

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

**23 MARCH 2007**

**COUNCIL PLAN 2007-2010 PART 2**

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

**1. SUMMARY**

- 1.1 To consider a high level action plan for the Council's priorities for 2007/2010.
- 1.2 To consider a corporate set of indicators that reflect these priorities and the action plan (which will then be reported on each quarter).
- 1.3 To make recommendations to Cabinet on any changes to the high level action plan and targets.

**2. RECOMMENDATION**

- 2.1 It is recommended that Performance Management Board:-
  - i. Scrutinises the balanced scorecard for the Council (**Appendix 2**).
  - ii. Scrutinises the Council's high level action plan 2007/2010 (**Appendix 3**).
  - iii. Scrutinises the corporate set of indicators and targets for the next three years (**Appendix 4**).
  - iv. Makes recommendations to Cabinet on any proposed changes to the high level action plan and targets.

**3. BACKGROUND**

- 3.1 Cabinet approved a vision, four council objectives and ten priorities at its 06 September 2006 meeting:-

**“Working together to build a district people are proud to live and work in through community leadership and excellent services”**

**Council Objective One: Regeneration** with the Town centre, Longbridge and Housing as its priorities.

**Council Objective Two: Improvement**, with Customer Service, Reputation and Performance as its priorities.

**Council Objective Three: Sense of Community and Well Being**, with Community Influence and Community Events as its priorities.

**Council Objective Four: Environment**, with Clean District and Planning as its priorities.

3.2 Four new values were also agreed:-

- Leadership
- Partnership
- Customer First
- Equality

3.3 These are all set out in a diagram in **Appendix 1**

3.4 In order to turn these ambitions into reality, the Council needs to a number of things:-

#### Focus Support Service Activity Within The Council On These Priorities

3.3.1 Cabinet held an away day with CMT during September 2006. Cabinet and CMT agreed a set of key deliverables in support of the ten priorities identified. There was not sufficient time on the day to assess all the support service activity required to help us deliver our priorities; however, Corporate Management Team have considered this issue and **Appendix 2**, sets out a balanced scorecard for the Council, with the ten Council priorities in the customer perspective, supported by a range of priorities for each of the other three perspectives: financial, process and human resources and organisational development.

#### Convert The Priorities Into A Measurable Set of Outcomes and Activities

3.3.2 A key aspect of the Audit Commission's Comprehensive Performance Assessment model is the ability of councils to convert ambition from aspiration into reality. **Appendix 3** sets out a Specific Measurable Agreed, Realistic and Time bound (SMART) high level Council action plan that identifies the outcomes we are trying to achieve for each key deliverable, how we will know that we are progressing towards these outcomes, projects and resources in support of the outcomes, when we expect to deliver them and who is responsible.

#### Establish A System For Measuring Progress

3.3.3 Cabinet will also be aware of axiom "what gets measured gets done". On this basis, the Council Plan will need further detail in order for Cabinet to oversee progress. The key to this will be the development of our next detailed Improvement Plan which will be based on the Council Plan. This work is due to take place between March and June 2007. Besides measuring progress on projects Cabinet will also need to monitor progress on key indicators that relate to our priorities. These are set out in **Appendix 4**. As per previous discussions, this is the proposed set of indicators which Cabinet and PMB will receive progress reports on during 2007/08.

### Link These Activities To Financial Planning To Ensure They Are Appropriately Resourced

- 3.3.4 Another key part of the Audit Commission's CPA model is whether councils have sufficient capacity to realise their ambitions and priorities. There are many aspects to this, but the key for Bromsgrove is ensuring the budget follows the priorities and key deliverables of the Council Plan. The Medium Term Financial Plan is on the agenda as a separate item. The budget bids and savings received from Heads of Service have been ranked according to their contribution to the Council's priorities. An extract of the Medium Term Financial Plan will be incorporated into the final published version of the Council Plan.

### Communicate These Priorities And Actions To Our Staff And Partners

- 3.3.5 In order for the Council to maximise its chances of achieving its ambitions, it is important that both our staff and partners are pulling in the same direction. The Council Plan is supported by business plans which in turn include team action plans for each service. Every member of staff also receives an annual Personal Development Review. Through these mechanisms staff should understand the Council's priorities and their contribution.
- 3.3.6 The Council did consult its key partners in the development of the Council Plan, but has an action in the Improvement Plan to feedback to them, in order to continue the dialogue. The next meeting of the Local Strategic Partnership (LSP) Board is on the 01 March 2007. The intention is to report the Council Plan to this meeting. There is a significant cross over between the LSP's priorities and the Council's, with Longbridge, the town centre and housing all being priorities for the LSP.

### Communicate These Priorities And Actions To Our Residents

- 3.3.7 It is important that we communicate to our residents what our priorities are and why. The Council has agreed to fund four editions of "Council Chat". The intention is to refer each article our Council objectives and priorities. Similarly, we intend to do so with our press releases where appropriate.
- 3.4 The attached are the key aspects of the Council Plan. It will need some additional information before it can be published e.g. an introduction from the Leader, some contextual information, information on the Local Area Agreement, links to key documents and an explanation of the Council's performance management arrangements.

## **4. Financial Implications**

- 4.1 As set out in the Medium Term Financial Plan.

## **5. Legal Implications**

- 5.1 There are no legal implications to this report.

## **6. Corporate Objectives**

6.1 The existing corporate objectives are expanded on through the development of the Council Plan.

**7. Risk Management**

7.1 The Council Plan will be supported by the Council's strategic risk register..

**8. Other Sub Headings**

8.1 All the following issues have been reflected in the definitions of the Council Objectives:-

<p>Procurement Issues A number of the strategic actions have procurement issues. These include; a possible leisure trust, market testing services, shared services and a preferred partner for the town centre.</p>
<p>Personnel Implications The HR&amp;OD perspective details the HR&amp;OD strategic support activities to deliver the Council Plan 2007/2010.</p>
<p>Governance/Performance Management Considerations The report outlines arrangements for performance managing the Council Plan. Improved Governance is considered a key process development (see PR2).</p>
<p>Community Safety Considerations Community Safety is not a stated priority for improvement by the Council; however, the Council will continue to support the work of the Crime and Disorder Reduction Partnership.</p>
<p>Policy Considerations The Council Plan takes account of the recent White Paper and the Council Plan Part 1 referred to a range of policy documents. As the Council comes out of recovery it will have more opportunity to consider longer term policy outcomes.</p>
<p>Environmental Considerations See CP9 and CP10 in Appendices 2 and 3.</p>
<p>Equalities Implications See CP4 and CP7 in Appendices 2 and 3.</p>

**Background Papers**

1. Cabinet Report, Council Plan 2007/2010 Part 1, Bromsgrove District Council (September 2006).

**Contact officer**

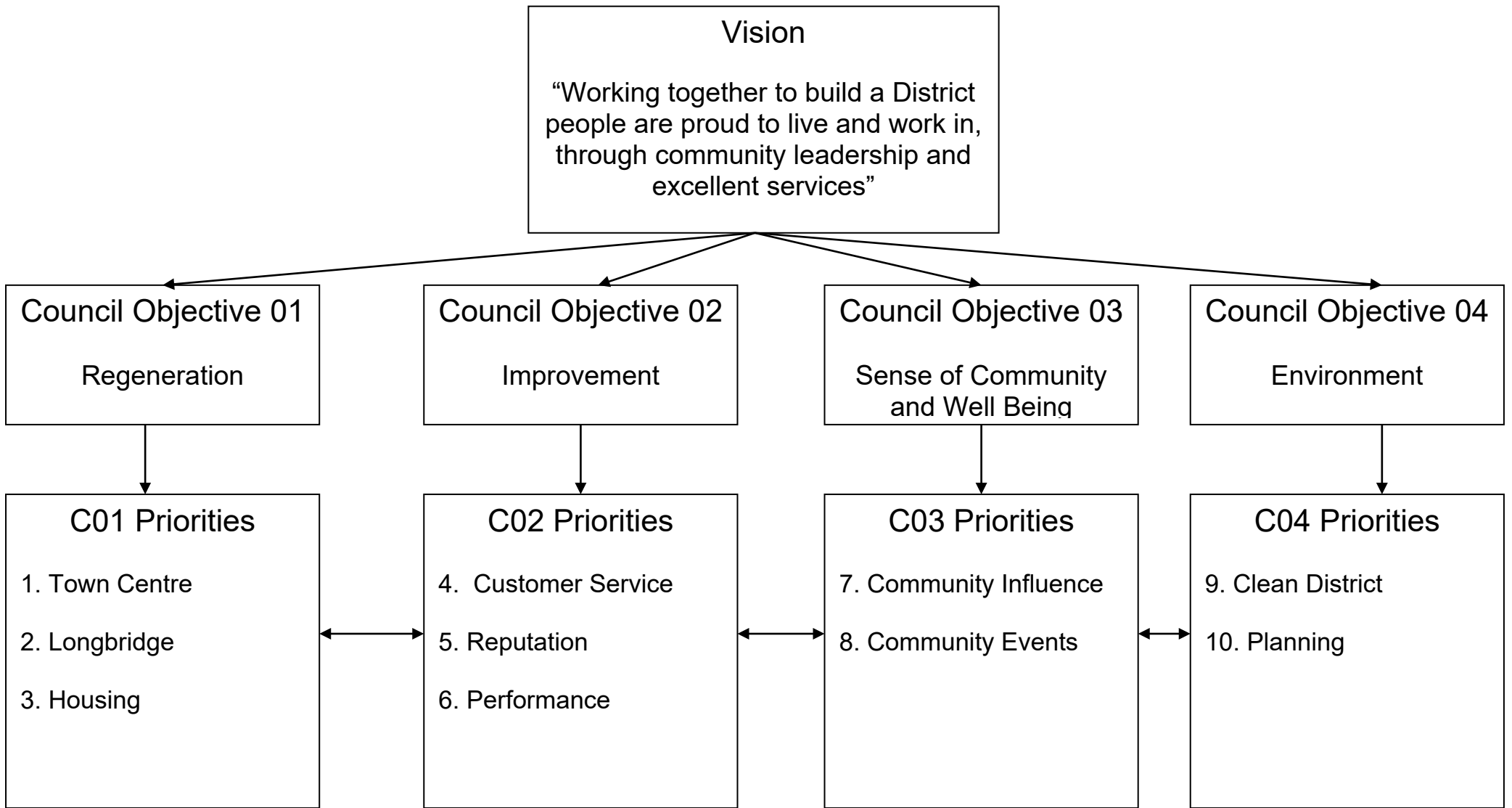
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**NOTE**

Reports should be page numbered as follows  
Agenda item number/page number (e.g. 8/1)

(revised Feb 06)

**Table 1 – How It All Fits Together**



Values: Leadership, Partnerships, Customer First and Equality.

## Appendix 2 - Council Balanced Scorecard

The Council has a Vision, but we know that in order to translate this ambition into reality it is critical that we set ourselves priorities and that these are specific, measurable, agreed, realistic and targeted (SMART).

<b>CUSTOMER PERSPECTIVE (CP)</b>	<b>Town Centre (CP1)</b>	<b>Longbridge (CP2)</b>	<b>Housing (CP3)</b>	<b>Customer Service (CP4)</b>	<b>Reputation (CP5)</b>
	<b>Performance (CP6)</b>	<b>Community Influence (CP7)</b>	<b>Community Events (CP8)</b>	<b>Clean District (CP9)</b>	<b>Planning (CP10)</b>
<b>FINANCIAL PERSPECTIVE (FP)</b>	<b>Value for Money (FP1)</b>	<b>Financial Management (FP2)</b>	<b>Financial Strategy (FP3)</b>	<b>Financial Reporting (FP4)</b>	
<b>PROCESS PERSPECTIVE (PR)</b>	<b>Customer Processes (PR1)</b>	<b>Improved Governance (PR2)</b>	<b>Spatial Business Project (PR3)</b>	<b>Improved Partnership Working (PR4)</b>	
<b>HUMAN RESOURCE AND</b>	<b>Learning and</b>	<b>Human Resource</b>	<b>Positive Employee Climate</b>	<b>Performance</b>	

<b>ORGANISATIONAL DEVELOPMENT PERSPECTIVE (HROD)</b>	<b>Development (HROD1)</b>	<b>Modernisation (HROD2)</b>	<b>(HROD3)</b>	<b>Culture (HROD4)</b>
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### Appendix 3 – Council Plan 2007/10 Strategic Action Plan

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
Town Centre (CP1)	Regenerate Bromsgrove Town Centre	Public Support for Plans	Area Action Plan Developed	Town Centre Project Plan.	31 March 2008	Project Manager and Marketing Manager (2007/08 Budget)  Recruitment of Consultants (2007/08 Budget)  Procure Preferred Partner	Leader of the Council Roger Hollingworth
		Work Commenced	Public (and trader) Consultation on Plans	Marketing Plan	30 September 2007		
					31 October 2007		

<b>Priority</b>	<b>Key Deliverable</b>	<b>Outcome Measure</b>	<b>How Do We Know We Are Getting There?</b>	<b>Project/Action</b>	<b>Completion Date</b>	<b>Resource</b>	<b>Lead Member</b>
Longbridge (CP2)	Creation of Employment Opportunities	10,000 Jobs (over 10 year period)	Agreement of Bromsgrove District Council Area Action Plan	Agreement of Preferred Option Examination in Public	31 May 2007 2008/09	Approved Budget Planning Team	Leader of the Council Roger Hollingworth
	Creation of Mixed Housing Provision	500-700 Houses  > 50% to be affordable housing	Agreement of Bromsgrove District Council Area Action Plan	Agreement of Preferred Option Examination in Public	31 May 2007 2008/09	Approved Budget Planning Team	Portfolio Holder for Housing and Environment Peter Whittaker
	Community Facilities	Appropriate community facilities to provide sense of community for new residents	Agreement of Area Action Plans by both planning authorities	Agreement of Preferred Option Examination in Public	31 May 2007 2008/09	Approved Budget Planning Team	Portfolio Holder for Culture and Community Services Brian Fuller

<b>Priority</b>	<b>Key Deliverable</b>	<b>Outcome Measure</b>	<b>How Do We Know We Are Getting There?</b>	<b>Project/Action</b>	<b>Completion Date</b>	<b>Resource</b>	<b>Lead Member</b>
Housing (CP3)	Delivery of Affordable Housing Target (Housing Strategy)	240 units of affordable housing built	80 units per year.	Support applications for affordable housing on Areas of Development Restraint.	On-going	Planning Team	Portfolio Holder for Planning and Regeneration Gill Dyer
				Approval of Regional Spatial Strategy	31 December 2007	Planning Team	
				Use of existing public sector sites e.g. Council House	Year 2 Local Area Agreement Target (2007/08 to 2008/09)	Planning Team Facilities Management Group Asset Management Strategy	Portfolio Holder for Finance Rita Taylor
	Modernised Strategic Housing Service	2 Star (with Promising Prospects for Improvement Inspection)	Quarterly Review of Strategic Housing Action Plan	Delivery of Strategic Housing Action Plan	31 December 2007	Strategic Housing Team	Portfolio Holder for Housing and Environment Peter Whittaker

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
Customer Service (CP04)	Overall Customer Satisfaction with Council	2010 Best Value Satisfaction Survey	Annual Customer Panel Survey	Customer Panel Contract	Contract Let.	Approved Budget	Deputy Leader of the Council June Griffiths
			Delivery of Customer Standards	Development of Customer Standards and Publication on Council Website	31 December 2007	Service Business Plans	Every Portfolio Holder
			Improvements to performance indicators that drive customer perception	Development of Corporate Indicators Set	01 April 2007 (and review each year)	Service Business Plans Linked to Budget Process	Every Portfolio Holder
			Maintain service delivery standards regardless of access method used.	Review of Access Channels	31 December 2007	Head of E-Government and Customer Services. CSC Manager. All departments.	Deputy Leader of the Council June Griffiths

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
	Customer Satisfaction with the Customer Service Centre	2010 Best Value Satisfaction Survey	<p>Annual Customer Panel Survey</p> <p>Quarterly Telephone Survey</p> <p>A5 Feedback Sheets</p> <p>Improvements to Performance Indicators that Drive Customer Perception</p> <p>Delivery of Customer Peer Review Action Plan</p>	<p>Customer Panel Contract</p> <p>Customer Service Centre Team Plan</p> <p>Customer Service Centre Team Plan</p> <p>Development of Corporate Indicators Set</p> <p>I&amp;DeA Customer Service Peer Review</p>	<p>Contact Let</p> <p>Every quarter 2007-2010</p> <p>Every quarter 2007-2010</p> <p>01 April 2007 (and review each year)</p> <p>Peer review to be completed by June 2007.</p>	<p>Approved Budget</p> <p>Customer Service Centre Staff</p> <p>Customer Service Centre Staff</p> <p>Service Business Plan linked to budget process</p> <p>E-Government and Customer Service Department</p>	Deputy Leader of the Council June Griffiths

<b>Priority</b>	<b>Key Deliverable</b>	<b>Outcome Measure</b>	<b>How Do We Know We Are Getting There?</b>	<b>Project/Action</b>	<b>Completion Date</b>	<b>Resource</b>	<b>Lead Member</b>
	Customer Satisfaction of Minority Groups with the Council	Annual Satisfaction Survey of the Equalities Forum	Quarterly Feedback from Equalities Forum (minutes to CMT)	Track Council Responses to Issues Raised through Annual Report.	31 March 2008 (and each subsequent year)	Equalities Assistant  Capacity Building Funding	Leader of the Council Roger Hollingworth
	Satisfaction of People with Disabilities	Annual Satisfaction Survey of Disabled User's Group	Quarterly Feedback from Disabled User's Group Meeting (minutes to CMT)	Track Council Responses to Issues Raised through Annual Report.	31 March 2008 (and each subsequent year)	Equalities Assistant  Capacity Building Funding	Leader of the Council Roger Hollingworth
Reputation (CP5)	External Accreditation	Fair CPA Rating  5 Charter Marks	See CP6  5 Teams selected and Action Plans Developed.	See CP6  Development of Internal Customer Audit	See CP6  31 March 2010	See CP6  Customer First Officer	See CP6  Deputy Leader of the Council June Griffiths

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
	Positive Media Coverage	% of Positive Press Articles and reduction in reactive press releases.	Weekly Report to CMT on press coverage	Corporate Communications Plan	On-going	Communications and Customer First Manager	Deputy Leader of the Council June Griffiths
		% of residents who understand what the Council is trying to achieve.	% of Residents who Remember Seeing Council Chat	4 x Council Chats Per Annum	On-going	Communications and Customer First Manager	
			% of Press Coverage that Refers to Priorities	Corporate Communications Plan	On-going	Communications and Customer First Manager	
	Brand Recognition	% of residents who recognise Council Brand.	Delivery of Brand Action Plan.	Development of Style Guide.	2007/08	Graphic Designer Post (2008/09 Budget Bid)	Deputy Leader of the Council June Griffiths

<b>Priority</b>	<b>Key Deliverable</b>	<b>Outcome Measure</b>	<b>How Do We Know We Are Getting There?</b>	<b>Project/Action</b>	<b>Completion Date</b>	<b>Resource</b>	<b>Lead Member</b>
Performance (CP6)	Overall Basket of PIs Comparable to Excellent rated Council	75% of BVPIs above the median.	Annual Council Report	Service Business Plans	31 March 2009	DMTs	Leader of the Council Roger Hollingworth
		90% of PIs On Target or Within 10%	Annual Council Report	Monthly Reporting of Corporate Performance Indicators Service Business Plans	31 March 2009	Performance Plus Officers and Corporate Performance Team DMTs	
				Monthly Reporting of Corporate Performance Indicators		Performance Plus Officers and Corporate Performance Team	
	Improved CPA Rating	Fair Rating	Annual Direction of Travel Report by Audit Commission	Improvement Plan (Reviewed Annually)	31 March 2009	Approved Budget (£350,000 funded from Reserves).	Leader of the Council Roger Hollingworth
	Improved Benefits Service	DWP Standard Level 3 Service	Quarterly Reports on Progress	Benefits Inspection Action Plan	31 March 2008	Additional Staff Funded through Approved Budget	Portfolio Holder for Finance Rita Taylor



Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
	Use of Resources	Level 3	Annual External Audit Assessment	Use of Resources Action Plan	31 March 2009	Financial Services Department	Portfolio Holder for Finance Rita Taylor
Community Influence (CP7)	Neighbourhood Management	% Increase in Public's Ability to Influence Council	<p>Delivery of local improvements through:-</p> <p>Roll Out of Area Committees</p> <p>PACT Meetings</p> <p>Neighbourhood Wardens</p>	<p>Evaluation of Two Pilots</p> <p>CDRP Tasking Meetings</p> <p>% of time walking the beat.</p>	<p>30 September 2008</p> <p>On-going</p> <p>On-going</p>	<p>Approved Budget</p> <p>Members, Senior Officers and Community Safety Team</p> <p>Mainstream Funding 2008/09?</p>	<p>Roger Hollingworth Leader of the Council</p> <p>Portfolio Holder for Culture and Community Services Brian Fuller</p> <p>Portfolio Holder for Culture and Community Services Brian Fuller</p>

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
	Equalities	% Increase in Minority Group's Ability to Influence Council  % Increase in Minorities Positive Perception of Council *	Local Government Equalities Standard (BV2a) Level 3	Equalities Action Plan	31 March 2010	Capacity Building Fund	Leader of the Council Roger Hollingworth

\* note: this also directly contributes to Council Priority 5 Reputation

<b>Priority</b>	<b>Key Deliverable</b>	<b>Outcome Measure</b>	<b>How Do We Know We Are Getting There?</b>	<b>Project/Action</b>	<b>Completion Date</b>	<b>Resource</b>	<b>Lead Member</b>
Community Events (CP8)	Popularity of Events Programme	% Satisfaction with Overall Cultural Offer (2010 BV Satisfaction Survey)	Annual Customer Panel Survey  2% per Annum Growth in Participation Rates.	Review of Current Cultural Offer	30 September 2007	2008/09 Budget  Possible Budget Realignment	Portfolio Holder for Culture and Community Services Brian Fuller
		% Resident's Satisfaction with Artrix	Increased Usage Figures for Atrix.	Increase Influence on Artrix Board	30 September 2007	Review Funding Agreement	
	Support for 3 <sup>rd</sup> Parties	% increase in voluntary sector community events	Baseline amount of activity.  Number of Event Packs Requested.	Develop Event Packs which help Public Set Up and Run Events	In-house review during 2007/08	Possible 2008/09 Budget Bid	Portfolio Holder for Culture and Community Services Brian Fuller
	Improved Historical Offer	% Satisfaction with Overall Historical Offer in District	Increased Numbers Viewing Bromsgrove Collection	Review of Access, Management and Location of Museum	31 December 2007	Culture and Communities Department	Portfolio Holder for Culture and Community Services Brian Fuller

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Clean District (CP9)	Reduce Levels of Unacceptable Detritus	Top Quartile BV199a-d	Annual Targets (see Appendix 4)	<p>Programmed Clean according to Environmental Protection Act</p> <p>Development of fast response squad for detritus issues.</p> <p>Gradual Increase in Enforcement Activity.</p>	<p>On-going.</p> <p>01 December 2007</p> <p>Start from 01 April 2008</p>	<p>Approved Budget</p> <p>Approved Budget</p> <p>2008/09 Budget Bid</p>	Portfolio Holder for Streetscene and Recycling
	Improved Customer Perception of Cleanliness	% Public Satisfaction with Cleanliness of District (BV Satisfaction Survey 2010)	Annual Customer Panel Survey Delivery of Customer Standards	<p>Customer Panel Contract</p> <p>Development of Customer Standards and publication on Council website</p>	<p>Contact Let</p> <p>31 December 2007</p>	<p>Approved Budget</p> <p>Service Business Plans</p>	Portfolio Holder for Streetscene and Recycling

<b>Priority</b>	<b>Key Deliverable</b>	<b>Outcome Measure</b>	<b>How Do We Know We Are Getting There?</b>	<b>Project/Action</b>	<b>Completion Date</b>	<b>Resource</b>	<b>Lead Member</b>
Planning (CP10)	Maintain Green Belt	90% Green Belt Maintained	Enforcement  Number of Appeals Upheld	Consistency of Decision-Making  Use of Government Guidelines  Informed Planning Committee	On-going	Partially Grant Funded. Revenue Implications to be Kept Under Review	Portfolio Holder for Planning and Regeneration Gill Dyer
	Speed of Process Planning Applications	Top Quartile BV109 a-c (see Appendix 4)	Annual Targets (see Appendix 4)	Recruitment and Retention of staff (workforce planning)	31 December 2007	Partially Grant Funded. Revenue Implications to be Kept Under Review	Portfolio Holder for Planning and Regeneration Gill Dyer
	Rolling Vision of District	Local Development Scheme (LDS)	LDS on target timescale	Delivery of LDS timetable	As per timetable	Development Control	Portfolio Holder for Planning and Regeneration Gill Dyer

<b>Priority</b>	<b>Key Deliverable</b>	<b>Outcome Measure</b>	<b>How Do We Know We Are Getting There?</b>	<b>Project/Action</b>	<b>Completion Date</b>	<b>Resource</b>	<b>Lead Member</b>
Value for Money (FP1)	Delivery of Agreed Savings	Cashable Savings as per Medium Term Financial Strategy	Quarterly Updates on VFM Action Plans	VFM Strategy	31 March 2010	Procurement Manager  Additional Resource Maybe Required	Portfolio Holder for Finance Rita Taylor
	Corporate Restructure	Fit for Purpose Management Structure	Savings/New Arrangements Reflected in Financial Strategy	Complete Review and Develop Action Plan	31 March 2009 (new structure in place)	CMT and HR&OD Department	Portfolio Holder for Human Resources, Legal and Democratic Services Caroline Spencer
	Alternative Methods of Service Delivery *	Cashable Savings and Improved Services	Completion of Project Plans	Development of Project Plans Based on VFM Assessments by Departments	31 March 2010	Procurement Manager  Additional Resource Maybe Required	Portfolio Holder for Finance Rita Taylor

<b>Priority</b>	<b>Key Deliverable</b>	<b>Outcome Measure</b>	<b>How Do We Know We Are Getting There?</b>	<b>Project/Action</b>	<b>Completion Date</b>	<b>Resource</b>	<b>Lead Member</b>
	VFM Ratings	75% of Services Scoring 2 or Above	Quarterly Updates on VFM Action Plans	VFM Strategy	31 March 2010	Procurement Manager  Additional Resource Maybe Required	Portfolio Holder for Finance Rita Taylor

\*note:- this will include re-visiting the shared services agenda.

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Financial Management (FP2)	Financial Management	Budget to Profile Throughout Year	Quarterly Reporting of Budget to Actual to Cabinet	Monthly Budget Reports to Cost Centre Managers	On-going	Service Accountants	Portfolio Holder for Finance Rita Taylor
	Integrated Financial and Performance	Budget Aligned to Priorities  Corrective Actions based on Integrated Information	Quarterly Integrated Reports to Cabinet and PMB	Integrated Financial and Performance Management Timetable	On-going	Head of Financial Services and Assistant Chief Executive	Roger Hollingworth Leader of the Council

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
	Improved Asset Management	Re-Configured Property Stock that Matches Council Priorities (including decision on future of Council House)	Asset Management Plan on target	Development of Property Register  Stock Assessed Against Corporate Priorities	?	Facilities Management Group	Portfolio Holder for Finance Rita Taylor
Financial Strategy (FP3)	Treasury Management	% Return on Investment  Borrow at an Appropriate Level	Quarterly Monitoring  Deliver Treasury Management Strategy	Market Test Delivery of Function  Annual Review	31 March 2008  31 March 2008 (Annual)	Procurement Team  Financial Services Department	Portfolio Holder for Finance Rita Taylor
	External Funding	Delivery of Grant Funded Projects to Specification	Grant Income Obtained	Investigate Other Council's Approach.	31 December 2007	2008/09 Business Case	Portfolio Holder for Finance Rita Taylor



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	Financial Strategy	Clear Business Model for Council	External Audit Validation	Use of Resources Action Plan	28 February 2008	Financial Services Department	Portfolio Holder for Finance Rita Taylor
	Risk Management	Risks Successfully Managed	Quarterly Review of Corporate Risk Register	Risk Management Strategy Action Plan	On-going.	Internal Audit	Rita Taylor Portfolio Holder for Finance
Financial Reporting (FP4)	Budget Consultation	% of Residents Who Understand the Choices the Council has to Make	Annual Customer Panel Questions  Hits on Website Letters Received	Development of High Profile Method of Explaining Budget and Enabling Public Feedback	31 December 2007	Corporate Communications and Customer First Manager	Rita Taylor Portfolio Holder for Finance

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
	Integrated Annual Report	% of residents who remember receiving the Council's Annual Report	Positive Feedback from Audit Commission	Production of Single Council Annual Report  Condensed Version Produced for July "Council Chat"  Verbal Report to July LSP Stakeholders Meeting	30 June 2007  31 July 2007  31 July 2007	Financial Services Department and Corporate Communications, Policy and Performance Team	Rita Taylor Portfolio Holder for Finance and Leader of the Council
Customer Processes (PR1)	Customer Feedback System	% of Complaints Referred to Ombudsman  % of Compliments	% of Complaints Resolved	Implementation of Customer Feedback System  Evaluation of System	31 May 2007  31 March 2008	Approved Budget  E-Government and Customer Services Department	Deputy Leader of the Council June Griffiths

<b>Priority</b>	<b>Key Deliverable</b>	<b>Outcome Measure</b>	<b>How Do We Know We Are Getting There?</b>	<b>Project/Action</b>	<b>Completion Date</b>	<b>Resource</b>	<b>Lead Member</b>
	Customer Service Centre	Reduced Demand Through Improved Service Delivery	Increased Website Usage Increased Automated Payments  Speed of Answering Customer Calls	Re-engineering of Customer Processes Roll Out of Resource Level Agreements	31 March 2008	E-Government and Customer Services Department	Deputy Leader of the Council June Griffiths
	Improved Telephony	% of Customers Satisfied With Telephone Service	New Protocol and Arrangements In Place	Telephony Review	31 December 2007	E-Government and Customer Services Department And Legal and Democratic Services Department	Deputy Leader of the Council June Griffiths

<b>Priority</b>	<b>Key Deliverable</b>	<b>Outcome Measure</b>	<b>How Do We Know We Are Getting There?</b>	<b>Project/Action</b>	<b>Completion Date</b>	<b>Resource</b>	<b>Lead Member</b>
Improved Governance (PR2)	Overview and Scrutiny	Policy Changes As A Result of Scrutiny	Better Reports	Ethical Governance Review and Toolkit	31 March 2008	Legal and Democratic Services Department	Portfolio Holder for Human Resources, Legal and Democratic Services Caroline Spencer
			Pre-Check and Presentation by Portfolio Holder	Scrutiny Training Programme	30 September 2008	HR&OD Department	
	Member Standards	Reduction in Cases Reported	Issuing of Guidance and Training Based on Identified Issues	Standards Committee	31 March 2008	Legal and Democratic Services Department	Portfolio Holder for Human Resources, Legal and Democratic Services Caroline Spencer
	Member/Member, Member/Office Relations	% of Members and Officers Who Feel Climate is Appropriate	Annual Member/Officer Survey	Customer Panel Contract	30 April 2007	Approved Budget	Deputy Leader of the Council June Griffiths

<b>Priority</b>	<b>Key Deliverable</b>	<b>Outcome Measure</b>	<b>How Do We Know We Are Getting There?</b>	<b>Project/Action</b>	<b>Completion Date</b>	<b>Resource</b>	<b>Lead Member</b>
	Elections	Election Delivered to Statutory Standards	Election Action Plan	Pickwick Election System Installed and Operational	05 May 2006	Approved Budget	Portfolio Holder for Human Resources, Legal and Democratic Services Caroline Spencer
Spatial Business Project (PR3)	Speed of Processing Customer Queries  Accuracy of Council Data	New and Better Customer Standards  Less Complaints Caused by Poor Data	Delivery of Implementation Plan	On-target with Implementation Plan	30 April 2008	Approved Budget  Contract with MDA  £300,000 Annual Saving	Deputy Leader of the Council June Griffiths

<b>Priority</b>	<b>Key Deliverable</b>	<b>Outcome Measure</b>	<b>How Do We Know We Are Getting There?</b>	<b>Project/Action</b>	<b>Completion Date</b>	<b>Resource</b>	<b>Lead Member</b>
Improved Partnership Working (PR4)	Introduce Co-Mingled Recyclables Collection	£0.5m Annual Saving  Reduced Number of Operator Accidents	New Collection Starts in March 2009	Planning Approval for Co-Mingled Site	31 March 2007	Wyachvon Council	Portfolio Holder for Streetscene and Recycling Margaret Sherry
				Construction of Site	31 October 2008	County Council	
				Redesign of Routes/Purchase of Vehicles	31 March 2009	Approved Budget	
	Local Area Agreement 2006-2009	35 Outcome Measures	Six monthly Reporting by Worcestershire LSP	Re-refresh of Bromsgrove Community Plan	31 March 2007	See Appendix 4	Leader of the Council Roger Hollingworth
			Development of Performance Management Framework for Bromsgrove Partnership	31 March 2007			
	Leisure Trust	% Satisfaction with Leisure Centre Offer	Usage Numbers  Surveys of Users	Transfer of Centres to Leisure Trust	31 October 2007	External Legal Support	Portfolio Holder for Culture and Community Services Brian Fuller

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
Learning and Development (HR&OD1)	Member Development	Evaluation of Modern Councillor Programme Against Agreed Criteria	Completion of Modern Councillor Programme	Training Needs Analysis  Delivery of Mandatory and Priority Elements  Induction of New Councillors	31 July 2007  31 December 2007  30 September 2007	Member Training Approved Budget  Capacity Building Fund	Portfolio Holder for Human Resources, Legal and Democratic Services Caroline Spencer
	Management Development Strategy	Improvements in 5 Determinants of Job Satisfaction (Employee Survey)  IIP Report	Completion of Mandatory Element of Training  All Managers Have Personal and Skills Development Plans in Place	Training Directory Established  Modern Manager Skills Audit Completed	On-going  30 April 2007 (annually)	Approved Corporate Training Budget  All Managers	Portfolio Holder for Human Resources, Legal and Democratic Services Caroline Spencer

<b>Priority</b>	<b>Key Deliverable</b>	<b>Outcome Measure</b>	<b>How Do We Know We Are Getting There?</b>	<b>Project/Action</b>	<b>Completion Date</b>	<b>Resource</b>	<b>Lead Member</b>
	Investors in People (IIP) Accreditation	IIP Re-accreditation Achieved	IIP Action Plan on target.	IIP Action Plan	30 September 2007	Named Individuals in Plan	Portfolio Holder for Human Resources, Legal and Democratic Services Caroline Spencer
HR Modernisation (HR&OD2)	Workforce Planning	Alignment of People to Service Objectives	Service Workforce Plans Reviewed by HR&OD	Development of Service Workforce Plans	30 September 2007 (plans reviewed every two years)	Approved Corporate Training Budget  Service Managers	Portfolio Holder for Human Resources, Legal and Democratic Services Caroline Spencer
	Single Status	Equal Pay for Equal Work	Proposed New Pay Structure and Terms and Conditions Developed	Single Status Action Plan	30 April 2008	Approved Single Status Budget  WMLGA  Trade Unions	Portfolio Holder for Human Resources, Legal and Democratic Services Caroline Spencer



<b>Priority</b>	<b>Key Deliverable</b>	<b>Outcome Measure</b>	<b>How Do We Know We Are Getting There?</b>	<b>Project/Action</b>	<b>Completion Date</b>	<b>Resource</b>	<b>Lead Member</b>
	Policy Development	Consistency in People Management (Employee Survey)	Fewer Grievances Fewer Complaints	Delivery of People Strategy (timetable for Review of Core Policies)	31 March 2008	Human Resources and Organisational Development Team	Portfolio Holder for Human Resources, Legal and Democratic Services Caroline Spencer
Positive Employee Climate (HR&OD3)	Employee Satisfaction	Improvements in 5 Determinants of Job Satisfaction (Employee Survey) IIP Report	IIP Re-accreditation. Staff Forums	IIP Action Plan Develop Satisfaction Measuring at Forums	31 July 2007 30 April 2007	HR&OD Department	Portfolio Holder for Human Resources, Legal and Democratic Services Caroline Spencer

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
	Recruitment and Retention	<p>Increase in Successful Recruitment at First Attempt</p> <p>Workforce More Representative of Population</p> <p>Reduced Turnover</p>	<p>Increase in Applications</p> <p>Increase in Applications</p> <p>% of Staff Who Have Applied for Job Outside of the Council in Last Year (Employee Survey)</p>	<p>Revision of Advertising Image and Forms</p> <p>Management Reports on Nature of Applicants</p> <p>People Strategy and Management Development Strategy</p>	<p>In Place</p> <p>In Place</p> <p>31 March 2008</p> <p>31 March 2009</p>	Human Resources and Organisational Development Team	<p>Portfolio Holder for Human Resources, Legal and Democratic Services</p> <p>Caroline Spencer</p>

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
	Industrial Relations	No Industrial Action	Climate Questionnaire to Union Liaison Group	Monthly Meeting with Unions Attended by Senior Managers  Develop New Modernised Mechanism for Employee Consultation  Annual Review	On-going  31 July 2007	Human Resources and Organisational Development Team	Portfolio Holder for Human Resources, Legal and Democratic Services Caroline Spencer
Performance Culture (HR&OD4)	Personal Development Review Process	% of Staff Who Understand What They Are Contributing to Council Objectives	100% of PDRs completed.	PDR Timetable  Annual Review of PDR Process	30 April 2007  30 September 2007	HR&OD Department	Portfolio Holder for Human Resources, Legal and Democratic Services Caroline Spencer

<b>Priority</b>	<b>Key Deliverable</b>	<b>Outcome Measure</b>	<b>How Do We Know We Are Getting There?</b>	<b>Project/Action</b>	<b>Completion Date</b>	<b>Resource</b>	<b>Lead Member</b>
	Capability Procedure	Reduction in Number of Industrial Tribunals  Number of Capability Cases Per Annum	% of Staff in Capability  Requests for Advice and Support from Managers	Capability Procedure Training  Review of Policy	On-going.  2008/09	HR&OD Department	Portfolio Holder for Human Resources, Legal and Democratic Services Caroline Spencer
	Team Action Planning	% of Staff Who Understand What Their Team's Are Contributing to Council Objectives	100% Team Action Plans Completed	Business Planning Training for DMTs  Annual Review of Business Planning.	31 October 2007  31 July 2007	Corporate Communications, Policy and Performance Team	Leader of the Council Roger Hollingworth
	Development of Core Competencies for all Staff	% of Staff Meeting Core Competencies	% of Employees Who Understand What is Expected	Development of Launch of Core Competencies (linked to PDRs)	Date Subject to Review by CMT	HR&OD Department	Portfolio Holder for Human Resources, Legal and Democratic Services Caroline Spencer

## Appendix 4 – Council Plan Performance Indicators

PI Ref	PI Description	HoS	Reporting	2006/07 Est. Outturn	2005/06 District median	2007/08 Target	2008/09 Target	2009/10 Target	CO and CP Ref.
<b>Leader's Portfolio</b>									
LPI CCPP1	Percentage of press articles which enhance our reputation (%)	HB	Monthly	85	n/a	80	80	80	CO2/CP5
<b>Spatial Strategy and Customer Care Portfolio</b>									
LPI EGCS1	Percentage of helpdesk calls closed within timescales (%)	DP	Monthly	82.5	n/a	86	88	90	CO2/CP4
LPI EGCS2	Resolution at first point of contact all service streams (%)	DP	Monthly	80	n/a	85	87	90	CO2/CP4
LPI EGCS3	Average speed of answer (seconds)	DP	Monthly	20	n/a	20	17	15	CO2/CP4
LPI EGCS4	Percentage of calls answered (%)	DP	Monthly	70	n/a	80	83	85	CO2/CP4
LPI EGCS5	Complaints resolved <small>see note 1</small>	DP	Monthly	See note 1	See note 1	See note 1	See note 1	See note 1	CO2/CP4
<b>Street Scene and Recycling portfolio</b>									
BV 82ai	Percentage of household waste recycled	MB	Monthly	21.12	18.15	21.5	21.55	22	CO4/CP9
BV82bi	Percentage of household waste that has been composted	MB	Monthly	22.0	8.29	19.6	19.6	19.6	CO4/CP9
BV199a	Proportion of land & highways assessed as having unacceptable levels of litter and detritus	MB	Every 4 Months	20	12	17	15	13	CO4/CP9

PI Ref	PI Description	HoS	Reporting	2006/07 Est. Outturn	2005/06 District median	2007/08 Target	2008/09 Target	2009/10 Target	CO and CP Ref.
BV218a	The percentage of new reports of abandoned vehicles investigated within 24 hours of notification	MB	Monthly	95	87	95	95	95	CO4/CP9
BV218b	The percentage of abandoned vehicles removed within 24 hours of legal entitlement	MB	Monthly	95	77.5	95	95	95	CO4/CP9
LPI SSWM1	Percentage of animal/debris cleared within timescales	MB	Monthly	97	n/a	97	97	97	CO4/CP9
LPI SSWM2	Percentage of fly tips dealt within 4 day response time	MB	Monthly	96	n/a	97	97	97	CO4/CP9
LPI SSWM3	Number of missed household waste collections	MB	Monthly	1,509	n/a	1,600	1,550	1,500	CO4/CP9
LPI SSWM4	Number of missed recycle waste collections	MB	Monthly	640	n/a	800	775	750	CO4/CP9
LPI SSWM5	Number of written complaints (all Departments within SS&WM)	MB	Monthly	296	n/a	250	240	230	CO2/CP4
LPI SSWM6	Percentage of responses to Excess Charge appeals in 10 days	MB	Monthly	75	n/a	95	95	95	CO2/CP6
<b>Housing and Environment Portfolio</b>									
LPI PE1	Number of units of affordable housing delivered	DH	Quarterly	n/a	n/a	80	80	80	CO1/CP3
LPI PE2	Number of family units in temporary accommodation	DH	Monthly	n/a	n/a	50	42	36	CO1/CP3

PI Ref	PI Description	HoS	Reporting	2006/07 Est. Outturn	2005/06 District median	2007/08 Target	2008/09 Target	2009/10 Target	CO and CP Ref.
<b>Culture and Community Services portfolio</b>									
BV126	Number of domestic burglaries per month	RH	Monthly	12.4	7.4	see note 2	see note 2	see note 2	CO3/CP7
BV127a	Number of violent crimes per month	RH	Monthly	13.1	14.5	see note 2	see note 2	see note 2	CO3/CP7
BV127b	Number of robberies per month	RH	Monthly	0.6	0.3	see note 2	see note 2	see note 2	CO3/CP7
BV128	Number of vehicle crimes per month	RH	Monthly	10.2	8.3	see note 2	see note 2	see note 2	CO3/CP7
LPI CCS1	Number of usages of Sports centres	RH	Monthly	764,520	n/a	621,600	634,000	646,700	CO3/CP8
LPI CCS2	Attendance at arts/community events	RH	Monthly	18,500	n/a	23,000	24,000	25,000	CO3/CP8
LPI CCS 3	Emergency call responses in 30 seconds (percentage)	RH	Quarterly	90	n/a	90	90	90	CO2/CP6
<b>Finance portfolio</b>									
BV 78a	Average number of days for processing new claims	JLP	Monthly	35	31	28	25	25	CO2/CP6
BV 78b	Average number of days for processing changes in circumstances	JLP	Monthly	10	11.9	9	8	8	CO2/CP6
BV 79a	Percentage of cases for which the amount of benefit due was calculated properly	JLP	Quarterly	95	98	99	99	99	CO2/CP6
BV 79bii	Percentage of recoverable HB (all years outstanding) overpayments recovered	JLP	Monthly	20	34.11	30	30	30	CO2/CP6

PI Ref	PI Description	HoS	Reporting	2006/07 Est. Outturn	2005/06 District median	2007/08 Target	2008/09 Target	2009/10 Target	CO and CP Ref.
BV 8	Percentage of invoices paid on time	JLP	Monthly	95	95	97	98	98	CO2/CP6
BV 9	Percentage of council tax collected	JLP	Monthly	98.8	98.11	98.8	98.5	98.5	CO2/CP6
BV 10	Percentage of Non-Domestic rates collected	JLP	Monthly	98.8	99	98.8	98.5	98.5	CO2/CP6
<b>Planning and Regeneration portfolio</b>									
BV109a	Percentage of major planning applications determined within 13 weeks	DH	Monthly	55	66.67	60	65	65	CO4/CP10
BV 109b	Percentage of minor planning applications determined within 8 weeks	DH	Monthly	80	74.01	65	80	83	CO4/CP10
BV109c	Percentage of other planning applications determined within 8 weeks	DH	Monthly	89	66.67	80	90	90	CO4/CP10
BV 204	Percentage of planning appeals allowed	DH	Monthly	36	29	33	32	32	CO4/CP10
LPI PE3	Score on building control performance matrix	DH	Quarterly	75	n/a	75	75	75	CO4/CP10
LPI PE4	Number of small business start ups	DH	Quarterly	38	n/a	38	38	38	CO1
LPI PE5	Business survival rate (percentage)	DH	Annual	75	n/a	75	75	75	CO1



Human Resources, Legal and Democratic Services Portfolio									
BV174	Number of racial incidents reported per '000 population <sup>see note 3</sup>	CF	Monthly	0	n/a <sup>3</sup>	n/a <sup>3</sup>	n/a <sup>3</sup>	n/a	CO3/CP7
BV175	Percentage of those racial incidents which have resulted in further action	CF	Monthly	100	100	100	100	100	CO3/CP7
BV11a	Percentage of top 5% of earners who are women	JP	Six monthly	22.7	25	25	25	27	CO2/5
BV11b	Percentage of top 5% of earners from minority ethnic communities	JP	Six monthly	0	0	2	2.2	2.3	CO2/5
BV11c	Percentage of top 5% of earners with a disability	JP	Six monthly	0	2.09	2	2.2	2.3	CO2/5
BV12	Average number of working days lost due to sickness	JP	Monthly	10.73	9.54	9	8.75	8.5	CO2/CP6
BV14	Percentage of employees retiring early (excluding ill-health)	JP	Quarterly	0.29	0.40	0.8	0.5	.05	CO2/CP6
BV15	Percentage of employees retiring on the grounds of ill-health	JP	Quarterly	0	0.25	0.2	0.2	0.2	CO2/CP6
BV16a	Percentage of employees with a disability	JP	Quarterly	2	3.11	1.8	2.5	2.5	CO2/5
BV17a	Percentage of employees from minority ethnic communities	JP	Quarterly	0.98	1.4	2	2.5	2.5	CO2/5
LPI HR1	Percentage of staff appraisals undertaken	JP	Monthly <sup>4</sup>	99	n/a	100 <sup>note 4</sup>	100 <sup>note 4</sup>	100 <sup>note 4</sup>	CO2/CP6
LPI HR2	Percentage of posts vacant	JP	Monthly	n/a	n/a	4	4	4	CO2/CP6

Notes

- 1 A new local PI will be developed to measure how effectively we deal with complaints. The business processes for this are not yet fully developed; an IT system is currently being purchased. It is anticipated that this PI will be implemented during quarter 1 of 2007/08
- 2 Targets for crime PI's are currently under negotiation with the Police.
- 3 BVPI 74 is used to set the context for BV175, rather than measure performance in itself, hence there are no targets for this PI.
- 4 Staff appraisals take place each year between February and April and performance will be monitored over that period each year. Thus the 2007/08 target is for appraisals due to take place between January 2008 and April 2008.