



## **BROMSGROVE DISTRICT COUNCIL**

### **MEETING OF THE CABINET**

**WEDNESDAY 7TH OCTOBER 2009 AT 6.00 P.M.**

**THE COUNCIL HOUSE, BURCOT LANE, BROMSGROVE**

**MEMBERS:** Councillors R. Hollingworth (Chairman), G. N. Denaro (Vice-Chairman), Dr. D. W. P. Booth JP, J. T. Duddy, Mrs. J. Dyer M.B.E., Mrs. M. A. Sherrey JP, R. D. Smith, M. J. A. Webb and P. J. Whittaker

### **AGENDA**

1. To receive apologies for absence
2. Declarations of Interest
3. Motion - Salary Levels

The following motion was submitted at the meeting of the Council on 9th September 2009 by Councillors P. M. McDonald and S. P. Shannon. The Chairman agreed to refer the matter to Cabinet for consideration:

“Many residents throughout the district are being affected by the credit crunch and are going through difficult times. Each year the council tax is increased making the financial situation for many even worse. With so many people going through such difficult times, paying officers salaries of a hundred thousand pounds plus cannot be justified. Therefore this Council takes immediate measures to reduce salaries of a hundred thousand a year or more by twenty five per cent.”

4. To confirm the accuracy of the minutes of the meetings of the Cabinet held on 2nd and 16th September 2009 (Pages 1 - 12)
5. Minutes of the meeting of the Overview Board held on 1st September 2009 (Pages 13 - 16)
  - (a) To receive and note the minutes
  - (b) To consider any recommendations contained within the minutes

6. Minutes of the meeting of the Performance Management Board held on 21st September 2009 (Pages 17 - 22)
  - (a) To receive and note the minutes
  - (b) To consider any recommendations contained within the minutes
7. Minutes of the meeting of the Audit Board held on 28th September 2009 (to follow)
  - (a) To receive and note the minutes
  - (b) To consider any recommendations contained within the minutes
8. To receive verbal updates from the Leader and/or other Cabinet Members on any recent meetings attended in an ex-officio capacity
9. Green Waste Charging (Assessment of Change in Service Provision from March 2009 when the Charge was introduced) - Verbal Update
10. Integrated Budget and Performance Timetable 2010/11 - 2012/13 (Pages 23 - 30)
11. Transfer of Bromsgrove Museum (Pages 31 - 40)
12. Diversity Peer Challenge (Pages 41 - 74)
13. Being Different Together Project (Pages 75 - 80)
14. Information Management Strategy (Pages 81 - 102)
15. Performance Report (August 2009) (Pages 103 - 136)
16. Improvement Plan Exception Report (August 2009) (Pages 137 - 146)
17. 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  
Joint Chief Executive

The Council House  
Burcot Lane  
BROMSGROVE  
Worcestershire  
B60 1AA

28th September 2009

# Agenda Item 4

## BROMSGROVE DISTRICT COUNCIL

### MEETING OF THE CABINET

WEDNESDAY, 2ND SEPTEMBER 2009 AT 6.00 P.M.

PRESENT: Councillors R. Hollingworth (Chairman), G. N. Denaro (Vice-Chairman), J. T. Duddy, Mrs. J. Dyer M.B.E., Mrs. M. A. Sherrey JP, R. D. Smith, M. J. A. Webb and P. J. Whittaker

Observers: Mrs J. M. L. A Griffiths, D. L. Pardoe

Officers: Mr. K. Dicks, Mr. P. Street, Mr. H. Bennett, Mr. M. Bell, Mrs. C. Felton, Mr. D. Hammond, Ms. J. Pitman, Ms. D. Poole, Mr. J. Godwin, Mr. S. Martin and Ms. P. Ross

#### 46/09 APOLOGIES

An apology for absence was received from Councillor Dr. D. W. P. Booth JP.

#### 47/09 DECLARATIONS OF INTEREST

Councillors Mrs. M. A. Sherrey JP and R. D. Smith declared a prejudicial interest in agenda item 7 (Artrix Service Level Agreement) as members of the Bromsgrove Arts Centre Operating Trust and left the meeting during the consideration of this item.

#### 48/09 MINUTES

The minutes of the meeting of the Cabinet held on 29th July 2009 were submitted.

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

#### 49/09 SCRUTINY BOARD

The minutes of the meeting of the Scrutiny Board held on 28th July 2009 were submitted.

**RESOLVED** that the minutes be noted.

#### 50/09 VERBAL UPDATES FROM THE LEADER AND CABINET MEMBERS ON RECENT MEETINGS ATTENDED IN AN EX-OFFICIO CAPACITY

No meetings had been attended by the Leader or other Cabinet Members.

51/09    **CAR PARKING IN BROMSGROVE**

Consideration was given to a report that summarised the development of the car parking operation through investment and the introduction of pay on foot, together with the option to introduce Civil Parking Enforcement. During the discussion the Head of Street Scene and Community was asked to liaise with officers at Redditch Borough Council who had recently introduced Civil Parking Enforcement. It was noted that it was intended there would be consultation on the operational delivery of the proposals with the Disabled Users Group and the Equality and Diversity Forum. Following discussion it was

**RESOLVED:**

- (a) that the purchase of the Chipside software for parking management at a cost of £5,000 to be met from existing budgets be approved;
- (b) that the deletion of the Shopmobility Assistant post and utilisation of the savings together with an additional £6,500 to fund an additional Civil Enforcement Officer be approved;
- (c) that the opening of Shopmobility on Saturday mornings to be funded from savings within the parking service budget be approved;
- (d) that delegated authority be granted to the Head of Street Scene and Community to negotiate an agency agreement for Civil Parking Enforcement with Worcestershire County Council, in accordance with the terms and conditions set out in the report and that if an agreement cannot be reached details be reported to Cabinet for further consideration at a future meeting;
- (e) that an additional ten parent and child spaces be provided at various locations within Council car parks;
- (f) that the limited waiting spaces, with the exception of the four spaces for disabled drivers on School Drive car park, be converted back to standard spaces as soon as possible;
- (g) that the Dolphin Centre car park be converted to a permit only car park with effect from 1st January 2010;
- (h) that the Customer Charter and Procedures and Parking Appeal Policy, as set out in the report, be approved and adopted; and that delegated authority be granted to the Head of Street Scene and Community to review the Customer Charter and Procedures and the Parking Appeal Policy and make any revisions or amendments in the future in consultation with the Portfolio Holder;
- (i) that a reduction in parking charges on Hanover Street car park from 80 pence per hour to 70 pence per hour be approved, and that the all day fee on the same car park of £4.00 be reduced to £3.00 with effect from 1st January 2010;
- (j) that a new 30 minute charge of 40 pence be introduced on long stay car parks with effect from 1st January 2010; and
- (k) that a new three hour tariff set at £2.10 be introduced at the Churchfields Multi-Storey and Stourbridge Road car parks with effect from 1st January 2010.

**RECOMMENDED:**

- (a) that the increase to the Capital Programme in 2009/2010 of £165,000 to fund the introduction of pay on foot on Recreation Road South and Churchfields car parks to be funded from working balances be approved;
- (b) that the additional funding of £6,000 to be included as part of the medium term financial plan for 2010/2011 to fund increased maintenance costs of the pay on foot system be approved; and
- (c) that the appointment of two additional Civil Enforcement Officers, at a cost of £43,000, to facilitate the operation of the pay on foot parking system be approved.

52/09 **ARTRIX SERVICE LEVEL AGREEMENT**

Consideration was given to a report on the proposed Service Level Agreement between Bromsgrove District Council and the Artrix Operating Trust for the provision of services at the Arts Centre. Following further discussion, it was agreed that the Deputy Head of Street Scene and Community revise the wording of section 7 of the Service Level Agreement - Obligations of the Council, in line with the decision of the Cabinet on 22nd June 2005 (Minute No. 38/05 refers).

**RESOLVED:**

- (a) that the proposed Service Level Agreement, out-turn measures and monitoring arrangements, as set out in Appendix 1 of the report be agreed, subject to the revision of section 7 of the agreement as detailed above; and
- (b) that authority be delegated to the Deputy Head of Street Scene and Community, in consultation with the Leader of the Council, to finalise the contents (as referred to in section 3.8 of the report), arrangements and implementation of the Service Level Agreement with the Operating Trust.

53/09 **REDEVELOPMENT OF THE MARKET HALL SITE**

The Leader informed Members that he had been interviewed by BBC Radio Hereford and Worcester regarding this issue and left the room during the consideration of this item. The Deputy Leader, Councillor G. N. Denaro took the Chair.

Consideration was given to a report outlining proposals for the future of the market hall site. Members requested that the Executive Director - Partnerships and Projects investigate possible alternative storage facilities for the market hall stalls.

**RECOMMENDED** that the proposal to demolish the market hall as the first stage in the preparation of the site for redevelopment be approved and that the Council approve the release of appropriate funding of £35,000 from 2009/2010 balances to fund the demolition project costs.

54/09 **COUNCIL PLAN 2010/2013 PART 1**

The Cabinet considered a report on the proposed Council Plan 2010/2013 which recommended that the Council's Vision and Council Objectives be re-confirmed, that the number of priorities be increased from four to six and presented outline budget bids/key deliverables for delivering the required improvement on the priorities to meet residents' expectations. Following discussion on the six priorities it was agreed that the Assistant Chief Executive amend the key deliverables as agreed:

Town Centre            1.     Improved Retail and Leisure Offer  
                                 2.     Improved Public Realm  
                                 3.     New Train Station

Climate Change       1.     CO<sub>2</sub> emissions  
                                 2.     Flooding

**RECOMMENDED:**

- (a) that the Vision and Council Objectives be reconfirmed;
- (b) that a fifth corporate value: value for money be added;
- (c) that the analysis of the Council's national, regional and local context be noted;
- (d) based on the above context be noted and the following new set of priorities be agreed;
  - 1. Economic Development
  - 2. Town Centre
  - 3. Value for Money
  - 4. One Community
  - 5. Housing
  - 6. Climate Change
- (e) that the outline key deliverables for each priority be approved, subject to the amendments as referred to in the preamble above, and potential budget bids; and
- (f) that each portfolio holder be directed to work with the relevant Director and Head of Service on developing budget bids and savings.

55/09 **MODERN. GOV - THE WAY FORWARD AND ACCESS TO EXEMPT INFORMATION**

Consideration was given to a report setting out a proposal to reduce the volume of Committee papers with a view to achieving increased use of electronic access together with new arrangements for access to Council and Committee documents containing confidential or exempt information. The Monitoring Officer confirmed that the Chief Executive would not make a decision on formal requests to receive paper copies but that such requests would just be noted in order to produce a definitive list. The Head of E-Government and Customer Services responded to questions from Members.

**RECOMMENDED:**

- (a) that, with effect from 1st October 2009, paper copies of agendas, reports and minutes be provided only for the Members of each

- Committee, the full Council meeting, potential public attendees at Council and Committee meetings, and for officer attendees on request, subject to the exclusion of those Members who opt to rely purely on electronic access;
- (b) that any Members who wish to rely purely on electronic access to Committee documents may do so on a voluntary basis by notifying the Chief Executive;
  - (c) that, with effect from 1st October 2009, the electronic transmission of general Council correspondence including letters, decision notices, updates, the Forward Plan, notices of events and training sessions, etc., be confirmed as the standard method of delivery to Members, and that any Member who wishes to continue to receive paper copies be required to submit a formal request to the Chief Executive before this date requesting exemption from electronic delivery;
  - (d) that, with effect from January 2010, the Council cease the twice-weekly post to those Members who voluntarily agree to collect post from their pigeonholes;
  - (e) that the access to information procedures be amended with effect from 1st October 2009 as follows:
    - (i) that access to reports and background information containing exempt information be restricted to Members of the Cabinet or relevant Committee and appropriate officers only;
    - (ii) that attendance by a Member at a meeting of the Cabinet or Committee of which he/she is not a member following a resolution to exclude the public and press if the business to be transacted contains exempt information be permitted and that the Member be entitled to receive a copy of the exempt report and retain it;
    - (iii) that any requests from other Members for access in accordance with Members' statutory, constitutional and common law rights be considered on a case by case basis by the Council's Monitoring Officer in consultation with the Chairman of the relevant Committee;
    - (iv) that, in the event of the Cabinet being required to make recommendations to the full Council on reports containing confidential or exempt information, the full report be included as part of the private agenda pack for the relevant meeting of the Council;
    - (v) that the Monitoring Officer be designated in the Council's Scheme of Delegation as the Proper Officer for the purposes of Section 100 of the Local Government Act 1972 and the Local Authorities (Executive Arrangements) (Access to Information) Regulations 2000; and
  - (f) that the Council authorises the Monitoring Officer to make any necessary alterations to the Council's Constitution arising from the above.

56/09 **INTEGRATED FINANCE AND PERFORMANCE REPORT - QUARTER 1 2009/2010**

The Cabinet considered a report on the Council's performance and financial position at 30th June 2009 (quarter 1, 2009/2010). It was requested that more detailed information on sundry debtors be included in future reports.

**RESOLVED:**

- (a) that it be noted that 61% of Performance Indicators for which data was available were improving or stable;
- (b) that it be noted that 61% of Performance Indicators for which data was available were achieving their Year to Date target;
- (c) that it be noted that 89% of Performance Indicators for which data was available were predicted to meet their target at year end;
- (d) that the successes and areas for potential concern as set out in 4.1.1 of the report be noted;
- (e) that the current financial position on Revenue and Capital, as detailed in the report, be noted;
- (f) that the release of £163,000 from earmarked reserves as set out in Appendix 6 of the report, be approved; and
- (g) that the budget virements listed in Appendix 7 of the report be approved.

57/09 **PERFORMANCE REPORT (JULY 2009)**

The Cabinet considered a report on the Council's performance at 31st July 2009 (period 4).

**RESOLVED:**

- (a) that it be noted that 43% of Performance Indicators were stable or improving;
- (b) that it be noted that 63% of Performance Indicators that had a specific target were meeting their target as at the month end, and that 93% were projected to meet their target at the year end;
- (c) that performance figures for July 2009, as set out in the report, be noted;
- (d) that the particular areas of improvement as summarised in section 3.4 of the report be noted; and
- (e) that the Performance Indicators of particular concern as set out in section 3.5 report be noted.

58/09 **VALUE FOR MONEY ACTION PLAN AND PROCUREMENT UPDATE**

Consideration was given to a report detailing the action plan in respect of improving Value for Money within the Council and updating Members of the progress in procurement activities.

**RESOLVED** that the Value for Money Action Plan be approved.



59/09 **IMPROVEMENT PLAN EXCEPTION REPORT (JULY 2009)**

Consideration was given to the Improvement Plan Exception Report for July 2009 together with corrective action being taken. The Executive Director - Partnerships and Projects was requested to provide an update on the Climate Change Matrix to the next Cabinet meeting.

**RESOLVED:**

- (a) that the revisions to the Improvement Plan Exception Report together with the corrective action being taken be noted and approved; and
- (b) that it be noted that, for the 83 actions highlighted for July within the plan, 80.7 percent were on target [green], 13.3 percent were one month behind [amber] and that there were no actions over one month behind [red]. In addition, it was noted that 6 percent of actions had been reprogrammed or suspended with approval, including the suspension of the Budget Jury (due to the ongoing shared services projects).

60/09 **WORCESTERSHIRE ENHANCED TWO TIER (WETT) PROGRAMME**

The Cabinet considered a report on the Worcestershire Enhanced Two Tier (WETT) Programme. It was reported that the councils within Worcestershire had a shared vision and ambition for developing the way the authorities worked together to improve the quality of life for local communities by establishing and embedding an Enhanced Two Tier approach to delivering a number of key services. The Chief Executive responded to questions from Members on Regulatory Services.

**RESOLVED** that the report be noted.

61/09 **LOCAL GOVERNMENT ACT 1972**

**RESOLVED:** that under Section 100 I of the Local Government Act 1972, as amended, the public be excluded from the meeting during the consideration of the items of business the subject of the following minutes on the grounds that they involve the likely disclosure of "Exempt Information" as defined in part I of the Schedule 12A to the Act, as amended, the relevant paragraphs of that part being set out below, and that it is in the public interest to do so:-

<u>Minute No</u>	<u>Paragraphs</u>
62/09	4
63/09	4
64/09	4

62/09 **SHARED SERVICES BOARD**

The minutes of the meeting of the Shared Services Board held on 21st July 2009 were submitted.

**RESOLVED** that the minutes be noted.

63/09 **CCTV/LIFELINE SHARED SERVICE BUSINESS CASE**

The Cabinet considered a report on the CCTV and Lifeline shared service business case. Members were asked to note that section 3.8 of the report should read "1st July 2010", and not "1st July 2009".

**RECOMMENDED** that the CCTV and Lifeline Shared Service business case, including its respective recommendations, in line with the minutes of the Shared Services Board 21st July 2009 be approved.

64/09 **ICT SHARED SERVICE BUSINESS CASE**

The Cabinet considered a report relating to the ICT shared service business case. Members were asked to refer to the supplementary documentation.

**RECOMMENDED:**

- (a) that the business case in respect of a shared ICT service be received and noted;
- (b) that the delivery of a shared ICT service by a single ICT team hosted by Bromsgrove District Council be approved;
- (c) that both Councils proceed with the items in phase one with the necessary Capital cost of £238,100 being split equally between Redditch Borough Council and Bromsgrove District Council;
- (d) that both Councils approve the release of the necessary Capital Reserves (see (c) above) and the associated Revenue costs of £60,000 to be included as a budget bid for consideration as part of the review of the Medium Term Financial Plan;
- (e) that the existing Redditch Borough Council Capital budget allocated to IT improvements be used to fund some aspects of phase one of the project in order to reduce the overall expenditure of £238,100 (see (c) above); and
- (f) that the detailed business cases for phases two and three outlined in the document to be required in line with the wider shared service agenda be noted.

The meeting closed at 8.39 p.m.

Chairman

**BROMSGROVE DISTRICT COUNCIL**

**MEETING OF THE CABINET**

**WEDNESDAY, 16TH SEPTEMBER 2009 AT 4.00 P.M.**

PRESENT: Councillors R. Hollingworth (Chairman), Mrs. J. Dyer M.B.E.,  
Mrs. M. A. Sherrey JP, M. J. A. Webb and P. J. Whittaker

Officers: Mr. K. Dicks, Mrs. C. Felton, Ms. K. Firth and Ms. R. Cole

65/09 **APOLOGIES**

Apologies for absence were received from Councillors G. N. Denaro, Dr. D. W. P. Booth JP, J. T. Duddy, and R. D. Smith.

66/09 **DECLARATIONS OF INTEREST**

Mrs. C. Felton declared a personal and prejudicial interest in items 5 and 6 relating to Proposals for a Shared Management Team to serve Bromsgrove District Council and Redditch Borough Council and left the meeting during the consideration thereof.

Mr. K. Dicks stated he would declare a personal and prejudicial interest in the item if the discussion covered details which pertained specifically to his position.

67/09 **LOCAL GOVERNMENT ACT 1972**

**RESOLVED:** that under Section 100 I of the Local Government Act 1972, as amended, the public be excluded from the meeting during the consideration of the item of business the subject of the following minute on the grounds that it involves the likely disclosure of "Exempt Information" as defined in part 1 of schedule 12A to the Act, as amended, the relevant paragraph of that part being as set out below and that it is in the public interest to do so.

Minute No.  
68/09

Paragraph  
4

68/09 **PROPOSALS FOR A SINGLE MANAGEMENT TEAM TO SERVE BROMSGROVE DISTRICT COUNCIL AND REDDITCH BOROUGH COUNCIL**

Consideration was given to a report on proposals to establish a Single Management Team to serve Bromsgrove District Council and Redditch Borough Council and to the recommendations of the Shared Services Board thereon held on 8th September 2009.

**RECOMMENDED:**

- (1) that subject to the change of title of the proposed Assistant Chief Executive to “Director of Policy, Performance and Partnerships”, the proposed Single Management Structure attached at appendix 3 to the Shared Services Board (SSB) report be adopted for formal consultation with the affected staff and trade unions;
- (2) that the proposed timetable attached at appendix 5 to the SSB report be approved, together with the ring fencing proposals detailed in the preamble to the SSB minutes of 8th September 2009 (Minute No. 5d final paragraph – Recruitment and Selection Processes refers);
- (3) that the proposal to seek volunteers from the directly affected staff in the first instance for Voluntary/Compulsory Redundancy/Early Retirement, in order to minimise the number of Compulsory Redundancies be approved;
- (4) that the proposal to make a payment, subject to consultation with the affected staff and trade unions of pay in lieu of notice (PILON) to anyone unsuccessful in securing a post on the Single Management Team be approved, for the reasons outlined at section 13.12 of the SSB report, from 30th March 2010;
- (5) that the proposed salary levels of the Single Management Team posts, as independently evaluated and outlined at paragraph 4.16 of the SSB report, be approved: all new posts to have an incremental salary range, with progression subject to satisfactory performance;
- (6) that it be noted that independent advice on outstanding job evaluation to existing members of the Corporate Management Team for Redditch Borough Council has been sought and the potential impact on severance costs also be noted;
- (7) that it be noted that the offer of employment contracts to members of the Single Management Team may need to be provisional because of the more detailed work on terms and conditions that is required;
- (8) that the potential need for the application of salary protection, where displaced members of the existing management teams may be redeployed into lower level posts within the proposed new structure, be noted;
- (9) that the preliminary response of the recognised trade unions to the timetable and proposed structure be noted;
- (10) that the projected savings of £1.282m over the 5 year period arising as a result of the Single Management Team proposals be noted and endorsed;
- (11) that the sum quoted in the main body of the SSB report be split equally between the two Councils and released from balances to cover the potential costs associated with progressing to a Single Management Team;
- (12) that a potential Capitalisation Direction be pursued from the Department of Communities and Local Government;
- (13) that a Joint Appointments Committee be appointed, comprising three Members of each Council for proposed new posts reporting directly to the Joint Chief Executive; and that Terms of Reference and Bromsgrove District Council membership be agreed as follows:

## **CHIEF OFFICER JOINT APPOINTMENT COMMITTEE**

### **Approved Terms of Reference**

In accordance with the Councils' Constitutions (including the Officer Employment Procedure Rules) and relevant approved employment policies, to deal with all processes in connection with the recruitment of "Chief Officers, Deputy Chief Officers and Political Advisors" other than those specifically reserved to the full Councils or delegated to the Joint Chief Executive/Joint Head of Paid Service; and

- A** In the case of the Head of Paid Service, to make recommendations to the Council on any proposed appointment; and
- B** In the case of other "Chief Officers, Deputy Chief Officers or Political Advisors" (currently Executive Directors and Assistant Chief Executive only [under whatever titles are finally agreed]), to act with full authority on any proposed appointment, in consultation with the Joint Chief Executive.

### **Membership**

**3 Members from each Council.**

**(BDC Members to comprise the Leader, Deputy Leader and the Leader of the Opposition or their nominee).**

**The Chairman to be elected at the commencement of each meeting of the Committee.**

### **Voting**

**Each member of the Committee to have one vote; the Chairman to have a second or casting vote.**

- (14) that the Shared Services Board Concordat be reviewed;
- (15) that the Executive Director (Section 151 Officer) and Head of Legal, Equalities and Democratic Services be designated as each Council's Section 151 Officer and Monitoring Officer respectively;
- (16) that a conflicts management policy be created; and authority delegated to the Joint Chief Executive to prepare this, in consultation with both Councils' Statutory Officers, subject to further report;
- (17) that an overarching shared services agreement be created to enable the officers of one authority to deliver services on behalf of the other authority, subject to further report;
- (18) that the need for external support to support both Councils in recruitment to the Single Management Team, be agreed subject to further report;

- (19) that the support mechanisms (outlined at paragraph 13.2 of the SSB report) that are proposed to support affected staff throughout this period, be agreed; and
- (20) that further harmonisation of the two Councils' terms and conditions of employment be sought, subject to appropriate staff and trade union consultation and further reports to both authorities.

The meeting closed at 4.22 p.m.

Chairman

## BROMSGROVE DISTRICT COUNCIL

### MEETING OF THE OVERVIEW BOARD

TUESDAY, 1ST SEPTEMBER 2009

AT 6.00 P.M.

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

Officers: Mr. T. Beirne, Mrs. S. Sellers, Mr. M. Carr and  
Mr. A. C. Stephens

#### 23/09 APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors Mrs. R. L. Dent and  
Mrs. C. J. Spencer.

#### 24/09 DECLARATIONS OF INTEREST AND WHIPPING ARRANGEMENTS

No declarations of interests or whipping arrangements were received.

#### 25/09 MINUTES

The minutes of the meeting of the Overview Board held on 7th July 2009 were  
submitted.

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

#### 26/09 VERBAL UPDATE ON PROGRESS OF OLDER PEOPLE TASK GROUP

At the invitation of the Chairman, Councillor Mrs. M. Bunker addressed the  
meeting and gave an update in respect of the work of the Older People Task  
Group.

She reported that the Task Group would be investigating housing and housing  
support for older people in Bromsgrove, conducting a needs analysis and  
identifying gaps in service provision, undertaking a mystery shopper exercise  
for local authority information services for older people, benchmarking against  
another district authority and meeting with the Older People's Forum.

She was asked about Clent Ward at the Princess of Wales Hospital on the  
Stourbridge Road, Bromsgrove. Clent Ward provides 22 beds for older adult  
mental health assessment and treatment. There were concerns over possible  
cuts in local services. Councillor Mrs. M. Bunker responded that the Task  
Group had been informed that these concerns have been addressed and that  
the need for local services was recognised.

Councillor Mrs. Bunker requested an extension on the time for the Task Group  
investigation so that the report and recommendations of the Task Group

would be presented on 2nd February 2010 meeting of the Overview Board. This would allow the Task Group to consult the Equality and Diversity Forum meeting in December and participate in the Older People's Day on 1st October 2009.

**RESOLVED** that the Older People Task Group be requested to report back to the Overview Board with its report and recommendations on 2nd February 2010.

27/09 **FORWARD PLAN OF KEY DECISIONS - 1ST SEPTEMBER TO 31ST DECEMBER 2009**

Members of the board gave consideration to the Forward Plan which referred to the key and non-key decisions which were due to be made by the Cabinet during the period 1st September to 31st December 2009.

The Procurement and Value for Money Action Plan was identified from the Forward Plan as procurement was an issue that had been raised by Corporate Management Team (CMT) on 11th August 2009 as a possible area for consideration by Overview and Scrutiny. The action plan was due to be considered by Cabinet on 2nd September 2009. It was proposed that this issue be added to the list of possible topics for Overview and Scrutiny.

The Choice Based Lettings Scheme was identified from the Forward Plan. Members were interested to know how the scheme would be enhanced and developed. A decision on this was due to be made by Cabinet on 4th November 2009. It was proposed that this issue be added to the list of possible topics for Overview and Scrutiny.

The Arts and Events Strategy 2010/2011 was considered from the Forward Plan and it was asked if older people are properly included in the strategy. A decision on this was due to be made by Cabinet on 2nd December 2009. It was suggested that it would be a good idea to publicise events happening at the Artrix.

The Corporate Safeguarding Policy (Children and Vulnerable Adults) was identified from the Forward Plan. A decision on this was due to be made by Cabinet on 2nd December 2009. It was proposed that this issue be added to the list of possible topics for Overview and Scrutiny.

**RESOLVED** that the Forward Plan of key and non-key decisions due to be made during the period 1st September to 31st December 2009 be noted and that the issues proposed as possible items for future consideration be noted and added to the list of possible topics for Overview and Scrutiny.

28/09 **ANTICIPATED REPORTS DUE TO BE CONSIDERED BY THE CABINET FROM JANUARY 2010**

Consideration was given to the list of anticipated reports within each service area that were due to be considered by the Cabinet from January 2010.



The Treasury Strategy was identified from the Financial Services Departmental Cabinet Forward Plan. It was proposed that this issue be added to the list of possible topics for Overview and Scrutiny.

The Contract and Procedure Rules update was identified from the Financial Services Departmental Cabinet Forward Plan. It was proposed that this issue be linked to the procurement issue on the list of possible topics for Overview and Scrutiny.

The New Council House Accommodation item was identified from the Street Scene and Community Services Departmental Cabinet Forward Plan. The Executive Director of Services reported back on the expected process for how this issue would be determined. He said that by December 2010 there would be a report with more details.

The Council Calls for Action, Crime and Disorder Legislation, Overview and Scrutiny, Boundary Reviews and Petitions item was identified from the Legal, Equalities and Democratic Services Departmental Cabinet Forward Plan. The Scrutiny Officer advised that briefing sessions and training were being planned for later this year and that a draft outline plan for this had been prepared. Further information would be sent to councillors when the details had been confirmed. In the meantime, if any councillor would like any information on the proposed Member training and development for Overview and Scrutiny or would like to contribute suggestions for Member training and development needs in Overview and Scrutiny they could contact him.

**RESOLVED** that the list of anticipated reports to be considered by Cabinet from January 2010 be noted and that the issues proposed as possible items for future consideration be noted and added to the list of possible topics for Overview and Scrutiny.

29/09 **WORK PROGRAMME**

Members considered the items listed within the Work Programme for the Board.

The Scrutiny Officer informed councillors that a list of possible topics for Overview and Scrutiny was being compiled so that Overview and Scrutiny Members could make a more informed choice about what topics to consider and when to consider them. CMT were being consulted as part of this process, to help identify the key strategic issues. It was proposed that a meeting of all Overview and Scrutiny Members be held to discuss the list of possible topics for the Work Programme and that the Overview and Scrutiny boards then ratify the programme for the rest of the municipal year and the topics be scheduled around the meetings already planned, or as Task Groups where appropriate.

It was proposed that the next meeting date on 6th October 2009 be used as a work planning event, to plan and agree the topics for consideration by Overview and Scrutiny for the rest of the municipal year. The issues proposed at this Overview Board meeting would be noted as possible items for future

consideration and added to the list of possible topics for Overview and Scrutiny. The Chairman had also submitted a number of possible topics and these had been added to the list.

**RESOLVED** that the Overview Board's Work Programme be noted and items identified for possible future consideration be compiled for consideration at the Overview and Scrutiny work planning event on 6th October 2009.

The meeting closed at 6.50 p.m.

Chairman

# Agenda Item 6

## BROMSGROVE DISTRICT COUNCIL

### MEETING OF THE PERFORMANCE MANAGEMENT BOARD

MONDAY, 21ST SEPTEMBER 2009 AT 6.00 P.M.

PRESENT: Councillors C. B. Taylor (Chairman), S. R. Colella,  
Mrs. J. M. L. A. Griffiths and Ms. H. J. Jones

Officers: Mr. H. Bennett, Ms. R. Cole and Mrs. A. Scarce

30/09 **APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillors Mrs. M. Bunker, Mrs. A. E. Doyle and L. Turner

31/09 **DECLARATIONS OF INTEREST**

There were no declarations of interest.

32/09 **MINUTES**

The minutes of the meeting of the Performance Management Board held on 21st July 2009 were submitted.

**RESOLVED** that, subject to the inclusion of Councillor S. R. Colella in the list of those present, the minutes be approved as a correct record.

33/09 **COMMUNITY SAFETY PARTNERSHIP - PARTNERSHIP PLAN 2009-2011**

**RESOLVED** that consideration of this item be deferred to a future meeting of the Board and that the Portfolio Holder and that the Deputy Head of Street Scene and Community be invited to attend.

34/09 **COUNCIL PLAN 2010/2013 PART 1**

Consideration was given to a report on the Council Plan 2010/2013 Part 1. It was reported that the Council Plan was in effect the Business Plan for the Council and therefore was a key document for Members. Part 1 of the Council Plan contained the Council's priorities which arose from the away day attended by senior officers and Members and would drive officers' operational plans. Eventually Part 2 of the Council Plan would govern the allocation of resources and level of performance as part of the 2010/2011 budget process.

It was reported that, following consideration at Cabinet and Council, Value for Money had been added as an additional value, the priorities had been

increased from four to six and there had been some amendment to the key deliverables.

There was particular discussion on Climate Change which had been included for the first time as a Council priority the previous year. New legislation and the introduction of a number of new National Indicators relating to the reduction of CO2 emissions and flooding had focussed attention on these areas which it was recognised would be a huge challenge. At present there was no clear strategy in place to address this although the Assistant Chief Executive reported that a plan was being developed by officers and was likely to be produced within four months.

It was noted that with a view to addressing these issues a Climate Change Officer post had been created on a joint basis with Redditch Borough Council. The Climate Change Officer had recommended that the Council adopts a 2% per annum reduction target for its CO2 emissions (NI 185) and ensures that it continues to work with its partners on meeting the Local Area Agreement target for per capita emissions in the District of 9% over three years (2008/2011).

Members also considered the need to address flooding issues by working jointly with Parish Councils and other partners, particularly in relation to the challenging target NI 188 (Planning to adapt to Climate Change) and the two Local Area Agreement targets LI 1a and LI 1b which dealt with flood risk management plans and parish flood warning systems respectively.

Members felt there should be consideration of how communication with residents could be developed to reflect the reasons for entering into Shared Services arrangements i.e. in order to pre-empt the anticipated stringent cuts in public spending, how the new arrangements would deliver Value for Money and would improve the resilience of the Council's services.

In response to queries from Members relating to GCSE results within the Bromsgrove area, including those achieved by "looked after" children, the Assistant Chief Executive undertook to provide this information to Members of the Board.

There was also discussion on NI 39 which concerned alcohol related hospital admissions and which had increased significantly and therefore received a "red flag" marking from the Audit Commission. It was felt it would be useful to gain a greater understanding of how the figure was arrived at, the factors influencing the figure and what actions were being taken to address the issue. The Assistant Chief Executive suggested that a representative from the NHS Primary Care Trust (PCT) be invited to a future meeting of the Board to discuss the matters raised.

The Board discussed the issue of unemployment, including the impact on school leavers and on "worklessness" within the District, and queried how the issue could be followed up. The Assistant Chief Executive referred to the Forum which had taken place at the Council House earlier in the year and the

Local Strategic Partnership (LSP) Economic Theme Group which had last met in May 2009.

**RECOMMENDED:**

- (a) that in relation to NI 185, the 2% per annum target suggested by the Climate Change Officer for the reduction in the Council's CO2 emissions be adopted alongside the target of a reduction of 9% for per capita emissions ;
- (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;
- (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 ;
- (d) that the relevant Portfolio Holder be requested to work with partners through the LSP on ways of addressing the levels of unemployment and "worklessness" within the District.

**RESOLVED:**

- (a) that the Council's Vision and Council Objectives be noted;
- (b) that the introduction of Value for Money as a corporate value be noted;
- (c) that the new set of priorities and the information on which they are based be noted;
- (d) that the outline key deliverables for each priority together with potential budget bids be noted;
- (e) that the Climate Change Strategy and action plan referred to in recommendation (b) above, be submitted to this Board when available;
- (f) that a representative of the PCT be invited to attend a future meeting of the Board to address the issues behind the worsening situation in relation to NI 39;
- (g) that the Assistant Chief Executive be requested to give an update on how the Council and its partners are responding to the recession, in particular in relation to unemployment issues.

35/09 **PLACE SURVEY**

Consideration was given to a report on the results of the Place Survey. It was reported that this was now a statutory survey which in future would be undertaken every two years. The survey would provide the data on local people's experiences and perceptions by which a number of National Indicators would be measured and in order for the authority to move towards becoming an Excellent Council it was important to demonstrate it was responding positively to the results of the survey.

The Board was requested to consider the findings of the survey with a view to making recommendations to the Cabinet in relation to actions which would improve the public perception at the next survey which was due to take place at the end of 2010.

It was noted that generally, whilst 81% of respondents were satisfied with their local area there was a dichotomy in that there did not appear to be recognition of the contribution made by the Council in terms of the provision of services, infrastructure and support towards improving the area. It was disappointing that satisfaction ratings with the Council had fallen since the previous survey to 34%, although it was recognised this was a national trend.

The following key issues were identified from the results:

- Poor perception of value for money (VFM) given by the Council
- Overall satisfaction with the Council
- Residents' ability to influence local decision making
- Awareness of Civil Protection Arrangements

In addition, the survey had revealed the following were seen as areas which most needed improvement:

- Roads and pavement repairs
- Activities for teenagers
- Shopping facilities
- Public transport

The Board discussed the vital importance of effective communications with residents to reverse some of these perceptions and the correlation between residents being more informed of the services provided by the Council and satisfaction was noted, however, the budget for communications/publicity was bound to be limited by the expected reductions in public spending.

There was discussion on the success of the budget jury process which had enabled residents to gain an insight into the decisions and pressures faced by the Council in allocating limited resources. It was suggested that this process could be expanded to include a larger number of people, possibly by arranging a larger scale event in the Spadesbourne Suite or the Artrix and/or through greater use of the internet. The costs of doing so would be minimal.

It was recognised that it was important that information was included in publicity material to illustrate that the Council was responding positively to feedback received from residents, for example in the provision of the Bromsgrove Urban and Rural Transport scheme. The local paper was felt to be an effective means of communication and the Assistant Chief Executive referred to the production of a "wraparound" to illustrate Council Services.

It was also recognised that, in order to address the priorities identified in the survey, it was vital to ensure that the large scale and high profile projects such as the new Train Station and Town Centre regeneration were proceeding. The importance of working in partnership with other organisations was illustrated by the improved feedback received on areas such as crime levels, affordable housing and clean streets.

There was concern that only 10% of people felt well informed about what to do in the event of a large scale emergency and it was felt this could be addressed relatively simply through the production of a leaflet on emergency planning.

**RECOMMENDED:**

- (a) that in order to address concerns such as VFM, lack of ability to influence decisions and satisfaction with the Council, a campaign be developed, including the expansion of the budget jury process, use of the Internet and “wraparounds” in the local press to increase public awareness of Council services, including examples of where the Council has sought and then made use of feedback from the public when introducing or developing services;
- (b) that in view of the importance of the changes arising from the Shared Services agenda, events be arranged to enable the public to meet the Joint Chief Executive and the new Management Team and to understand the new arrangements and their contribution to VFM.
- (c) that in order to improve the public awareness of what to do in the event of a large scale emergency, an emergency planning leaflet be considered.

36/09 **PERFORMANCE REPORT (JULY 2009)**

The Board considered a report on the Council’s performance at 31st July 2009.

**RESOLVED:**

- (a) that it be noted that 43% of performance indicators were stable or improving;
- (b) that it be noted that 63% of performance indicators which had a target were meeting their target at the month end and 93% were projected to meet their target at the year end;
- (c) that the performance figures for July 2009 as set out in Appendix 2 be noted;
- (d) that the particular areas of improvement as set out in section 3.4 of the report be noted; and
- (e) that the areas of concern as set out in section 3.5 of the report be noted.

37/09 **SICKNESS ABSENCE PERFORMANCE**

The Assistant Chief Executive updated the Board on the actions being taken to improve the Council’s performance relating to sickness absence.

The actions included the provision of detailed information to Heads of Service on specific instances of sickness absence and the amendment of the “trigger points” within the existing sickness policy to bring staff into the sickness regime at an earlier stage. In addition work was being undertaken in conjunction with the trade unions on the possibility of piloting an amended sickness scheme within Street Scene and Community.

**RESOLVED** that the position be noted.

38/09 **IMPROVEMENT PLAN EXCEPTION REPORT (JULY 2009)**

The Board considered the Improvement Plan Exception report for July 2009.

**RESOLVED:**

- (a) that the revisions to the Improvement Plan Exception report together with the corrective action being taken be noted;
- (b) that it be noted that for the 84 actions highlighted for July within the plan 79.8% of the Improvement Plan was on target (green), 13.1% was one month behind (amber) and no actions were over one month behind (red). 7.1% of actions had been reprogrammed or suspended with approval.

39/09 **SHARED SERVICES HIGHLIGHT REPORT**

The Board considered the latest highlight report in respect of the shared services project. It was noted that a report would be submitted on a monthly basis.

It was felt it would be helpful if the report could illustrate on an on going basis both the proposed savings and the actual savings achieved.

**RESOLVED:**

- (a) that the report be noted; and
- (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.

40/09 **WORK PROGRAMME**

Consideration was given to a report on the Board's proposed work programme for 2009/2010. It was suggested that the item on the Bromsgrove Profile be deleted from the list of items for the next meeting and as an alternative the information on this item be circulated to Members. Members also requested additional information on the complaints system and the Assistant Chief Executive likewise undertook to circulate this information.

**RESOLVED** that the work programme be approved subject to the deletion of the item on the Bromsgrove Profile listed for consideration at the October meeting of the Board.

The meeting closed at 8.00 p.m.

Chairman



## BROMSGROVE DISTRICT COUNCIL

### EXECUTIVE CABINET

7<sup>th</sup> OCTOBER 2009

#### INTEGRATED FINANCIAL AND PERFORMANCE TIMETABLE

Responsible Portfolio Holder	Geoff Denaro, Portfolio Holder for Finance Mike Webb, Portfolio Holder for Community, Customer Engagement and Community Safety
Responsible Head of Service	Jayne Pickering, Head of Financial Services Hugh Bennett, Assistant Chief Executive
Non-Key Decision	

#### **1. SUMMARY**

- 1.1 To provide Members with the detailed integrated financial and performance timetable for the Council's forthcoming budget round.

#### **2. RECOMMENDATION**

- 2.1 Cabinet note the timetable and consider whether any amendments are required.

#### **3. BACKGROUND**

- 3.1 This integrated timetable brings together the Council's work on customer feedback, strategic performance management and strategic financial management, to ensure we work together, both at a Member and officer level, to deliver an affordable budget that reflects our customers' priorities.
- 3.2 Most of the stages should now be familiar to both Members and officers and reflect the improvements to the management processes of the Council. These include the use of the Customer Panel, business cases for budget bids, consideration of the Council's financial and performance outturn, a three year medium term financial plan, service business planning and the Council Plan.

#### **4. FINANCIAL IMPLICATIONS**

- 4.1 The integrated timetable should ensure appropriate links between customer feedback and budget decisions. Also, the timetable enables sufficient time for robust consultation and deliberation of the budget.

## **5. LEGAL IMPLICATIONS**

- 5.1 The Council has a statutory duty to consult rate payers.

## **6. COUNCIL OBJECTIVES**

- 6.1 The report links to all the Council's Objectives.

## **7. RISK MANAGEMENT**

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

- Failure to deliver the Council Plan.
- Failure to deliver a balanced budget
- Ineffective business cycle.
- Failure to consult properly.
- Failure to deliver the Improvement Plan and prepare for CAA

- 7.2 These risks are being managed as follows:

- Failure to deliver the Council Plan:

Risk Register: CCPP  
Key Objective Ref No: 08  
Key Objective: Delivery of Council Plan

- Failure to deliver a balanced budget :

Risk Register: Fin Services  
Key Objective Ref No: 06  
Key Objective: Effective Accountancy Service

- Ineffective business cycle:

Risk Register: CCPP  
Key Objective Ref No: 10  
Key Objective: Effective business cycle.

- Failure to consult properly:

Risk Register: CCPP  
Key Objective Ref No: 12  
Key Objective: Delivery of Council's Consultation Strategy.

- Failure to deliver the Improvement Plan and prepare for CAA:

Risk Register: CCPP

Key Objective Ref No: 5

Key Objective: Improvement Plan & CAA

## **8. CUSTOMER IMPLICATIONS**

- 8.1 The timetable should ensure a close match between our customers' priorities and our strategic plans for next year.

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

- 9.1 The Equalities and Diversity Forum will be holding a special meeting on the 8<sup>th</sup> October to consider what community bids to make.

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

- 10.1 The Use of Resources assessment by the Audit Commission would expect the Council to have a robust timetable in place, with which to allow sufficient time for budget deliberations and integrate our customer, financial and performance processes.

## **11. OTHER IMPLICATIONS**

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

## **12. OTHERS CONSULTED ON THE REPORT**

Portfolio Holder	<b>At Leader's Group</b>
Chief Executive	<b>Yes</b>
Executive Director - Partnerships and Projects	<b>Yes</b>

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

**13. WARDS AFFECTED**

All Wards

**14. APPENDICES**

Appendix 1 Integrated Financial and Performance Timetable

**15. BACKGROUND PAPERS**

**CONTACT OFFICER**

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

Name: Jayne Pickering  
E Mail: j.pickering@bromsgrove.gov.uk  
Tel: (01527) 881207

## **INTEGRATED STRATEGIC FINANCIAL AND PERFORMANCE TIMETABLE**

### **2010/11 – 2012/13**

The Council has a clear timetable for reviewing its corporate priorities, key deliverables and medium term financial strategy. The detailed timetable is set out below:

- 27 Jun.09 Council's financial and performance outturn position formally reported to Full Council.
- 03Jul. 09 Cabinet/CMT away day to consider financial and performance outturn and corporate priorities for the year ahead.
- End Aug 09 Service Business Plans templates and guidance issued to Heads of Service
- Sep 09 Departmental service business planning away days to be held
- 02 Sep.09 Cabinet to be presented with the Council Plan Part 1 report that recommends corporate priorities for the next three years, based on an analysis of the 2007/2008 outturn, customer feedback and national/regional policy.
- 9 Oct 09 An electronic copy of the budget spreadsheets will be sent out to all budget holders. The spreadsheets will include actual expenditure 2008/09, latest budget 2009/10 and the base budgets for each of the years 2010/11, 2011/12 and 2012/13 for each cost centre for which they are responsible.
- End Oct 09 The relevant payroll estimates for each of the years 2010/11 -2012/13 will be sent to each budget holder with the budget holder being responsible for ensuring that all posts / personnel / scale points and fixed term contract details are correct. The budget holders must check the payroll estimates with the schedule prepared by HR & OD for completeness of the establishment.
- 21 Sep.09 Performance Management Board considers Council Plan Part 1 report and makes recommendations to Cabinet if required.
- 16 Sep.09 Full Council debates and agrees the Council's corporate priorities for the next three years, using the Council Plan Part 1 report.
- 29 Sep.09 First draft service business plans (key deliverables, budget bids and savings) provided to the Corporate Communications, Policy and Performance Team.
- 2 Oct 09 Dedicated all day CMT on first draft of service business plans' key deliverables, budget bids and savings.
- 6 Oct 09 CMT full review of pressures v savings re budgets to be built into first cut of budget to be presented to Cabinet 4<sup>th</sup> November
- 15 Sep. to 31 Oct.09 Budget holders to meet with their accountant to discuss any changes to the existing budgets (contained within the papers sent out on 15 September). The only changes that will be permitted to the existing base budgets will be by way of formal virement requests (however additional income cannot be utilised to fund expenditure without completing the budget bid process), plus identification of any savings. Any bids for increased resources will be dealt with as part of the business planning process outlined above.

Inflation and profiling of budgets will also be discussed at the meetings.

Note: In order to improve the robustness of our budget process officers need to improve the way that budgets for major items of income are calculated – planning fees, land charges, building control, car parking charges. The likely level of income needs to be calculated based on usage and level of fees rather than simply rolling forward the budget – the risks associated with these levels of income also needs to be assessed. A template will be prepared by accountancy for the calculation of income and to identify the associated risks. Managers must be aware of the concessions policy when estimating income generated.

- |                         |                                                                                                                                                                                                                                                         |
|-------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 15 Sep<br>to 31 Oct.09  | Accountancy Services to undertake work on different scenarios with regard to major elements of expenditure e.g. different levels of pay award and the impact on budgets.                                                                                |
| 13 Oct.09               | Detailed budget options to Leader's Group.*                                                                                                                                                                                                             |
| 02 Nov.09               | Members' Budget Briefing.                                                                                                                                                                                                                               |
| 04 Nov.09               | First cut of 2009/2010 budget (including initial budget bids and savings) considered by Cabinet.                                                                                                                                                        |
| 23 Nov.09               | First draft base budgets available (including recharges and capital charges).                                                                                                                                                                           |
|                         | Note: There will need to be continued discussion between support service provider and receiver until agreement is reached. Detailed analysis of the impact of support services required for any decision to transfer and/or amend delivery of services. |
| 30 Nov.09               | Quality checklist on service business plans returned to Heads of Service                                                                                                                                                                                |
| Mid Dec.09              | Calculation of base budget requirement (variety of scenarios), together with cost of priorities, including Government Grant indications, to be completed.                                                                                               |
| 01 Dec.09               | Presentations to Scrutiny Steering Board on the budget process, draft Capital Programme and base revenue budget.                                                                                                                                        |
| 3 Dec.09                | Cabinet to consider Capital Programme and revenue base budget and financial impact of priorities.                                                                                                                                                       |
| Mid Dec -<br>end Dec 09 | Officers to identify growth and budget reductions (if they are required) in order to balance the budget.                                                                                                                                                |
| 05 Jan.10               | Consideration by Scrutiny Steering Board of detailed budget for each area and proposed growth and budget reductions (if required).                                                                                                                      |
| 06 Jan.10               | Consideration by Executive Cabinet of Revenue budget.                                                                                                                                                                                                   |
| 07 Jan.10               | Final draft service business plans submitted to Corporate Communications, Policy and Performance Team.                                                                                                                                                  |
| 13 Jan. 10              | All-day SMT Star Chamber to go through revised service business plans.                                                                                                                                                                                  |
| 14 Jan.10               | Member Budget Briefing.                                                                                                                                                                                                                                 |
| 20 Jan. 10              | Approval by Council of the Capital and Revenue budgets (2009/2012).                                                                                                                                                                                     |

- Early Feb.10 Statutory NNDR consultation.
- 24 Feb.10 Full Council agrees Council Tax level.
- End Feb10 CMT meeting to review business plans & outcomes (both councils)
- 19 Mar.10 Final draft service business plans sent to Senior Policy and Performance Officer
- 31 Mar.10 Service business plans and budget book placed on Intranet. Council Plan 2009/2012 published.
- 07 Apr 10 Cabinet agrees Council Plan 2009/2012.
- 19 Apr.10 PMB considers the Council Plan 2009/2012
- 21 Apr 10 Full Council approves Council Plan 2009/2012.
- 17 Apr.10 Budget Packs distributed to individual budget holders.
- 30 Apr.10 Team plans and PDRs completed and returned to ACE and Training & Organisational Development Manager

\*note:- After the initial discussion at Leader's Group in October, consideration will be given to the HR timetable and HoS will be advised on any legal requirements.

This page is intentionally left blank



## BROMSGROVE DISTRICT COUNCIL

### CABINET

7th October 2009

#### Transfer of Bromsgrove Museum

Responsible Portfolio Holder	Councillor Roger Hollingworth
Responsible Head of Service	Phil Street

#### **1. SUMMARY**

- 1.1 The report explores actions required to either continue with the process of transferring the museum or addressing the actions required for its complete closure.

#### **2. RECOMMENDATIONS**

It is recommended that the Cabinet resolves to dispose of the land at Birmingham Road, Bromsgrove on which the Bromsgrove Museum is located, to the Friends of the Norton Collection (“the Friends”) subject to the following:

- 2.1 that any disposal of the land (whether by sale, lease or otherwise) to the Friends is conditional upon the Friends becoming a registered charity with a registered charity number and that the disposal is made to the registered charity;
- 2.2 that the consideration for a sale of the land to the Friends should be for current market value;
- 2.3 that authority be delegated to the Head of Legal, Equalities and Democratic Services in consultation with the Portfolio Holder and the Executive Director of Partnerships and Projects to agree the terms of such disposal (whether by sale, lease or otherwise) to the Friends to include appropriate provision for the following:
- 2.3.1 in the event of a dissolution of the Friends or in the event of the Friends subsequently proposing to sell, lease or otherwise dispose or transfer all or part of the land or all or part of its interest in the land:
- 2.3.1.1 an option to purchase the land; or
- 2.3.1.2 a right of pre-emption to give the Council the first right of refusal to acquire the land; or

- 2.3.1.3 as an alternative to either 2.3.1.1 or 2.3.1.2 the right to clawback any increase in value subject to the value of any improvements undertaken by the Friends;
- 2.3.2 a formula for calculating the sum at which the Council would be entitled to re-acquire the land when exercising its option or right of pre-emption, such sum to reflect the lower of either:
- market value as at the date of re-acquisition; or
  - a sum which should not exceed the consideration for the sale to the Friends plus 1% simple interest per annum, plus the value of any improvements undertaken by the Friends;
- 2.3.3 appropriate covenants as to the future use of the land supported by a clawback provision in the event of a subsequent change of use to which the Council has not consented;
- 2.3.4 appropriate covenants as to the maintenance of the building;
- 2.3.5 a restriction against dealings in the land without the consent of the Council;
- 2.4 that any disposal of the land to the Friends is conditional upon the heads of agreement being agreed by both parties by the end of October 2009; if the negotiations are not concluded by this date authority be delegated to officers to explore alternative proposals for disposal of the land and the Collection; and
- 2.5 that contracts for the disposal of the land to the Friends be exchanged by 31 October 2010.

It is recommended that the Cabinet makes the following recommendation to Council in its capacity as trustee of the Norton Collection:

- 2.6 that any transfer of the Collection to the Friends is conditional upon the Friends becoming a registered charity with a registered charity number and that the Collection is transferred to the registered charity.

### **3. BACKGROUND**

- 3.1 Bromsgrove District Council resolved to close the museum in 2007 and it has been closed to the public since January 2008. The Council has been tackling the complex process of disposing of the items within the museum. There are two potential avenues to disposal. The first is to make the items available to another collection. The second is to transfer the collection in its entirety to a local trust established for the purpose of operating the museum. An officer working group (which includes officers from other organisations with substantial experience

of museums) has been established to consider the future of the Museum and this has met regularly.

- 3.2 In December 2008 the Council, as trustees of the museum, resolved to close the museum and dispose of its items, but asked officers to explore the feasibility of a newly created trust to operate the museum. Discussions were held with representatives of the 'Friends of the Norton Collection'. The "Friends" had proposed that the Council grant the Friends a one year option to purchase the building in which the Museum is housed at current market value and then transfer the Collection to the Friends with a review of progress be held nine months into the fund raising period and if they have not received a guarantee of 60% of the cost of purchasing the museum supported by letters of commitment by donors, the museum items will be prepared for disposal.
- 3.3 Cabinet considered the Friends proposal on 1st April 2009 but considered that in view of the current property market this would not result in the Council obtaining value for money from the sale of this asset. Therefore Cabinet rejected the proposal but instead proposed that the Friends be offered a 5 year full repairing lease to be completed within 6 months at a peppercorn rent at the expiry of which the Friends be offered either an option to purchase at the full market value or a further full repairing lease at a commercial rent. Cabinet recommended to Council that the Council consider a development Plan prepared by the Friends. The Cabinet had proposed the five year peppercorn rent as a generous gesture as it gave the 'Friends' longer to generate the required sum and met the Council's requirement to demonstrate best value, namely delaying the sale of the building until the market had recovered. Furthermore, it met the Council's criteria for obtaining best value. The five years would allow the Friends to operate a 'fighting fund' arrangement where they raised money through public donations to buy the building.
- 3.4 At full Council on 29<sup>th</sup> April Council approved the Friends as an organisation to which the Council would transfer the Collection subject to officers being tasked to undertake further work with regard to the sustainability of the Trust and its proposals and that the Council be provided with access to the Collection following its transfer to ensure it was being adequately looked after.
- 3.5 On 5<sup>th</sup> May the museum working group met with the Friends and the resolutions of Cabinet and Council were discussed. The 'Friends' indicated that they that they could not support the proposals put forward by Cabinet regarding the offer of a peppercorn rent. The 'Friends' did not consider this proposal as acceptable on the basis that they perceived that it would be difficult or impossible to raise the capital required to purchase the building if the sum required to purchase it had not been specified at the outset and asked if Cabinet would reconsider their decision; in particular, the Friends have requested that an agreed

value be placed on the building and the Friends be granted an option to purchase it for that sum within a year. The 'Friends' contended that the covenants on the building would mean that the price of the building would be less affected by a property upturn owing to the fact that the property could only be used as a museum or a private dwelling. The point was made that given the housing moratorium the building could not be sold as a private dwelling. In summary, the Friends insisted that a one year period to raise the money was the basis on which they would like to progress.

- 3.6 Following discussions with the 'Friends' further advice has been taken from museum professionals and the guidance received is that the Council would be well advised to consider negotiating with the 'Friends' on the basis of sale within a year or dispose of the collection in keeping with Charity Commission and Museum and Library Association guidance.
- 3.7 The Council has to consider disposal of the Collection as a serious option either at this point or in the future. A representative of the Worcestershire County Council museums service suggests the Collections comprises some 15 – 17,000 items. However, if this option has to be pursued the appropriate procedure would be for the entire Collection to be made available through posting its availability in the museum trade press and inviting interest from another museum or collection. It has been suggested that although the Norton Collection does have some valuable pieces, the majority of the collection was only of local significance. The procedure would suggest that if after three months no offers were received for the collection the Council, as trustees, could sell the items.
- 3.8 The risks involved in pursuit of this approach revolve around cost, time and reputation.
- 3.9 The reputational issue maybe challenging as a considerable number of the items have been donated since the collection came into the control of the Council. Items, a number of which are of considerable value – financial and / or sentimental – will have been donated with the intention of being for the benefit of the people of Bromsgrove. The donors or their relatives may see the disposal of their donations for money as unacceptable and disrespectful of their wishes. Returning items may be difficult because of the terms on which they were donated and time consuming in terms of investigating whether those making a claim for the item had a genuine entitlement; returning items will amount to disposal of charitable assets and must be undertaken in accordance with charity law.
- 3.10 The current valuation of the building is £285,000. The 'Friends' are interested in purchasing the building for that sum. The Council wants to wait for improvements in the property market and could see a 10% annual rise in property prices over five years taking the value to around

£400,000. During the five year period the Council will pay £13,000 a year non domestic rates plus any costs associated with maintaining the building.

- 3.11 If the Collection is to be disposed of it is estimated that the work of listing, pricing and photographing would approach 140 days to complete the work based on 80 items a day. At £200 per day this would cost £28,000. This does not include the cost of materials and cameras. Furthermore after all this work there is not a guarantee that the items will sell.
- 3.12 The combination of non-business rates, work on preparing the items for sale, the reputational damage and the other associated costs leads to the proposal that a sale price should be agreed and that the 'Friends' are given 12 months to raise the money with a review after 9 months. In the meantime the museum remains closed and the building mothballed. In view of the advice received since the Cabinet made its decision on 1 April 2009, Cabinet is asked to reconsider this issue. It is proposed that the Friends should effectively be given 12 months within which to raise the necessary finance and exchange contracts.
- 3.13 It is essential that the building should be sold into trust and that if the Friends are unable to raise the money notice be given that the items are to be sold and discussions held to dispose of the collection and a pressure be included in the budget for 2010 – 11 to support the disposal of the collection.

#### **4. FINANCIAL IMPLICATIONS**

- 4.1 The cost of staff undertaking the itemising of the collection could be considerable as they will have to list, photograph and price between 15 – 17,000 items. The time required to do this work will also be extensive. The Council would have to consider whether it had the capacity to do this work, if it did not agency staff would need to be engaged. The collection would have to be advertised in the trade press and if the Council did not receive offers for the collection it would have to enter into a contract with an auctioneer to dispose of the items.
- 4.2 The current valuation of the building is £285,000. The 'Friends' are interested in purchasing the building for that sum. The Council wants to wait for improvements in the property market and could see a 10% annual rise in property prices over five years taking the value to around £400,000. During the five year period the Council will pay £13,000 a year non domestic rates plus any costs associated with maintaining the building.
- 4.3 If the collection is to be disposed of it is estimated that the work of listing, pricing and photographing would approach 140 days to complete the work based on 80 items a day. At £200 per day this

would cost £28,000. This does not include the cost of materials and cameras. Furthermore after all this work there is not a guarantee that the items will sell.

- 4.4 The combination of non-business rates, work on preparing the items for sale, the reputational damage and the other associated costs leads to the proposal that a sale price should be agreed and that the 'Friends' are given 12 months to raise the money with a review after 9 months. In the meantime the museum remains closed and the building mothballed.
- 4.5 There is a real risk that if negotiations were terminated with the 'Friends' the Council may face legal action which would involve the Council incurring legal costs to defend the Council's position.

## **5. LEGAL IMPLICATIONS**

- 5.1 It is a legal requirement that any transfer of the Collection is made to a charity or charitable trust with objects which are substantially similar to those of the Norton Collection. The Friends are not currently a registered charity as a trust with charitable objects is only required to register as a charity if it has an income of £5,000 per annum, and the Charity Commission is not currently accepting voluntary registrations from organisations with a lesser annual income. However, it is reasonable for the Council to require a receiving organisation to be a registered charity. Firstly, a registered charity is more accountable than a non-registered charity in terms of being listed on the public register with the Commission and, subject to differing thresholds, having to account to the Commission for its activities on an annual basis
- 5.2 The Council might wish to consider imposing a condition in relation to the sale of the building providing that the 'Friends' should grant to the Council a right of pre-emption which would effectively give the Council the first right of refusal to acquire the land in the event of a dissolution of the trust or if the land becomes available for sale or transfer, or as an alternative that the Council has the right to claw back any increase in value. The right of pre-emption would need to clearly specify exactly what events would trigger the right of pre-emption.
- 5.3 Alternatively the Council might consider, on any sale to the Friends, requiring an option to purchase which contractually precludes the Friends from selling the property to another party so long as the option remains exercisable, but such an option must be exercised within 21 years (and so a right of pre-emption might be the better long-term option), or as an alternative that the Council has the right to claw back any increase in value.
- 5.4 A right of pre-emption or an option can be registered against the title to the land at the Land Registry.

- 5.5 There may be tax implications associated with a right of pre-emption or option which would need to be investigated.
- 5.6 The Council might wish to consider imposing restrictive covenants relating to future use of the land. These could be supported by a clawback provision in the event of a subsequent change of use to which the Council has not consented.
- 5.7 The Council might wish to impose a clause into the sale documentation prohibiting any dealings by the Friends with all or part of the land or any interest in all or part of the land without the consent of the Council and that such clause be registered against the title to the land at the Land Registry. This would ensure that the Council was aware of any proposed dealings, that any dealings would not adversely affect any residual rights the Council might have in the land and ensure that any option or right of pre-emption the Council had was protected.

## **6. COUNCIL OBJECTIVES**

- 6.1 The museum does not form part of the Council's priorities.

## **7. RISK MANAGEMENT**

- 7.1 Trust Unable to Raise Funds – If the trust is unable to raise the funds the collection will be advertised for sale as a single entity and if the sale cannot be secured it will be catalogued for auction. The process of fund raising would be monitored through the museum working group and nine months after the agreement to move to sale had passed the trust would be expected to produce documentation demonstrating it had secured or looked likely to secure the target sum of £285,000.
- 7.2 Trust does not obtain charitable status in line with Council expectations – If the trust is insufficiently robust and does not produce a development plan, management plan and marketing plan that the Council regards as satisfactory, the Council will have to withdraw from the negotiations. The Council will offer guidance to the trust on the criteria and standard of plans it requires and the nature of the charitable organisation it wants to see established to allow it to feel secure in the transfer.
- 7.3 Trust does not accept pre-emption conditions on sale of property – The Council would seek legal advice on the pre-emption arrangements and if these were not accepted by the Trust the negotiations would be re-considered if not concluded.
- 7.4 Cost of disposal has to be met – An estimate of the costs associated with disposal have been produced and a pressure would be indicated for the medium term financial plan.
- 7.5 Reputation damaged by sale of items – The Council would need to produce an explanation as to the reasons for the sale of the items and how the sales income would be applied. Those who simple lent items to the museum would have the items returned.

- 7.6 Cannot dispose of collection as a single transaction – The Council will advertise the collection in the museum and archives trade press for sale as a single collection. In the event of offers not being received the collection would be prepared for auction and the income use dfor good works in Bromsgrove.
- 7.7 Legal action taken against Council as trustees of museum – The council will seek legal and charity commission advice on the course of action it was pursuing in relation to disposal of the collection.
- 7.8 Trust is not sustainable or faces operational difficulties after purchase of building – The pre-emption clause in the contract would be invoked and the Council would proceed with sale of the artefacts.

**8. CUSTOMER IMPLICATIONS**

8.1 The closure of the museum will have a negative impact on the customers who could potentially have visited it however this is felt to be negligible given the low visitor numbers

**9. EQUALITIES AND DIVERSITY IMPLICATIONS**

9.1 The museum is currently inaccessible to those with mobility difficulties and those who use a wheel chair.

**10. VALUE FOR MONEY IMPLICATIONS**

10.1 By continuing to operate the museum as it was previously the Council would not be demonstrating value for money – visitor numbers were low and as a result the cost per visitor were high. The Museum does not directly contribute towards the achievement of the Council’s objectives and priorities and as such doesn’t represent value for money.

10.2 The challenge in relation to value for money is the need to secure a best value return on the sale of the building while balancing this against the costs incurred from the maintenance of the building and the payment of non-domestic rates on an empty building.

10.3 A further value for money consideration is the costs incurred in disposing of the items compared with transfer of the items to a trust. It is suggested that if negotiation can be successfully concluded with the trust based on an agreed market value for the building and transfer of items then and If an agreed market value can be achieved and transfer secured to a trust this would release resources to the Council and remove any revenue implications.

**11. OTHER IMPLICATIONS**

Procurement Issues – Advice on actions to dispose of the items
Personnel Implications - None



Governance/Performance Management - None
Community Safety including Section 17 of Crime and Disorder Act 1998 - None
Policy -- None
Environmental - None

**12. OTHERS CONSULTED ON THE REPORT**

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

**13. WARDS AFFECTED**

All Wards, but St John's more directly

**14. APPENDICES**

Not applicable

**15. BACKGROUND PAPERS**

None

**CONTACT OFFICER**

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

## **BROMSGROVE DISTRICT COUNCIL**

### **CABINET**

**7TH OCTOBER 2009**

#### **DIVERSITY PEER CHALLENGE**

Responsible Portfolio Holder	Cllr Geoff Denaro
Responsible Head of Service	Claire Felton
Non-Key Decision	

#### **1. SUMMARY**

- 1.1 In April 2009 the Council invited a Diversity Peer Challenge to test our claim to have reached Level 3 of the Equality Standard for Local Government. The Peer Challenge Team confirmed that they supported the self assessment made by the Council and agreed that the Council has achieved Level 3 of the Equality Standard for Local Government. This has now automatically migrated across to Level 2 Achieving, of the Equality Framework for Local Government which replaced the Equality Standard on 1<sup>st</sup> April 2009.

#### **2. RECOMMENDATION**

- 2.1 That Cabinet note the report and accept the recommendations made by the Diversity Peer Challenge Report and the measures identified to address the issues therein.

#### **3. BACKGROUND**

##### **Leadership and corporate commitment**

- 3.1 The peer challenge looked closely at the way in which the Equality Champions meetings were working and the way in which they fitted into the wider Equality agenda for the Council. Although it was acknowledged that the Champions Group had worked to date, there was also a feeling that it needed to evolve and be empowered to drive the equality and diversity agenda forward to the next level.
- 3.2 The report questions whether the group is fit for purpose moving forward and encourages the Council to consider raising the profile of the current Group through the revision of the terms of reference, to consider making the group more strategic and to consider extending the membership to include the Portfolio Holder.
- 3.3 As an organisation the Council does not agree with all of these comments and at the meeting of the Corporate Management Team (CMT) on 21<sup>st</sup> July 2009 proposals were made in relation to the changes needed and as a result the Equality Officer has incorporated these proposals into a revised draft terms of reference which is at appendix 1 to this report for comment and discussion – In particular the need for the Champions Group to play a part in equality impact assessments.

- 3.4 CMT felt it was more appropriate to develop an Impact Assessment Steering Group operating on the same lines as the current Risk Management Group to monitor the quality and consistency of completed Impact Assessments. This would ensure that the appropriate level of officer had an involvement in the impact assessment process thereby delivering the requirements within the Peer Challenge without affecting the ability of more junior staff to be involved at the Champion level.
- 3.5 The Peer review, whilst recognising the enormous journey that the Council has made in relation to Equality and Diversity was anxious that the Council continue its progress and momentum, particularly with the move to the Equality Framework.
- 3.6 In order for us to do this the Council needs to address the issue of setting targets for age, religion/belief and sexual orientation as there has been little visible progress in this area to date.
- 3.7 It is recognised that this is a challenge nationally; nevertheless it is an area that is deemed to be essential in the movement from 'achieving' to 'excellent' within the framework.
- 3.8 It is therefore proposed that the Equality Officer make investigations of other authorities who have incorporated these targets within their operational business and determine how this can be achieved effectively at Bromsgrove District Council. It must also be an area that we agree with our key partners and County colleagues where possible in order to ensure a consistency of service delivery throughout Bromsgrove and the wider County.
- 3.9 Another area that we must now focus on is the provision of a data monitoring system and the ability to accurately identify who our customers are currently and where we are failing to reach certain groups of our community.
- 3.10 A small sub group of CMT members has been meeting to determine the most appropriate way for the Council to proceed and it is anticipated that a robust data monitoring system will be available to all departments by the end of the financial year.
- 3.11 This will enable us to capture vital information in relation to the customers currently using our services and it will enable us to more easily identify where there are any equality service deliver gaps. Once these gaps are identified positive remedial action can be considered and implemented where appropriate to ensure that our services are as accessible as they can be.
- 3.12 Annually Service Heads identify the areas of business that they will develop through their key deliverables and data monitoring will provide further contextual information that can be used in conjunction with the data already captured through the Labour Market Assessment. This will enhance this process and result in a more effective business planning process.
- 3.13 The review acknowledged the historical involvement of the Equality and Diversity Forum and Disabled Users Group in the Council's Scrutiny agenda and highlighted the need for this to be continued, specifically encouraging the need for the Board to be

proactive when looking at equality and diversity issues and monitoring equality and diversity data.

- 3.14 Cabinet is advised that the Portfolio Holder for Legal Equalities and Democratic Services is now a member of the Equality and Diversity Forum and that he meets regularly with the Chairman to discuss current issues.
- 3.15 In addition it is now a Compulsory element on the member training and development programme that members regularly attend Equality and Diversity training to support them and to ensure that they are fully briefed on the Council's.
- 3.16 In support of the Council's Overview and Scrutiny process the Council has invested in a dedicated Scrutiny Officer and additional Committee Services Officer to ensure that the Scrutiny process is developed in accordance with the Council's priorities moving forward. Officers appointed into these roles will have targets and objectives to ensure that the Scrutiny environment is supported to this extent and to the extent that members are encouraged to reflect on the Equality and Diversity duties and agenda when determining their Scrutiny programme.
- 3.17 Finally in this category the review acknowledged the enormous amount of work that has been done in the context of disability equality; however Elected Members need to be more visible in their commitment to all six strands of equality within the communities of Bromsgrove

#### **Community engagement and accountability**

- 3.18 The review identified the Equality and Diversity Forum as an area of good practice and recommended that the Council continue its efforts to positively encourage young people to get involved.
- 3.19 In this regard the forum are looking at ways in which younger people can become involved although it is recognised that there are other areas within the Council where younger people are actively involved in the decision making process and that these may not have been adequately articulated to the Peer assessors during the process of review.
- 3.20 The Council needs to look more closely at the needs of new migrant communities and the ways in which their needs can be supported through the deliver of Council services.
- 3.21 In this regard the Equality Officer will work with colleagues from the County through the provision of the purpose built site within the district to ensure that we are developing this area of the agenda.
- 3.22 Another nationally recognised area of challenge is the development of more positive publicity for LGBT issues within the community.
- 3.23 Cabinet is advised that the Equality and Diversity Forum were successful in their bid for funding to set up a group dedicated to this purpose in the budgeting round of

2008/9. This work continues and further funding has been obtained by the Council through the Being Different Together project to support this programme of activity.

- 3.24 It is hoped that this work will enable the Council to establish a community based group which will support the Equality and Diversity Forum and the wider Council in understanding and tackling some of the issues faced by members of our LGB and T community through support as community leaders and more inclusive service provision.

### **Service delivery and customer care**

- 3.25 The report identified that there is limited collection of monitoring information about who is or is not using services. Target setting needs to be based on better quantitative data. This will inform service planning and monitoring of progress against targets.
- 3.26 This report identifies in the early part how this is being addressed through an group of officers from CMT and the fact that it is anticipated that a process will be in place by the end of the financial year to redress this.
- 3.27 The report identifies that the Council should revisit the tendering threshold to attract a wider range of suppliers and that it should provide more opportunities to promote the Council's message to attract a bigger pool of companies.
- 3.28 It is recognised that much work has already been done in this area by the Council's procurement officer through the provision of funds received through a historical capacity building fund grant. The Equality Officer and the Procurement Officer will work together to provide a more robust programme of activity to address this moving forward.
- 3.29 In addition ongoing contract monitoring should be undertaken to ensure compliance with equality clauses and the Equality Officer is working with the Legal Department to determine how this might be achieved.

### **Employment and Training**

- 3.30 This is an area where the Council recognised that it would need to improve particularly in relation to workforce monitoring at all stages of employment. This data needs to be used to inform targets and actions in particular, work needs to start on sexual orientation and religion/belief.
- 3.31 The Council is encouraged to work towards inclusion in the Stonewall Workplace Equality Index and to develop closer relationships should be established with Trade Unions on furthering the equality agenda.
- 3.32 The Council is encouraged to take all necessary action to address the issues raised in the staff survey. CMT will need to look very carefully at the issues identified when embarking on their business planning cycle to ensure that these issues are captured and managed appropriately.

- 3.33 The report acknowledged the areas within the Equality and Diversity agenda that had been reported over the last two years, but more could be done to celebrate success. This is recognised by the Council as a whole and work continues through the Corporate Policy Department and the relationship management of the local media to address this issue.

#### **4. FINANCIAL IMPLICATIONS**

- 4.1 An Equalities budget already exists which is an can be used to fund the community activities and engagement that will support the continuing achievement and move towards Level 3 of the Equality Framework for Local Government over the next two years.
- 4.2 Most of the recommendations are either already being addressed or can be addressed in the next few months within existing activities using existing resources and extra resources that have been available to the Council through the Being Different Together project (includes training in the Equality Framework for Local Government from the IDeA and £8,000 for community projects to be delivered and completed by end of December 2009).

#### **5. LEGAL IMPLICATIONS**

- 5.1 Implementing the recommendations of the Diversity Peer Challenge will ensure that we have evidence to demonstrate compliance with all current Equality legislation and will assist with the work required to implement the forthcoming Equality Bill (expected June 2011).

#### **6. COUNCIL OBJECTIVES**

- 6.1 All the work under the Diversity Peer Challenge and the Equality Framework for Local Government supports the Council's Corporate Improvement and Sense of Community objectives. The Council recognises the need to ensure that the needs of the customer are understood and addressed when delivering services.

#### **7. RISK MANAGEMENT**

- 7.1 The main risks associated with the details included in this report are:
- It will take time to review the Council's approach to equality which was formulated according to the Equality Standard for Local Government which was very much based on procedures and suited a "tick box" approach. The Council's success with the Diversity Peer Challenge was strong because there was strong evidence of outcomes as well as process and procedure.
  - The Equality Framework for Local Government has divided measurement into five main areas rather than four (as for the Standard) and although there is a general overlap, they are not exactly the same, therefore all staff and managers involved need time to make the transition.

- As always, there is a risk of lack of ownership and the Council must recognise that not all service departments are at the same level. Therefore time needs to be spent focusing effort where not all elements of the Standard/ Framework have been implemented as robustly as other areas.
- The risk is that if these issues are not addressed and acted upon, the Council could lose its Achieving status when it comes up for re-assessment in 2011.
- Equally, if being assessed for Excellent in 2011 the issues above have not been addressed, the Council may retain Achieving but not acquire Excellent which is the stated objective.

7.2 These risks are being managed as follows:

Risk Register: *Legal, Equalities and Democratic Services*  
 Key Objective Ref No: 1  
 Key Objective: *Effective Equalities Culture*

**8. CUSTOMER IMPLICATIONS**

8.1 The Council operates an Community lead Equalities and Diversity Forum and Disabled User Group. These groups bring together the community and the decision making process. Bromsgrove is committed to ensuring that all of its services meet the needs of the community.

**9. EQUALITIES AND DIVERSITY IMPLICATIONS**

9.1 This is central to the continued comment and implementation of the Council's commitment to equality and diversity.

**10. VALUE FOR MONEY IMPLICATIONS**

10.1 The Council must ensure that all resources are expended efficiently and effectively. It is essential that the needs of the community are assessed when determining the levels of service deliver appropriate for the community. Bromsgrove is committed through the provision of the Equality and Diversity Forum, Disabled Users Group and wider equality agenda to ensuring that customer need drives service provision and that this is at the heart of our Value for Money agenda.

**11. OTHER IMPLICATIONS**

Procurement Issues: As articulated within the report
Personnel Implications: As articulated within the report
Governance/Performance Management : As articulated within the reports



Community Safety including Section 17 of Crime and Disorder Act 1998: None
Policy: As articulated within the report
Environmental: None

## 12. **OTHERS CONSULTED ON THE REPORT**

Portfolio Holder	<b>Yes</b>
Chief Executive	<b>Yes</b>
Executive Director - Partnerships and Projects	<b>Yes</b>
Executive Director - Services	<b>Yes</b>
Assistant Chief Executive	<b>Yes</b>
Head of Service	<b>Yes</b>
Head of Financial Services	<b>Yes</b>
Head of Legal, Equalities & Democratic Services	<b>Yes</b>
Head of Organisational Development & HR	<b>Yes</b>
Corporate Procurement Team	<b>Yes</b>

## 13. **WARDS AFFECTED**

**All Wards**

## 14. **APPENDICES**

Appendix 1 Revised Terms of Reference Equalities Champions Group  
Appendix 2 Diversity report

## 15. **BACKGROUND PAPERS**

None

**CONTACT OFFICER**

Name: Claire Felton  
E Mail: c.felton@bromsgrove.gov.uk  
Tel: (01527) 881429



## **Equality Champions Working Group – Terms of Reference – September 2009**

Equality Champions are selected from each service area to attend bi-monthly meetings of the Working Group.

The purpose of the meetings is to manage an operational working group with corporate support to progress the Equality and Diversity agenda within the Council. The meetings will take progress reports from Champions and agree forward actions. The discussions and outcomes are then referred to the Corporate Management Team.

The Equality Officer and Head of Legal, Equalities and Democratic Services will take the lead in partnership with Human Resources and Organisational Development and Corporate Policy and Performance.

Legal Equalities and Democratic, Human Resources and Organisational Development and Corporate Policy and Performance will provide input and updates on the range of equality and diversity initiatives from the corporate perspective. This will ensure that all obligations to implement equality legislation are met and that the current performance against Local and National Performance Indicators, including the Equality Framework for Local Government and the Race Equality Scheme is maintained and progressed.

Where training needs are identified for Champions, arrangements will be made to meet these needs by Human Resources and Organisational Development.

The main processes in which the Equality Champions will be involved are:-

1. Contributing to and monitoring the Council's 3 Year Rolling Plan of Equality Impact Assessments within their relevant service area.
2. Reporting completed Equality Impact Assessments and any necessary changes to the Plan at each meeting from their relevant service area.
3. Contributing to and monitoring the implementation of the Equality and Diversity Action Plan for their relevant service area.
4. Collecting and reporting evidence of Equality and Diversity outcomes for the Corporate management of the Equality Framework for Local Government.
5. Communicating Equality and Diversity subjects within their relevant service area to other staff, for example, promoting activities for staff and encouraging involvement of staff in events where appropriate, miles and achievements elsewhere in the Council.

The role of the Equality Champions is to :-

- support managers in the preparation of the 3 Year Rolling Plan of Equality Impact Assessments within their relevant service area
- support managers in the completion of Equality Impact Assessments
- **the Equality Champions are not responsible for carrying out Equality Impact Assessments – this is the manager's responsibility**

For each meeting, Equality Champions will be reporting on the following items

<p><b>Number of completed Equality Impact Assessments in the Operational Year from their relevant service area</b></p>	
<p><b>Number of outstanding Equality Impact Assessments in the Operational Year from their relevant service area</b></p>	
<p><b>Which actions under the Equality and Diversity Action Plan for their relevant service area have been completed?</b></p>	
<p><b>Positive outcomes from completed actions under the Equality and Diversity Action Plan for their relevant service area</b></p>	
<p><b>Which actions under the Equality and Diversity Action Plan for their relevant service area are outstanding?</b></p>	
<p><b>Any examples or information relevant to the Equality Framework for Local Government under the five areas :-</b></p> <ul style="list-style-type: none"> <li>○ <b>Knowing your communities and equality mapping</b></li> <li>○ <b>Place shaping, leadership, partnership and organisational commitment</b></li> <li>○ <b>Community engagement and satisfaction</b></li> <li>○ <b>Responsive services and customer care</b></li> <li>○ <b>A modern and diverse workforce</b></li> </ul>	
<p><b>Equality and Diversity updates provided to Departmental teams – feedback.</b></p>	



# **DIVERSITY PEER CHALLENGE**

## **BROMSGROVE COUNCIL**

### **REPORT**



## 1. Background

This report is a summary of the findings of a Diversity Peer Challenge organised by the Improvement and Development Agency (IDeA) and carried out by its trained peers on 23<sup>rd</sup>/24<sup>th</sup> April 2009. The report satisfies the requirements of the Equality Standard for an external assessment at level 3. The Peer Challenge is designed to validate a council's own self-assessment at level 3 of the Equality Standard, by considering documentary evidence and by carrying out a series of interviews and focus groups with employees and other stakeholders.

The basis for the Peer Challenge is a benchmark which incorporates the set criteria of the Equality Standard at level 3. The benchmark focuses on four key areas: Leadership and Corporate Commitment; Community Engagement and Accountability; Service Delivery and Customer Care and Employment and Training.

The Peer Challenge is not an inspection; rather it offers an external assessment of a council's own judgement of itself against the Equality Standard benchmark, by critical friends who have experience of delivering an equality/diversity agenda in their own councils.

Peers were:

Cllr Ian Ward – Birmingham City Council
Kirsty Hopkins – Newcastle City Council
Suranjana Lall – Warwickshire County Council

The team appreciates the welcome and hospitality provided by the council and would like to thank everybody that they met during the process for their time and contributions.

## 2. Overall conclusion

Following this Diversity Peer Challenge, we have reached the following conclusion:

**Bromsgrove District Council has completed a satisfactory self-assessment against the criteria for level 3 of the Equality Standard.**

**This equates to “achieving” under the Equality Framework for the purposes of external assessment.**

Strengths and areas for improvement as identified by peers are highlighted in paragraph 3.

### **3. Detailed findings**

#### **3.1 Leadership and corporate commitment**

##### **3.1.1 Strengths:**

- (i) There is a strong commitment to equalities and diversity amongst political leadership at Bromsgrove. A high level of commitment is shown by the Portfolio holder; "Equalities are in everything that we do". Members are involved in diversity at several levels and the Member Champion attends the Equality Champions Group
- (ii) All political groups have demonstrated a commitment to equality and diversity. This is reflected in the fact that all Members have attended Equalities and Diversity training. Parts of the training were delivered by external agencies including SCOPE
- (iii) Equality and diversity issues are included in all Cabinet reports.
- (iv) The Chief Executive is a strong driving force for the equalities and diversity agenda at Bromsgrove. There is a good structure in place to support the equalities and diversity agenda in the Council led by Head of Legal, Equalities and Democratic Services who acts as the lead officer for diversity.
- (v) The Council has funded a full time Equalities Officer since 2006. She has monthly meetings with the Chief Executive on equality issues and progress. The postholder is held in high regard by the Members, staff and the Equality and Diversity Forum.
- (vi) There is a well developed Equality Champions Group with representatives from across the authority. The Council is building the capacity of the Champions Group through focussed training and is hoping to offer members of the group the opportunity to undertake a 12 week National Vocational Qualification on equality.
- (vii) Monthly departmental performance reports include equalities and diversity. These are seen by the Chief Executive, the Portfolio holder and Leader. Equality is also a standing item on agendas throughout all tiers.
- (viii) Service plans include the outcomes from equality impact assessments, service information collated through the Complaints and Compliments system, feedback from consultation and any inspections. Service managers are also briefed on the requirements of the Equality Standard that are relevant to their sections and include these within their service plans.
- (ix) There is strong evidence of the 'golden thread' running throughout the organisation.
- (x) Equality Schemes have been developed and consulted upon. The Inclusive Equality Scheme includes all 6 strands of equality and is in line with legal duties.

### **3.1.2 Areas for improvement:**

- (i) Although there is agreement that the Champions Group has worked to date, there is acknowledgement that it needs to evolve and be empowered to drive the equality and diversity agenda. We heard, “The Champions Group needs to change; we need to ask the question is the group fit for purpose?” Consideration should be given to raise the profile of the Group through reviewing the current membership, terms of reference and direction.
- (ii) Consider improving the strategic nature of the Champions Group by including senior managers and the Portfolio holder in its membership.
- (iii) The Champions Group should look to develop consistency in equality impact assessments. We were informed that the Equality Officer is leading on the development of a single equality impact assessment schedule for the Council and she will involve the Champions as needed to confirm the content.
- (iv) The Champions Group needs to play a more proactive role in challenging and scrutinising equality impact assessments and share good practice.
- (v) There is a need to ensure that the Council continues its progress and momentum, particularly with the move to the Equality Framework.
- (vi) The Council needs to address the issue of setting targets for age, religion/belief and sexual orientation as there has been little visible progress.
- (vii) The Council’s Scrutiny Committee should be encouraged to be more proactive in looking at equality and diversity issues and monitoring equality and diversity data.
- (viii) There is a lot of progress on disability; however Elected Members need to be more visible in their commitment to all six strands of equality within the communities of Bromsgrove.

## **3.2 Community engagement and accountability**

### **3.2.1 Strengths:**

- (i) The Council engages effectively with its communities on equality and diversity related service issues via the Equality and Diversity Forum, the Disabled Users Group and “annual” conferences.
- (ii) The Equality Forum members feel involved in shaping the Council’s equalities and diversity agenda. The Forum takes its role of critical friend very seriously and can input and influence policies. The Forum has active involvement in participatory budgeting and auditing equality impact assessments.
- (iii) The Forum considers that there is excellent two way communication with the council, and they get feedback when they raise issues, “we feel we are fully engaged, listened to and the Council takes active measures”.



- (iv) The involvement of the Forum in the budget process is cited as a good example.
- (v) The Forum believes that the Council is taking active measures and has, “a culture of continuous improvement”.
- (vi) The Forum includes representation from LGBT and the Gender Trust and is seen as being helpful to raise awareness and understanding of these issues. The “Finding a Voice” initiative has been funded to set up an LGBT support group in Bromsgrove.
- (vii) There are increasingly regular community events, “annual” consultation conferences, and workshops aiming to engage and gain a better understanding of the needs of the wider community including:-
  - Together Bromsgrove, the residents magazine
  - “Chat with the Chief”
  - Parish Forums
- (viii) The Customer Service Centre, Reporting Centres and partnership working were cited as good examples.

### **3.2.2 Areas for improvement:**

- (i) The Equality and Diversity Forum needs to continue its efforts to positively encourage young people to get involved.
- (ii) The Council needs to look more closely at the needs of new migrant communities.
- (iii) Further work needs to be done to develop more positive publicity for LGBT issues within the community.

## **3.3 Service delivery and customer care**

### **3.3.1 Strengths:**

- (i) The Council has set targets and objectives in relation to race, disability and gender and resources have been allocated to achieve these.
- (ii) The Council is actively addressing disability issues in the town centre, for example:
  - The regeneration and redevelopment of the train station.
  - Developing a map of the town centre to identify the location of dropped kerbs for wheelchair users.
  - Developing a contour map for people with vision impairments.
  - Developing a community bus service for those who have difficulty using standard bus services,
- (iii) Procurement training for staff has ensured that equality and diversity issues are addressed. A seminar was held for all suppliers which included equalities and diversity requirements. The Council is aiming to embed equality and diversity and sustainability into the procurement chain.

- (iv) Equality Champions provide advice and support within departments.
- (v) Equality impact assessments are embedded throughout the Council and informing service planning and delivery. Each service department has its own three year rolling plan of impact assessments and a council wide plan is under development.
- (vi) There are examples of positive action, for example the Hate Crime reporting centres in place throughout Bromsgrove.
- (vii) There is effective partnership working with the community, the voluntary sector', BDHT and other local authorities.
- (viii) Customer Service Centre, Home Choice Plus Initiative, shopmobility service and the 'Changing Places' facility were further cited as good examples.

### **3.3.2 Areas for improvement:**

- (i) There is limited collection of monitoring information about who is or is not using services. Target setting needs to be based on better quantitative data. This will inform service planning and monitoring of progress against targets.
- (ii) The Council should revisit the tendering threshold to attract a wider range of suppliers. It should provide more opportunities to promote the Council's message to attract a bigger pool of companies.
- (iii) Ongoing contract monitoring should be undertaken to ensure compliance with equality clauses.

## **3.4 Employment and training**

### **3.4.1 Strengths:**

- (i) There is an established programme of equality and diversity training which has been delivered to Members, managers and all staff. The training has evolved to become targeted and specific to the need of services. Training has been delivered to staff and Forum members on completing equality impact assessments. Feedback on training has been positive.
- (ii) Equality and diversity training is mandatory for all staff and has been well received. Specific training has also been received on the equality impact assessment process. Equality is built into the induction training programme. A skills audit has been undertaken as part of developing the Workforce Development Plan and the training needs of staff are addressed through the PDR process
- (iii) There are examples of positive initiatives, such as SCOPE placements and advertising of jobs through the West Midlands Recruitment Portal and Ethnic Britain.

- (iv) Equality and diversity targets are included in service plans, PDRs and the Modern Manager Framework. Staff are aware of the importance of PDR's for service and personal development.
- (v) The Council has qualified to use the Two Ticks disability symbol.
- (vi) Staff feel that there has been a real shift in culture over the past five years. They are aware of what Bromsgrove are trying to achieve in relation to equality and what progress has been made. There was strong evidence of the 'golden thread' running through to front-line staff.
- (vii) Staff feel that there is good communication, with particular reference to e-Connect and they are regularly asked for their input, an example of this is the staff engagement exercise around setting the priorities for 2009/10.
- (viii) Staff are aware of the Equality Officer, the equality Champions and where they can go to for support and advice.
- (ix) Particular praise was given to the flexible working arrangements at Bromsgrove, for example flexi, parental leave, supported return to work following sickness absence and support for studying.
- (x) The Council has been pro-active in addressing employment issues for people with learning difficulties.

#### **3.4.2 Areas for improvement:**

- (i) More work needs to be done on workforce monitoring at all stages of employment and this data needs to be used to inform targets and actions. In particular, work needs to start on sexual orientation and religion/belief.
- (ii) The Council should consider working towards inclusion in the Stonewall Workplace Equality Index
- (iii) Closer relationships should be established with Trade Unions on furthering the equality agenda.
- (iv) There has been progress on the equality and diversity agenda, particularly in the last two years, but more could be done to celebrate success.
- (v) The Council needs to take action to address the issues raised in the staff survey.

### **3.5 Quotes**

During the challenge, the following quotes were noted:-

- “there is a culture of continuous improvement”
- “the Equality Officer’s door is always open”
- “communication is excellent”
- “we work together within the Forum on all equality strands and do not isolate ourselves”
- “achieving level 3 is about improving service delivery”
- “The Champions Group needs to change; we need to ask the question is the group fit for purpose”
- “Are we going in the right direction?”

**IDEA May 2009**

Area examined	Strengths	Areas for Improvement	Actions	By Whom	By When
1.1 Leadership and corporate commitment	<p>There is a strong commitment to equalities and diversity amongst political leadership at Bromsgrove. A high level of commitment is shown by the Portfolio holder; "Equalities are in everything that we do". Members are involved in diversity at several levels and the Member Champion attends the Equality Champions Group</p>	<p>Elected Members need to be more visible in their commitment to all six strands of equality within the communities of Bromsgrove</p>	<p>Portfolio holder and Member Diversity Champion to attend meetings of the E and D Forum and DUG</p> <p>Portfolio holder to meet with the Chairman of the E and D Forum regularly to ensure that issues are being addressed in a timely fashion</p> <p>Member Development Steering Group to consider E and D training as a standing agenda item</p> <p>Chief Executive Officer to continue meeting with the HOS and Equality Officer regularly into the Shared Service environment.</p> <p>Equality and Diversity continues to feature as one of the Councils values</p> <p>DMT performance template to be updated to include a standing E and D item for DMT discussion which will then be reported to each respective portfolio holder and the Chief Executive</p> <p>Elected members attend staff and partners events in recognition of Black History Month in October every year</p> <p>Representatives of Elected Members attend the annual Diwali event to meet the Bromsgrove Indian Community and represent the Council</p> <p>Elected Members will attend Gender Equality Awareness which will include Trans issues</p>	<p>Group Leaders</p> <p>Member Development Steering Group</p> <p>CF</p> <p>HP</p> <p>CF and FS</p> <p>CF</p> <p>FS</p> <p>FS</p> <p>FS/HP</p>	<p>June 2009</p> <p>June 2009</p> <p>June 2009</p> <p>Continuation</p> <p>Continuation</p> <p>Sept 09</p> <p>October 2009</p> <p>October 2009</p> <p>November/ December 2009</p>

Area examined	Strengths	Areas for Improvement	Actions	By Whom	By When
	<p>All political groups have demonstrated a commitment to equality and diversity. This is reflected in the fact that all Members have attended Equalities and Diversity training. Parts of the training were delivered by external agencies including SCOPE</p>	<p>The Council's Scrutiny Committee should be encouraged to be more proactive in looking at equality and diversity issues and monitoring equality and diversity data.</p>	<p>The Council has recently recruited a Scrutiny Officer who has targets and objectives to ensure that the Scrutiny programme is supported to manage their business within the E and D duties.</p> <p>The Equality and Diversity Forum sub group that has historically managed the scrutiny of impact assessments through the completion of a form will now undertake practical scrutiny exercises testing the validity of service areas from the user's perspective.</p> <p>The process for monitoring data will be introduced by the end of the financial year and the performance results built into the council's performance management framework.</p>	<p>CF MC</p> <p>E and D forum/ FS</p> <p>HB DP</p>	<p>May 2009</p> <p>December 2009</p> <p>March 2010</p>
	<p>Equality and diversity issues are included in all Cabinet reports.</p>	<p>There is a lot of progress on disability; however Elected Members need to be more visible in their commitment to all six strands of equality within the communities of Bromsgrove</p>	<p>This will be managed through the Member Development Steering Group and a more detailed training and development programme</p> <p>The Portfolio Holder will attend all meetings of the Equality and Diversity Forum</p> <p>Cabinet members will attend the Equality and Diversity conference and representatives will support all Equality and Diversity community events</p>	<p>FS</p> <p>CF HP</p> <p>Group Leaders</p> <p>Member Development Steering Group</p> <p>Cabinet</p>	<p>June 2009</p> <p>June 2009</p> <p>June 2009</p>
	<p>The Chief Executive is a strong driving force for the equalities and diversity agenda at Bromsgrove. There is a good</p>				

	<p>structure in place to support the equalities and diversity agenda in the Council led by Head of Legal, Equalities and Democratic Services who acts as the lead officer for diversity.</p>				
--	----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	--	--	--	--

Area examined	Strengths	Areas for Improvement	Actions	By Whom	By When
1.1 Leadership and corporate commitment	<p>The Council has funded a full time Equalities Officer since 2006. She has monthly meetings with the Chief Executive on equality issues and progress. The post holder is held in high regard by the Members, staff and the Equality and Diversity Forum.</p> <p>There is a well developed Equality Champions Group with representatives from across the authority. The Council is building the capacity of the Champions Group through focussed training and is hoping to offer members of the group the opportunity to undertake a 12 week National Vocational Qualification on equality.</p>	<p>Although there is agreement that the Champions Group has worked to date, there is acknowledgement that it needs to evolve and be empowered to drive the equality and diversity agenda. We heard, "The Champions Group needs to change; we need to ask the question is the group fit for purpose?". Consideration should be given to raise the profile of the Group through reviewing the current membership, terms of reference and direction.</p> <p>Consider improving the strategic nature of the Champions Group by including senior managers and the Portfolio holder in its membership.</p> <p>The Champions Group should look to develop consistency in equality impact assessments. We were informed that the Equality Officer is leading on the development of a single equality impact assessment schedule for the</p>	<ol style="list-style-type: none"> <li>1. Develop objective roles for Equalities Champions to support them in the delivery of their role.</li> <li>2. Provide additional support to HOS through the Business Planning Process to ensure that service business plans adequately reflect service specific Equality and Diversity objectives that reflect the Council Plan.</li> <li>3. Develop and roll out an Impact Assessment Steering Group to oversee the quality and consistency of Impact Assessments and to provide advice and support where needed. The group will operate on the same basis and at the same level as the existing risk management steering group.</li> </ol>	<p>CF FS PS</p>	<p>October 2009</p> <p>October 2009</p> <p>December 2009</p>



				<p>Council and she will involve the Champions as needed to confirm the content.</p> <p>The Champions Group needs to play a more proactive role in challenging and scrutinising equality impact assessments and share good practice.</p>				
	<p>Monthly departmental performance reports include equalities and diversity. These are seen by the Chief Executive, the Portfolio holder and Leader. Equality is also a standing item on agendas throughout all tiers.</p>		<p>There is a need to ensure that the Council continues its progress and momentum, particularly with the move to the Equality Framework.</p>	<p>The process for managing the DMT monthly report is to be reviewed by the assistant Chief Executive to ensure that there is a consistent and inclusive approach to this across the Council</p> <p>HOS with responsibility for Equality and Diversity to develop an action plan to achieve Excellent through the Equalities Framework</p> <p>Equalities Champions to participate in a facilitated workshop to determine "what Excellent Looks Like" using funding from the IDEA</p>	<p>HB</p> <p>CF FS</p> <p>FS CF PS</p>	<p>Sept 2009</p> <p>October 2009</p> <p>January – March 2010</p>		
	<p>There is strong evidence of the 'golden thread' running throughout the organisation. Equality Schemes have been developed and consulted upon. The Inclusive Equality Scheme includes all 6 strands of equality and is in line with legal duties.</p>							



	The Forum considers that there is excellent two way communication with the council, and they get feedback when they raise issues, "we feel we are fully engaged, listened to and the Council takes active measures".	Further work needs to be done to develop more positive publicity for LGBT issues within the community.	Develop partnership with BDHT to support and promote LGBT History Month in Feb 2010. Establish 'Finding a Voice' support group. Develop objectives at the Conference in September	Feb 2010  Feb 2010  Dec 09
	The involvement of the Forum in the budget process is cited as a good example.		The Budget Jury will be developed to include a larger number of residents, including harder to reach groups and a young people's jury.	March 2010 onwards
	The Forum believes that the Council is taking active measures and has, "a culture of continuous improvement".		Council consultation and engagement is being mapped and will be monitored corporately. Any relevant results will be fed into the priority/budget setting process.	September 2009 then ongoing

Area examined	Strengths	Areas for Improvement	Actions	By Whom
2.1 Community engagement and accountability	<p>The Forum includes representation from LGBT and the Gender Trust and is seen as being helpful to raise awareness and understanding of these issues. The "Finding a Voice" initiative has been funded to set up an LGBT support group in Bromsgrove.</p> <p>There are increasingly regular community events, "annual" consultation conferences, and workshops aiming to engage and gain a better understanding of the needs of the wider community including:-</p> <ul style="list-style-type: none"> <li>• Together Bromsgrove, the residents magazine</li> <li>• "Chat with the Chief"</li> <li>• Parish Forums</li> </ul> <p>The Customer Service Centre, Reporting Centres and partnership working were cited as good examples.</p>	<p>There is limited collection of monitoring information about who is or is not using services. Target setting needs to be based on better quantitative data. This will inform service planning and monitoring of progress against targets.</p>	<p>Equality data monitoring</p> <p>Monitor attendance at all celebratory events for staff and community including satisfaction and equality monitoring</p>	<p>HB DB CF RD</p> <p>March 2010  In place</p>



Area examined	Strengths	Areas for Improvement	Actions	By Whom
3.1 Service delivery and customer care	<p>The Council has set targets and objectives in relation to race, disability and gender and resources have been allocated to achieve these.</p>	<p>The Council needs to address the issue of setting targets for age, religion/belief and sexual orientation as there has been little visible progress.</p>	<p>This will be addressed as part of the Consultation Conference in September when the community groups will be asked to feedback on their thoughts on the targets and objectives for the authority moving forward.</p> <p>Subject to approval and endorsement by the Council these will then be published in the review of the Inclusive Equalities Scheme in December 2009</p>	<p>CF FS Community</p> <p>Dec 09</p>
	<p>The Council is actively addressing disability issues in the town centre, for example:</p> <ul style="list-style-type: none"> <li>• The regeneration and redevelopment of the train station.</li> <li>• Developing a map of the town centre to identify the location of dropped kerbs for wheelchair users</li> <li>• Developing a contour map for people with vision impairments.</li> <li>• Developing a community bus service for those who have difficulty using standard bus services,</li> </ul>			

Area examined	Strengths	Areas for Improvement	Actions	By Whom
3.1 Service delivery and customer care	<p>Procurement training for staff has ensured that equality and diversity issues are addressed. A seminar was held for all suppliers which included equalities and diversity requirements. The Council is aiming to embed equality and diversity and sustainability into the procurement chain.</p>	<p>The Council should revisit the tendering threshold to attract a wider range of suppliers. It should provide more opportunities to promote the Council's message to attract a bigger pool of companies.</p> <p>Ongoing contract monitoring should be undertaken to ensure compliance with equality clauses.</p>	<p>Review of procurement criteria</p> <p>Procurement clinics</p> <p>Review of contract monitoring</p>	<p>AH JP</p> <p>Dec 2010</p>
	<p>Equality Champions provide advice and support within departments.</p> <p>Equality impact assessments are embedded throughout the Council and informing service planning and delivery. Each service department has its own three year rolling plan of impact assessments and a council wide plan is under development.</p> <p>There are examples of positive action, for example the Hate Crime reporting centres in place throughout Bromsgrove.</p> <p>There is effective partnership working with the community, the voluntary sector, BDHT and other local authorities.</p> <p>Customer Service Centre, Home Choice Plus Initiative, shop mobility service and the Changing Places' facility were further cited as good examples.</p>			





Area examined	Strengths	Areas for Improvement	Actions	By Whom
4.1 Employment and Training	There is an established programme of equality and diversity training which has been delivered to Members, managers and all staff. The training has evolved to become targeted and specific to the need of services. Training has been delivered to staff and Forum members on completing equality impact assessments. Feedback on training has been positive.			
	Equality and diversity training is mandatory for all staff and has been well received. Specific training has also been received on the equality impact assessment process. Equality is built into the induction training programme. A skills audit has been undertaken as part of developing the Workforce Development Plan and the training needs of staff are addressed through the PDR process.			
	There are examples of positive initiatives, such as SCOPE placements and advertising of jobs through the West Midlands Recruitment Portal and Ethnic Britain.			

Area examined	Strengths	Areas for Improvement	Actions	By Whom
4.1 Employment and Training	<p>Equality and diversity targets are included in service plans, PDRs and the Modern Manager Framework. Staff are aware of the importance of PDR's for service and personal development.</p> <p>The Council has qualified to use the Two Ticks disability symbol.</p> <p>Staff feel that there has been a real shift in culture over the past five years. They are aware of what Bromsgrove are trying to achieve in relation to equality and what progress has been made. There was strong evidence of the 'golden thread' running through to front-line staff.</p> <p>Staff feel that there is good communication, with particular reference to e-Connect and they are regularly asked for their input, an example of this is the staff engagement exercise around setting the priorities for 2009/10.</p> <p>Staff are aware of the Equality Officer, the equality Champions and where they can go to for support and advice.</p> <p>Particular praise was given to the flexible working arrangements at Bromsgrove, for example flexi, parental leave, supported return to work following sickness absence and support for studying.</p>			

Area examined	Strengths	Areas for Improvement	Actions	By Whom	By Whom
4.1 Employment and Training	The Council has been pro-active in addressing employment issues for people with learning difficulties.	More work needs to be done on workforce monitoring at all stages of employment and this data needs to be used to inform targets and actions. In particular, work needs to start on sexual orientation and religion/belief.	The introduction of a data monitoring system to determine who currently uses of services and the breakdown in minority grouping  The development of a process to manage the performance of the data recorded and to challenge assumptions  Establish link with West Midlands Recruitment Portal which includes Equality Monitoring of Applications received through this system	HB DB CF CEO FS	March 2010
		The Council should consider working towards inclusion in the Stonewall Workplace Equality Index.	Establish process for achieving this indicator in partnership with the Finding a Voice community group	FS JP	March 2010
		Closer relationships should be established with Trade Unions on furthering the equality agenda.	Equality Officer to attend trade union meeting on request.  Trade Union reps to be invited to attend Equality Training Sessions	FS JP	March 2010
		There has been progress on the equality and diversity agenda, particularly in the last two years, but more could be done to celebrate success.	Bi monthly community engagement meeting to include officers from across the authority to capture success stories	All Officers	March 2009
		The Council needs to take action to address the issues raised in the staff survey.	Report to CMT on staff survey and issues raised therein together with proposals for remedial action	JP HP	Sept 09
			Small working group to determine the most effective methods of improvement	JP HB	Jan 10
			HOS to introduce drop in sessions	All	Oct 09



## BROMSGROVE DISTRICT COUNCIL

### CABINET

7th OCTOBER 2009

#### BEING DIFFERENT TOGETHER

Responsible Portfolio Holder	Cllr Geoff Denaro
Responsible Head of Service	Claire Felton
Non-Key Decision	

#### 1. SUMMARY

- 1.1 Bromsgrove District Council along with the other Districts and County Council of Worcestershire have been working together to deliver a consistent and streamlined approach to the Equality and Diversity agenda. This report outlines the Being Different Together project that hopes to deliver this and updates Cabinet in relation to how this impacts and affects Bromsgrove.

#### 2. RECOMMENDATION

- 2.1 That Cabinet note the Waterhouse report and accept the recommendations therein (to be found on pages 4 to 7 of the document in the attached link to the Intranet.

<http://connect.bromsgrove.gov.uk/departments/equalities/Being%20Different%20Together/default.aspx>

#### 3. BACKGROUND

- 3.1 The Worcestershire County Council and six Districts are committed to ensuring that equalities and diversity is an integral part of every day business and recognise that fact that this leads to benefits for the communities that we serve.
- 3.2 All Councils recognise the need to respond to the different needs within the community through quality based, accessible and responsive services and the need to set Equality standards and become an employer of choice. Members are aware that the method for evaluating an authority's progress towards the provision of an inclusive agenda was historically measured through the Local Government Standard for Equality and Diversity and that this migrated onto a new structure in the Spring on 2009 and is now measured within the Local Government Framework for Equality.

- 3.3 A long term joint project was undertaken between five of the District Councils (excluding Bromsgrove DC initially) and Worcestershire County Council. Bromsgrove District Council subsequently formally joined the project after the main planning and design processes had taken place. The project was initially referred to as “Tailoring Equality and Diversity for Worcestershire” (“TEDS”) and subsequently became known as “Being Different Together”.
- 3.4 The aim of the project, with Worcestershire County Council as the project managers, was for all councils in Worcestershire to work together to achieve positive outcomes in relation to equality and diversity including achieving Level 3 of the Equality Standard for Local Government at the same time.
- 3.5 A large part of the project has been to engage external consultants to deliver a report on detailing the current status of all County authorities in relation to the Equality Standard and the gaps that exist that when filled would enable them to reach a comparable level.
- 3.6 In practice due to a variety of reasons including a delay in the production of this report and changes in key project personnel, the original outcome for all authorities within the County to reach level 3 simultaneously has not proved achievable. Only Worcestershire County Council and Bromsgrove District Council have achieved Level 3 of the Equality Standard for Local Government, and it is fair to say that in the case of Bromsgrove the achievement was entirely unrelated to its involvement in this project.
- 3.7 In reality, the Council has already implemented most of the report recommendations and now leads the other Districts in Worcestershire by example. It is however fair to say that Bromsgrove District Council entered into partnership with other Councils to ensure a consistency of approach across the County to the delivery of an Equality and Diversity agenda. It agreed targets and objectives that would benefit residents across the County and Bromsgrove needs to retain its position as a supportive member of the project. This then enables the Council to ensure firstly that these outcomes are achieved in other areas of the County recognising that this will inevitably impact on our residents, and secondly in recognition of our role as community leader.
- 3.8 In support of this Cabinet is being asked to acknowledge the findings in the report and the resulting recommendations recognising that although Bromsgrove has largely achieved them it is important that it remains committed to supporting the remainder of the Districts to ensure that as a County our approach to equality and diversity is consistent and the needs for us to lead and assist with the benefit of the experience that we now have as a Council that has been accredited as an achieving Council within the Equality Framework.
- 3.9 Finally Cabinet is advised that the project was awarded approximately £250,000.00 of Capacity Building funding from the West Midlands Regional

Improvement and Efficiency Partnership and it was a requirement of the funding grant that it be spend by the end of December 2009. A proportion of this money has been made available for the Districts to make bids for equality projects.

- 3.10 The Districts have all made their respective bids for funding and Bromsgrove submitted a bid for support with its annual Equality and Diversity Conference, support to establish a Lesbian Gay and Bi-sexual training and development programme in accordance with the recommendations that were made as part of the Diversity Peer Challenge together with a programme for managing transsexual issues, a youth democracy event and support for the hate crime reporting centres that underpin the BHIP process that we successfully launched last year.
- 3.11 All of these bids were successful and work has already begun to deliver these projects this year.

#### **4. FINANCIAL IMPLICATIONS**

- 4.1 £8K of Capacity Building Fund money is being awarded to Bromsgrove District Council to fund the overarching Being Different Together project and the individual local projects that have been outline within this report.

#### **5. LEGAL IMPLICATIONS**

- 5.1 The Council operates within a statutory framework that places many duties on the organisation to positively promote equality in relation to its policies, functions, services and employment practices.

#### **6. COUNCIL OBJECTIVES**

- 6.1 The work under the Being Different Together project supports the Councils Corporate Improvement and Sense of Community Objectives.

#### **7. RISK MANAGEMENT**

- 7.1 The main risks associated with the details included in this report are that the equality projects funded by Being Different Together won't be completed on time in order to claim the funding granted through this project.

- 7.2 These risks are being managed as follows:

Risk Register: *Legal, Equalities and Democratic Services*  
Key Objective Ref No: 1  
Key Objective: *Effective Equalities Culture*

**8. CUSTOMER IMPLICATIONS**

8.1 The Council is committed to meeting the needs of its customers through the provision of its services. It is essential that the Council develops and maintains strong links with community groups and community members from all minority groups in order to ensure that this is achieved.

**9. EQUALITIES AND DIVERSITY IMPLICATIONS**

9.1 All the recommendations and the funding for the community projects are compatible with the Council's equality and diversity policies and objectives.

**10. VALUE FOR MONEY IMPLICATIONS**

10.1 When evaluating the quality and value of service delivery it is always necessary to establish the need of the customer if the authority is to ensure that the service provision is adequate and appropriate and therefore providing value for money.

10.2 Within the Council's use of resources assessment there are clear targets and objectives in relation to the provision of inclusive service and the need to acknowledge the needs of customers from minority groups.

10.3 When managing the Councils resources within a controlled procurement environment there are duties in relation to the provision and procurement of services and how these are administered and the Council has a legal duty to ensure that they are followed and adhered to.

**11. OTHER IMPLICATIONS**

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



## 12. OTHERS CONSULTED ON THE REPORT

Portfolio Holder	<b>Yes</b>
Chief Executive	<b>Yes</b>
Executive Director - Partnerships and Projects	<b>Yes</b>
Executive Director - Services	<b>Yes</b>
Assistant Chief Executive	<b>Yes</b>
Head of Service	<b>Yes</b>
Head of Financial Services	<b>Yes</b>
Head of Legal, Equalities & Democratic Services	<b>Yes</b>
Head of Organisational Development & HR	<b>Yes</b>
Corporate Procurement Team	<b>Yes</b>

## 13. WARDS AFFECTED

All wards

## 14. APPENDICES

.Appendix 1 Being Different Together report link to the intranet

## 15. BACKGROUND PAPERS

None

## CONTACT OFFICER

Name: Claire Felton  
E Mail: c.felton@bromsgrove.gov.uk  
Tel: (01527) 881429

This page is intentionally left blank

## BROMSGROVE DISTRICT COUNCIL

### CABINET

7th OCTOBER 2009

#### INFORMATION MANAGEMENT STRATEGY

<b>Responsible Portfolio Holder</b>	<b>Cllr Geoff Denaro</b>
<b>Responsible Head of Service</b>	<b>Deb Poole – Head of E-Government &amp; Customer Services</b>
<b>Non Key Decision</b>	

#### **1. SUMMARY**

- 1.1 This report presents for consideration by Cabinet a corporate Information Management Strategy. The purpose of the strategy is to set out an approach for improving information management across Bromsgrove District Council. The strategy also contains a twelve month action plan outlining how the strategy will be delivered.
- 1.2 Information is a key resource. It is vital that the value of properly managed information be recognised in enabling the delivery of lower cost services. Having the right information, available to the right people at the right time can help to achieve business efficiency.

#### **2. RECOMMENDATION**

It is **recommended**:

- 2.1 That Cabinet receives and notes the Information Management Strategy and twelve month action plan.

#### **3. BACKGROUND**

- 3.1 In 2007 an Information Audit was commissioned at the request of BDC and undertaken by the Worcestershire County Council Making Information Manageable team. The audit provided a document retention and disposal schedule and a policy on how long information should be kept. A high level report of findings including roles and responsibilities, information quality, security, access and storage was also produced. This strategy sets out the actions needed to address some of the issues highlighted by the audit.
- 3.2 Over the last three years BDC has made a considerable investment in information technology and electronic systems. However, little attention has been paid to information retained in other formats e.g. paper records, microfilm, video and computer disks. In addition unstructured electronic information held within shared and personal folders is rarely reviewed. As a result, a huge amount of information has been retained unnecessarily leaving the organisation open to the risk of non compliance of information law and placing a heavy burden on electronic servers.
- 3.3 Historically, services have been responsible for the management of their own information. Where services no longer exist due to organisational change, records have remained with no one responsible for them. Index lists and cataloguing aids are few, with the knowledge of what lies in store rooms being largely in people's heads - when those people leave the organisation the knowledge goes with them but the records remain.

#### **4. FINANCIAL IMPLICATIONS**

4.1 There are no financial implications.

#### **5. LEGAL IMPLICATIONS**

- 5.1 The Data Protection Act (DPA) requires organisations that handle personal information to comply with a set of principles regarding privacy and security. The DPA sets out the conditions for purposes of processing personal information and rights for data subjects. The Freedom of Information Act gives the public the right to request information (with exemptions) held by public authorities.
- 5.2 BDC can only comply with these Acts if recorded information is properly stored and accessible. The Information Commissioner has issued a code of practice for public authorities in line with Section 46 of the Freedom of Information Act on the practise they should follow for keeping, managing and destroying records.

#### **6. COUNCIL OBJECTIVES**

6.1 This strategy will help to deliver against Council Objective 2 - Improvement.

#### **7. RISK MANAGEMENT**

- 7.1 The main risks associated with the details included in this report are:  
Council information is not accurate or managed correctly. Incorrect information may be given to customers which could damage the reputation of the Council.
- 7.2 These risks are being managed as follows:
- All Council data is accurate and of high quality  
Risk Register: Corporate  
Key Objective Ref No: 10  
Key Objective: All Council data is accurate

#### **8. CUSTOMER IMPLICATIONS**

8.1 There will be an indirect, positive impact on both internal and external customers as a result of the proposals in the strategy action plan. It is the intention that the action plan should result in better quality information being readily available to all.

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

9.1 The strategy will help BDC to deliver equality of access to all information.

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

10.1 Future pressures on departmental budgets will require improved use of information resources to support the delivery of efficiencies.

#### **11. HUMAN RESOURCES IMPLICATIONS**

11.1 None

**12. OTHER IMPLICATIONS**

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

**13. WARDS AFFECTED**

All

**14. APPENDICES**

Appendix 1 Information Management Strategy

**15. BACKGROUND PAPERS**

None

**Contact Officer:**

Helen Curtis - Information Manager  
Email: [h.curtis@bromsgrove.gov.uk](mailto:h.curtis@bromsgrove.gov.uk)  
Telephone: 1619

This page is intentionally left blank



# Bromsgrove District Council

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

## Information Management Strategy 2009/10

**Department**

E-Government & Customer Services

**Head of Service**

Deb Poole - Bromsgrove District Council

**Author:**

Helen Curtis

**Document Ref:**

IM01

**Document Version Number:**

0.2

# Contents

# Page

1. Introduction .....	2
• The current position .....	2
• Legal and audit considerations .....	3
• Making Information Manageable .....	3
2. Defining Information Management .....	4
3. Our objective .....	4
4. Current Strategy and policy influences .....	5
5. Roles and information responsibilities .....	6
6. Information Management Principles .....	7
7. Our legal obligations .....	8
• Data Protection Act .....	8
• Principles of the Act .....	8
• Rights of Data Subjects .....	8
• Freedom of Information .....	9
• Environmental Information Regulations 2004 .....	10
• Tracking requests for information .....	10
• Re use of Public Sector Information .....	10
8. Information sharing .....	11
9. Document retention and disposal policy .....	11
10. Data Quality .....	12
• File Classification .....	12
• File naming conventions .....	12
• Duplication tests .....	13
11. Review of this strategy .....	13
• Approval .....	13
• Frequency .....	13
• Retention and Audit trail .....	13
12. Action Plan .....	14



# 1. Introduction

The purpose of this strategy is to set out an approach to improving information management.

Information is a key resource, it's value must be fully recognised and when properly managed it plays a crucial role in enabling services to be delivered at lower cost. Having the right information, available to the right people at the right time helps achieve business efficiency – people can find information they need quickly and avoid wasting time searching.

Poor information management poses great risks; recent news reports of information loss, theft and carelessness have caused great embarrassment to some public authorities - the cost in bad publicity and damage to customer confidence cannot be underestimated.

## **The current position**

There has been good investment in technology and implementation of electronic systems as part of the modernising government agenda, but little attention has been paid to information retained in other formats e.g. paper records, microfilm, video and computer disks. In addition unstructured electronic information held within shared and personal folders is rarely reviewed. As a result a huge amount of information has been retained unnecessarily leaving the organisation open to the risk of non compliance of information law and placing a heavy burden on electronic servers

Services have been responsible for their own information; where services no longer operate as a result of restructuring or privatisation, records remain with no one responsible for them. Lists and finding aids are few; the knowledge of what lies in store rooms rests largely in people's heads - and when those people leave the knowledge goes with them but the records remain.

Paper records are stored in unsuitable locations. The Lower Chapel has been repeatedly identified as an area of concern by insurers and those responsible for health and safety. There is a real risk of injury caused by boxes poorly stacked, threats from vermin, infestation, fire, damp and flooding. In addition, while the store room is always locked when unattended, the Chapel is vulnerable to break in, theft and vandalism. There is a second large storage room at the Depot where records have been forgotten.

### **Legal and audit considerations**

The Data Protection Act requires organisations that handle personal information to comply with a set of principles regarding privacy and security. The Act sets out the conditions for purposes of processing personal information and rights for data subjects. The Freedom of Information Act gives the right to request information (with exemptions) held by public authorities. The organisation can comply with these Acts only if recorded information is properly stored and accessible. The Information Commissioner has issued a code of practice for public authorities in line with Section 46 of the Freedom of Information Act on the practise they should follow for keeping, managing and destroying records.

In 2007 an Information Audit was commissioned at the request of BDC and undertaken by Worcestershire County Council. The audit provided a document retention and disposal schedule presenting a policy on how long information should be kept together with a high level report of findings including roles and responsibilities, information quality, security, access and storage. This strategy will set out actions that address some of the issues highlighted in the audit report.

### **Making Information Manageable**

From 2005 – 2008 Worcestershire County Council embarked on a major project to improve the way information is managed at County level called 'Making Information Manageable' (MIM). The strategy uses many of the

elements of the MIM programme. By looking at how users respond to information created, used, retained and disposed of, we can make the necessary improvements to ensure that it is managed in the most effective way possible.

## **2. Defining Information Management**

Information management is the function of managing the organisation's information resources. It includes creating, capturing, registering, classifying, indexing, storing, retrieving, accessing, securing, using, sharing and disposing of records. It also includes the development and embedding of methods of managing information, with full consideration to legal and regulatory compliance and the provision of services to internal and external customers based on information resources.

## **3. Our objectives**

To know what information we hold

To only keep what information we need to keep

To know where to find information

To make information accessible to the right people while conforming to legislative and regulatory requirements.

## 4. Current strategy and policy influences

Strategy	Outcome	Information Management impact
The Council Plan	One of the Councils priorities is the delivery of Town Centre Regeneration. Part of this plan includes the relocation of the Council offices. It is proposed that a new Council office would be smaller than the current one with less storage room for paper based records.	The reduction and management of physical records will eliminate the need to provide space to accommodate them on a new site.
Data Quality Strategy	Consistent, high quality performance information is vital to support good decision making and improved service outcomes	Reinforced message that all staff have a responsibility for the quality of information.
ICT Security Policy	Requires users to help protect the security, confidentiality, possession, integrity and authenticity and availability of ICT facilities and information held on them.	Additional IM policies and procedures will reinforce the security of information
Government Connect (Code of Connection)	A pan-government programme providing an accredited and secure network between central government and every local authority in England and Wales	Additional IM policies and procedures will support CoCo compliance
GIS Strategy	Strategy to develop the Geographic Information System and the Local land and Property Gazetteer	Reviewing paper records could reveal spatial information suitable for inclusion on the Geographic Information System in the future.
Health and Safety policy and procedures	A safe workplace with safe access and egress. The provision of adequate health, safety and welfare facilities for securing a working environment, which is safe.	By clearing offices and store rooms of files that we are not required to keep, we can aim to provide a tidy and safe environment.
Shared Service agenda	Current consideration of joining services between Bromsgrove District and Redditch Borough Councils	Classifying information will enable the joining of information resources

## 5. Roles and information responsibilities

The following table outlines roles and responsibilities for Information Management:

<b>Role</b>	<b>Responsibilities</b>
Heads of Service	<ul style="list-style-type: none"> <li>• have ultimate responsibility for records within their Service</li> </ul>
Information Manager and team	<ul style="list-style-type: none"> <li>• will lead an information management improvement programme, promote good practice and provide corporate benefits: policies, procedures, training and guidance.</li> <li>• take steps to maximise the council's compliance with information legislation</li> </ul>
The Information Access Officer	<ul style="list-style-type: none"> <li>• provides advice and support for monitoring requests for information (Freedom of Information and Subject Access requests): receiving, fielding, chasing and responding to requests and compiling performance data</li> </ul>
The Information Management Group	<ul style="list-style-type: none"> <li>• provide a means to embed information good practice</li> <li>• provide a platform to consider improvements and implementation</li> </ul>
All BDC employees	<ul style="list-style-type: none"> <li>• create and maintain records and manage information in relation to their role.</li> </ul> <p>Note: Staff with specific responsibilities for records management in each service should have their responsibilities set out in their job descriptions</p>

## 6. Information Management Principles

The following principles were agreed by Worcestershire Information Management Task Group; membership is drawn from County and the six District and Borough Councils of Worcestershire:

- The Council will adopt a culture that promotes good information management practices.
- The electronic storage and transmission of information will be promoted where there is a clear benefit to improve efficiency.

Information will be:

- managed as a corporate resource, structured to facilitate information sharing
- accurate and up to date to support the council's operations and decision making process
- conform to legal and regulatory requirements, council guidelines and policies.
- captured and stored once only and reused. Where the duplication is unavoidable there will be a single authoritative source with measures in place to ensure consistency.
- made accessible to the right people. Confidentiality will be respected and restricted information protected.
- managed securely, ensuring the continuity of operations and minimising the possibility of damage to service provision by limiting the impact of security threats or incidents.
- routinely reviewed in accordance with the records retention and disposal schedule

## **7. Our legal obligations**

### **Data Protection Act**

The Data Protection Act sets out definitions, the principles and permitted purposes of data processing, the rights of data subjects and exemptions that apply.

### **Principles of the Act**

The Data Protection Act requires all organisations that handle personal information to comply with eight important principles regarding privacy and disclosure.

Information must be:

- Fairly and lawfully processed
- Processed for limited purposes
- Adequate, relevant and not excessive
- Accurate and up to date
- Not kept longer than necessary
- Processed in line with your rights
- Secure
- Not transferred to other countries without adequate protection

### **Rights of Data Subjects**

The Act sets out rights to data subjects:

- to find out what personal information is held on them (Subject Access Requests) and receive disclosed information within 40 days.
- to object to processing
- to stop direct marketing
- to understand a decision as a result of automated processing
- compensation in the event of loss due to data mishandling
- rectification of errors

Unauthorised obtaining, disclosing, non registering and ignoring enforcement are some of the criminal offences under the Act

All staff must be made aware of their responsibilities when handling personal information to help the organisation achieve compliance. This can only be achieved through routine training and updates.

### **Freedom of Information**

The Freedom of Information Act 2000 gives a general right of access to all types of recorded information held by public authorities. When responding to requests, there are procedural requirements set out in the Act which an authority must follow. There are also valid reasons for withholding information, which are known as exemptions from the right to know. Information or a refusal notice must be provided within 20 working days.

The Act requires public authorities to have a 'Publication Scheme', a means of providing access to information which it proactively publishes. The Information Commissioner's Office introduced a model publication scheme that all public sector organisations should have adopted from 1 January 2009.

Authorities must produce a guide to the specific information they hold and which is contained within any of the scheme's seven classes. We have a duty to ensure that the information can be easily identified and accessed by the general public.

The existing publication scheme will be revised to conform to the Information Commissioner's guidelines.



## **Environmental Information Regulations 2004**

These regulations give rights of access to environmental information held by public authorities. If we receive a request for environmental information we must respond within 20 working days.

### **Tracking requests for information**

Requests for information are administered by the Information Access Officer using a paper system to track progress and provide an audit trail. A summary of each request is entered on Eshop to allow the responses to be shared across Hub partners. The system of tracking requests will be updated and streamlined to cope with the increasing number and complexity of requests.

We often receive requests for the same or similar information; if the information was available on the website we could respond swiftly by providing a link to the page. A review of previous requests will identify information that should be freely available on the website. This information will be made available unless one of the exemptions applies

### **Re use of Public Sector Information**

The Re use of Public Sector Information Regulations (SI 2005/151) came into force on 1st July 2005. The regulations allow the public to request to reuse information. The regulations compliment FoI and EIR and allow the public to request to re-use information owned by the authority.

We are committed to allowing the re-use of our information, wherever possible and reasonable to do so, in order to support commercial growth and release the value of our information for the benefit of the economy as a whole.

The regulations provide a statutory framework through which the public can apply to reuse public sector information, based upon the principles of fairness, transparency, non discrimination and consistency of application.

We will adopt the framework and further seek accreditation under the Information Fair Trader Scheme (IFTS). The IFTS scheme sets out and assesses standards for public sector bodies and requires them to encourage re-use of information and achieve the minimum standards of fairness and transparency in relation to the re-use of its information.

## **8. Information sharing**

In order to provide a more comprehensive service to the public, it is important that we and partner organisations work together to break down barriers to sharing information. This will assist in providing a seamless service to the public and provide more comprehensive information to staff. By agreeing to share information we can make better use of resources and skills by developing shared services with other Councils.

An information sharing agreement or protocol must be in place before information can be shared. The protocol will outline roles and responsibilities for information and set out steps to address security and ensure the integrity and quality of information is maintained

A toolkit will be developed and provided on the intranet to assist in the development of protocols.

## **9. Document retention and disposal policy**

A records retention and disposal schedule, compiled during the information audit, provides a comprehensive policy for each record class: the length of time it needs to be kept, why it needs to be kept and how it should be

disposed. The schedule is available to staff via the intranet; it is a living document and will need to be updated to keep pace legislation and operational changes.

We will raise awareness of the schedule and encourage teams to use it. Information that does not need to be kept will be disposed of.

The term 'disposal' does not necessarily mean destroy. Information of historical interest will be offered to the County Record Office for permanent preservation. Consultation with organisations with current responsibility for functions will be undertaken and where appropriate records can be offered for transfer. Personal information will be eliminated prior to transfer.

## **10. Data Quality**

The quality of information is a critical element of information Management as a whole. Until now data quality has focused on performance data but good management decisions can only be made with confidence with the assurance of quality, up to date, accurate and easily retrievable information.

### **File Classification**

We will work with staff to agree and adopt a file classification. By using functional titles, information will be structured to create an improved environment for information storage and retrieval. This will facilitate information sharing between organisations and help support the shared service agenda.

### **File naming conventions**

File naming conventions ensure that all records are consistently named with meaningful titles. Teams that agree rules on files titles will save time wasted searching through file contents to find the information they need. Guidance will be provided on file naming conventions.

### **Duplication tests**

Information should be captured once and used many times to maintain quality. A routine duplication test will provide a measure for managers to monitor improvement and ensure duplication remains in check.

## **11. Review of this strategy**

### **Approval**

The strategy, amendments and additions must be approved by the Head of E-Government and Customer Services

### **Frequency**

The strategy will be continually subject to review and checked against current working practices, legislative and changed if necessary. The Information Manager will be responsible for ensuring that the working practices and processes in the strategy are still relevant to the Council, in keeping with it's policies. It will be subject to a formal review in September 2010.

### **Retention and Audit trail**

At a minimum the original document and the previous version of the Strategy will be preserved as a check for previous decisions and comparison purposes.

## 12. Action Plan

No.	Key Objective	Key Activity	Action detail	Priority	Status	Target date
1	Establishing the information management function	Establish an Information Management Group	<ul style="list-style-type: none"> <li>Establish an Information Management Group with regular meetings cycle</li> </ul>	H	In progress	Oct 2009
		Develop and implement an Information Management Strategy and policies	<ul style="list-style-type: none"> <li>Gain strategy approval</li> </ul>	H	In progress	Oct 2009
			<ul style="list-style-type: none"> <li>Information Access Policy</li> </ul>	H	In progress	Dec 2009
		Business planning	<ul style="list-style-type: none"> <li>Place Information Management as part of the business planning process in all services</li> </ul>	H	Not started	Oct 2009
2	Fulfilling our Legal Obligations	Review the Publication Scheme to comply with Information Commissioner's Office guidelines and create an easy to access model for the customer	<ul style="list-style-type: none"> <li>Work to improve the new Publication Scheme on the website when the new Immediacy content management system goes live</li> </ul>	H	Not started	Jan 2010.
		Create a framework for Re-use of Public Sector Information	<ul style="list-style-type: none"> <li>Seek OPSI Fair Trader accreditation</li> </ul>	L	In progress	March 2010
		Develop a framework to audit manual and	<ul style="list-style-type: none"> <li>Develop a toolkit and make available on the intranet</li> </ul>	M	Not started	Sept 2010

No.	Key Objective	Key Activity	Action detail	Priority	Status	Target date	
		electronic systems for Data Protection compliance	<ul style="list-style-type: none"> <li>Start a routine audit cycle</li> </ul>	L	Not started		
			<ul style="list-style-type: none"> <li>Check Data Processing Notices on forms that capture personal information for compliance to kick start audit process</li> </ul>	M	Not started		
		Maintain staff awareness of our obligations	<ul style="list-style-type: none"> <li>Prepare module and deliver training for staff on information legislation</li> </ul>	H	In progress		Dec 2009
			<ul style="list-style-type: none"> <li>Update training material e.g. induction pack, posters.</li> </ul>	H	In progress		Oct 2009
3	Keeping what we need to keep	Implement the Retention and Disposal Schedule	<ul style="list-style-type: none"> <li>Gain support and action to remove redundant equipment and general items to allow access to files</li> </ul>	H	In progress	From Jan 2009 completion by May 2010	
			<ul style="list-style-type: none"> <li>Launch file review and disposal programme</li> </ul>	H	In progress		
		Unlock 'lost' information.	<ul style="list-style-type: none"> <li>Identify records of historical interest that do not need to be kept and offer to County Record Office</li> </ul>	M	In progress		
			<ul style="list-style-type: none"> <li>Identify records for future capture into electronic systems</li> </ul>	L	In progress		
			<ul style="list-style-type: none"> <li>Consult with current responsibility for BDC past functions before records disposal. Offer for transfer if appropriate to do so.</li> </ul>	L	In progress		
		Review storage	<ul style="list-style-type: none"> <li>Explore alternative storage</li> </ul>	L	Not started		Mar 2011

No.	Key Objective	Key Activity	Action detail	Priority	Status	Target date
		facilities for physical records	options for physical records			
4	Improving knowledge – knowing what we hold	Develop an Information Database	<ul style="list-style-type: none"> <li>Further develop the Document Retention and Disposal Schedule to provide knowledge source on records held</li> </ul>	M	Not started	Oct 2010
5	Improving Efficiency	Investigate and implement a new system for tracking information access requests	<ul style="list-style-type: none"> <li>Investigate and consider alternative systems</li> </ul>	M	In progress	Oct 2009
			<ul style="list-style-type: none"> <li>Implement a new system</li> </ul>	M	Not started	Dec 2009
6	Improving access to information	Review Information available on the website	<ul style="list-style-type: none"> <li>Examine previous requests for information to identify classes of information that should be available on the website</li> </ul>	M	Not started	Aug 2010
			<ul style="list-style-type: none"> <li>Use the ICO's model publication scheme to identify classes of information that should be freely available</li> </ul>	M	Not started	
			<ul style="list-style-type: none"> <li>Create an information Asset Register of unpublished information available to the public when requested</li> </ul>	M	Not started	
			<ul style="list-style-type: none"> <li>Work with teams and ICT to make identified classes of information available on the website</li> </ul>	M	Not started	
		Review pages on the intranet	<ul style="list-style-type: none"> <li>Work with teams to make greater use of the intranet. Ensure</li> </ul>	L	Not started	Dec 2010

No.	Key Objective	Key Activity	Action detail	Priority	Status	Target date
			information is up to date			
7	Improving Data Quality	Implement Corporate file plan	<ul style="list-style-type: none"> <li>Work with teams to develop a file plan using functional titles and agreed naming conventions</li> </ul>	H	In progress	Sept 2010
			<ul style="list-style-type: none"> <li>Review use of the corporate share (T drive) identify folders for deletion</li> </ul>	M	In progress	
			<ul style="list-style-type: none"> <li>Liaise with ICT towards providing an improved web based file store environment</li> </ul>	L	Not started	
		Eliminate unnecessary duplication	<ul style="list-style-type: none"> <li>Run duplication tests across electronic files and folders</li> </ul>	M	Not started	
			<ul style="list-style-type: none"> <li>Provide report to teams and monitor progress</li> </ul>	M	Not started	
8	Providing the tools	Publish guidelines on good practice and standards	<ul style="list-style-type: none"> <li>Develop a Making Information Manageable Intranet site</li> </ul>	H	In progress	Apr 2010
		Develop Information Sharing Toolkit	<ul style="list-style-type: none"> <li>Provide protocols and guidance on Information Sharing</li> </ul>	H	In progress	Sept 2009
9	Improving information security	Improve information security	<ul style="list-style-type: none"> <li>Remind all staff of their obligations to keep information secure</li> </ul>	M	Not started	Apr 2010
10	Looking to the future	Explore a joint Information Management Service with Redditch Borough Council	<ul style="list-style-type: none"> <li>Maintain communication with those with information management responsibilities at RBC</li> </ul>	M	In progress	ongoing



**BROMSGROVE DISTRICT COUNCIL**

**CABINET**

**7 OCTOBER 2009**

**AUGUST (PERIOD 5) PERFORMANCE REPORTING**

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

**1. SUMMARY**

1.1 To report to Cabinet on the Council's performance at 31 August 2009 (period 5).

**2. RECOMMENDATIONS**

2.1 That Cabinet notes that 61% of PIs are stable or improving.

2.2 That Cabinet notes that 59% of PI's that have a target are meeting their target as at the month end and 89% are projected to meet their target at the year end.

2.3 That Cabinet notes the performance figures for August 2009 as set out in Appendix 2.

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

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

**3. BACKGROUND**

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

On Target	I	Performance is Improving
Less than 10% from target	S	Performance is Stable
More than 10% from target	W	Performance is Worsening
No target set	N/a	No target set

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

3.3 At the beginning of the year the set of corporately reported PI's was revised to ensure they reflect current priorities and also to take account of the revised

assessment methodology that the Council will be judged on under CAA. There are a total of 100 PI's in the corporate set, 34 reported monthly, 26 quarterly and 40 annually. Many of the annually reported PI's are outcome measures.

3.4 The overall performance position has improved since last month with 61% of PI's now stable or improving, compared to a low point of 43% last month. The proportion of PI's currently meeting target has dropped slightly, down from 63% last month to 59%. While this is lower than desirable the majority of these (8 out of 11) are missing target by less than 10%, so there is scope for performance to improve back above target for these before the year end

3.5 Performance worthy of particular mention is as follows:

- Although sickness absence remains worse than target there has been a significant reduction of more than 25% in August compared to July and it is 15% less than in August 2008. It is too early to say whether this is directly attributable to the various actions that have been put in place to reduce absence, but it is, nonetheless, an encouraging step in the right direction.
- Art events have been well received and have had many positive comments, despite the adverse weather earlier in the summer which led to the cancellation of one street theatre event.

3.6 Performance of potential concern is as follows:

- Despite the encouraging reduction in sickness absence it is still running above target, so the focus on reducing it needs to be maintained.
- Dolphin Centre usage fell short of target by nearly 5,000 usages in August. Seasonal factors and holidays will have had some bearing on this. Figures in September, when schools have returned, should indicate whether this was just a seasonal dip.

#### **4. FINANCIAL IMPLICATIONS**

4.1 There are no financial implications

#### **5. LEGAL IMPLICATIONS**

5.1 There are no legal implications.

#### **6. COUNCIL OBJECTIVES**

6.1 Performance reporting & management links to the Improvement objective

#### **7. RISK MANAGEMENT**

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

- Data quality problems
- Poor performance

7.2 These risks are being managed as follows:

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

**8 CUSTOMER IMPLICATIONS**

8.1 Performance Improvement is a Council Objective

**9. EQUALITIES AND DIVERSITY IMPLICATIONS**

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

**10. VALUE FOR MONEY IMPLICATIONS**

10.1 There are no VFM implications

**11. OTHER IMPLICATIONS**

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

**12. OTHERS CONSULTED ON THE REPORT**

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

**13. WARDS AFFECTED**

All Wards.

**14. APPENDICES**

Appendix 1 Performance Summary for August 2009

Appendix 2 Detail Performance report for August 2009

Appendix 3 Detailed figures to support the performance report

**15. BACKGROUND PAPERS**

None

**Contact officer**

Name: John Outhwaite, Senior Policy & Performance Officer

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

Tel: (01527) 881602

APPENDIX 1

SUMMARY - Period 2 (May) 2009/10								
Monthly (May) performance				Estimated Outturn				
	No.	%age <sup>3</sup>		No.	%age <sup>3</sup>		No.	%age <sup>3</sup>
Improving or stable.	22	81%	On target	19	73%	On target	24	92%
Declining	5	19%	Missing target by less than 10%	6	23%	Missing target by less than 10%	1	4%
No data			Missing target by more than 10%	1	4%	Missing target by more than 10%	1	4%
			No data <sup>2</sup>			No data <sup>2</sup>		
<b>Total Number of Indicators reported this period<sup>1</sup></b>	<b>27</b>		<b>Total Number of Indicators reported this period<sup>1</sup></b>	<b>26</b>		<b>Total Number of Indicators reported this period<sup>1</sup></b>	<b>26</b>	

SUMMARY - Period 3/Quarter1 (June) 2009/10								
Monthly/Quarterly (June/Q1) performance				Estimated Outturn				
	No.	%age <sup>3</sup>		No.	%age <sup>3</sup>		No.	%age <sup>3</sup>
Improving or stable.	23	61%	On target	23	61%	On target	31	89%
Declining	15	39%	Missing target by less than 10%	8	21%	Missing target by less than 10%	2	6%
No data	7		Missing target by more than 10%	7	18%	Missing target by more than 10%	2	6%
			No data <sup>2</sup>	7		No data <sup>2</sup>	10	
<b>Total Number of Indicators reported this period<sup>1</sup></b>	<b>45</b>		<b>Total Number of Indicators reported this period<sup>1</sup></b>	<b>45</b>		<b>Total Number of Indicators reported this period<sup>1</sup></b>	<b>45</b>	

SUMMARY - Period 4 (July) 2009/10								
Monthly (July) performance				Estimated Outturn				
	No.	%age <sup>3</sup>		No.	%age <sup>3</sup>		No.	%age <sup>3</sup>
Improving or stable.	13	43%	On target	17	63%	On target	25	93%
Declining	17	57%	Missing target by less than 10%	5	19%	Missing target by less than 10%	1	4%
No data	4		Missing target by more than 10%	5	19%	Missing target by more than 10%	1	4%
			No data <sup>2</sup>	7		No data <sup>2</sup>	7	
<b>Total Number of Indicators reported this period<sup>1</sup></b>	<b>34</b>		<b>Total Number of Indicators reported this period<sup>1</sup></b>	<b>34</b>		<b>Total Number of Indicators reported this period<sup>1</sup></b>	<b>34</b>	

SUMMARY - Period 5 (August) 2009/10								
Monthly (August) performance				Estimated Outturn				
	No.	%age <sup>3</sup>		No.	%age <sup>3</sup>		No.	%age <sup>3</sup>
Improving or stable.	19	61%	On target	16	59%	On target	24	89%
Declining	12	39%	Missing target by less than 10%	8	30%	Missing target by less than 10%	2	7%
No data	3		Missing target by more than 10%	3	11%	Missing target by more than 10%	1	4%
			No data <sup>2</sup>	7		No data <sup>2</sup>	7	
<b>Total Number of Indicators reported this period<sup>1</sup></b>	<b>34</b>		<b>Total Number of Indicators reported this period<sup>1</sup></b>	<b>34</b>		<b>Total Number of Indicators reported this period<sup>1</sup></b>	<b>34</b>	

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.

This page is intentionally left blank

Performance Indicators Period 05 (August) 2009/10

Ref	Description	Report - ed?	Cum or Snap?	2008/09																
				Actuals	April Target	April Actual	Target &Trend	May Target	May Actual	Target &Trend	June Target	June Actual	Target &Trend	July Target	July Actual	Target &Trend	Aug. Target	Aug. Actual	Target &Trend	Sep. Target

Street Scene & Community

NI 191	Residual Household waste per household (KG)	M	C	586.26	48.61	52.56	W	98.62	100.66	I	147.74	151.16	W	196.74	206.22	W	245.78	246.03	I	0.00	294.81
NI 192	Percentage of household waste re-used, recycled and composted	M	C	43.25	32.07	39.30	I	31.90	40.77	I	33.75	41.26	I	34.71	41.08	W	36.28	41.73	W	36.76	#DIV/0!
LPI Dep	Number of missed household waste collections	M	C	1,136	95	129	W	190	252	I	285	379	W	380	446	I	475	514	W	570	
LPI Dep	Number of missed recycle waste collections	M	C	281	20	18	I	40	24	I	60	44	W	80	62	I	100	71	I	120	
NWBCU5	Total Crime	M	C	New	459	459	S	934	862	I	1,393	1,281	W	1,868	1,761	W	2,342	2,228	I		

Page 109

Ref	Description	Report - ed?	Cum or Snap?	2008/09		April Target	April Actual	Target &Trend	May Target	May Actual	Target &Trend	June Target	June Actual	Target &Trend	July Target	July Actual	Target &Trend	Aug. Target	Aug. Actual	Target &Trend	Sep. Target	Sep. Actual	Target &Trend
				Actuals	Actuals																		
NWBCU1	The number of domestic burglaries	M	C	438	32	35	W	65	47	I	97	80	W	130	96	I	163	121	W				
NWBCU2	The number of violent crimes	M	C	973	76	81	W	165	165	S	250	237	I	332	329	W	417	430	W				



Ref	Description	Report - ed?	Cum or Snap?	2008/09		April Target	April Actual	Target &Trend	May Target	May Actual	Target &Trend	June Target	June Actual	Target &Trend	July Target	July Actual	Target &Trend	Aug. Target	Aug. Actual	Target &Trend	Sep. Target	Sep. Actual	Target &Trend
				Actuals	Actuals																		
NWBCU3	The number of robberies	M	C	61	5	4	I	10	8	S	14	11	I	19	15	W	24	19	S				
NWBCU4	The number of vehicle crimes	M	C	744	58	59	W	115	95	I	172	160	W	231	235	W	289	301	I				
LPI CS 1a	CCTV incidents reported - Crime	M	C	3,407	283	258	W	556	515	W	849	743	W	1,132	993	W	1,415	1,241	W				
LPI CS1b	CCTV incidents Initiated by CCTV	M	C	991	82	76	W	164	156	I	246	230	W	328	292	W	410	366	I				
LPI CS4	No. of hate crime incidents (activity measure)	M	S		N/A	1		N/A	3		N/A	1	I	N/A	2	W	N/A	1	I				

Ref	Description	Report - ed?	Cum or Snap?	2008/09																	
				Actuals	April Target	April Actual	Target &Trend	May Target	May Actual	Target &Trend	June Target	June Actual	Target &Trend	July Target	July Actual	Target &Trend	Aug. Target	Aug. Actual	Target &Trend	Sep. Target	Sep. Actual
LPI CS5	% of reported hate crime incidents requiring further action that received further action	M	S		100	100	S	100	100	S	100	100	S	100	100	S					
LPI SC1	Number of attendances at arts events	M	C	20,642	75	80	I	545	575	I	3,025	5,405	I	4,035	6,245	W	17,210	18,820	I		
SC3	Dolphin Centre Usage	M	C	627,404	34,058	29,321		70346	71,055	I	105519	105,037	W	140692	139,258	I	175,865	170,055	W	216064	
SC4	Sports development usages	M	C	21,219	1,804	1,966	S	3,834	4,480	I	6,315	7,329	I	8,796	10,015	W	11,052	12,366	W		
	Town Centre Car Park Usage	M	S	n/a	n/a	127,106		n/a	129,167	I	n/a	130,092	I	n/a	135,965	I	n/a	125,458	W	n/a	

Ref	Description	Report - ed?	Cum or Snap?	2008/09																		
				Actuals	April Target	April Actual	Target &Trend	May Target	May Actual	Target &Trend	June Target	June Actual	Target &Trend	July Target	July Actual	Target &Trend	Aug. Target	Aug. Actual	Target &Trend	Sep. Target	Sep. Actual	Target &Trend
	Shopmobility Centre Usage (Monthly)	M	S	n/a	150	130	<b>S</b>	150	136	<b>I</b>	150	178	<b>I</b>	150	166	<b>W</b>	150	156	<b>W</b>	150		
LPI LL1	Life line units in use	M	S	547	640	643	<b>I</b>	650	644	<b>W</b>	660.00	657.00	<b>I</b>	670.00	682.00	<b>I</b>	680.00	687.00	<b>I</b>			

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	<b>I</b>	80.00	100.00	<b>S</b>	80.00	100.00	<b>I</b>	80.00	100.00	<b>I</b>	80.00	100.00	<b>S</b>			
NI 157	The percentage of minor planning applications determined within 8 weeks	M	C	76.50	85.00	92.00	<b>I</b>	85.00	88.80	<b>W</b>	85.00	84.00	<b>I</b>	85.00	87.00	<b>I</b>	85.00	83.00	<b>W</b>			

Page 113

Ref	Description	Report - ed?	Cum or Snap?	2008/09		April Target	April Actual	Target &Trend	May Target	May Actual	Target &Trend	June Target	June Actual	Target &Trend	July Target	July Actual	Target &Trend	Aug. Target	Aug. Actual	Target &Trend	Sep. Target	Sep. Actual	Target &Trend
				Actuals	Actuals																		
NI 157	The percentage of other planning applications determined within 8 weeks	M	C	89.50	90.00	89.00	W	90.00	94.05	I	90.00	92.00	I	90.00	91.00	W	90.00	90.00	S				

**E-gov & Customer Services**

Page 114	CSC	Monthly Call Volumes Customer Contact Centre	M	S	n/a	8,599			6,714			7,870			8,277			6,802				
	CSC	Monthly Call Volume Council Switchboard	M	S	n/a	4,631			4,203			4,580			4,452			3,660				
	CSC	Resolution at First Point of Contact all services (percentage)	M	S	99.00	95.00	99	S	95.00	99	S	95.00	99	S	95.00	93.5	W	95.00	94.00	I	95.00	
	CSC	% of Calls Answered	M	S	87.00	85.00	89.00	I	85.00	92.00	I	85.00	92.00	S	85.00	86.60	W	85.00	89.00	I	85.00	
	CSC	Average Speed of Answer (seconds)	M	S	30.00	20.00	21.00	I	20.00	16.00	I	20.00	16.00	S	20.00	29.00	W	20.00	20.00	I	20.00	

Ref	Description	Report - ed?	Cum or Snap?	2008/09																
				Actuals	April Target	April Actual	Target &Trend	May Target	May Actual	Target &Trend	June Target	June Actual	Target &Trend	July Target	July Actual	Target &Trend	Aug. Target	Aug. Actual	Target &Trend	Sep. Target

**Chief Executive's department**

LPI CCPP01	Number of complaints received (Council wide) Monthly. Source new complaints system.	M	C	270	n/a	25	<b>W</b>	n/a	47	<b>I</b>	n/a	67	<b>I</b>	n/a	79	<b>I</b>	n/a	91	<b>S</b>			
LPI CCPP03	Number of compliments received	M	C	70	n/a	4	<b>W</b>	n/a	6	<b>W</b>	n/a	10	<b>I</b>	n/a	15	<b>I</b>	n/a	20	<b>S</b>			
LPI CCPP06	Community transport income (£)	M	C	n/a	na/	n/a	n/a	na/	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a			

**Financial Services**

NI181	Time taken to process HB/CT benefit new claims or change events (days)	M	C	15.03	15.00	11.17	<b>I</b>	15.00	10.71	<b>I</b>	15.00	12.03	<b>W</b>	15.00	11.39	<b>I</b>	15.00	11.29	<b>W</b>	15.00			
	Percentage of invoices paid within 10 days of receipt	M	C	n/a	90.00	80.88	<b>W</b>	90.00	82.01	<b>I</b>	90.00	82.93	<b>I</b>	90.00	83.65	<b>I</b>	90.00	83.11	<b>W</b>	90.00			

Ref	Description	Report - ed?	Cum or Snap?	2008/09																		
				Actuals	April Target	April Actual	Target &Trend	May Target	May Actual	Target &Trend	June Target	June Actual	Target &Trend	July Target	July Actual	Target &Trend	Aug. Target	Aug. Actual	Target &Trend	Sep. Target	Sep. Actual	Target &Trend
FP001	Percentage of invoices paid within 30 days of receipt	M	C	99.38	98.00	99.34	W	98.00	98.87	W	98.00	98.57	W	98.00	98.53	W	98.00	98.50	S	98.00		

**Legal, Equalities and Democratic Services**

There are no PI's reported monthly for this department

**Human Resources & Organisational Development**

LPI (formerly BV12)	The average number of working days lost due to sickness.	M	C	10.66	0.71	0.85	I	1.42	1.76	W	2.13	2.91	W	2.84	4.07	W	3.55	4.94	I	4.26		
---------------------	----------------------------------------------------------	---	---	-------	------	------	---	------	------	---	------	------	---	------	------	---	------	------	---	------	--	--

Performance Indicators Period 0:

Ref	Description	Oct Target	Oct Actual	Target & trend	Nov Target	Nov Actual	Target & trend	Dec Target	Dec Actual	Target & trend	Jan Target	Jan Actual	Target & trend	Feb Target	Feb Actual	Target & trend	Mar Target	Mar Actual	Target & trend	2009/10		
																				Target	Est. Outturn	Est. Outturn Target

Street Scene & Community

NI 191	Residual Household waste per household (KG)	0.00	343.08		0.00	393.21		0.00	447.82		0.00	497.14		0.00	542.88		0.00	592.99		593.00	593.00	I
NI 192	Percentage of household waste re-used, recycled and composted	35.84	#DIV/0!		34.93	#DIV/0!		24.32	#DIV/0!		30.27	#DIV/0!		26.96	#DIV/0!		33.17	#DIV/0!		30.00	31.00	W
LPI Depo	Number of missed household waste collections	665			760			855			950			1,045			1,140			1,140	922	W
LPI Depo	Number of missed recycle waste collections	140			160			180			200			220			240			240	125	I
NWBCU5	Total Crime																			5,588	5,367	I

Page 17

Ref	Description	Oct Target	Oct Actual	Target & trend	Nov Target	Nov Actual	Target & trend	Dec Target	Dec Actual	Target & trend	Jan Target	Jan Actual	Target & trend	Feb Target	Feb Actual	Target & trend	Mar Target	Mar Actual	Target & trend	2009/10			
																				Target	Est. Outturn	Est. Outturn Target	
NWBCU1	The number of domestic burglaries																				389	347	I
NWBCU2	The number of violent crimes																				922	935	W



Ref	Description	Oct Target	Oct Actual	Target & trend	Nov Target	Nov Actual	Target & trend	Dec Target	Dec Actual	Target & trend	Jan Target	Jan Actual	Target & trend	Feb Target	Feb Actual	Target & trend	Mar Target	Mar Actual	Target & trend	2009/10			
																				Target	Est. Outturn	Est. Outturn Target	
NWBCU3	The number of robberies																				58	53	I
NWBCU4	The number of vehicle crimes																				690	702	W
LPI CS 1a	CCTV incidents reported - Crime																				3,400	3,400	
LPI CS1b	CCTV incidents Initiated by CCTV																				1,047	1,047	
LPI CS4	No. of hate crime incidents (activity measure)																				n/a	n/a	

Ref	Description	Oct Target	Oct Actual	Target & trend	Nov Target	Nov Actual	Target & trend	Dec Target	Dec Actual	Target & trend	Jan Target	Jan Actual	Target & trend	Feb Target	Feb Actual	Target & trend	Mar Target	Mar Actual	Target & trend	2009/10			
																				Target	Est. Outturn	Est. Outturn Target	
LPI CS5	% of reported hate crime incidents requiring further action that received further action																				100.00	100.00	
LPI SC1	Number of attendances at arts events																				21,261	21,261	
SC3	Dolphin Centre Usage	261827			309022			354245			401980				449715			497455			502,478	502,478	
SC4	Sports development usages																				22,556	23,870	
	Town Centre Car Park Usage	n/a			n/a			n/a			n/a				n/a			n/a			n/a	n/a	

Ref	Description	Oct Target	Oct Actual	Target & trend	Nov Target	Nov Actual	Target & trend	Dec Target	Dec Actual	Target & trend	Jan Target	Jan Actual	Target & trend	Feb Target	Feb Actual	Target & trend	Mar Target	Mar Actual	Target & trend	2009/10			
																				Target	Est. Outturn	Est. Outturn Target	
	Shopmobility Centre Usage (Monthly)	150			150			150			150			150			150				150	150	
LPI LL1	Life line units in use																				750	750	

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																				80.00	80.00	
NI 157	The percentage of minor planning applications determined within 8 weeks																				85.00	85.00	

Page 121

Ref	Description	Oct Target	Oct Actual	Target & trend	Nov Target	Nov Actual	Target & trend	Dec Target	Dec Actual	Target & trend	Jan Target	Jan Actual	Target & trend	Feb Target	Feb Actual	Target & trend	Mar Target	Mar Actual	Target & trend	2009/10			
																				Target	Est. Outturn	Est. Outturn Target	
NI 157	The percentage of other planning applications determined within 8 weeks																				90.00	90.00	

**E-gov & Customer Services**

CSC	Monthly Call Volumes Customer Contact Centre																				n/a		
	Monthly Call Volume Council Switchboard																				n/a		
CSCLP13.1	Resolution at First Point of Contact all services (percentage)	95.00			95.00			95.00			95.00			95.00			95.00				95.00	95.00	
CSCLP13.2	% of Calls Answered	85.00			85.00			85.00			85.00			85.00			85.00				85.00	85.00	
CSCLP13.3	Average Speed of Answer (seconds)	20.00			20.00			20.00			20.00			20.00			20.00				20.00	20	

Ref	Description	Oct Target	Oct Actual	Target & trend	Nov Target	Nov Actual	Target & trend	Dec Target	Dec Actual	Target & trend	Jan Target	Jan Actual	Target & trend	Feb Target	Feb Actual	Target & trend	Mar Target	Mar Actual	Target & trend	2009/10		
																				Target	Est. Outturn	Est. Outturn Target

**Chief Executive's department**

LPI CCPP01	Number of complaints received (Council wide) Monthly. Source new complaints system.																				n/a	n/a	n/a	
LPI CCPP03	Number of compliments received																					n/a	n/a	n/a
LPI CCPP06	Community transport income (£)																					n/a	n/a	n/a

**Financial Services**

NI181	Time taken to process HB/CT benefit new claims or change events (days)	15.00			15.00			15.00			15.00			15.00			15.00				15.00	15.00	
	Percentage of invoices paid within 10 days of receipt	90.00			90.00			90.00			90.00			90.00			90.00				90.00	85.00	

Ref	Description	Oct Target	Oct Actual	Target & trend	Nov Target	Nov Actual	Target & trend	Dec Target	Dec Actual	Target & trend	Jan Target	Jan Actual	Target & trend	Feb Target	Feb Actual	Target & trend	Mar Target	Mar Actual	Target & trend	2009/10			
																				Target	Est. Outturn	Est. Outturn Target	
FP001	Percentage of invoices paid within 30 days of receipt	98.00			98.00			98.00			98.00			98.00			98.00				98.00	98.00	

**Legal, Equalities and Democratic Services**

There are no PI's reported monthly for this department

**Human Resources & Organisational Development**

LPI (formerly BV12)	The average number of working days lost due to sickness.	4.97			5.68			6.39			7.18			7.97			8.75				8.75	11.85	I
---------------------	----------------------------------------------------------	------	--	--	------	--	--	------	--	--	------	--	--	------	--	--	------	--	--	--	------	-------	---

**Performance Indicators Period 0:**

Ref	Description	Comments
-----	-------------	----------

**Street Scene & Community**

NI 191	Residual Household waste per household (KG)	May & June trade waste tonnages have now been removed from the figures. July & Aug trade figures are still to be removed (when known), therefore score will improve slightly on that currently shown.
NI 192	Percentage of household waste re-used, recycled and composted	May & June trade waste tonnages have now been removed from the figures. July & Aug trade figures are still to be removed (when known), therefore score will improve slightly on that currently shown.
LPI Dep	Number of missed household waste collections	68 missed collections of which 34 were garden waste $4 \times 38,000 = 0.04\%$
LPI Dep	Number of missed recycle waste collections	9 Missed recycling collections = $4 \times 36,000 = 0.006\%$
NWBCU5	Total Crime	Total Crime continues to be within target. Current trends are criminal damage, theft from motor vehicles, common assault and a recent trend in retail theft. The trend in retail theft is predominantly from ASDA supermarket and the offenders arrested are mostly Eastern European. Joint Operations between police and CDRP partners will now focus on new seasonal crime types including, disorder during Halloween, bonfire and Christmas, domestic burglary as a result of the early dark nights in addition to our annual priorities of alcohol related crime & criminal damage.

Page 125

Ref	Description	Comments
NWBCU1	The number of domestic burglaries	<p>We have experienced a quiet month in relation to domestic burglary reports even though West Mercia Police have re-categorised garage burglaries from Burglary Other Building to Domestic Burglary provided the garage is connected through an internal door. This financial year we have 3 out 5 months have been considerable low in quantity and this is believed to be connected with management of offenders with burglary offending habits. Some recent arrests have contributed towards the reduction of domestic burglary and another arrest has occurred during late August.</p>
NWBCU2	The number of violent crimes	<p>Violent Crime has increased every month for the last 3 months. As a result it is slightly over target and the estimated outturn for 09/10 is over it's target by 13. Reports of violent crime continue to be domestic related and common assault such as pushing and shoving. These reports are often alcohol related. These reports are difficult for police officers to deal with and prevention work is more appropriate. A number of prevention projects are being delivered through Worcestershire DATT and the County-wide alcohol strategy. (see Chris Santoriello-Smith for more information)</p>



Ref	Description	Comments
NWBCU3	The number of robberies	<p>Low in quantity (4 for August). These reports were young people using force (but not physical harm) to steal mobile phones from other young people. Although the chance of being a victim of mobile phone theft is low in Bromsgrove, evidence in previous surveys with young people suggest the fear of being a victim is high. Bromsgrove Community Safety Partnership will be delivering some anti-bullying work during November and mobile phone theft may be included.</p>
NWBCU4	The number of vehicle crimes	<p>Vehicle Crime is reduced this month in comparison to last month but still remains slightly over target. These crimes are predominantly theft from motor vehicle with no visible signs of forced entry. Police have no evidence to suggest how entry is being achieved. Police continue to investigate.</p>
LPI CS 1a	CCTV incidents reported - Crime	<p>There was much less shopwatch activity through August, due to the store staff being very busy during the school holidays. This decreased the amount of thefts detected.</p>
LPI CS1b	CCTV incidents Initiated by CCTV	<p>There was an increase in assaults observed during August but less ASB spotted than the previous months</p>
LPI CS4	No. of hate crime incidents (activity measure)	<p>1 report received through the Customer Service Hub reporting centre. The report is in relation to alleged racism and is pending investigation.</p>

Ref	Description	Comments
LPI CS5	% of reported hate crime incidents requiring further action that received further action	
LPI SC1	Number of attendances at arts events	The Street Theatre and Jubilee Bandstand programmes have been exceptionally well received by the public, with many favourable and positive comments regarding the programmes. The main issues we have had to deal with this summer has been the wet weather. We cancelled one of the six Street Theatre events which has meant we have not reached our target figure for the month, despite excellent attendances at all the events.
SC3	Dolphin Centre Usage	Usage figures are down because there were no swimming lessons, the transfer of holiday activities to Fundayz has led to less people attending because sessions finish at 3 rather than 5. We now have in excess of 750 direct debit members. We will have an increase in September due to the schools returning; our new swimming lesson programme which we will run for 40 weeks rather than 32; and the relaunch of trampolining. Parties have declined recently perhaps due to the increase in variety in the local area. We will actively promote our parties to hopefully increase usage as well as reviewing the options that we offer.
SC4	Sports development usages	Usage level maintained through repeat attendances at all holiday programmes and community coaching as well as ongoing walks for health and mobility sessions.
	Town Centre Car Park Usage	

Ref	Description	Comments
	Shopmobility Centre Usage (Monthly)	
LPI LL1	Life line units in use	Installations were reduced this month due to staff holidays

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	Majors; 1/1 = 100% National Target 60% (Local Target 80%) Following two months when no major applications were submitted, one application was determined within time and this related to Moundsley Hall.
NI 157	The percentage of minor planning applications determined within 8 weeks	12/17 = 70.5%. National Target 65% (Local Target 85%) The number of applications received in this category has INCREASED in relation to last month (13 in April, 14 in May, 10 in June and 16 in July). Five applications were not determined in time. Change of use at STW building in Burcot was overtime due to sensitivity of the site on a ground water protection zone and need to consult with EA. Holy Trinity Church Greenhill was called to committee and three further applications went over due to inaccurate neighbour notifications. (Chicago pizza, Hagley scout hut and 73 Rock Hill).

Page 129

Ref	Description	Comments
NI 157	The percentage of other planning applications determined within 8 weeks	Others; 49/55 = 89% National Target 80% (Local Target 90%)The number of application received in this category has DECREASED slightly in relation to last month (60 in May, 48 in June, 56 in July). Six applications went over time. Four were as a result of officer sickness and one as a result of a member of staff leaving the authority. Application at Hanover Street as called to committee for consideration.

#### E-gov & Customer Services

Page 130	CSC	Monthly Call Volumes Customer Contact Centre	Calls to the customer contact centre have fallen by 17% compared to last month . A trend which is expected at this point in the year during, the main holiday period and does mirror last year profile
	CSC	Monthly Call Volume Council Switchboard	Calls to the council switchboard have fallen by 18% compared to last month . A trend which is expected at this point in the year during, the main holiday period and does mirror last year profile
	CSCLPI3.1	Resolution at First Point of Contact all services (percentage)	Resolution is above target this month and is consistent with last month. The figures recorded within One Serve demonstrate an overall lower but more accurate reflection of resolution than those previously recorded in the e-shop system
	CSCLPI3.2	% of Calls Answered	Performance above target this month and shows improvement compared to last month as problems with One Serve are gradually resolved
	CSCLPI3.3	Average Speed of Answer (seconds)	Performance improved by 9 seconds compared to last month and is now on target

Ref	Description	Comments
-----	-------------	----------

**Chief Executive's department**

LPI CCPP01	Number of complaints received (Council wide) Monthly. Source new complaints system.	2 complaints were about missed bins, 1 about a parking ticket, 1 about litter, 1 about grass cutting, 2 about leisure facilities and the remaining 5 related to planning objections, Bromsgrove Bites back event ,incorrect information in council tax letter and an unsealed envelope sent to a customer.
LPI CCPP03	Number of compliments received	Compliments received related to events organised by Sports Developments (3) the excellent service received from the Waste Team (1) ,the new toilet in the Town Centre and the excellent service from a CSA at the CSC.
LPI CCPP06	Community transport income (£)	Service starts 21 September

**Financial Services**

NI181	Time taken to process HB/CT benefit new claims or change events (days)	There has been a further improvement in the overall combined processing times. However, on closer inspection new claims are taking a little longer and changes are being done quicker. However performance is expected to drop slightly over the coming months as, due to summer holidays, we have had limited staff availability and the amount of work outstanding has increased and there are a number of old items outstanding that will be addressed in September and October. However, overall performance is much improved on last year and continues to be better than target.
	Percentage of invoices paid within 10 days of receipt	Staff absence over the main holiday period is believed to be the reason for the fall off in performance, which is expected to improve in September.

Ref	Description	Comments
FP001	Percentage of invoices paid within 30 days of receipt	On Target

**Legal, Equalities and Democratic Services**

There are no PI's reported monthly for this department

**Human Resources & Organisational Development**

LPI (formerly BV12)	The average number of working days lost due to sickness.	Although the outturn remains red, there was a drop in the number of absences recorded in August - it has been the lowest month for the current leave year. Further information to be sent out shortly
---------------------------	----------------------------------------------------------	-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

2009/10 Monthly Performance figures

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

Streetscene & Community

NI 191	Residual Household waste per household	M	C	Target	48.61	50.01	49.12	49.00	49.04	49.03	48.27	50.13	54.61	49.32	45.74	50.11	
				Actual	52.56	48.10	50.50	55.05	48.47	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		numerator		2,040.68	1,867.76	1,960.96	2,137.55	1881.82									
		denominator		38,828	38,828	38,828	38,828	38828			38,828	38,828	38,828	38,828	38,828	38,828	38,828
NI 192	Percentage of household waste re-used, recycled and composted	M	C	Target	32.07	31.98	32.58	33.12	33.78	34.29	34.51	34.57	37.49	33.16	32.68	32.72	
				Actual	39.30	42.29	42.19	40.33	39.78								
		numerator		1,321.289	1,368.698	1,430.866	1,444.684	1243.080									
		denominator		3,361.969	3,236.478	3,391.822	3,582.234	3124.900									
NI 195	Improved street & environmental cleanliness - graffiti	M*	C	Target													
				Actual													
NI 195	Improved street & environmental cleanliness -litter	M*	C	Target													
				Actual													
NI 195	Improved street & environmental cleanliness - detritus	M*	C	Target													
				Actual													
NI 195	Improved street & environmental cleanliness - fly posting	M*	C	Target													
				Actual													
NI 196	Improved street and environmental cleanliness - fly tipping	M	C	Target													
				Actual													
LPI Depot	Number of missed household waste collections	M	C	Target	95	95	95	95	95	95	95	95	95	95	95	95	
				Actual	129	123	127	67	68								
LPI Depot	Number of missed recycle waste collections	M	C	Target	20	20	20	20	20	20	20	20	20	20	20	20	
				Actual	18	6	20	18	9								
	Total crimes	M	C	Target	459	475	459	475	475	459	475	459	475	475	429	475	
				Actual	459	409	427	488	473								
NWDCU4	The number of domestic burglaries	M	C	Target	32	33	32	33	33	32	32	33	33	33	30	33	
				Actual													





	applications determined within 10 weeks			numerator	1	2	0	0	1							
				denominator	1	2	0	0	1							
NI157	The percentage of minor planning applications determined within 8 weeks	M	C	Target	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	70.50							
				numerator	12	12	7	15	12							
				denominator	13	14	10	16	17							
NI157	The percentage of other planning applications determined within 8 weeks	M	C	Target	90.00	90.00	90.00	90.00	90.00	90.00	90.00	90.00	90.00	90.00	90.00	
				Actual	89.00	98.00	85.00	89.00	89.00							
				numerator	41	54	41	50	49							
				denominator	46	55	48	56	55							

**E-gov & customer services**

CSC	Monthly Call Volumes Customer Contact Centre	M	S	Target	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
				Actual	8,599	6,714	7,870	8,277	6,802						
CSC	Monthly Call Volume Council Switchboard	M	S	Target	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
				Actual	4,631	4,203	4,580	4,452	3,660						
CSC LPI 3.1	Resolution at First Point of Contact all services (percentage)	M	S	Target	95.00	95.00	95.00	95.00	95.00	95.00	95.00	95.00	95.00	95.00	95.00
				Actual	99.00	99.00	99.00	93.50	94.00						
CSC LPI 3.2	% of Calls Answered	M	S	Target	85.00	85.00	85.00	85.00	85.00	85.00	85.00	85.00	85.00	85.00	85.00
				Actual	89.00	92.00	92.00	86.60	89.00						
CSC LPI 3.3	Average Speed of Answer (seconds)	M	S	Target	20	20	20	20	20	20	20	20	20	20	20
				Actual	21.00	16.00	16.00	29.00	20.00						

**Chief Executive's**

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

**Financial Services**

NI 181	Time taken to process HB/CT benefit new claims or change events	M	C	Target	15.00	15.00	15.00	15.00	15.00	15.00	15.00	15.00	15.00	15.00	15.00
				Actual	11.17	10.29	14.58	9.28	10.68						
				numerator	12,836	13,475	18,746	10,690	8706						
				denominator	1,149	1,309	1,286	1,152	815						
	Percentage of invoices paid within 10 days of receipt	M	C	Target	90.00	90.00	90.00	90.00	90.00	90.00	90.00	90.00	90.00	90.00	90.00
				Actual	80.88	83.71	84.77	85.80	80.97						
FP001	Percentage of invoices paid within 30 days of receipt	M	C	Target	98.00	98.00	98.00	98.00	98.00	98.00	98.00	98.00	98.00	98.00	98.00
				Actual	99.34	98.39	97.97	98.42	98.42						

**Legal, Equalities and Democratic Services**

**Human Resources & Organisational Development**

LPI (formerly BV12)	The average number of working days lost due to sickness.	M	C	Target	0.71	0.71	0.71	0.71	0.71	0.71	0.71	0.71	0.71	0.79	0.79	0.79
				Actual	0.85	0.93	1.15	1.16	0.84							

## BROMSGROVE DISTRICT COUNCIL

7 OCTOBER 2009

### CABINET

#### IMPROVEMENT PLAN EXCEPTION REPORT [August 2009]

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

#### **1. SUMMARY**

- 1.1 To ask Cabinet to consider the Improvement Plan Exception Report for August 2009 (Appendix 1).

#### **2. RECOMMENDATION**

- 2.1 That Cabinet considers and approves the revisions to the Improvement Plan Exception Report attached as Appendix 1, and the corrective action being taken.
- 2.2 That Cabinet notes that for the 71 actions highlighted for August within the plan 84.5% of the Improvement Plan is on target [green], 8.5% is one month behind [amber] and 0% is over one month behind [red]. 7% of actions have been reprogrammed or suspended with approval<sup>1</sup>; these include the suspension of '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 6 amber activities this month for the following areas of the Improvement Plan:-

---

<sup>1</sup> 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.

<b>Ref.</b>	<b>Council Plan Balanced Scorecard Reference</b>	<b>Number</b>
CP1	Town Centre	3
FP1	Managing Finances	1
PR5	Planning	2

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

<b>Ref.</b>	<b>Action</b>	<b>Reason</b>
7.3.3	Climate Change Matrix	Suspended due to changed approach
8.3.5	Community engagement	Suspended until completion of strategy
14.1.1	The Bromsgrove Way	Suspended- proposals to be changed
14.2.6	Investors in People Management Induction	Suspended due to revised approach
15.3.1	Workforce Plan gap analysis	Suspended- new project plan under development

#### **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**

<b>Corporate Risk Title</b>	<b>Improvement Plan Reference</b>
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	PR1 – Customer Processes

investment in ICT equipment and training	
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	<b>No</b>
Chief Executive	<b>At CMT</b>
Executive Director (Partnerships and Projects)	<b>At CMT</b>
Executive Director (Services)	<b>At CMT</b>
Assistant Chief Executive	<b>Yes</b>
Head of Service	<b>At CMT</b>
Head of Financial Services	<b>At CMT</b>
Head of Legal & Democratic Services	<b>At CMT</b>
Head of Organisational Development & HR	<b>At CMT</b>
Corporate Procurement Team	<b>No</b>

## 13. **WARDS AFFECTED**

13.1 All wards.

## 14. **APPENDICES**

14.1 Appendix 1 Improvement Plan Exception Report August 2009.

## 15. **BACKGROUND PAPERS:**

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

### **CONTACT OFFICER**

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

# Exception Report for August 2009 Improvement Plan

# Appendix 1

## PROGRESS IN 2009/10

Overall performance as at the end of August 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			RED			RED			RED		
AMBER	11	13.3%	AMBER	6	8.5%	AMBER			AMBER			AMBER			AMBER		
GREEN	67	80.7%	GREEN	60	84.5%	GREEN			GREEN			GREEN			GREEN		
REPRO	0	0%	REPRO	0	0%	REPRO			REPRO			REPRO			REPRO		
SUSP	5	6%	SUSP	5	7%	SUSP			SUSP			SUSP			SUSP		

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

# Exception Report for August 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:



<b>CP1: Town Centre</b>																	
Ref	August 2009 Action	Colour	Corrective Action												Who	Original Date	Revised Date
1.1.1	Engage specialist organisation to complete unified vision		The need to identify an alternative location for the police and fire station has delayed the unified vision.												PS	Aug 09	TBC
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
<b>1.1</b>	<b>Agreement on preferred option of Area Action Pan</b>																
1.1.1	Engage specialist organisation to complete unified vision	PS														The listing of Parkside resulted in the need to identify an alternative location for the police and fire station. Until this is agreed work on the unified vision has been delayed as the unified vision will identify land use.	

<b>CP1: Town Centre</b>																	
Ref	August 2009 Action	Colour	Corrective Action												Who	Original Date	Revised Date
1.3.3	Undertake actions recommended in report		Report to go to Cabinet in September.												PS	Aug 09	Sept 09
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
<b>1.3</b>	<b>Redevelopment of the Market Hall site</b>																
1.3.3	Undertake actions recommended in report	PS														Report to go to Cabinet in September.	

# Exception Report for August 2009 Improvement Plan

# Appendix 1

<b>CP1: Town Centre</b>																	
Ref	August 2009 Action		Colour		Corrective Action										Who	Original Date	Revised Date
1.4.5	Establish Leisure Centre Study Group		EXTENDED		Group to be established in August with meetings then scheduled for every 6 weeks										PS	Aug 09	Oct 09
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
<b>1.4</b>	<b>Community engagement</b>																
1.4.5	Establish Leisure Centre Study Group	PS														Owing to holidays it was not possible to convene leisure centre group. This will now be undertaken in October.	

<b>FP1: Managing Finances (including Value for Money)</b>																	
Ref	August 2009 Action		Colour		Corrective Action										Who	Original Date	Revised Date
5.2.8	Deliver Use of resources action plan in relation to new framework				Awaiting formal score and recommendations from Audit Commission to identify areas of improvement.										JLP	Aug 09	Oct 09
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
<b>5.2</b>	<b>Deliver Medium Term Financial Plan and Statutory accounts</b>																
5.2.8	Deliver Use of resources action plan in relation to new framework	JLP														Awaiting formal score and recommendations from Audit Commission to identify areas of improvement.	

<b>PR5: Planning</b>																	
Ref	August 2009 Action		Colour		Corrective Action										Who	Original Date	Revised Date
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
13.1.3	Regular meeting with developers landowners dependent on progress with the applications				No meeting this month, further work being done on assessing the viability of the scheme before negotiations can commence with St Modwens										MD	Aug 09	Oct 09
<b>13.1</b>	<b>Longbridge</b>																
13.1.3	Regular meeting with developers landowners dependent on progress with the applications	MD														No meeting this month, further working being done on assessing the viability of the scheme before re-negotiations on the community infrastructure levy can commence with St Modwens	

<b>PR5: Planning</b>																	
Ref	August 2009 Action		Colour		Corrective Action										Who	Original Date	Revised Date
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
13.3.2	Prepare further Draft Core Strategy				Redrafting to commence once RSS Panel report has been received, team still evaluating Draft Core Strategy responses.										MD	Aug 09	Oct 09
<b>13.3</b>	<b>Local Development Framework</b>																
13.3.2	Prepare further Draft Core Strategy	MD														Redrafting to commence once RSS Panel report has been received (expected early October), team still evaluating Draft Core Strategy responses.	

This page is intentionally left blank