

**BROMSGROVE DISTRICT COUNCIL**  
**PERFORMANCE MANAGEMENT BOARD**

**20<sup>TH</sup> NOVEMBER 2007**

**SEPTEMBER (QUARTER 2) PERFORMANCE REPORTING**

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

**1. SUMMARY**

To report to Performance Management on the Council's performance at 30<sup>th</sup> September 2007 (period 6, quarter 2).

**2. RECOMMENDATIONS**

- 2.1 That the Board notes that 83% of PI's are Improving or Stable, compared to 67% at Quarter 1
- 2.2 That the Board notes that 72% of PI's are achieving their Year To Date target, (65% at Q1)
- 2.3 That the Board notes that 79% of PI's are predicted to meet their target at year end (90% at Q1).
- 2.4 That the Board notes the financial position for both revenue and capital funding for the first quarter of £244k underspend and £342k respectively.

**3. BACKGROUND**

- 3.1 The format of the quarterly report to Performance Management Board has been changed to provide an integrated report, both at department and overall council level, of performance, finance and risk issues. Detailed information on performance will continue to be provided as appendices to CMT, Leader's group and PMB.

**Performance Summary**

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

**Achievements**

Council Plan Pt 1 Report submitted to Cabinet and Full Council.  
 Customer Manual completed in draft and complaints system and training planned for January 2008.  
 Together Bromsgrove switched to outsourced sales approach to achieve higher income targets.  
 Together Bromsgrove to be published shortly. Very positive feedback on previous issue.  
 Large consultation exercise undertaken on Community Strategy. Final version now going to Cabinet and Full Council in November.  
 Successful media campaign around "poor" CPA score which minimised negative publicity.  
 Improved format of reporting to PMB, including work programme and recommendation tracker.  
 Business Planning template launched with ACE and customer first officer attending each business plan away day.  
 Improvement Plan 2007/2008 agreed at Cabinet and being reported monthly along with monthly PIs report.  
 Communications Strategy and Consultation Strategy reviewed and will be reported in quarter 3.

**Issues**

The CCPP team has four key issues emerging in quarter 3: managing the Audit Commission Direction of Travel site visit, additional budget savings and budget pressures mean the team will not be able to start the CharterMark accreditation process until 2008/09; checking the predicted outturn for all the BVPIs (and not just those reported in the corporate set) and working with the Leader and Leader of the Opposition to agree a way forward on the area committee approach.

## Revenue Budget summary

Service Head	Revised Budget £'000	Profiled budget YTD £'000	Actual spend YTD £'000	Variance to date £'000	Projected outturn £'000	Projected variance £'000
<b>Corporate Projects</b>	100	50	50	0	100	0
<b>Policy &amp; Performance</b>	5	3	3	0	5	-0
<b>Corporate Management</b>	910	417	395	-22	901	-9
<b>TOTAL</b>	<b>1,015</b>	<b>470</b>	<b>448</b>	<b>-22</b>	<b>1,006</b>	<b>-9</b>

### Financial Commentary

The budgets include the senior management team together with anticipated costs associated with key projects eg. Longbridge and the successful delivery of the improvement plan.

The department is predicted to have a slight underspend on the budget. This includes the achievement of income target of £6,000 for Together Bromsgrove.

**Performance Summary**

No. of PI's improving <b>(I)</b>	5	No. of PI's meeting YTD target	4	No. of PI's where est. outturn projected to meet target	5
No. of PI's Stable <b>(S)</b>	1	No. of PI's missing YTD target by < 10%	2	No. of PI's projected to miss target by < 10%	1
No. of PI's worsening <b>(W)</b>	1	No. of PI's missing YTD target by >10%	1	No. of PI's projected to miss target by >10%	1

**Achievements**

- The Events, Sports Development, Parks & Sports Centres team ran a very successful holiday activity scheme across the district which included Street Theatre, Bandstand programme, Activzone, multiskills days and sports specific coaching courses.
- The Parks team complete the capital projects and installed a skate park, play area & 2 Multi Use Games Arenas in the Charford & Sidemoor wards.
- The number of domestic burglaries has reduced following a Police/CDRP lead campaign and is not forecast to be with in it's annual target.
- CDRP staff have reviewed the monthly trends with in the Community Safety BVPI's and have revised the expected outturns based on seasonal trends, this has improved our expected outturn position.
- The lifeline service has been externally assessed and awarded its Telecare Service Association (TSA) for parts one & two, which means it's service is now quality assured and constitutes best practice.

**Issues**

- The number of violent robberies across the district continues to rise and will miss the target at the year end. This issue is now an agenda item each month at CDRP tasking and council officers are looking at ways to assist the police in this matter for example improved reporting systems.
- Sports centre usage in falling due to a poor performance at the Dolphin centre in relation to wet side activities, remedial action is in place to increase marketing, service standards and to revise the programme based on user feedback.

## Revenue Budget summary

Service Head	Revised Budget £'000	Profiled budget YTD £'000	Actual spend YTD £'000	Variance to date £'000	Projected outturn £'000	Projected variance £'000
<b>Arts Services</b>	278	144	159	15	274	-4
<b>Cemeteries</b>	-35	-15	-11	4	-29	6
<b>Community Safety</b>	641	343	372	29	659	17
<b>Museums and TIC</b>	121	71	70	-0	119	-2
<b>Parks &amp; Open Spaces</b>	894	446	443	-3	906	12
<b>Spadesbourne Suite - General</b>	13	7	7	0	16	3
<b>Sport &amp; Recreation General</b>	281	141	117	-24	235	-45
<b>Sports Centres</b>	974	534	533	-1	1,020	46
<b>TOTAL</b>	<b>3,167</b>	<b>1,670</b>	<b>1,691</b>	<b>21</b>	<b>3,201</b>	<b>34</b>

### Financial Commentary

- Underspends in relation to staffing vacancies and general supplies and services are offset by shortfalls in estimated income on the Woodrush (now closed) and the Dolphin Centre.
- It was anticipated that the Phase 2 Dolphin Centre would have been in operation by 2007/08 and an income target of £60k was set for this operation. With the delays in this project due to the potential transfer to a leisure trust this income will not be achieved.
- Actions are in place within culture and community to ensure there is a full range of leisure activities in place in order to reduce the impact of the shortfall to income target.
- The overspends in community safety are due to the requirement to use additional resources to support the lifeline operatives.
- There is an additional cost within parks due to the de-silt of the pond at Sanders Park

## Capital Budget summary April- September 2007/08

Service	Revised Budget £'000	Profiled budget YTD £'000	Actual spend YTD £'000	Variance to date £'000	Projected outturn £'000	Projected variance £'000
<b>Cemeteries</b>	15	3	3	0	14	-1
<b>Community Safety</b>	18	18	19	1	19	1
<b>Parks &amp; Open Spaces</b>	1,129	316	315	-1	820	-308
<b>Leisure Facilities</b>	950	45	45	0	950	0
<b>Sport &amp; Recreation General</b>	130	0	0	0	130	0
<b>TOTAL</b>	<b>2,242</b>	<b>382</b>	<b>382</b>	<b>-</b>	<b>1,933</b>	<b>-308</b>

### Financial Commentary

- Additional projects in relation to the refurbishment at the Dolphin Centre have been approved of £850k
- Within the parks and open spaces there are schemes including the development of football pitches at Barnsley Hall and the development of a pitch at Bromsgrove Hockey Club which have seen delays as they are still in the discussion stages.

**Performance Summary**

No. of PI's improving <b>(I)</b>	1	No. of PI's meeting YTD target	7	No. of PI's where est. outturn projected to meet target	8
No. of PI's Stable <b>(S)</b>	4	No. of PI's missing YTD target by < 10%	1	No. of PI's projected to miss target by < 10%	0
No. of PI's worsening <b>(W)</b>	3	No. of PI's missing YTD target by >10%	0	No. of PI's projected to miss target by >10%	0

**Achievements**

Planning performance has remained at the high levels achieved so far this year, with the 4 indicators for planning applications and appeals performing well above top quartile levels throughout the quarter.

**Issues**

**Revenue Budget summary**

Service Head	Revised Budget £'000	Profiled budget YTD £'000	Actual spend YTD £'000	Variance to date £'000	Projected outturn £'000	Projected variance £'000
<b>Development &amp; Building Control</b>	715	340	321	-19	658	-57
<b>Environmental Health</b>	1,016	484	414	-71	976	-40
<b>Licensing</b>	3	1	-43	-45	-43	-45
<b>Planning Admin</b>	-11	-3	30	33	51	62
<b>Strategic Housing</b>	3,352	1,681	1,763	82	3,388	36
<b>Strategic Planning</b>	621	311	169	-142	585	-36
<b>Economic Development</b>	120	71	73	1	153	34
<b>TOTAL</b>	<b>5,816</b>	<b>2,886</b>	<b>2,726</b>	<b>-160</b>	<b>5,769</b>	<b>-47</b>

**Financial Commentary**

- The current underspends are due to a number of vacancies within the department that have only recently been filled this is majority offset with spend against agency staff. As the majority of posts have now been filled there will be a reduced underspend by the end of the financial year.
- Current savings on consultancy fees including the Longbridge budget. It is anticipated that the use of consultancy fees for the advice on planning matters will not be spent at the end of the financial year and be requested to carry forward until 08/09.
- There has been an increase in income on licensing budgets which are estimated to

continue into 2008/09 and will form part of revised budget proposals

- It is projected there will be an under-spend of £47k by the end of the financial year. This being the net effect of the underspends on salaries against the loss of income in land charges, Market Hall and the closure of the hostels.

### Capital Budget summary April- Sept 2007/08

Service	Revised Budget £'000	Profiled budget YTD £'000	Actual spend YTD £'000	Variance to date £'000	Projected outturn £'000	Projected variance £'000
<b>Strategic Housing</b>	3,642	645	507	-138	2,528	-1,114
<b>TOTAL</b>	<b>3,642</b>	<b>645</b>	<b>507</b>	<b>-138</b>	<b>2,528</b>	<b>-1,114</b>

### Financial Commentary

- The majority of expenditure in 2007/08 to date has been on Disabled Facilities Grants and Discretionary Home Repair Grants- where £178k has already been spent to date. There is however a likely end of year underspend showing on these DFG schemes of (£321k) which is due to the vacant position of manager of this section which may mean there is a delay on spending in these projects until a replacement is found.
- Grants to RSL schemes are also well under way in this year with £104k being spent to date of the total capital budget of £200k.
- The Extra Care Sheltered Housing- Gilbert Court, Charford project is expected to commence in September 2007. There will be an underspend in relation to this that will be requested to be c/fwd into 2008/09.



**Performance Summary**

No. of PI's improving <b>(I)</b>	5	No. of PI's meeting YTD target	8	No. of PI's where est. outturn projected to meet target	9
No. of PI's Stable <b>(S)</b>	4	No. of PI's missing YTD target by < 10%	2	No. of PI's projected to miss target by < 10%	1
No. of PI's worsening <b>(W)</b>	1	No. of PI's missing YTD target by >10%	0	No. of PI's projected to miss target by >10%	0

**Achievements**

High levels of garden waste continue to be collected resulting in a 49% recycling rate for this period, however we are now seeing a gradual reduction in garden waste collections and a gradual increase in dry recycling collections. This will continue to be the case for the rest of the year but the cessation of garden waste collections during the winter period will bring the figures close to our 42.5% target at year end. This remains quartile 1 and 2 performance.

Figures for the removal of abandoned vehicles, the removal of animal debris and the removal of flytips have hit targets of 100%, 100% and 99.46% for the month of September.

The one indicator that is likely to show a worse than predicted year end result relates to the 'percentage change in household waste collected'. This is a comparison with last years performance and is being affected by the very high levels of garden waste currently being collected.

**Issues**

Two man working continues to be rolled out on the refuse collection service which tends to see a worsening of the missed bin indicator each time a team is reduced to 2 men. Performance improves once the team have become used to the new regime and the September figure is showing an improvement over the previous month.

There has been an improvement in the performance of the refuse collection vehicles because of sustained pressure on the manufacturers by staff to carry out some modifications. This work is now almost complete and having a major impact on the reliability of the vehicles.

## Revenue Budget summary

Service Head	Revised Budget £'000	Profiled budget YTD £'000	Actual spend YTD £'000	Variance to date £'000	Projected outturn £'000	Projected variance £'000
<b>Car Parks</b>	-718	-301	-352	-51	-798	-80
<b>Cleansing</b>	1,283	651	610	-41	1,183	-100
<b>Depot- Misc</b>	-19	43	23	-19	-128	-109
<b>Environmental Enhancements</b>	7	4	-1	-5	-2	-9
<b>Garage</b>	151	76	95	19	188	37
<b>Grounds Maintenance</b>	592	301	321	20	604	12
<b>Highways</b>	262	135	169	34	331	68
<b>Refuse Collection</b>	2,790	1,476	1,428	-48	2,963	173
<b>Travel Concessions</b>	427	214	201	-13	481	53
<b>TOTAL</b>	<b>4,776</b>	<b>2,599</b>	<b>2,493</b>	<b>-106</b>	<b>4,822</b>	<b>46</b>

### Financial Commentary

- The financial management arrangements within Street Scene are more robust than in previous years as the position at the second quarter is similar to that reported at end June 07.
- The reasons for the current variations include:
  - Additional Car Parking income generated to the anticipated budget.
  - Cleansing – current and projected underspends due to vacant posts and improving the efficiency of the service by using less operatives.
  - Highways – shortfalls on projected income as the Highways partnership no longer rent the Burcot Room together with income targets set for general highways and drainage work that is now undertaken by the County Council. These pressures will be addressed as part of the medium term financial plan review for 2008/09-2010/11.
  - There is a current phased reduction in the number of operatives carrying out refuse collection and it is anticipated that the overspend on this area will reduce by year end.

## Capital Budget summary April- Sept 2007/08

Service	Revised Budget £'000	Profiled budget YTD £'000	Actual spend YTD £'000	Variance to date £'000	Projected outturn £'000	Projected variance £'000
<b>Car Parks</b>	18	-	-	-	18	-
<b>Replacement Vehicles</b>	1,479	738	588	-150	1,253	-226
<b>Travel Concessions</b>	20	-	-	-	-	-20
<b>TOTAL</b>	<b>1,517</b>	<b>738</b>	<b>588</b>	<b>-150</b>	<b>1,271</b>	<b>-246</b>

**Financial Commentary**

- The 10 year Vehicle Replacement Programme has already incurred expenditure of £588k including multi lift, 4 second hand recycling vehicles and 3 chariot lawnmowers. There will be an underspend at year end due to the reduced cost of second hand vehicles.
- It is anticipated that the new car parking machines will be in place by the end of 2007/08.

**Performance Summary**

No. of PI's improving ( <b>I</b> )	5	No. of PI's meeting YTD target	6	No. of PI's where est. outturn projected to meet target	5
No. of PI's Stable ( <b>S</b> )	1	No. of PI's missing YTD target by < 10%	2	No. of PI's projected to miss target by < 10%	0
No. of PI's worsening ( <b>W</b> )	2	No. of PI's missing YTD target by >10%	0	No. of PI's projected to miss target by >10%	3

**Achievements**

- BVPI 12 Sickness Absence – we have been particularly delighted to report the most improved/lowest sickness absence levels for over 12 months – 8.65 days projected outturn per FTE against a yearly target of 9 days per FTE. If performance remains at this rate we will have a yearly outturn comfortably under our target. This performance must be sustained. The mapping of year to date comparison of all service areas for the year-to-date against performance in 2006/07 has shown that for many service areas current sickness levels are well below those of last year.
- Supported the Chief Executive in the restructuring of Corporate Management Team.
- Job Evaluation programme well under way.
- Annual Staff Survey generated improved results in comparison to last year's feedback demonstrating improvement in the Council

**Issues**

- Serious concern that the possible implications of the 2008/9 budget and job evaluation may have a particularly detrimental impact upon sickness absence levels (and consequently the performance target), and ultimately corporate performance in all areas.
- Outcome of Unison ballot for potential industrial action associated with annual pay award. Again this could have significant implications for organisational performance.

**Revenue Budget summary**

Service Head	Revised Budget £'000	Profiled budget YTD £'000	Actual spend YTD £'000	Variance to date £'000	Projected outturn £'000	Projected variance £'000
<b>HR &amp; OD</b>	117	59	-10	-69	114	-3
<b>TOTAL</b>	<b>117</b>	<b>59</b>	<b>-10</b>	<b>-69</b>	<b>114</b>	<b>-3</b>

**Financial Commentary**

- Current underspends are due to the relaunch of the member training following the election in addition to the phasing of the corporate training budget in line with training identified in the employees Personal Development Reviews.

### Capital Budget summary April- Sept 2007/08

Service	Revised Budget £'000	Profiled budget YTD £'000	Actual spend YTD £'000	Variance to date £'000	Projected outturn £'000	Projected variance £'000
<b>HR &amp; OD</b>	30	-	-	-	30	-

#### Financial Commentary

The £30k budget carried forward from 2006/07 is still unspent to date- this scheme has seen delays due to the organisational restructure in 2006/07. Research is still under way to identify the requirements of the new system and the link with the spatial project, before a tender specification can be prepared.

**Performance Summary**

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

**Achievements**

- The Bromsgrove Hate Crime Partnership has been launched within the community with 15 reporting centres across the voluntary sector the Police and BDHT. All reporting centres have been trained and the Council is now working with other districts across the County to ensure that a uniform process is adopted Countywide.
- The Scrutiny training programme is now working through to the task groups and Cabinet. Both the SSB and Cabinet members have been trained and the task groups are being facilitated to give additional support to new members. The County Scrutiny Group has identified a topic for a joint scrutiny exercise and two elected members have been identified from Bromsgrove to sit on this Board.
- The department has successfully recruited into the Elections Manager Post and the Elections Officer Post this will enable the section to concentrate on the projects associated with Electoral reform and increased democratic participation.
- Code of Conduct training has been completed with 29 Elected Members trained. The department intends to run a "mop up" session to ensure all members receive training in accordance with guidance from the Council's Standards Committee.
- Bias and Pre-Determination training and Standards Committee training have been delivered to elected members.
- The Standards Committee have reviewed their composition and procedures as a result of the impending Local Government and Public Involvement in Health Bill and the resulting impact of local filtering and investigation.
- The Corporate Management Team has received a session on mainstreaming the principles of Equality Standard into the performance management framework.
- Initial discussions have revealed possible options for collaborative working with the County Council in the delivery of the Assets Management agenda.
- Work continues to ensure that all Town Centre properties are registered in advance of the Town Centre regeneration.

## Revenue Budget summary

Service Head	Revised Budget £'000	Profiled budget YTD £'000	Actual spend YTD £'000	Variance to date £'000	Projected outturn £'000	Projected variance £'000
<b>Admin and Registration</b>	947	474	440	-34	903	-45
<b>Committee Services</b>	-0	-0	-4	-4	-9	-9
<b>Corporate Facilities</b>	-5	-2	-2	0	1	6
<b>Elections</b>	97	49	104	55	142	45
<b>Facilities Management</b>	-120	77	35	-42	-113	7
<b>Legal Services</b>	-19	-9	-7	1	-43	-25
<b>TOTAL</b>	<b>901</b>	<b>589</b>	<b>566</b>	<b>-23</b>	<b>878</b>	<b>-23</b>

### Financial Commentary

- The under-spend is mainly due to the vacancies within the registration department offset against agency staff needed within elections.
- Current underspends on utility costs will be monitored over the next quarter and if the reduction continues this will be transferred to balances to support the council tax in 2008/09.
- Additional income generated by the legal team through contracts with BDHT has ensured that there will be a net saving during the financial year.

## Capital Budget Summary April- Sept 2007/08

Service	Revised Budget £'000	Profiled budget YTD £'000	Actual spend YTD £'000	Variance to date £'000	Projected outturn £'000	Projected variance £'000
<b>Elections</b>	15	15	24	9	24	9
<b>Facilities Management</b>	178	13	1	-12	170	-7
<b>Legal Services</b>	14	0	0	0	14	0
<b>TOTAL</b>	<b>207</b>	<b>28</b>	<b>25</b>	<b>-3</b>	<b>209</b>	<b>2</b>

### Financial Commentary

- The underspend that is showing to date, is mainly due to schemes still being in the planning and discussion stages – e.g being the Alterations at the Council House for DDA Improvements, whereby SCOPE have identified 218 priority 1 changes that need to be made. It is anticipated that the works will be undertaken by year end.
- The overspend on the election system is due to contractual costs relating to the old system and will be funded from revenue budgets

**Performance Summary**

No. of PI's improving <b>(I)</b>	5	No. of PI's meeting YTD target	5	No. of PI's where est. outturn projected to meet target	6
No. of PI's Stable <b>(S)</b>	1	No. of PI's missing YTD target by < 10%	2	No. of PI's projected to miss target by < 10%	1
No. of PI's worsening <b>(W)</b>	0	No. of PI's missing YTD target by >10%	0	No. of PI's projected to miss target by >10%	0

**Achievements**

- Statement of Accounts unqualified opinion from KPMG. Meetings held with new external audit team from the Audit Commission.
- Benefits processing times continue to improve with the target for outturn now anticipated to be achieved despite system problems earlier in the year.
- A self assessment against DWP standards for Benefits and Fraud has been undertaken. This has resulted in a significant improvement in the scoring from 1 (out of 4) last year to 3 (out of 4) which shows the improvements implemented following the BFI Inspection have delivered the success we anticipated.
- Restructure of Revenues and Benefits now implemented to provide a more effective service and streamline management of the department.
- Accountancy Team working on supporting budget holders in the development of the 2008/09 -2010/11 budget and in costing proposals for alternative service delivery.

**Issues**

- Staffing an issue that is impacting on the turn-round of post in the revenues section. 2 fte posts vacant against an establishment of 4.5 fte.
- Payment of invoices – new process in place to improve days for payment. All invoices to be processed within 48 hours of receipt from finance.

**Revenue Budget summary**

Service Head	Revised Budget £'000	Profiled budget YTD £'000	Actual spend YTD £'000	Variance to date £'000	Projected outturn £'000	Projected variance £'000
<b>Benefit Payments &amp; Administration</b>	290	121	187	66	321	32
<b>Central Overheads</b>	121	60	67	6	117	-4
<b>Accountancy &amp; Audit</b>	60	30	43	13	58	-2
<b>Grants</b>	86	80	82	1	85	-1
<b>Council Tax &amp; NNDR</b>	997	498	554	56	1,012	15
<b>TOTAL</b>	<b>1,554</b>	<b>789</b>	<b>933</b>	<b>142</b>	<b>1,593</b>	<b>40</b>



### Financial Commentary

- The delays in the successful recruitment of benefit and fraud officers has led to overspends in this section as agency staff have covered the posts to ensure continuity of service. The recruitment campaign is underway to ensure there is a full compliment of staff within the next quarter.

### Capital Budget summary April- Sept 2007/08

Service	Revised Budget £'000	Profiled budget YTD £'000	Actual spend YTD £'000	Variance to date £'000	Projected outturn £'000	Projected variance £'000
<b>Accountancy &amp; Audit</b>	<b>45</b>	<b>22</b>	<b>11</b>	<b>-11</b>	<b>45</b>	<b>0</b>

### Financial Commentary

- The Purchase Order Processing system is in pilot stages in accountancy and ICT departments. It is anticipated that the system will be rolled out to all sections of the Council by March 2008.
- The majority of this scheme was completed in 2006/07 and the budget for this year is mainly for the backfilling of staff.

**Performance Summary**

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

**Achievements**

The queue management system is now live in the CSC and will be used to manage the flow of customers through the CSC. It will also monitor waiting times for face to face customers and provide information about the types of enquiries being handled in the centre.

Resolution at First Point of Contact all services is showing an improvement against the average to date. This PI is exceeding the Worcestershire Hub standard by 15% and the Bromsgrove target by 10%.

The recent Customer Panel results indicated that 72% of our customers would recommend the CSC to a friend. Demonstrating a good level of satisfaction with the service delivered by the CSC.

Increased the take up of online payments using the website – average of 300 per month. Reviewed the targets for telephone services provided by the CSC on the advice of the Improvement Director.

Established a Customer First Group to deliver against the findings from the Customer Services Peer Review report. The group has produced a draft Customer Manual for staff, is implementing a Customer Feedback system to log complaints and compliments and will be holding Customer Clinics with departments to investigate and resolve the top five issues raised in the CSC.

The CSC also participated in the County wide Customer Service Week initiative to raise the profile of the Hub and the CSC generally throughout the County.

**Issues**

The PI's for the average speed of answer and % of calls answered are still causing concern. The reason for this relates to the number of calls received. Work is currently being undertaken to identify the underlying reasons creating the call volume. The CSC is working with the departments to eliminate these underlying issues.

## Revenue Budget summary

Service Head	Revised Budget £'000	Profiled budget YTD £'000	Actual spend YTD £'000	Variance to date £'000	Projected outturn £'000	Projected variance £'000
<b>E-Government</b>	86	115	120	5	81	-5
<b>Customer Services</b>	61	39	7	-33	38	-23
<b>TOTAL</b>	<b>147</b>	<b>154</b>	<b>127</b>	<b>-28</b>	<b>119</b>	<b>-28</b>

### Financial Commentary

The underspends are mainly due to managed savings within the section and the impact of vacancies within the Customer Service Centre

## Capital Budget summary April- Sept 2007/08

Service	Revised Budget £'000	Profiled budget YTD £'000	Actual spend YTD £'000	Variance to date £'000	Projected outturn £'000	Projected variance £'000
<b>E-Government</b>	537	96	54	-41	507	-30
<b>Customer Services</b>	30	23	25	1	30	0
<b>TOTAL</b>	<b>567</b>	<b>119</b>	<b>79</b>	<b>-40</b>	<b>537</b>	<b>-30</b>

### Financial Commentary

- The majority of the schemes are now underway and the new 2007/08 scheme, with a budget of £75k for the Replacement of Desktop Printers of which the printers have all been delivered and are in the process of being installed and monitored.
- Progress is also being made of the Provision of Queue management system at the CSC. This £30k scheme, has been delivered and installed and is due to go live in October 2007. There is still however development works to be done which should be completed by December 2007.
- Talks are still on-going regarding the way forward for the Government Connect Scheme. It is expected that the budget will not be spent this year and a request will be made to carry forward the budget to 2008/09

**Performance Summary**

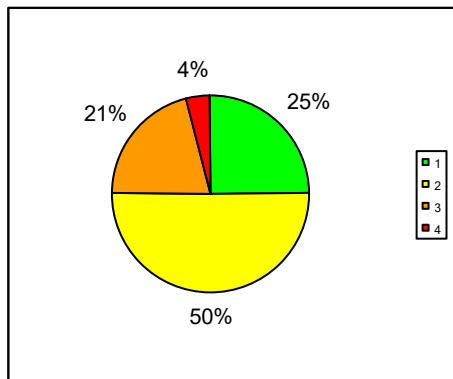
No. of PI's improving ( <b>I</b> )	26	No. of PI's meeting YTD target	34	No. of PI's where est. outturn projected to meet target	37
No. of PI's Stable ( <b>S</b> )	13	No. of PI's missing YTD target by < 10%	9	No. of PI's projected to miss target by < 10%	5
No. of PI's worsening ( <b>W</b> )	8	No. of PI's missing YTD target by >10%	4	No. of PI's projected to miss target by >10%	5

**Achievements**

83% of PI's are Improving or Stable (67% at Q1)

72% of PI's are achieving their Year To Date target (65% at Q1)

79% of PI's are predicted to meet their target at year end (90% at Q1)

**Quartile analysis of estimated outturn****Using 2006/07 quartiles**

NB not all BVPI indicators are gathered quarterly, so the pie chart does not give a full picture of the projected position at the year end

**Issues****Revenue Budget summary**

Service Head	Revised Budget £'000	Profiled budget YTD £'000	Actual spend YTD £'000	Variance to date £'000	Projected outturn £'000	Projected variance £'000
<b>Corporate Services</b>	1,015	470	448	-22	1,006	-9
<b>Culture &amp; Community</b>	3,167	1,670	1,691	21	3,201	34
<b>E-Government &amp; Customer Services</b>	147	154	127	-28	119	-28
<b>Financial Services</b>	1,554	790	932	142	1,593	39
<b>Legal,</b>	901	589	566	-23	878	-23

<b>Equality &amp; Democratic Services</b>						
<b>Human Resources &amp; Organisational Development</b>	117	59	-10	-69	114	-3
<b>Planning &amp; Environment</b>	5,816	2,886	2,726	-160	5,769	-47
<b>Street Scene and Waste Management</b>	4,776	2,599	2,493	-106	4,822	46
<b>TOTAL</b>	<b>17,493</b>	<b>9,216</b>	<b>8,973</b>	<b>-244</b>	<b>17,501</b>	<b>8</b>

### Financial Commentary

The Council is significantly underspent in the second quarter due to the impact of vacant posts. Due the majority of these posts being filled the budget holders anticipate that the year end position will be a break even for the Council in respect of service budgets.

### Capital Budget summary April- Sept 2007/08

Department	Revised Budget £'000	Profiled budget YTD £'000	Actual spend YTD £'000	Variance to date £'000	Projected outturn £'000	Projected variance £'000
<b>Corporate Services</b>	20	-	-	-	20	-
<b>Culture &amp; Community</b>	2,242	382	382	-	1,933	-308
<b>E-Government &amp; Customer Services</b>	567	119	79	-40	537	-30
<b>Financial Services</b>	45	22	11	-11	45	-
<b>Legal, Equality &amp; Democratic Services</b>	207	28	25	-3	209	2
<b>Human Resources &amp; Organisational Development</b>	30	-	-	-	30	-
<b>Planning &amp;</b>	<b>3,642</b>	<b>645</b>	<b>507</b>	<b>-138</b>	<b>2,528</b>	<b>-1,114</b>

<b>Environment</b>						
<b>Street Scene and Waste Management</b>	1,517	738	588	-150	1,271	-246
<b>Budget for Support Services Recharges</b>	127	-	-	-	127	-
<b>TOTAL</b>	<b>8,397</b>	<b>1,934</b>	<b>1,592</b>	<b>-342</b>	<b>6,700</b>	<b>-1,696</b>
<b>Financial Commentary</b>						
Underspends mainly due to Disabled Grants, Gilbert Court and purchase of vehicles as in the main report above.						

## 7.0 TREASURY MANAGEMENT

### 7.1 Investment Interest

7.1.1 For the half year to 30<sup>th</sup> September 2007 the Council received net investment income amounting to £599k against predicted year to date receipts of £462k. This income is a combination of interest earned on in-house managed funds (cash currently surplus to cash flow requirements that is placed on short-term deposit) and the investment income arising on the externally managed funds (Invesco and HSBC fund managers). The increased interest has arisen due to slippage on the capital programme which has made additional surplus cash available for deposit.

7.1.3 Details on the individual fund managers' performance is detailed below.

### 7.2 INVESCO

#### 7.2.1 Investment Objectives

To optimise returns commensurate with the containment of risk and to achieve a target return of 110% of the benchmark, net of fees, over a 3 year rolling period.

#### 7.2.2 Portfolio Performance

At 1 April 2007 the Council's investment was valued at £10.886 million. In the half year to September the investment earned income amounting to £296k and management fees applied to the portfolio for the period totalled £13k. The market value of the funds invested with Invesco was £11.168 million as at 30 September 2007.

#### 7.2.3 Future Plans

As part of our investment strategy funds held with Invesco are being recalled. The funds will be managed in-house thereby saving management fees of approximately £23k per annum net.

### 7.3 **HSBC**

#### 7.3.1 **Investment Objectives/Level of Risk**

The investment objective is set out in the Client Agreement with HSBC with a portfolio mandate of short maturity with a medium level of risk.

#### 7.3.2 **Portfolio Performance**

At 1 April 2007 the Council's investment was valued at £10.422 million. In the half year to September the investment earned income amounting to £279k. Management fees applied to the portfolio for the period totalled £12k. The market value of the funds invested with HSBC was £10.688 million as at 30 September 2007.

#### 7.4 Investment Summary

It is anticipated that additional income on investments will equate to £338k more than estimated in the budget. Any surplus will be transferred to balances to fund future years budget pressures.

### 8. **FINANCIAL IMPLICATIONS**

As detailed in the main report

### 6. **LEGAL IMPLICATIONS**

None

### 7. **COUNCIL OBJECTIVES**

The report demonstrates how the Council is managing its financial and operational performance to deliver the objectives

### 8. **RISK MANAGEMENT**

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

- Decline in performance within the departments
- Significant overspends across the Council

8.2 These risks are being managed as follows:

- Decline in performance

Risk Register: all departmental and corporate registers

Key Objective Ref No: all objectives which link to delivery of BVPI and LPI as detailed in departmental business plans

Key Objective: Delivery of Performance Indicators as presented in Business Plans

- Significant Overspends across the Council :

Risk Register: Financial Services

Key Objective Ref No: 6

Key Objective: To provide an efficient and effective accountancy service to support the financial management across the Council

**9. CUSTOMER IMPLICATIONS**

**10. EQUALITIES AND DIVERSITY IMPLICATIONS**

**11. OTHER IMPLICATIONS**

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

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

**12. OTHERS CONSULTED ON THE REPORT**

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

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



Corporate Procurement Team	No
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## **APPENDICES**

- Appendix 1 Performance Summary for September 2007
- Appendix 2 Detail Performance report for September 2007
- Appendix 3 Detailed figures to support the performance report
- Appendix 4 Detail breakdown of sickness figures

## **CONTACT OFFICERS**

Hugh Bennett, Assistant Chief Executive  
Jayne Pickering, Head of Financial services  
John Outhwaite, Senior Policy & Performance Officer