

It is important that the Council addresses the recommendations made in the Audit Commission's CPA report. The Council wrote a self aware self assessment. As a result, the key deliverables in the Council Plan 2007/2010 address the Audit Commission's recommendations. The Audit Commission's recommendations and the relevant part of the 2007/08 Improvement Plan are cross referenced below.

CPA Ref.	Recommendation	Imp Plan Ref.	Response
13.1	Base service planning and delivery on the outcomes of both evidence based needs assessment and inclusive consultation.	14.1	<p>The Council is currently undertaking a Customer Panel survey on its priorities and those of the draft Community Strategy.</p> <p>A second survey will be conducted in November.</p> <p>The Equalities Forum, two pilot Area Committees and Staff Champions group are all part of a participatory budget exercise.</p> <p>Together Bromsgrove will include a budget consultation exercise. Further budget focus groups will be undertaken in the Autumn.</p> <p>The Community Strategy will go out to an 8 week public consultation period.</p>
13.2	Make customer satisfaction a key deliverable for all managers and staff, and take robust and timely action to address satisfaction.	4./17.1	Review of customer standards in business plans as part of Customer First Part 2 training and 2008/09 business planning.

		5.2	<p>Publication of customer standards (internal and external).</p> <p>Implementation of Customer Complaints System.</p> <p>Further improvements between “back office” and Customer Service Centre.</p> <p>Identification teams to go forward for Charter Marks and development of action plans to gain accreditation.</p>
14.1	Develop the knowledge and strategic leadership skills of all councillors by establishing their training needs and implementing a comprehensive training plan. This should include opportunities for individual and group mentoring, exposure to how other councils do things and participation in leadership programmes.	16/19	<p>Training Needs Analysis.</p> <p>Delivery of Member Development Programme in accordance with timescales (Claire may want to add more here on planned content e.g. mock Full Council).</p> <p>Training aligned with Constitutional Reform</p> <p>Evaluation of Programme through Member Satisfaction Survey and Ethical Standards Review.</p>
14.2	Require professional working relationships between political groups and between councillors and officers.	16.2 16.3	<p>Member Induction Session delivered to all Members.</p> <p>Code of conduct/Declaration of Interest/Hat</p>

			<p>wearing training delivered to all members.</p> <p>Structured Member induction Programme with defined rolls and responsibilities developed in accordance with results from training needs analysis.</p> <p>Adoption of New Code Of Conduct.</p> <p>Training and support for all members on Full Council Procedure Rules and Protocols.</p> <p>Quarterly meetings between the Chairman of SSB Audit Board and Performance Management Board.</p> <p>Set up protocol for managing the Full Council Meeting.</p> <p>Member training delivered in accordance with Member Development Programme.</p>
15.1	Establish the management capacity and skills to deliver the requirements of both corporate recovery and operational service improvements.	11.2 20.1 20.4	<p>Senior management restructure.</p> <p>Implementation of work force planning.</p> <p>Management Development Strategy evaluation and continued rollout (PDR process and modern manager framework).</p>

		20.5	Investors in People Accreditation.
15.2	Integrate value for money into the culture of the Council and its partnerships enabling resources to be saved and redirected to support corporate priorities.	11.1 11.2 11.3	Review of departmental VFM action plans.  Transfer of services as a result of market testing.  Monitoring of VFM achieved (cost and quality). Regular reporting to Members.  Exploration of combined service market testing.  Analysis of statistical information and further challenge of departments.
15.3	Use partnership working to enhance capacity and delivery shared priorities efficiently and effectively.	See 16.3 below.	See 16.3 below.
16.1	Integrate performance management with both resource and risk management.	14.1  14.2	Comprehensive approach to budget priorities consultation.  Integrated timetable for production of Council Plan/MTFS and Annual Reports (separate report to CMT 05 June).  Head of Financial Services and Assistant Chief Executive now meet each month to review integrated timetable.

		13.4	Corporate risk register and departmental risk registers regularly reviewed and based on Council's priorities and departmental key deliverables.
16.2	Use the scrutiny function to effectively hold the Executive to account particularly relating to major investments such as the spatial project.	16.1	<p>Audit of Overview and Scrutiny. Constitution update.</p> <p>Identification of scrutiny officer champions.</p> <p>Reduction in Scrutiny Steering Board (SSB) numbers.</p> <p>Training for SSB and Cabinet Members. Appointment of Leader of Opposition to Chair SSB.</p> <p>Develop process for CMT/champions to influence programme in line with COs and priorities.</p>
16.3	Manage the performance of partnerships in delivery shared ambitions and priorities (and enhance capacity).	18.2	Delivery of contribution to LAA targets (including agreeing a new SMART Community Strategy and establishing a project and performance management framework to support the interface between the LSP Board and project/theme groups).

		18.3	Leisure provision transfer to a trust.
		7.3	Potential expansion of neighbourhood wardens.
		7.2	Continued work with Police on PACT and evaluation of approach through Capacity Building money.
		4.2	Continued work with County Council on Customer Service Centre.
		3	Continued work with RSLs on affordable housing target.
		2. and 1.	Continued work with partners on AAP for Lonbgridge and town centre.