from Worcestershire County Council and the Arts Council of England. The Trustees are very grateful for their assistance.

D Wilson
Chair

2 July 2009

THE BROMSGROVE ARTS CENTRE TRUST

TRUSTEES' REPORT

for the year ended to 31 March 2009

The trustees present their report and accounts for the year ended 31 March 2009

Reference and Administrative Information

Charity name	Bromsgrove Arts Centre Trust (also known as Artrix)
Charity Registration Number	1097573
Registered office	Artrix School Drive Bromsgrove B60 1AX

Independent Auditors

Clement Keys
Chartered Accountants
39/40 Calthorpe Road
Edgbaston
Birmingham
B15 1TS

Bankers

Natwest
Bromsgrove Branch
124 High Street
Bromsgrove
B61 8HJ

Secretary

Ms M D'Andreade Brown

Principal Officers

Mr A Woods – Artistic Director

Governing Document

The Bromsgrove Arts Centre Trust is constituted under a Trust Deed dated 23 April 2003 and is a registered charity number 1097573.

The Trustees of the charity are in the process of registering an incorporated entity (limited company number 5455644) as a registered charity. Assuming registration is successful and permission is granted from the Charity Commission, the activities, assets and liabilities of this charity will be transferred to the limited company.

THE BROMSGROVE ARTS CENTRE TRUST

TRUSTEES' REPORT – continued

for the year ended 31 March 2009

Recruitment and Appointment of Trustees

The Board of the Bromsgrove Arts Centre Trust is made up of 15 Trustees, of whom 5 are from the community, 5 are appointed by North East Worcestershire College and 5 are appointed by Bromsgrove District Council.

The Trustees of the charity who served during the year and up to the date of this report are set out below:

Ms S Hirst
Ms W Maton
Mr D Trigger
Dr M White
Mrs D Wilson

Chair

Mr R Adams
Mr N Bromley
Ms T Burton
Mr A Howells
Mr C Smith

Cllr D Campbell
Cllr J Griffiths
Cllr M Sherry
Cllr R Smith
Cllr C Spencer

Vice Chair

Trustee induction and training

New Trustees receive an induction and welcome from the Chief Executive on appointment. The Trust maintains indemnity insurance for its Trustees.

Risk management

The financial assets of the Trust are invested in a Natwest Bank Current Account and Deposit Accounts. The Trustees are of the view that the current investment has a minimal risk for the Trust.

The Trustees consider other risks associated with the Charity and ensure that there is an adequate control environment to mitigate them through the practice of fire and health and safety risk assessment and monitoring, staff training in health, safety and security matters and the maintenance of safe operating practices and financial protocols laid down in the staff handbook.

A business risk assessment noting areas of financial and organisational risk to which the Charity is exposed and identifying policies to mitigate those risks was accepted by the Trustees in September 2008. The risk policies have been implemented, and monitored for continuing effectiveness by the Artistic Director. They will be fully assessed annually by the Trustees.

Organisational Structure

The day to day management of activities, as directed by the Trustees, has been delegated to the Chief Executive who is assisted by a senior management team consisting of an administrative officer and a marketing officer. Operational matters are overseen by the senior management team and are carried out by teams of duty managers, technicians and box office staff.

THE BROMSGROVE ARTS CENTRE TRUST

TRUSTEES' REPORT – continued

for the year ended 31 March 2009

The Trust is supported in its work by a team of volunteers who staff its catering operation and provide ushering services for performances.

Objectives and Activities

Bromsgrove District Council in partnership with North East Worcestershire College (NEW College) established two charitable trusts in April 2003 to manage Artrix.

The two trusts had shared objectives:

To advance education and increase appreciation and understanding of all forms of the arts amongst members of the public including (without limitation) the arts of drama, dance, music and performance and visual arts in particular but without limitation;

- (a) by presenting, producing, organising and promoting or procuring to be presented, produced, organised or promoted either alone or with others performances of music, drama or any other form or arts; and
- (b) by providing, organising or promoting classes and courses in drama, music, painting or any other form of the arts.

The Bromsgrove Arts Development Trust (charity number 1097575) holds the building in trust, and leases it for a peppercorn rent to this Trust which operates and maintains the property.

Public benefit

The Trustees have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the Trust's aims and objectives and in planning its future activities. In particular the Trustees consider how planned activities will contribute to the aims and objectives they have set.

In 2008/9 the Trust provided the people of Bromsgrove and surrounding districts with a year round programme of arts events and educational sessions comprising 442 performances and screenings and 445 creative workshop sessions. It received total attendances of 76,355.

The service offered was designed to meet the interests of all, and embraced specific strands for children, young people, those of retirement age, those with learning disabilities and those from minority cultures.

Every effort was also made to ensure that those with physical disabilities were given equal access and a positive welcome.

To ensure the widest awareness of the services it offered the Trust communicated to the general public through a brochure, 14,000 copies of which were distributed quarterly, weekly advertising in the local press and an interactive web site on the internet.

The Trustees will continue to pursue its stated aims and objectives so as to maximise public benefit.

Review of activities

The review of the activities is detailed in the Chair's report on page 1.

THE BROMSGROVE ARTS CENTRE TRUST

TRUSTEES' REPORT – continued

for the year ended 31 March 2009

Theatre

With the support of Arts Council England Artrix further developed its professional theatre programme over the year. This included presenting new writing from local company Aardvark, reworked Dickens with European Arts' The Pickwick Papers, a traditional Christmas pantomime with Red Riding Hood and a strong programme of work for young people. It also hosted challenging, experimental local works from Spanner Theatre with a piece dealing with the difficult subject of mental health and Paul Hill with a mixed media evening involving poetry, theatre, animation and music.

BAA! Partners Bromsgrove Operatic did wonders with White Horse Inn and All and Sundry produced Cats Cradle and the pantomime Aladdin, while North Bromsgrove High School presented South Pacific and a number of schools' concerts. NEW College students produced various plays to their usual high standard through the year.

Dance

Artrix had a great year for dance, with an aerial performance by Metaphysique, Asian dance from the Sonia Sabri Company and a new piece by Jean Abreu to music by Charlie Barber, each accompanied by educational workshops.

Music

Artrix is incredibly fortunate to have Bromsgrove Concerts and Bromsgrove Festival as BAA! partners, bringing both the best and some of the most challenging chamber music around to the venue. Other musical BAA! partners to perform at Artrix were a number of local choral groups and orchestras, creating a classical music programme to match any at a similarly sized venue.

Our mainstream music programme encompassed jazz from Tipitina, the Glen Miller Orchestra and Chris Barber, rock and blues from John Otway, Wilko Johnson, The Blues Band and The Hamsters, soul music from Ruby Turner and The Commitments, and very special performances by The Mujenkyo Taiko Drummers and John Etheridge.

Spoken Word

Artrix once again partnered the Worcestershire schools poetry slam and, through 'Words', hosted talks by theatre directors Conal Morrison and Malcolm Taylor.

Comedy

The venue's reputation as an important comedy venue continues to grow with sell out appearances by Lee Evans, Jo Brand, Rich Hall, Jeremy Hardy and Andy Hamilton.

THE BROMSGROVE ARTS TRUST CENTRE LIMITED

TRUSTEES' REPORT – continued

for the year ended 31 March 2009

Cinema

As well as continuing to build Bromsgrove's audience for specialist cinema, Artrix also took cinema into the community by partnering a fledgling film society in Dodford, and by running two Summer outdoor screenings at the Avoncroft Museum.

Exhibitions

With an interesting range of new work, from landscape photography to abstract expressionism via woodcuts, Artrix continued to provide an excellent platform for local artists.

Education

Education remained central to the work of Artrix through its partnership with NEW College and close links with North Bromsgrove High School and Worcester Arts Education. The venues own workshop programme grew over the year, with its second major performing arts summer school and the further development of its Act it, Stage it and Move it termly performing arts workshops for young people.

Performance and attendance information

	2007/8			2008/9		
	No. performances/ screenings/sessions	Attendance	Attendance per performances/screen ings/ sessions	No. performances/ screenings/sessions	Attendance	Attendance per performances/ screenings/sessions
Artrix cinema	218	7,848	36	230	8,510	37
Artrix performance	106	17,066	161	118	17,700	150
Hires and partner	102	15,380	150	94	15,040	160
Total number of events	426			442		
Artrix workshop sessions	395	7,110	18	445	7,565	17
NEW College workshop sessions	1196 est	26,400	22	1530 est	25,540	18
Total attendance		73,910			76,355	

Financial Review

The principal source of funds of the trust were grants from Bromsgrove District Council (£120,000) and from NEW College (£24,685). A grant was also received from Worcestershire County Council (£8,400). From time to time donations are also received.

The arts centre was open to users during the year and income from users and lettings totalled £323,848 and £123,751 respectively.

THE BROMSGROVE ARTS CENTRE TRUST

TRUSTEES' REPORT – continued

for the year ended 31 March 2009

Investment policy

The Trustees' investments are held in current and deposit bank accounts so as to protect the capital invested with funds over £10,000 automatically transferred to the deposit account. The current account balance is regularly reviewed.

Reserves policy

Unrestricted reserves at the year end totalled £22,131 (2008: £39,260). The decrease was the result of one off legal costs related to incorporation of the Trust and higher building maintenance costs resulting from wear and tear generated by significantly increased footfall.

The trustees are continuing to develop the programme of events at Artrix and are investing any surpluses generated by the charity in achieving the same. It is the policy of the Trustees to establish and maintain a reserve fund when trading conditions improve. The strong commitment of future audiences is shown by advance box office ticket sales of £40,755 on 31 March 2009, an increase of 6% over the same month in 2008.

Future plans

Trustees recognise that it is crucial to Artrix's growth and to its ability to deliver its core values of quality, challenge and equity that it broaden both its programme and audience base.

This will be achieved by:

Programme development

- (a) Increasing the percentage of directly promoted contemporary theatre, dance, music, poetry and live art events in the programme, giving precedence to the development of work for/by young people, by reducing the number of third party hires; and
- (b) Developing the existing education programme with the introduction of day and weekend workshops, particularly for young people.

Audience development

- (a) Developing our e-marketing capability to complement marketing through print and the media; and
- (b) Introduce web social networking to improve communication with young people.

Outreach development

- (a) Building on the success of our schools residency programme;
- (b) Providing more performing and training opportunities for young musicians;
- (c) With partners, developing the service it offers to those with particular needs;
- (d) Further developing its outdoor and community cinema programme, and work with local schools on developing a film education programme; and
- (e) Partnering with the education authority an artist-in-residence project.

Resource development

- (a) Continuing to develop its capital resource base to allow it to increase the quality and broaden the range of activities the Trust can host; and in the longer term
- (b) Purchasing and installing air conditioning in the Artrix auditorium for the comfort of users; and
- (c) Purchasing digital projection equipment to allow the Artrix cinema to continue operating when current technologies become obsolete.

THE BROMSGROVE ARTS CENTRE TRUST

TRUSTEES' REPORT – continued

for the year ended 31 March 2009

Responsibilities of the Trustees

The Trustees are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

The law applicable to Charities in England & Wales requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources of the charity for that period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principals in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business;

The Trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Charities Act 1993, the Charity (Accounts and Reports) Regulations 2008 and the provisions of the trust deed. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Auditors

Clement Keys have expressed their willingness to continue in office as the charity's auditors.

Approved by the Board of Trustees on 2 July 2009 and signed on its behalf by:

D Wilson
Chair

M D'Andreade Brown
Secretary

THE BROMSGROVE ARTS CENTRE TRUST

INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES OF THE BROMSGROVE ARTS CENTRE TRUST

We have audited the financial statements of The Bromsgrove Arts Centre Trust for the year ended 31 March 2009 which comprise the Statement of Financial Activities, the Balance Sheet and the related notes. The financial statements have been prepared under the accounting policies set out therein.

This report is made solely to the charity's trustees, as a body in accordance with Section 44 of the Charities Act 1993. Our audit work has been undertaken so that we might state to the charity's trustees those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the charity's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Respective responsibilities of trustees and auditors

The trustees' responsibilities for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) are set out in the Statement of Trustees' Responsibilities.

We have been appointed as auditors under section 43 of the Charities Act 1993 and report in accordance with regulations made under that Act. Our responsibility is to audit the financial statements in accordance with relevant legal and regulatory requirements and International Standards on Auditing (UK and Ireland).

We report to you our opinion as to whether the financial statements give a true and fair view and are properly prepared in accordance with the Charities Act 1993. We also report to you if, in our opinion, the information given in the Trustees' Annual Report is not consistent with those financial statements, if the charity has not kept sufficient accounting records, if the charity's financial statements are not in agreement with these accounting records or if we have not received all the information and explanations we require for our audit.

We read the Trustees' Annual Report and consider the implications for our report if we become aware of any apparent misstatements within it.

Basis of audit opinion

We conducted our audit in accordance with International Standards on Auditing (UK and Ireland) issued by the Auditing Practices Board. An audit includes examination, on a test basis, of evidence relevant to the amounts and disclosures in the financial statements. It also includes an assessment of the significant estimates and judgements made by the trustees in the preparation of the financial statements, and of whether the accounting policies are appropriate to the charity's circumstances, consistently applied and adequately disclosed.

We planned and performed our audit so as to obtain all the information and explanations which we considered necessary in order to provide us with sufficient evidence to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or other irregularity or error. In forming our opinion we also evaluated the overall adequacy of the presentation of information in the financial statements.

Opinion

In our opinion:

- the financial statements give a true and fair view, in accordance with United Kingdom Generally Accepted Accounting Practice, of the state of affairs of the charity as at 31 March 2009, and of its incoming resources and application of resources, for the year then ended; and
- the financial statements have been properly prepared in accordance with the Charities Act 1993.

39/40 Calthorpe Road
Edgbaston
Birmingham
B15 1TS

CLEMENT KEYS
Chartered Accountants
Registered Auditor
2 July 2009

THE BROMSGROVE ARTS CENTRE TRUST

STATEMENT OF FINANCIAL ACTIVITIES

For the year ended 31 March 2009

	Note	Unrestricted funds £	Restricted funds £	2009 Total £	2008 Total £
Incoming resources					
Incoming resources from generated funds					
<i>Voluntary income</i>					
Donations, legacies and gifts	3	1,000	-	1,000	109
Activities for generating funds					
Investment income – rents		123,751	-	123,751	95,644
Investment income – bank interest		1,406	-	1,406	3,030
Incoming resources from charitable activities					
Grants receivable	4	154,035	-	154,035	158,761
Charges to users	5	323,848	-	323,848	301,156
		<hr/>	<hr/>	<hr/>	<hr/>
Total incoming resources		604,040	-	604,040	558,700
Resources expended					
Activities for generating funds					
Charitable activities		617,629	12,290	629,919	553,910
Governance costs		3,540	-	3,540	3,512
		<hr/>	<hr/>	<hr/>	<hr/>
Total charitable expenditure	6	621,169	12,290	633,459	557,422
		<hr/>	<hr/>	<hr/>	<hr/>
Net (outgoing)/incoming resources for the year		(17,129)	(12,290)	(29,419)	1,278
Reconciliation of funds					
Fund balances at the beginning of the year		39,260	12,290	51,550	50,272
		<hr/>	<hr/>	<hr/>	<hr/>
Fund balances at the end of the year		22,131	-	22,131	51,550
		<hr/>	<hr/>	<hr/>	<hr/>

All incoming resources and resources expended are derived from continuing activities. There are no other gains and losses other than those recognised above and accordingly no separate statement of total recognised gains and losses has been prepared.

THE BROMSGROVE ARTS CENTRE TRUST

BALANCE SHEET

at 31 March 2009

	Note	2009		2008	
		£	£	£	£
Fixed assets					
Tangible fixed assets	10		50,807		70,620
Current assets					
Stock		3,159		4,019	
Debtors	11	9,011		10,318	
Cash at bank and in hand		68,523		94,613	
		<hr/>		<hr/>	
			80,693		108,950
Creditors : amounts falling due within one year	12	(94,369)		113,020	
		<hr/>		<hr/>	
Net current liabilities			(13,676)		(4,070)
Creditors : amounts falling due after more than one year	13		(15,000)		(15,000)
			<hr/>		<hr/>
Total assets less liabilities			22,131		51,550
			<hr/> <hr/>		<hr/> <hr/>
Reserves					
Unrestricted funds			22,131		39,260
Restricted funds	14		-		12,290
			<hr/>		<hr/>
Total funds	15		22,131		51,550
			<hr/> <hr/>		<hr/> <hr/>

The notes on pages 12 to 18 form part of the financial statements.

Approved by the Board of Trustees on 2 July 2009 and signed on its behalf by:

D Wilson
Chair

THE BROMSGROVE ARTS CENTRE TRUST

NOTES TO THE FINANCIAL STATEMENTS for the year ended 31 March 2009

1 Principal accounting policies

The following accounting policies have been applied consistently in dealing with items which are considered material in relation to the Trust's financial statements.

Basis of accounting

The financial statements have been prepared in accordance with the provisions of the Charities Act 1993 and in compliance with the historical cost accounting rules, on an accruals basis and in compliance with applicable Accounting Standards. In preparing the financial statements the Trustees have adopted the provisions of the revised Statement of Recommended Practice - "Accounting and Reporting by Charities" (SORP 2005).

Fund accounting

Restricted funds

Restricted funds represent grants and donations which are subject to restrictions on their expenditure imposed by the donor or through the terms of an appeal.

Unrestricted funds and designated funds

Unrestricted funds represent funds that are expendable at the discretion of the Trustees in the furtherance of the objects of the charity. Such funds may be held in order to finance both working capital and capital investment. Designated funds are those funds which are unrestricted in nature but which have been designated by the Trustees to be used in a particular manner.

Incoming resources

All incoming resources are included in the Statement of Financial Activities when the charity is entitled to the income and the amount can be quantified with reasonable accuracy. The following specific policies are applied to particular categories of income:

- Voluntary income by way of grants, donations and gifts is included in full in the Statement of Financial Activities when receivable. Grants, where entitlement is not conditional on the delivery of a specific performance by the trust, are recognised when it becomes unconditionally entitled to the grant.
- Donated services and facilities are included at the value to the charity where this can be quantified. The value of services provided by volunteers has not been included in these accounts.
- Incoming resources from grants, where related to performance and specific deliverables, are accounted for as the charity earns the right to consideration by its performance. Where income is received in advance of performance it is treated as deferred income and included within creditors.

THE BROMSGROVE ARTS CENTRE TRUST
NOTES TO THE FINANCIAL STATEMENTS
for the year ended 31 March 2009

Resources expended

Expenditure is recognised on an accruals basis as a liability is incurred.

Charitable expenditure comprises those costs incurred by the charity in the delivery of its activities and services for its beneficiaries.

Governance costs include those costs associated with meeting the constitutional and statutory requirements of the charity and include audit fees and costs linked to the strategic management of the charity.

All costs are allocated between the expenditure categories of the Statement of Financial Activities on a basis designed to reflect the use of the resource. Costs relating to a particular activity comprise both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.

VAT

The charity is partially exempt for Value Added Tax. VAT is not fully recoverable on all expenditure due to the charity being able to retain VAT on its own income derived from cultural activities. A quarterly calculation and a subsequent annual review is carried out to calculate the value of VAT which is recoverable by the charity, this is included as a credit in the Statement of Financial Activities and is reflected as a reduction in other costs in note 6.

Tangible fixed assets and depreciation

Tangible fixed assets are stated at cost less depreciation.

Depreciation is provided at rates calculated to write off the cost of fixed assets, less their estimated residual value, over their expected useful lives on the following bases:

Office equipment	- 25% straight line
Fixtures and equipment	- 25% straight line

The charity capitalises fixed assets over a value of £1,000.

Operating leases

Rentals applicable to operating leases where substantially all the benefits and risks of ownership remain with the lessor are reflected in the Statement of Financial Activities as incurred.

2	Net incoming resources	2009	2008
		£	£
	These are stated after charging the following		
	Depreciation	29,183	23,946
	Auditors' remuneration	3,000	2,800
		<u> </u>	<u> </u>

THE BROMSGROVE ARTS CENTRE TRUST

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2009

3 Voluntary income - donations and similar incoming resources	2009	2008
	£	£
Other donations	1,000	109
	<hr/>	<hr/>
	1,000	109
	<hr/> <hr/>	<hr/> <hr/>
4 Incoming resources from activities to further the trust's objects	2009	2008
	£	£
Unrestricted grants receivable		
- Bromsgrove District Council	120,000	120,000
- North East Worcestershire College - in lieu of staff	24,685	23,811
- Worcestershire County Council	8,400	10,000
	<hr/>	<hr/>
	153,085	153,811
Restricted grants receivable		
- Worcestershire county Council	-	2,000
- Arts Council England West Midlands	-	2,950
- Miscellaneous	950	-
	<hr/>	<hr/>
	154,035	158,761
	<hr/> <hr/>	<hr/> <hr/>
5 Charges to users	2009	2008
	£	£
Cinema sales	40,826	35,392
Catering income	80,475	64,342
Box Office sales – Events	188,375	190,835
Other	14,172	10,587
	<hr/>	<hr/>
	323,848	301,156
	<hr/> <hr/>	<hr/> <hr/>

THE BROMSGROVE ARTS TRUST CENTRE
NOTES TO THE FINANCIAL STATEMENTS
for the year ended 31 March 2009

6 Total resources expended	Cinema £	Events £	Catering £	Arts		Governance £	2009 Total £	2008 Total £
				development £	£			
Costs directly allocated to activities								
Film hire and transport	17,319	-	-	-	-	-	17,319	14,036
Artists costs	-	167,873	-	-	-	-	167,873	151,779
Performing rights royalties	-	6,016	-	-	-	-	6,016	5,242
Catering purchases	-	-	39,155	-	-	-	39,155	31,497
Other direct costs	-	24,123	-	28,717	-	-	52,840	33,128
Support costs allocated to activities								
Wages, salaries and other staff costs	39,434	100,948	8,983	17,447	740		167,551	172,558
Marketing	4,598	41,378	-	-	-	-	45,976	47,610
IT costs	1,108	9,970	-	-	-	-	11,078	10,095
Premises	2,652	10,608	-	13,261	-	-	26,521	14,805
Repairs and renewals	689	2,755	-	-	-	-	3,444	1,808
Insurance	792	3,168	-	3,961	-	-	7,921	4,542
Licences	-	654	-	-	-	-	654	432
Heat and light	2,769	11,074	-	13,843	-	-	27,686	21,914
Travel and motor	236	2,124	-	-	-	-	2,360	1,757
Water	55	164	55	273	-	-	545	1,069
Telephone	419	1,676	-	-	-	-	2,095	3,419
Postage	338	1,354	-	-	-	-	1,692	1,077
Office costs	649	1,948	649	3,246	-	-	6,492	5,729
Depreciation	11,673	11,673	5,837	-	-	-	29,183	23,946
Bank charges	35	319	-	-	-	-	354	340
Professional charges	1,503	4,510	1,503	7,517	2,800		17,833	11,659
Equipment hire	-	1,208	-	-	-	-	1,208	313
Other costs	(234)	(701)	(234)	(1,169)	-		(2,337)	(1,333)
	<u>84,035</u>	<u>402,842</u>	<u>55,948</u>	<u>87,094</u>	<u>3,540</u>		<u>633,459</u>	<u>557,422</u>

Support costs are allocated on the following basis:

Wages and salaries: actual time spent on activity and other costs: estimate of resources spent on activity

Recoverable VAT is included as a reduction in other costs relating to the amount of value added tax the charity can reclaim with regard to the partially exempt status

THE BROMSGROVE ARTS CENTRE TRUST

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2009

7 Staff costs and number	2009	2008
	£	£
Salaries and wages	150,655	159,569
Social security	8,096	7,491
Pension costs	3,793	3,357
	<hr/>	<hr/>
	162,544	170,417
	<hr/> <hr/>	<hr/> <hr/>

Included within wages, salaries and other staff costs at note 6 are the above payroll costs plus an additional £2,380 (2008: £2,141) in respect of staff training and recruitment.

The average number of employees during the year, calculated the basis of full time equivalents was:

	No	No
Artistic Director	1	1
Administration and support	<hr/> 8	<hr/> 8
	9	9
	<hr/> <hr/>	<hr/> <hr/>

No employee earned in excess of £60,000.

In addition to the above paid staff, there are 53 volunteers who assist duty staff with ushering and catering tasks and the technical team with event presentation.

8 Trustees remuneration and related party transactions

No Trustee received any remuneration or reimbursed expenses during the year.

No Trustee or other person related to the charity had any personal interest in any contract or transaction entered into by the charity during the year.

9 Taxation

As a charity, Bromsgrove Arts Centre Trust, is exempt from tax on income and gains falling within section 505 of the Taxes Act 1988 or Section 256 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects.

No tax charges have arisen within the charity.

THE BROMSGROVE ARTS CENTRE TRUST
NOTES TO THE FINANCIAL STATEMENTS
for the year ended 31 March 2009

10 Tangible fixed assets	Plant and machinery £	Fixtures and fittings £	Office equipment £	Total £
Cost				
At 31 March 2008	44,142	80,218	12,618	136,978
Additions	2,394	-	6,976	9,370
At 31 March 2009	<u>46,536</u>	<u>80,218</u>	<u>19,594</u>	<u>146,348</u>
Depreciation				
At 31 March 2008	3,368	59,618	3,372	66,358
Charge for year	8,667	16,848	3,668	29,183
At 31 March 2009	<u>12,035</u>	<u>76,466</u>	<u>7,040</u>	<u>95,541</u>
Net book value				
At 31 March 2009	<u>34,501</u>	<u>3,752</u>	<u>12,554</u>	<u>50,807</u>
At 31 March 2008	<u><u>40,774</u></u>	<u><u>20,600</u></u>	<u><u>9,246</u></u>	<u><u>70,620</u></u>
11 Debtors			2009	2008
			£	£
Trade debtors			3,010	1,558
Prepayments			6,001	8,760
			<u>9,011</u>	<u>10,318</u>
12 Creditors: amounts due within one year			2009	2008
			£	£
Trade creditors			17,737	31,538
Other creditors			9,065	17,784
Other taxation			3,317	4,469
Accruals			23,525	20,911
Advance income – ticket sales			40,725	38,318
			<u>94,369</u>	<u>113,020</u>
13 Creditors: amounts falling due after more than one year			2009	2008
			£	£
Deferred income			15,000	15,000

THE BROMSGROVE ARTS CENTRE TRUST
NOTES TO THE FINANCIAL STATEMENTS
for the year ended 31 March 2009

14 Restricted resources	Balance at 1 April 2008	Incoming resources	Outgoing resources	Balance at 31 March 2009
	£	£	£	£
Arts Council England West Midlands	12,288	-	(12,288)	-
Worcestershire County Council	2	-	(2)	-
	<hr/>	<hr/>	<hr/>	<hr/>
	12,290	-	(12,290)	-
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>

15 Analysis of net assets between funds

	Unrestricted funds	Restricted funds	2009 Total
	£	£	£
Tangible fixed assets	50,807	-	50,807
Net current assets	(13,676)	-	(13,676)
Long term liabilities	(15,000)	-	(15,000)
	<hr/>	<hr/>	<hr/>
	22,131	-	22,131
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>

16 Financial commitments

	2009 Other	2008 Other
	£	£
The trust has financial commitments (inclusive of VAT) under the following non-cancellable operating leases		
Expiry within :		
one year	-	1,265
one to two years	4,819	-
two to five years	-	-
	<hr/> <hr/>	<hr/> <hr/>

17 Related party transactions

A number of the trustees of Bromsgrove Arts Centre Trust have interests in organisations which have provided support and funding to the charity in the year. The Trustees of Bromsgrove Arts Centre Trust have considered the disclosure requirements of Accounting and Reporting by Charities: Statement of Recommended Practice (revised 2005) and of Financial Reporting Standard number 8: Related Party Disclosures, and consider that the transactions requiring disclosure are as follows

Councillors D Campbell, J Griffiths, M Sherrey, C Spencer and R Smith are appointed by, and represent Bromsgrove District Council. During the year the Charity received grants of £120,000 (2008: £120,000) from Bromsgrove District Council.

Mr R Adams, Mr N Bromley, Ms T Burton, Mr A Howells and Mr C Smith are appointed by, and represent, NEW College. During the year, the charity received monies in lieu of staff of £24,685 (2008: £23,811) from NEW College. In addition, NEW College hired facilities from the Charity during the year on an arm's length basis.

BROMSGROVE DISTRICT COUNCIL

PERFORMANCE MANAGEMENT BOARD

15 FEBRUARY 2010

ORGANISATIONAL ASSESSMENT

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

1. SUMMARY

- 1.1 To formally report the Audit Commission's Organisational Assessment of the Council.

2. RECOMMENDATION

- 2.1 It is recommended that:-
- i. The Board consider the Audit Commission's report, in particular, the areas for improvement.
 - ii. Note that the areas identified will be built into the 2010/2013 Council Plan and 2010/11 Improvement Plan.

3. BACKGROUND

- 3.1 The Organisational Assessment is part of the new performance regime for local government, which came into force on the 01 April 2009. The overall framework is Comprehensive Area Assessment (CAA) and replaces Comprehensive Performance Assessment (CPA). CAA is more complex, involving new National Indicators, a statutory Place Survey, an area (non-organisation specific) assessment for Worcestershire and an Organisational Assessment, made up of Managing Performance and the Use of Resources. CAA places more emphasis on outcomes, rather than the previous focus on process and output measures. Good examples of outcomes might include: lower carbon emissions, improved resident satisfaction, improved health etc.
- 3.2 This report is the most positive report from the Audit Commission the Council has received. The Council is described as "performing adequately" overall i.e. 2 out of 4, which is really the same as being "Fair" under CPA; however, it is interesting to note that the County Council, Malvern and Wychavon councils have scored 3 out of 4 "performing well" and not 4 out of 4 "performing excellently".

3.3 There is much positive commentary in the report, but clearly we need to concentrate on the identified areas for improvement. Areas to note are:-

- That it is judged more difficult to regenerate the town centre because of the recession;
- Similarly plans to regenerate the Longbridge site are at a “temporary” standstill” because of the recession;
- That the Council needs to improve its understanding of its costs in order to deliver value for money; and
- That older people are a significant demographic factor for the District.

3.4 Actions are in place to respond to all of these points.

3.5 The report also highlighted that, in the Audit Commission’s opinion, the Council should have accounted for aspects of the spatial project differently. The Council does not accept this as we have accounted for it in the same way as others who have undertaken similar projects. We are currently in discussions with the Department of Communities and Local Government (DCLG) on this issue.

3.6 The release of the report, although given positive coverage in the press, also raised the issue of the wording in the report around the Foyer Scheme. The Council has issued a press statement correcting the position and is in discussions with the Audit Commission about re-wording this aspect of the report. Similarly, a point has been raised by a ward councillor about the accuracy of a statement regarding allotments. Officers intend to review how we ensure the accuracy of reports when they are embargoed.

4. FINANCIAL IMPLICATIONS

4.1 The Council is in discussions with the DCLG about the spatial project and is seeking a capitalisation directive.

5. LEGAL IMPLICATIONS

5.1 There are no legal matters arising.

6. COUNCIL OBJECTIVES

6.1 This report relates to all the Council’s objectives and priorities. It is interesting to note that both Value for Money and Older People have been identified by the Audit Commission, both of which are now reflected in the Council’s priorities and key deliverables.

7. RISK MANAGEMENT INCLUDING HEALTH & SAFETY CONSIDERATIONS

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

- DCLG decision not to capitalise spatial spend.
- Council not building areas for improvement into future plans and therefore less likely to deliver excellence.

7.2 These risks are being managed as follows:

- DGLG decision not to capitalise spatial spend.

This is a new risk and will need to be added to the Financial Services risk register.

- Council not building areas for improvement into future plans and therefore less likely to deliver excellence.

Risk Register: CCPP

Key Objective Ref No: 5

Key Objective: Drive delivery of improvement plan and prepare for CAA.

8. CUSTOMER IMPLICATIONS

8.1 The main customer implication arising from the report is the need to respond to the changing demographics of the District.

9. EQUALITIES AND DIVERSITY IMPLICATIONS

9.1 See previous point about older people.

10. VALUE FOR MONEY IMPLICATIONS

10.1 The report highlights the need to get better at understanding our costs as a way of improving our value for money.

11. CLIMATE CHANGE AND CARBON IMPLICATIONS

11.1 The report is positive about the Council's response to climate change and Worcestershire as a whole is "green flagged" i.e. identified as an area of best practice and innovation; however, we should guard against complacency. The task of reducing emissions at 2% per annum is considerable.

12. 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.

13. 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.
Joint Chief Executive	No.
Executive Director - Partnerships and Projects	No.
Executive Director - Services	No.
Assistant Chief Executive	Yes.
Head of Service <i>(i.e. your own HoS)</i>	No.
Head of Financial Services <i>(<u>must</u> approve Financial Implications before report submitted to Leader's Group)</i>	No.
Head of Legal, Equalities & Democratic Services <i>(for approval of any significant Legal Implications)</i>	No.
Head of Organisational Development & HR <i>(for approval of any significant HR Implications)</i>	No.

Corporate Procurement Team <i>(for approval of any procurement implications)</i>	No.
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14. WARDS AFFECTED

All wards.

15. APPENDICES

Appendix 1 BDC Organisational Assessment, Audit Commission, Dec. 2009.

16. BACKGROUND PAPERS

Not applicable.

CONTACT OFFICER

Name: Hugh Bennett
E Mail: h.bennett@bromsgrove.gov.uk
Tel: (01527) 881400

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Bromsgrove District Council

Organisational Assessment

Pre-publication version dated 03 December 2009

Provided under embargo



oneplace

for an independent overview
of local public services

Page 95

Bromsgrove District Council

Overall, Bromsgrove District Council performs adequately

Managing performance	2 out of 4
Use of resources	2 out of 4
Managing finances	2 out of 4
Governing the business	2 out of 4
Managing resources	2 out of 4

Description of scores:

1. An organisation that does not meet minimum requirements, Performs Poorly
2. An organisation that meets only minimum requirements, Performs Adequately
3. An organisation that exceeds minimum requirements, Performs Well
4. An organisation that significantly exceeds minimum requirements, Performs Excellently

Summary

Bromsgrove District Council performs adequately overall. Local people recognise the Council's priorities as issues that are important to them. Improving the town centre has been made more difficult because of the recession. Crime is reducing and the Council is working with its partners to help people through the recession. But the Council knows where it needs to improve, and works closely with other councils to help it improve. The costs of some services are high and the Council doesn't always know if its services are giving good value for money.

The Council scores 2 out of 4 for managing performance.

The Council involves local people in the work it does and decisions it makes. But it knows it needs to improve the way it tells people what it has done because at the moment they don't feel they can influence decisions. The Council provides some good services, such as street cleaning and recycling, and most people are happy with these services. It uses its own resources (land or money) to help provide more housing that people can afford to rent or buy.

It is starting to understand how it can make a difference on climate change. The Council listens to vulnerable people to make sure that they have access to the services that they need. And it is working well to provide things for young people to do. People in Bromsgrove have a strong sense of belonging and feel that people from different backgrounds get on well together and treat each other with respect. Satisfaction with Bromsgrove as an area is about average.

People feel that Bromsgrove is a safer place to live in than it was. Crime is

reducing and the Council and the police work well together so that anti social behaviour is less of a problem. The Council is also working to support local people and businesses through the recession.

The Council has a good approach to engaging with black and ethnic minorities and vulnerable groups. There are now over 20 reporting centres throughout the district set up for reporting hate crimes, and the Council has been successful in recruiting local people to be trained. A special focus week for lesbian, gay, bi-sexual and trans-sexual people has been planned for February 2010. The Council encourages disabled people to have a stronger voice as demonstrated by the building of the new disabled toilet facility. Members of the Disabled User Group were on the community transport project team and will be involved in planning the new railway station. This shows that the Council listens to people though it recognises that it needs to improve the way it feedback to people about how it's responded to consultation.

The Council's performance in 2008/09 continues to show an overall marked improvement, although slightly fewer performance indicators met their (improvement) targets, 72 per cent compared to 79 per cent last year

The Council is open and honest about its achievements and the areas that it has to improve. It has strengthened the way it monitors its performance and is improving its ability to do more things better by working closely with other councils. In the Council plan for 2009-2012 the Council describes the outcomes they want to achieve from their work. This should help officers, members and the public see the benefit of actions more clearly. Councillors have good working relationships with staff. The way councillors and officers manage the Council's business has improved, but there is a concern about how to maximise involvement by all councillors at appropriate levels. Sickness levels are high and the Council is reviewing how it deals with staff who are ill.

The Council scores 2 out of 4 for use of resources. This is because the Council's understanding of its costs is improving but it doesn't always know whether its services are delivering value for money. The council's spending is higher than many others yet satisfaction is average or lower than average. There is a good system in place for making savings from non-priority services to help improve the performance of priority services. Members of the public are involved in the budget decisions through a budget jury, an on-line budget consultation and by talking to young people and staff.

Each year an independent auditor looks in detail at the Council's accounts. During the audit for the year to 31st March 2009 there was a problem with the way that certain amounts were allocated in the accounts. None of the £4.5m cost of a programme to radically transform the Councils Technology and customer access was allocated to the income and expenditure account for the year. Instead it has all been charged into capital. This is what the Council planned to do, but there was insufficient evidence available during the audit to convince the auditor that this was the right way to account for at least £2.1m of this spending. The Council is seeking government approval to enable the costs to be allocated to Capital and in addition are requesting external advice as to the treatment of this project in the accounts. If approval is not given the Council would have to meet an element of these costs from revenue balances which would impact on the medium term financial plan. Due to the lack of evidence available to demonstrate these costs met the correct criteria the auditor could not say that the accounts presented a fair

overall picture of the Council's finances.

Different ways of providing services are being looked at. The Council shares a joint Chief Executive with Redditch Borough Council. Services will be shared between the two councils and combined savings made of about £1.2 million over five years. The Council is also working with the County Council and all Worcestershire district councils to share some services. The Council is developing its staff plans to make sure it has a skilled and flexible workforce for the future. It is good at managing changes and has an open and honest way of letting staff know what is happening.

About Bromsgrove District Council

Bromsgrove is a mostly rural district in north Worcestershire. It has a population of around 92,300 with a high number of older people, greater than regional and national averages. Many people in Bromsgrove are White British residents, with its ethnic minority population much lower than the national average.

Bromsgrove is an affluent district. Unemployment is below the national average but there have been more job losses as a result of the recession. The number of benefit claimants is lower than regional and national averages. Average house prices are higher in Bromsgrove than the regional and national average. People living in Bromsgrove enjoy better health than elsewhere in the region but children are not active enough.

The Council has 39 councillors. At the moment there are 26 Conservative councillors, 6 Labour councillors, 5 Independent councillors and 2 Residents Association councillors.

The Council's priorities are: town centre, housing, a sense of community, and clean streets and climate change.

Organisational assessment

A sense of community

People in Bromsgrove have a stronger sense of belonging to their community than most other Worcestershire districts. The number of people who are satisfied with where they live is about average compared to those in similar areas. Crime and disorder in Bromsgrove is reducing, and residents are less likely to think that anti social behaviour is a problem. Despite this, many people still fear being a victim of crime.

The Council is good at addressing what matters to local people and demonstrates good community leadership. For example, a mini festival to be held in Cofton Hackett this summer had raised local fears of an increase in anti social behaviour and the Council, together with the police, and festival organisers attended a public meeting to address and calm concerns. Local people were worried about planning approval being granted for the Foyer Scheme, a scheme for homeless people. However, officers have talked to

people about their concerns and what action could be taken. The Chief Executive has offered to meet with local residents.

The Council works with the County Council to meet the needs of young people. Working together means that funding is available from both the County's FLOSS (Funds Lots of Super Stuff) budget and the District Council's budget. As a result a wider age range of children in Bromsgrove are involved in deciding what their needs are, compared to the rest of the county. Children and young people have said they want improved parks, safer play areas, for example, at the Asda supermarket so that they don't have to go around the store with parents/carers.

Schools are also being made more eco friendly. People are being helped to become healthier. For example, sessions for fathers and sons are being held at allotments in Charford, and taster sessions for sports. As a result of the Council using its own budget, the work with children and young people is more likely continue when the FLOSS funds finish in 2011, and so children and young people will benefit in the longer term. Play schemes continue to be re-equipped, and children tell the manufacturers about the designs they would like. The newly refurbished Dolphin Leisure Centre is meeting the targets set for new joiners, and usage and income figures are improving. The number of adults doing sport is above the national average.

A lot of older people live in the district. The Council has not done enough to meet the needs of the growing number of older people, but this is changing. The Council is working with its partners to provide more and better accommodation for older people. Exercise sessions for older people have been set up working with NHS Worcestershire and with Bromsgrove District Housing Trust. More and smaller allotments have been made available, some with raised beds which are more suitable for older people. A community transport scheme will start in the autumn. A new high dependency toilet has opened. Councillors are reviewing how better to meet the needs of older people. The Council has achieved level three of the equality standard which means it is providing services that are fair for everyone and is one of only a few district councils to do so.

Town centre and housing

The Council wants to make a difference in the town centre, but regenerating this area is a difficult project because of the recession. Talks to move the 'blue light' emergency services to a new location to free up sites in the town centre are progressing. A new medical centre is set to go ahead. Plans to regenerate the Longbridge site are at a temporary standstill because of the recession.

Providing enough housing is a challenge for the area. A number of schemes are helping to provide housing that meets local needs. The number of affordable homes has increased (145 units in 2008/09) though there are still too few houses that people can afford to buy or rent. The Council uses its own resources to help provide affordable housing, offering land for housing development and funding for Bromsgrove District Housing Trust (BDHT). Affordable housing is being provided in rural areas such as Stoke Prior where lettings will be restricted to those who live or have previously lived in the parish. The housing needs of the more vulnerable people in the community

are being addressed. Funding has been obtained for the Foyer Scheme - a hostel for young people helping them in the move from prison to living on their own - with the Council using its own funding to help encourage others to provide finance.

The number of households in temporary accommodation has fallen which means that more families are settled. Bromsgrove District Housing Trust was given grant funding by the Council and BDHT now have a pool of flats to use for temporary accommodation. The Council with BDHT was until August 2009, the regional centre of excellence for youth homelessness, and together with the youth homelessness forum held an event recently to share their good practice. 'Step up', a private tenancy scheme for vulnerable people to access private rented accommodation, has been set up. The scheme gives a deposit of one months rent up front to people so they can have more choice of housing. The client pays back the deposit on more flexible terms. A mortgage rescue scheme has been put in place with the Citizens Advice Bureau and an information pack is available so that people can properly prioritise debts, and be aware of what benefits and advice are available.

With growing numbers of older people, a 'choices for older people' board is in place. This has looked at housing and support needs for older people. As a result the Council with the housing association, County Council and Primary Care Trust partners, are planning another extra care scheme at Perryfields. This is being designed to have bungalows with easily manageable gardens suitable for more independent older people as well as extra-care facilities for those who need more help.

Clean streets

The Council has been encouraging more people to recycle and compost their waste - and more people are. During 2009/10 the Council recycled 43 per cent of household waste. The overall amount of household waste collected per person is dropping though it is still relatively high, and the service remains quite expensive. Charges are now made for green waste collection and people are using this service.

Streets are cleaner. Local people say they are pleased with the standards of cleanliness of streets and open spaces. Operators are being trained to use more machinery so they can clear undergrowth and improve levels of cleanliness. Campaigns to improve waste collection and recycling continue and much is being done to keep local people informed. Fast food outlets are being encouraged to reduce the amount of litter they produce, and get these businesses to take more responsibility for the litter produced by encouraging people to put rubbish in bins.

Climate change

A new group has been formed to help contribute to climate change work. A climate change officer has been jointly recruited with Redditch Borough Council. The Council knows what its own carbon emissions are, and it has a travel plan to reduce mileage for staff. A survey was sent to more than 4000 households claiming benefits, to find the best way of helping those struggling with fuel bills. The Council aims to use the information along with results from

the countywide thermal flyover project (where all properties were thermally imaged so that heat loss could be seen) and make people aware of the various grants that are available.

A water course and flooding group has been set up to look at problems with flooding. A risk assessment has been carried out about where flooding is most likely to happen. The state of culverts and water courses has been reviewed. Properties affected by flooding in 2007 are issued with 'flood blox's' - self inflating flood blockers - in response to severe weather warnings. The flood blockers are easier to store and carry, and are more hygienic than sandbags. The Council is clear what it needs to do about flooding. It also recognises the need to make sure that land owners understand their responsibilities and plans to contact them about this.

CAA looks at how well local public services, working together, are meeting the needs of the people they serve. It's a joint assessment made by a group of independent watchdogs about the performance of local public services, and how likely they are to meet local priorities. From 9 December you will find the results of Comprehensive Area Assessment on the Oneplace website - <http://oneplace.direct.gov.uk/>



for an independent overview
of local public services

Audit Commission, 1st Floor, Millbank Tower, Millbank, London SW1P 4HQ

Telephone: 0844 798 1212

Fax: 0844 798 2945

Textphone (minicom): 0844 798 2946

www.audit-commission.gov.uk

BROMSGROVE DISTRICT COUNCIL

15 February 2010

PMB

IMPROVEMENT PLAN EXCEPTION REPORT [December 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 December 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 93 actions highlighted for November within the plan 75.3% of the Improvement Plan is on target [green], 5.4% is one month behind [amber] and 4.3% is over one month behind [red]. 15% 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 4 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	3
FP2	Governing the Business	1
FP4	Managing Performance	1
PR1	Customer Processes	1
PR4	Improved Partnership Working	2
PR5	Planning	1

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.
7.3.3	Climate Change Matrix	Suspended due to changed approach
10.1.4	New governance arrangements	Suspended- decision postponed until 2010
10.2.2	Code of Conduct for Members	Suspended due to Government delays
14.1.4	The Bromsgrove Way consultation	Suspended- proposals to be changed
14.2.5, 14.2.7	Investors in People	Suspended due to revised approach
16.1.1, 16.1.2, 16.1.3, 16.1.5, 16.1.8	Working practices review	Suspended due to prioritisation of harmonisation
16.2.4	Employee satisfaction implementation	Suspended
16.4.1	Employee health & wellbeing programme	Suspended by CMT

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 and Internal Control	FP1 – Managing Finances
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 December 2009.

15. BACKGROUND PAPERS:

- 15.1 The full Improvement Plan for December 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 December 2009 Improvement Plan

Appendix 1

PROGRESS IN 2009/10

Overall performance as at the end of December 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%

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	4	4.3%
AMBER	11	13.3%	AMBER	6	8.5%	AMBER	9	8.7%	AMBER	9	9.6%	AMBER	5	5.3%	AMBER	5	5.4%
GREEN	67	80.7%	GREEN	60	84.5%	GREEN	79	76%	GREEN	70	74.5%	GREEN	71	74.7%	GREEN	70	75.3%
REPRO	0	0%	REPRO	0	0%	REPRO	0	0%	REPRO	0	0%	REPRO	3	3.2%	REPRO	1	1.1%
SUSP	5	6%	SUSP	5	7%	SUSP	12	11.5%	SUSP	13	13.8%	SUSP	14	14.7%	SUSP	13	13.9%

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 December 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	December 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.													PS	Dec 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	December 2009 Action		Colour		Corrective Action										Who	Original Date	Revised Date
1.5.2	Public consultation complete				The County Council has requested that Network Rail produce a design this side of Christmas that more closely matches the available funding.										HB	Dec 09	TBC
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
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. Funding package still being assembled.	

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CP1: Town Centre																	
Ref	December 2009 Action		Colour		Corrective Action										Who	Original Date	Revised Date
1.5.3	Planning permission obtained				No progress on this area by project team, as focus is on delivering a design & funding package that is deliverable.										HB	Dec 09	TBC
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
1.5 Train Station																	
1.5.3	Planning permission obtained	HB														No progress on this area by project team, as focus is on delivering a design and funding package that is deliverable.	

FP2: Governing the Business (including Value for Money)																	
Ref	December 2009 Action	Colour	Corrective Action												Who	Original Date	Revised Date
6.3.9	Provide training to Audit Board on Internal Control and Risk Management Issues		Due to amount of areas to be considered as part of final accounts – training to be re-scheduled for Dec- March 10												JLP	Dec 09	Mar 10
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
6.3	Effective risk management																
6.3.9	Provide training to Audit Board on Internal Control and Risk Management Issues	JLP														Due to amount of areas to be considered as part of final accounts – training to be re-scheduled for Dec- March 10	

FP4: Managing Performance (including Value for Money)																	
Ref	December 2009 Action	Colour	Corrective Action												Who	Original Date	Revised Date
8.1.3	Annual review of indicator set.		First draft completed, but report pushed back to April.												HB	Dec 09	Apr 10
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
8.1	Identify and deliver priority services, outcomes and improvements																
8.1.3	Annual review of indicator set.	HB														First draft completed, but report pushed back to April.	

PR1: Customer Processes																	
Ref	December 2009 Action		Colour		Corrective Action										Who	Original Date	Revised Date
9.2.1	Monthly review of action plan at Customer First Board.				Board meeting cancelled, but Communications and Customer First Manager met with Portfolio Holder. Meeting cancelled, but next meeting due in January set to go ahead.										HB	Dec 09	Jan 10
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
9.2 Customer satisfaction (delivery of customer access strategy)																	
9.2.1	Monthly review of action plan at Customer First Board.	HB														Board meeting cancelled, but Communications and Customer First Manager met with Portfolio Holder. Meeting cancelled, but next meeting due in January set to go ahead.	

PR4: Improved Partnership Working																	
Ref	December 2009 Action		Colour		Corrective Action										Who	Original Date	Revised Date
12.3.1	Benchmark grants policies of other councils.				EXTENDED: Not started yet, due to focus on LSP Board. Initial meeting arranged for January.										HB	Dec 09	Jan 10
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
12.3 Grants policy																	
12.3.1	Benchmark grants policies of other councils.	HB														EXTENDED: Not started yet, due to focus on LSP Board. Initial meeting arranged for January.	

PR4: Improved Partnership Working																
Ref	December 2009 Action	Colour	Corrective Action											Who	Original Date	Revised Date
12.3.2	Develop draft and seek Cabinet approval.		EXTENDED: See 12.3.1											HB	Dec 09	Apr 10
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action	
12.3	Grants policy															
12.3.2	Develop draft and seek Cabinet approval.	HB														EXTENDED: See 12.3.1

PR5: Planning																
Ref	December 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. Announcement of proposed changes further delayed now expected post Jan 2010.											MD	Dec 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

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BROMSGROVE DISTRICT COUNCIL

PERFORMANCE MANAGEMENT BOARD

15TH FEBRUARY 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. A single management team for both Councils has now been appointed. 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 went to January Cabinet and Full 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

Highlight Report

Project: Shared Services / Transformation Project			
Calendar Week ending:	15/1/10	Report prepared by: K Dicks	
Status: Red/Amber/Green	Green	% Complete:	5%
Project Start	1/8/09	Projected Completion	1/1/13
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 implementation progressing. Draft SLA produced – agreed to set most of legal issues in overarching secondment agreement (to cover all services) rather than individual SLA's. 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 as above. 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. The ICT shared service between Bromsgrove and Redditch is now live, with 10 staff from Redditch having transferred to the employment of Bromsgrove District Council from 4th January 2010 • CCTV / Lifeline – draft business case produced – RBC agreed as host. Work completed on cost sharing approach – agreed by SSB. The CCTV/Lifeline service transferred to Redditch on 4th January 2010, with 21 staff transferring into the direct employment of Redditch Borough Council. • 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. Final document to be completed by January. • Single Management Team – final structure (including changes as a result of consultation changes) approved by both full Councils. Recruitment to Executive Directors and Directors position completed before Christmas. Recruitment to Heads of Service posts week commencing 18th January. • 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 scheduled for 8th February 2010 to Staffordshire Moorlands and High Peak Borough who have used transformational change and lean systems thinking across the two authorities. 			

Appendix 1

The new SMT (Chief Executive, Executive Directors and Directors) have had initial discussions with regard to the Shared Services programme and how to approach the transformation agenda. These will be reviewed following the visit to High Peak . Staff Moorlands in February.

Work continues for the HR team on reviewing the terms and conditions of employment (between the two Councils) and formulating proposals to harmonise them. This is scheduled for completion in February before being presented to the SMT and then to members for consideration.

WETT programme continuing – detailed business cases for Internal Audit, Property and Regulatory Services currently going through all Councils. Bromsgrove and Redditch recommended as host authority for Regulatory Services.

Key Tasks for next month	Measure of Success
<ul style="list-style-type: none"> • Recruit Heads of Service 	<ul style="list-style-type: none"> • Recruit to positions
<ul style="list-style-type: none"> • Progression of implementation for 4 approved business cases in accordance with timescales 	<ul style="list-style-type: none"> • Projects progressing
<ul style="list-style-type: none"> • Continued work on Economic Development Strategy and Shared Service 	<ul style="list-style-type: none"> • Draft Strategy produced
<ul style="list-style-type: none"> • Risk register and mitigating actions to be reviewed 	<ul style="list-style-type: none"> • Risk Register reviewed
<ul style="list-style-type: none"> • Continued work on review of Terms and Conditions 	<ul style="list-style-type: none"> • Work continuing
<ul style="list-style-type: none"> • Review of cost sharing principles for procurement, payroll, elections and community safety 	<ul style="list-style-type: none"> • Review completed
Risks, issues and concerns	Mitigating Action
<ul style="list-style-type: none"> • Gaps following recruitment to new positions <p>For full list of risks and mitigating action see separate risk log</p>	<p>Full handover procedures / notes provided to ensure continuity</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

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BROMSGROVE DISTRICT COUNCIL

15 FEBRUARY 2010 **PERFORMANCE MANAGEMENT BOARD**

PROGRESS UPDATE ON DATA QUALITY STRATEGY AND PERFORMANCE MANAGEMENT STRATEGY ACTION PLANS

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

1. SUMMARY

To report to PMB on the progress on implementation of the Data Quality Strategy (DQS) action plan and the Performance Management Strategy (PMS) action plan.

2. RECOMMENDATIONS

- 2.1 That the Board notes the attached updates on the DQS and PMS action plans and makes any recommendations it deems appropriate.

3. BACKGROUND

- 3.1 The Board agreed that these two action plans be reported on together at six monthly intervals the last time the PMS action plan was considered.
- 3.2 In the main the key actions on these Plans are completed or underway. Some actions are suspended pending further progress on the implementation of shared services.
- 3.3 At the time of writing this report the external auditors are about to commence the latest Organisational Assessment and a meeting has been arranged to discuss Data Quality. If appropriate a verbal update on any significant issues arising will be given at the Board meeting.

4. DATA QUALITY STRATEGY ACTION PLAN

- 4.1 Appendix 1 shows the latest summary position on the DQS action plan, appendix 2 refers to the PMS action plan. Only actions that are not completed are shown.

5. FINANCIAL IMPLICATIONS

- 5.1 No financial implications

6. LEGAL IMPLICATIONS

6.1 No Legal Implications

7. CORPORATE OBJECTIVES

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

8. RISK MANAGEMENT

8.1 There are no risk management issues

9. CUSTOMER IMPLICATIONS

9.1 None

10. OTHER IMPLICATIONS

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

11. OTHERS CONSULTED ON THE REPORT

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

Head of Organisational Development & HR	No
Corporate Procurement Team	No

12. APPENDICES

Data Quality Strategy action plan update

13. BACKGROUND PAPERS

None

CONTACT OFFICER

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

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No	Action	How	Who	When	Priority	Traffic Light
1a	Ensure that responsibility for data quality is part of job descriptions	Departments will need to check and rectify any gaps. Revised JD's to be seen by CCPP team.		By Q2 2007	M	
Current Position and planned actions						
1a.7	Oct 09 – deferred pending Shared Services implementation					
Current Position and planned actions						
5	Ensure that all PI's have a documented procedure for the gathering of PI data and calculation of the PI	Guidance will be provided by CCPP team (in conjunction with ICT). Undertake an audit to ensure that:- a) PI owners have documented procedures. b) Review a sample of procedures to review to ensure that they are fit for purpose	PI data quality lead J Outhwaite Senior Policy & Performance Officer	By end Q3 2007/08 March 08	H	
Current Position and planned actions						
5.6	Oct 09 – July PCG had to be cancelled. Raised at Oct PCG, PCG members tasked with writing procedure notes for local PI's by end of March 2010. J Outhwaite to chase in early 2010					
5.7	Jan 10 – action deferred pending implementation of shared services					
Current Position and planned actions						

DATA QUALITY STRATEGY ACTION PLAN PROGRESS UPDATE FEBRUARY 2010

APPENDIX 1

No	Action	How	Who	When	Priority	Traffic Light
12	Undertake an annual risk assessment of PI's. Develop an appropriate programme of improvement	Council risk methodology	CCPP team with PI data quality leads. Relevant PI data quality leads	Sep to Oct each Year Ongoing	H	
Current Position and planned actions						
12.7	Oct 09 External audit of NI's in summer 09 identified a problem with 2 indicators not having sufficient records kept to prove the result (although there was no suggestion the results were incorrect). As a consequence PI owners have been tasked to review their PI procedure notes to ensure adequate records are being kept. This will be taken into account in the formal reviews (see item A1)					
A1	Undertake a formal programme of data quality review that challenges both the integrity of data and compliance with departmental procedures. - .	Development of a programme of reviews, based on risk assessment. Approval of review programme. Undertake reviews and record outcomes. Review outcomes of reviews and report to those charged with governance	J. Outhwaite (Senior Policy & Performance Officer) H. Bennett (Assistant Chief Executive) J. Outhwaite (Senior Policy & Performance Officer) H. Bennett (Assistant Chief Executive)	Jun. '08 Jun. '08 Mar. '09 Mar. '09	H	

DATA QUALITY STRATEGY ACTION PLAN PROGRESS UPDATE FEBRUARY 2010

APPENDIX 1

No	Action	How	Who	When	Priority	Traffic Light
Current Position and planned actions						
A1.7	Jan 10 – Reviews undertaken of NI 14 – avoidable contact, NI 185 & 194 – CO2 and NOx emissions, some improvements to process identified and implemented.					
A6	Review requirements to meet KLOE 3.2 (Information systems) with Internal Audit	Meet with Internal Audit	H Bennett and J. Outhwaite	Q1 2009/10	M	
A6.1	Above action deferred until Q3 due to vacancies & absence in both teams					
A7.1	Jan 10 Deferred due to vacancies and shared services implementation					

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Performance Management Strategy Implementation Action Plan – Progress update February 2010 **Appendix 2**
Key – on target, underway but will be late, not underway or significantly late, completed

No	Action	How	Who	When	Priority
1	Performance Culture Inspired by Strong Leadership				
1.1	Excellence statements	Joint Chief Executive Service Business Cases.	HoS	End July 2009	H
1.2	Benefits statements /clear statement of service expectations	Joint Chief Executive Service Business Cases.	HoS	End July 2009 End Mar 2010	H
<p>August 09 - 1.1 and 1.2 are suspended pending developments on shared services. Project Management methodology amended to re-state benefits Sept 09.</p> <p>October 09 – 1.1 awaiting change model for shared services. 1.2 will be through Business Plans for 2010-11</p> <p>February 10 – visits to Excellent Councils and reports identifying attributes of excellence produced & actions agreed</p>					
3	Regular and robust performance information				
3.2	Improved performance information on council website	Develop user friendly web pages and procedures to maintain them	John Outhwaite	July 2009	M
<p>August 09 –existing pages updated, additional ‘top 5’ PI performance to be added</p> <p>October 09 – top 5 performance info still outstanding</p> <p>February 10 – still outstanding as a result of vacancies in teams</p>					
3.3	Evaluate “Ten” or similar system for performance management, linked to County LAA system	Undertake evaluation as per project methodology	John Outhwaite	Need to wait and see what impact CAA has	M
<p>August 09 - ‘Ten’ has been evaluated, but it has been decided to put decision about going forward on hold for 12 months pending development of a shared service with RBC</p> <p>October 09 – no change to above</p> <p>February 10 – no change to above</p>					
3.6	Improved Value for Money information	CCPP Team and Financial Services to construct VFM “dashboard”	Hugh Bennett Jayne Pickering	Mar 09	M
October 09 – will be undertaken in 2010					

Performance Management Strategy Implementation Action Plan – Progress update February 2010 **Appendix 2**
Key – on target, underway but will be late, not underway or significantly late, completed

No	Action	How	Who	When	Priority
3.9	Customer team clinics	Joint work with HR&OD bringing together customer information for clinic with each team in training setting.	Jo Pitman Hugh Bennett Deb Poole	September 2009	H
August 09 – will be achieved via Customer First Part 3, on track October 09 – ongoing February 10 – ongoing					
4	Active management of performance				
4.1	Lean systems pilot	Identify and undertake two pilot studies and implement	Improvement Manager to facilitate	July 2009	M
October 09 – underway, pilots are Payroll and DFG's February 10 – pilots underway or completed					
4.3	Incentivisation (2011/2012)	Discuss with HR&OD nearer the time	HROD	2011/2012	M
August 09 – long term aspiration, no plans for action at present					
5	Support and training				
5.2	Closer collaboration on performance management and improvement with partners and other local authorities	Heads of Policy and Improvement Group	Hugh Bennett	On-going	M
October 09 – ongoing February 10 - ongoing					
5.3	Performance clinics to raise performance and share learning	Clinics with relevant officers and ACE.	Hugh Bennett John Outhwaite	As and When	M
October 09 – clinic recently held for sickness. Ongoing February 10 – clinic proposed for NI 179 – cashable efficiency gains					
5.6	Customer Team Clinics	Day out with each team with CCPP , facilitated by trainer	Hugh Bennett Helen Parkinson	July 2009	M

Performance Management Strategy Implementation Action Plan – Progress update February 2010 Appendix 2
Key – on target, underway but will be late, not underway or significantly late, completed

No	Action	How	Who	When	Priority
October 09 – ongoing					

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BROMSGROVE DISTRICT COUNCIL
18 JANUARY 2010

PERFORMANCE MANAGEMENT BOARD

PMB RECOMMENDATIONS TRACKER

Responsible Portfolio Holder	Councillor Kit Taylor PMB Chairman
Responsible Head of Service	Hugh Bennett Assistant Chief Executive

1. SUMMARY

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

2. RECOMMENDATIONS

- 2.1 That The Board notes the attached update

3. BACKGROUND

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

4. FINANCIAL IMPLICATIONS

- 4.1 There are no financial implications

5. LEGAL IMPLICATIONS

- 5.1 There are no legal implications.

6. COUNCIL OBJECTIVES

- 6.1 Tracking of recommendations links to the Improvement objective

7. RISK MANAGEMENT INCLUDING HEALTH & SAFETY CONSIDERATIONS

7.1 There are no risks associated with this report

8 CUSTOMER IMPLICATIONS

8.1 Performance Improvement is a Council Objective

9. EQUALITIES AND DIVERSITY IMPLICATIONS

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

10. VALUE FOR MONEY IMPLICATIONS

10.1 There are no VFM implications

11 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 –
Community Safety including Section 17 of Crime & Disorder Act 1988 None
Policy None
Biodiversity None

12. OTHERS CONSULTED ON THE REPORT

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

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

13. WARDS AFFECTED

All Wards.

14. APPENDICES

Appendix 1 Recommendations Tracker

15. BACKGROUND PAPERS

None

Contact officer

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

Meeting date & minute ref	Minute & Action	Progress update
19 August 2008		
39/08	<p>LOCAL NEIGHBOURHOOD PARTNERSHIPS</p> <p>RESOLVED that the progress report be noted and the business case be considered in due course.</p>	<p>10/08 A business case is currently being drafted. A project plan, financial plan, risk register and issues log have now been completed.</p> <p>01/09 The business case will be completed in January. Two consultation events with parish councils have also been undertaken.</p> <p>05/09 – Work on business case delayed due to vacancies. Posts now filled and work can re-commence. Business case to be completed by July</p> <p>07/09 The business case has been deferred until September.</p> <p>11/09 A briefing note (outline business case) has been produced and submitted to the Leader and Finance Portfolio Holder.</p> <p>01/10 A business case recommended the closure of the LNPs was submitted to December 2009 Cabinet and approved. This decision has been challenged by Scrutiny and “called in” to their 05 January 2010 meeting.</p>
20 January 2009		
88/08	<p>IMPROVEMENT PLAN EXCEPTION REPORT (NOVEMBER 2008)</p> <p>RESOLVED: that the Value for Money analysis referred to by the Assistant Chief Executive be submitted to this Board in addition to the Audit Board.</p>	<p>05/09 Work is underway on this analysis and is expected to be completed in Autumn, when it will be submitted to CMT, Leader’s Group and PMB</p> <p>07/09 Initial draft report prepared by Improvement Manager to</p>

Meeting date & minute ref	Minute & Action	Progress update
		<p>identify transactional costs and comparison between departments. To be reviewed by Improvement Manager and Head of Financial Services prior to report being submitted to CMT and Members.</p> <p>11/09 Report submitted to CMT. Transactional measures will be reported by end October to CMT. The main question for CMT will be when to start reporting this information, given the context of shared services and the interviews through December and January. Assistant Chief Executive to update the Board at November meeting.</p> <p>01/10 No update was provided by the Assistant Chief Executive in November, however work has continued on this project. A new date in the work programme needs to be determined, based on discussions with the Improvement Manager.</p>
20 July 2009		
24/09	<p>INTEGRATED SICKNESS ABSENCE PERFORMANCE AND HEALTH & SAFETY REPORT</p> <p>RESOLVED: (c) that a further report be considered following the receipt of advice from the National/Regional Employers on the payment of occupational sick pay and any advice on the Council's sickness absence procedures.</p>	<p>01/10 In September sickness levels fell significantly and have been maintained at a level below the monthly target figure since then.</p>

Meeting date & minute ref	Minute & Action	Progress update
21 Sep 2009		
34/09	<p>COUNCIL PLAN 2010/2013 PART 1</p> <p>RECOMMENDED:</p> <p>(b) that the relevant Portfolio Holder be requested to work with the appropriate officers on the development of a long term Climate Change Strategy and action plan in order to address the priority of Climate Change and achieve the 80% reduction by 2050;</p> <p>(c) that the relevant Portfolio Holder be requested to work with the Assistant Chief Executive to develop a programme to explain to residents the importance of the Shared Services proposals with a focus on addressing residents' poor perception of the Council's value for money ;</p> <p>RESOLVED:</p> <p>(e) that the Climate Change Strategy and action plan referred to in recommendation (b) above, be submitted to this Board when available;</p>	<p>11/09 Plan currently under production with draft to be considered by Members in December, before going through formal approval.</p> <p>01/10 The Joint Climate Change Officer Manager has produced a draft strategy. It needs further work and formal consideration by Corporate Management Team. The Assistant Chief Executive may take over responsibility for climate change, if successful at interview. An early meeting with the officer, should determine a suitable date for this strategy to come to PMB, probably no later than April 2010.</p> <p>11/09 The Communications Strategy has been updated and is due to go to November's Cabinet. Its priorities are to turn around these indicators.</p> <p>01/10 The Strategy was approved at November Cabinet. COMPLETED</p> <p>11/09 This is likely to be January 2010.</p> <p>01/10 see update above re Climate Change Strategy</p>

Meeting date & minute ref	Minute & Action	Progress update
39/09	<p>SHARED SERVICES HIGHLIGHT REPORT RESOLVED:</p> <p>(b) that future reports include a table to illustrate the target savings and that this be updated regularly to reflect the position as savings are achieved and as new services are included.</p>	<p>11/09 A regular financial summary is provided to the Shared Services Board – this can be appended to the Highlight Report.</p> <p>01/10 2008/09 financial statement included in the December report together with the target for 2009/10. COMPLETED</p>
19 Oct 2009		
46/09	<p>COMMUNITY SAFETY PARTNERSHIP - PARTNERSHIP PLAN 2009-2011</p> <p>RECOMMENDED:</p> <p>That the Community Safety Partnership – Partnership Plan 2009-2011 be recognised as good evidence and be used to inform and assist the Overview and Scrutiny Work Programme.</p>	<p>01/10 The Community Safety Partnership Plan has been added to the updated Overview and Scrutiny Work Programme for consideration in 2010 where it may be considered to provide a context for the scrutiny Crime and Disorder Partnerships in Bromsgrove and to aid the identification of any future topics for consideration by the Board. COMPLETED</p>
47/09	<p>BROMSGROVE PROFILE</p> <p>RECOMMENDED:</p> <p>That the Bromsgrove Profile be used as a primary document for the research of relevant topics on the Overview and Scrutiny Work Programme.</p>	<p>01/10 The Bromsgrove Profile has been added to the updated Overview and Scrutiny Work Programme for consideration in 2010 this to identify specific linkages with the O&S Work Programme. COMPLETED</p>

Meeting date & minute ref	Minute & Action	Progress update
48/09	<p>WORK PROGRAMME</p> <p>RESOLVED:</p> <p>That the work programme be approved subject to the inclusion of an update on how the Council and its partners are responding to the recession, particularly in relation to unemployment issues to the November meeting of the Board.</p>	<p>01/10 An update has been provided to PMB members via e-mail. COMPLETED</p>
16 Nov 2009		
56/09	<p>SUSTAINABLE COMMUNITY STRATEGY 2010-2013</p> <p>RESOLVED:</p> <p>(a) That the Assistant Chief Executive to ask the relevant Portfolio Holder to revisit NI155;</p> <p>(b) That the Assistant Chief Executive clarify information in NI56 with regard to specific district areas with obesity over 20%.</p> <p>(c) that in future an executive summary be prepared detailing key issues and the linkage to the Council's priorities.</p> <p>(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.</p>	<p>01/10 This has been considered and will be discussed at the next available LSP Board meeting. COMPLETED</p> <p>01/10 Information supplied via e-mail to PMB. COMPLETED</p> <p>01/10 Will be included in next update.</p> <p>01/10 Assistant Chief Executive agrees, but budget bid not successful. COMPLETED</p>

Meeting date & minute ref	Minute & Action	Progress update
59/09	<p>WORK PROGRAMME</p> <p>RESOLVED</p> <p>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.</p>	<p>01/10 A revised predicted outturn position was presented to the PMB meeting in December. COMPLETED</p>

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BROMSGROVE DISTRICT COUNCIL

PERFORMANCE MANAGEMENT BOARD

15 FEBRUARY 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>CAA</p> <p>DFG lean systems report (deferred)</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>

	PMB Work Programme.
Mar 10	<p>Period 10 07/08 Performance Report.</p> <p>Period 10 09/10 Improvement Plan Mark 4 progress report.</p> <p>DFG lean systems 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> <p>TRAINING ON VFM</p>