



BROMSGROVE DISTRICT COUNCIL

PERFORMANCE MANAGEMENT BOARD

FRIDAY, 16TH JUNE 2006
AT 2.00 P.M.

COMMITTEE ROOM, THE COUNCIL HOUSE, BURCOT LANE, BROMSGROVE

MEMBERS: Councillors Mrs. J. Dyer M.B.E. (Chairman), P. M. McDonald (Vice-Chairman), S. J. Baxter, A. N. Blagg, Miss D. H. Campbell JP, Mrs. J. D. Luck and J. A. Ruck

AGENDA

Council Agendas and Minutes are available on our website at www.bromsgrove.gov.uk/meetings

1. To receive apologies for absence
2. To confirm the Minutes of the Meeting held on 19th May 2006 (attached)
3. Recovery Plan Update (attached)
4. Council's Project Management Methodology (attached)
5. Report on Legal Section Structure and Post Holders (attached)
6. Review of Council's Business Planning Process (attached)
7. Report on Attendances at LSP Meetings (attached)
8. Report on proposals for future Spotlight Meetings (attached)
9. To consider, and if considered appropriate, to pass the following resolution to exclude the public from the Meeting during the consideration of an item of business containing exempt information:-

"RESOLVED: that under Section 100A(4) of the Local Government Act 1972, the public be excluded from the Meeting during the consideration of the following item of business on the grounds that it involves the likely disclosure of exempt information as defined in Part I of Schedule 12A to the Act, the relevant paragraph of that part being as set out below:-

<u>Item No.</u>	<u>Paragraph</u>
10	14

10. Revenues and Benefits Fraud and Investigation Team Business Plan (not available to the Public)

K. DICKS
Acting Chief Executive

The Council House
Burcot Lane
BROMSGROVE
Worcestershire
B60 1AA

7th June 2006

BROMSGROVE DISTRICT COUNCIL

MEETING OF THE PERFORMANCE MANAGEMENT BOARD

Friday, 19th May 2006, at 2.00 p.m.

PRESENT: Councillors Mrs. S. J. Baxter, A. N. Blagg, Miss D. H. Campbell JP, Mrs. J. Dyer M.B.E., Mrs. J. D. Luck, P. M. McDonald and J. A. Ruck

(NOTE: Councillor Mrs. M. M. T. Taylor was also present at the Meeting).

1/06 **APPOINTMENT OF CHAIRMAN AND VICE-CHAIRMAN**

RESOLVED that Councillors Mrs. J. Dyer M.B.E. and P. M. McDonald be appointed Chairman and Vice-Chairman respectively of the Board for the ensuing municipal year.

2/06 **MINUTES**

The Minutes of the Meeting of the Board held on the 21st April 2006, were submitted. With regard to Minute No. 36/05 (Transfer of Highways Partnership Enquiries to Customer Service Centre), general concerns were expressed over difficulties currently being experienced with calls made to the Worcester C.S.C., and it was stressed that performance would be closely examined once the calls for the Bromsgrove Unit were routed through the Bromsgrove C.S.C. This was noted.

Furthermore, on a general note, Members commented that, although Board Members received coloured copies, any other Member endeavouring to digest information on either the Recovery Plan or Performance Indicators, for example, would find it almost impossible to do so from black and white copies and, accordingly, it was suggested that Members might be e-mailed any coloured reports in order that they may be viewed more comprehensively on their laptop computers. This was noted. Notwithstanding the above comments, it was

RESOLVED that the Minutes be approved and confirmed as a correct record.

3/06 **RECOVERY PLAN - UPDATE**

Consideration was given to three separate Reports on the Council's Recovery Plan, encompassing (i) a revised four month summary for the period April to July 2006; (ii) an overview of the Recovery Plan; and (iii) a detailed copy of the Recovery Plan timetable. Members raised a number of general questions to which the Assistant Chief Executive and the Corporate Director (Resources) responded appropriately. However, a number of specific issues were raised, and it was

RESOLVED that the Recovery Plan Update, April 2006, be noted.

4/06 **2005/2006 STAFF SURVEY RESULTS**

A Report which detailed the outcome of a Staff Survey undertaken during February 2006 and which was mailed to 408 employees, was submitted.

RESOLVED that the contents of the Staff Survey Report for 2006 be noted, and that the various actions set out within Section 3 of the Report be approved.

5/06

PROCUREMENT UPDATE

A Report updating Members on the efficiencies achieved by the Procurement Team and the current projects that were being undertaken, was submitted. Mr. Alex Haslam, the Council's Procurement Adviser, was present at the Meeting for this item and answered a number of questions from Members. Whereupon it was

RESOLVED that the Report be noted and progress against the procurement targets continues to be monitored.

(NOTE: In response to a question raised in the general discussion which ensued, officers agreed to review the current criteria in place for staff use of mobile phones).

6/06

REVENUES AND BENEFITS MONTHLY PERFORMANCE REPORT

A monthly performance report from the Revenues and Benefits Section of the Council for the month of March 2006 was submitted.

RESOLVED that the Report be noted.

(NOTE: It was agreed that, in future reports, a more detailed breakdown of staff absence and sickness would be included).

7/06

CORPORATE HEALTH INDICATORS - QUARTER 4, 2005-2006

A Report detailing the current performance of the Corporate Health Indicators for Quarter 4, 2005-2006, was submitted.

RESOLVED:

- (i) That it be recommended that the Executive Cabinet be requested to indicate to the Board which (if any) issues they would like us to prioritise on;
- (ii) that the Executive Cabinet be advised of the Board's concern over the worsening situation this quarter on BVPI 8 (Percentages of Invoices paid on time) in view of the fact that there was legislation in place which may involve the Council in paying settlement figures of 3% over base Bank rate;
- (iii) that the costs of added years awarded as part of the recent staff restructuring exercise be notified to members of the Board;
- (iv) that, following the recent expansion of the Legal Section of the Council, Members be provided with a list of the names of the new members of staff, together with a brief resume of their duties and responsibilities;
- (v) that the officers be requested to carry out a review of the current arrangements set down for staff exit interviews; and
- (vi) that, in all other respects, the report be noted.

8/06

TOP 45 INDICATORS - QUARTER 4, 2005-2006

Consideration was given to a Report of the Top 45 Key Indicators for quarter 4, 2005/2006. A number of questions were asked by Members to various Heads of Service, and it was

RESOLVED:

- (i) that it be recommended that the Executive Cabinet be requested to indicate to the Board which (if any) issues they would like us to prioritise on;
- (ii) that the Executive Cabinet be requested to include BVPI 199 (Local Street and Environmental Cleanliness) amongst their priorities during consideration of next year's budget; and

(iii) that, in all other respects, the Report be noted and approved.

9/06

DOG FOULING

Further to the request made at the last Meeting, the Head of Street Scene and Waste Management Services submitted a Report on the number of reported incidents of dog fouling.

RESOLVED that the Report be noted.

10/06

ANNUAL AUDIT & INSPECTION LETTER AND AUDIT & INSPECTION PLAN 2006-2007

A copy of the draft Annual Audit and Inspection letter and the Audit and Inspection Plan 2006-2007 was considered, together with an appendix to the letter setting out the current year's recommendations and the Management response, which was circulated prior to the commencement of the Meeting.

RESOLVED that the letter and Plan be noted.

11/06

STEVE CLARKE, POLICY & PERFORMANCE OFFICER

Members were advised that Steve Clarke, Corporate Policy & Performance Officer, was shortly to leave the Council to take up a post at Bath and North East Somerset Council, and it was

RESOLVED that the thanks and best wishes of the Members be passed on to Mr. Clarke for all his help and assistance with the work of the Board, and for his future career.

The Meeting closed at 5.35 p.m.

Chairman

BROMSGROVE DISTRICT COUNCIL
PERFORMANCE MANAGEMENT BOARD

16TH JUNE 2006

RECOVERY PLAN UPDATE - MAY 2006

Responsible Portfolio Holder	Councillor Hollingworth, Executive Leader/Strategic Development & Partnerships
Responsible Head of Service	Hugh Bennett, Assistant Chief Executive

1. SUMMARY

- 1.1 To report to the Performance Management Board on the progress against the Recovery Plan in May 2006.

2. RECOMMENDATION

- 2.1 That Members consider the attached Recovery Plan update.

3. BACKGROUND

- 3.1 As part of the Council being in voluntary engagement a Recovery Plan was required. Part of the Performance Management Board's remit is to regularly monitor progress against the Recovery Plan.

- 3.2 To aid the monitoring process, three documents are attached which detail progress on a monthly basis. These documents are:

- Four month summary
- Recovery Plan Overview
- Detailed Recovery Plan.

4. Progress in April 2006

- 4.1 The recovery plan is 93% on target.
- 4.2 The following section reports by exception for those actions that are red or amber (the reference refers to the detailed recovery plan).

Recovery Plan No.	Action	Commentary
1.4.2	Assess use of model by meeting with other LA's who have tested the system. (Amber to Amber).	Delays reassessment and use of the model due to limited resource and budget setting process. To be reviewed as part of the KLOE action plan..
1.4.3	Undertake a self-assessment to establish a baseline for improvement. (Amber to Amber).	The FM model includes a tool whereby assessment can be made of the authority that identifies weak areas of financial management and practices and links these with good practice statements that can be used to improve current financial activity. This will be undertaken alongside our Use of Resources assessment.
1.4.4	Identify areas that can be improved using the framework and best practice components of the model. (Amber to Amber).	The FM model is mapped to the use of resources Key Lines of Enquiry for future CPA.
1.5.4	Continual review system of internal control – internal operations and control/external audit reports. (Amber to Green).	Commenced as part of Final Accounts process.
1.7.33	CT/NDR – Introduce targets for supply of information across organisation. (Amber from April).	Due to issues around infrastructure and e-government implementation, the processes will be actioned as soon as the ICT projects are fully functional.
1.7.34	CT/NDR – Obtain efficiency savings through utilisation of automation. (Amber from April).	As above.
1.7.52	Develop system to enable remote access to data. (Amber to Amber).	Development and research ongoing. Linked to IT infrastructure.
2.7.1	Production of Members' Guide to Scrutiny at BDC. (Amber Amber).	Initial work completed. Further review April – July 2006. Commenced during May.

2.7.4	Further Scrutiny Training. (Amber to Amber).	Further training following implementation of Scrutiny Review. Commenced in May. Members have been invited to express preferences for areas to be covered.
3.1.1	Develop Code of Conduct for senior elected members, SMT, HOS and Officers following peer mentors proposals. (Amber to Amber).	Problems setting peer mentoring dates. New dates being considered. Timeline extended.
3.4.3	Cabinet & Council approval. (Amber from April).	Management development strategy being produced, part of which will be management competencies. Agreed by CMT.
3.6.2	Research and benchmark against other authorities. (Green from April).	Actions are being developed from BDC staff and also using info from other organisations.
4.3.1	Training for members. (Amber to Amber).	Delayed. To be reprogrammed.
4.6.3	Competencies approved and trainer procured. (Amber to Amber).	Draft framework to be approved prior to procuring trainer.
4.6.4	Training of HOS's and Team Leaders. (Amber to Amber).	Training to be implemented from June 2006.
5.1.4(a)	Consult with community partner organisations, LSP and hard to reach groups. (Green to Amber).	Awayday held for LSP. New timeline required.
5.1.5(a)	Develop final consultation policy and present to Cabinet and Council. (Amber from May).	Corporate Plan and improvement plan update are higher priority.
5.	<u>Financial Implications</u>	
5.1	There are no direct financial implications.	
6.	<u>Legal Implications</u>	
6.1	There are no direct legal implications.	
7.	<u>Corporate Objectives</u>	
7.1	The Recovery Plan impacts on all corporate objectives.	

8. Risk Management

8.1 None.

9. Corporate Governance

9.1 This Council is committed to addressing the changes required to exhibit good corporate governance and therefore is committed to putting into place an effective and efficient performance management framework. Good performance management requires the availability of accurate and timely performance data. The information in this report is therefore essential and should be used appropriately, re-defining its content as change is identified and thus ensuring that it remains relevant and useful.

Background Papers

- Recovery Plan Overview;
- Four month summary;
- Detailed Recovery Plan.

Report Author

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Four Month Recovery Plan: May – August 2006

Project	Month	Comments	Responsible Officer	Responsible Member	Outcome
1. Financial Planning					
Medium Term Financial Planning	May	Discussed the options for service review for summer to address budget issues identified in the review of the MTFP.	JP	RT	To ensure the Council has a balanced budget that meets its corporate priorities.
	June	To plan the resource allocation of the service review with departmental reps.	JP	RT	To ensure the Council has a balanced budget that meets its corporate priorities.
	July	Decide on key objectives of the Council to drive the budget process.	JP	RT	To ensure the Council has a balanced budget that meets its corporate priorities.
	August	To undertake the service review to assign resources to key priorities of the Council.	JP	RT	To ensure the Council has a balanced budget that meets its corporate priorities.
Finance Monitoring	May	Continued the preparation of 2005/06 accounts closedown with regular updates on financial position to officers.	JP	RT	To ensure the accounts accurately reflect the financial position of the Council.
	June	To present the Statement of Accounts to members by the statutory deadline of 30 th June 2006.	JP	RT	To ensure the accounts accurately reflect the financial position of the Council.
	July	To ensure all prepared by client papers are in a suitable format for the external auditors.	JP	RT	To ensure the accounts accurately reflect the financial position of the Council.
	August	To liaise with KPMG to ensure an unqualified set of accounts is approved.	JP	RT	To ensure the accounts accurately reflect the financial position of the Council.
Financial Training	May	Continued planning of training sessions for the delivery in June/July.	JP	RT	To enable officers to understand and interpret the financial statements and appreciate the impact on their departments.

Four Month Recovery Plan: May – August 2006

Project	Month	Comments	Responsible Officer	Responsible Member	Outcome
	June	To deliver another financial awareness session and to continue the on-line Aggresso training with users.	JP	RT	To enable officers to understand and interpret the financial statements and appreciate the impact on their departments.
	July	To review feedback on June session with the aim to improved further training.	JP	RT	To enable officers to understand and interpret the financial statements and appreciate the impact on their departments.
	August	To review feedback on June session with the aim to improved further training.	JP	RT	To enable officers to understand and interpret the financial statements and appreciate the impact on their departments.
Financial Management	May	Discussed utilisation of the model to identify weaknesses within the financial management of the Council in conjunction with the Use of Resources Statement.	KD	RT	To have a structured framework of financial management at BDC that complies with external assessors and follows the guidelines of best practice.
	June	To identify how the FM model can be used in the action plan to address KLOE improvements.	KD	RT	To have a structured framework of financial management at BDC that complies with external assessors and follows the guidelines of best practice.
	July	Utilisation of the model to identify weaknesses within the financial management of the Council in conjunction with the Use of Resources Statement.	KD	RT	To have a structured framework of financial management at BDC that complies with external assessors and follows the guidelines of best practice.

Four Month Recovery Plan: May – August 2006

Project	Month	Comments	Responsible Officer	Responsible Member	Outcome
Revenues & Benefits	August	Utilisation of model to identify weaknesses within the financial management of the Council in conjunction with the Use of Resources Statement.	KD	RT	To have a structured framework of financial management at BDC that complies with external assessors and follows the guidelines of best practice.
	May	Ongoing work as detailed in the BFI action plan.	LB	RH	Improved service capability and improved PI's.
		Recruited to new structure and ensured new appointees have appropriate training plans in place to sustain improvements in service delivery.	LB	RH	Improved service capability and improved PI's.
	June	Ongoing work as detailed in the BFI action plan and the DWP bids re wireless working.	LB	RH	Improved service capability and improved PI's
		Ensure new appointees have appropriate training plans in place to sustain improvements in service delivery.	LB	RH	Improved service capability and improved PI's
July	Ensure new appointees have appropriate training plans in place to sustain improvements in service delivery.	LB	RH	Improved service capability and improved PI's	
	August	Ongoing work as detailed in the BFI action plan and the DWP bids re wireless working.	LB	RH	Improved service capability and improved PI's
Internal Controls	May	Prepared SIC in line with best practice for inclusion in the Statement of Accounts 2005/06.	JP	RT	Improved internal control.

Four Month Recovery Plan: May – August 2006

Project	Month	Comments	Responsible Officer	Responsible Member	Outcome
	June	Prepare Sic in line with best practice for inclusion in the Statement of Accounts 2005/06. Report SIC to Audit Board for discussion.	JP	RT	Improved internal control.
	July	Review SIC with KPMG to ensure meets criteria.	JP	RT	Improved internal control.
	August	To liaise with KPMG to ensure the SIC is appropriate to meet requirement of audit.	JP	RT	Improved internal control.
Internal Audit	May	Monitored and reviewed delivery of the 2006/07 Audit Plan. Monitoring the 2006/07 Audit Plan commenced 1.4.06.	NS	RT	Improved Internal Audit service and thus improvements in system of internal control.
	June	Monitor and review delivery of the 2006/07 Audit Plan. Monitoring the 2006/07 Audit Plan commenced 1.4.06.	NS	RT	Improved Internal Audit service and thus improvements in system of internal control.
	July	Monitor and review delivery of the 2006/07 Audit Plan. Monitoring the 2006/07 Audit Plan commenced 1.4.06.	NS	RT	Improved Internal Audit service and thus improvements in system of internal control.
	August	Monitor and review delivery of the 2006/07 Audit Plan. Monitoring the 2006/07 Audit Plan commenced 1.4.06.	NS	RT	Improved Internal Audit service and thus improvements in system of internal control.
2006/07 Budget	May	Plan the review of service delivery and funding implications for the summer period.	JP	RT	To ensure the resources of the Council are aligned to our Corporate Priorities and key deliverables.

Four Month Recovery Plan: May – August 2006

Project	Month	Comments	Responsible Officer	Responsible Member	Outcome
	June	To plan the resource allocation of the service review with departmental reps.	JP	RT	To ensure the Council has a balanced budget that meets its corporate priorities.
	July	Undertake service review and link funding to agreed priorities.	JP	RT	To ensure the Council has a balanced budget that meets its corporate priorities.
	August	Undertake service review and link funding to agreed priorities.	JP	RT	To ensure the Council has a balanced budget that meets its corporate priorities.
2. Strategic Leadership					
Capacity Building Fund (CBF)	May	Ongoing development programme.	KD	RT	
	June	See May's comment..	KD	RT	
	July	See May's comment.	KD	RT	
	August	See May's comment.	KD	RT	
Review of Constitution	May	Revised Articles and Council Procedure Rules approved by Full Council on 2 nd May 2006; now being distributed to officers and Members.	ARB	CS	Updated and improved constitution, leading to improved governance.
	June	Work under way on revising the Planning Code of Practice and the Scheme of Delegations.	ARB	CS	Updated and improved constitution, leading to improved governance and decision making.

Four Month Recovery Plan: May – August 2006

Project	Month	Comments	Responsible Officer	Responsible Member	Outcome
	July	Work under way on revising the Planning Code of Practice involving seeking Members' views.	ARB	CS	Updated and improved constitution, leading to improved governance and decision making.
	August	First drafts of revised Code of Conduct and Scheme of Delegations to be produced.	ARB	CS	Updated and improved constitution, leading to improved governance and decision making.
3. Organisational Development					
Employee Survey	May	First meeting of the working group to take place for staff survey and liP.	KD	CS	Staff involvement in the development of and delivery of actions as a result of liP/staff survey.
	June	Action plan drafted. To CMT 16/6/06.	KD	CS	Staff involvement in the development of and delivery of actions as a result of liP/staff survey.
	July	Action plan implementation to commence.	KD	CS	Staff involvement in the development of and delivery of actions as a result of liP/staff survey.
	August	Action plan implementation to continue.	KD	CS	Staff involvement in the development of and delivery of actions as a result of liP/staff survey.
HR Strategy	May	HR Strategy implemented.	KD	CS	To demonstrate how effective people management can help the Council deliver on its vision and objectives.

Four Month Recovery Plan: May – August 2006

Project	Month	Comments	Responsible Officer	Responsible Member	Outcome
	June	HR Strategy action plan being implemented.	KD	CS	To demonstrate how effective people management can help the Council deliver on its vision and objectives.
	July	HR Strategy action plan being implemented.	KD	CS	To demonstrate how effective people management can help the Council deliver on its vision and objectives.
	August	HR Strategy action plan being implemented.	KD	CS	To demonstrate how effective people management can help the Council deliver on its vision and objectives.
Customer Care Training	May	Staff training courses completed to timetable. SMT attended and Assistant Chief Executive launched each day and returned to take Q&A.	KD/HB	RH	To equip employees with the necessary customer care skills to deliver an excellent customer experience to the public.
	June	Staff training continuing.	KD/HB	RH	To equip employees with the necessary customer care skills to deliver an excellent customer experience to the public.
	July	Staff training continuing. Training supplemented by additional actions from Customer First Strategy.	KD/HB	RH	To equip employees and support this with other customer processes and initiatives.
	August	Plan Autumn mop up sessions for those staff who did not complete training.	KD/HB	RH	To equip employees and support this with other customer processes and initiatives.
Member Development	May	Top team development continues. Roles/responsibility descriptions for members agreed. Member development programme agreed.	KD / HB	RH	To develop members to be effective in the community as recognised leaders.

Four Month Recovery Plan: May – August 2006

Project	Month	Comments	Responsible Officer	Responsible Member	Outcome
	June	Heads of Service Top Team development centres commenced. Consult on Modern Councillor Programme.	KD / HB	RH	To develop members to be effective in the community as recognised leaders.
	July	Joint Cabinet/CMT away day on balanced scorecard.	KD / HB	RH	To develop members to be effective in the community as recognised leaders.
		Agree content and approach of training programme and source providers.	KD / HB	RH	To develop members to be effective in the community as recognised leaders.
	August	No action during summer break.			
Progress Assessment	May	Cabinet and PMB received Annual Audit and Inspection Letter (including direction of travel assessment). Recovery Plan updated. Draft response to Minister's letter completed.		RH	Recovery Plan reflects identified areas for improvement and is being managed and on target.
		Recovery Plan reported to Performance Management Board and Government Monitoring Board.	HB	RH	Recovery Plan reflects identified areas for improvement and is being managed and on target.
	June	Recovery Plan reported to Performance Management Board and Government Monitoring Board.	HB	RH	Recovery Plan reflects identified areas for improvement and is being managed and on target.
	July	Updated Recovery Plan to 31st March 2007, submitted to Government Board. To be updated to reflect focus on customer, ICT, performance indicators etc.	HB	RH	Recovery Plan reflects emerging new priorities for the Council, before being replaced with a new 3-year improvement plan from 1 st

Four Month Recovery Plan: May – August 2006

Project	Month	Comments	Responsible Officer	Responsible Member	Outcome
					April 2007.
	August	Cabinet/SMT away days on developing a Council Plan 2007-2010, using the balanced scorecard to have taken place.	HB	RH	Recovery Plan reflects emerging new priorities for the Council, before being replaced with a new 3-year improvement plan from 1 st April 2007.
Project Management	May	Training Heads of Service on the documentation for the methodology.	DP	BF	All projects to comply with methodology.
	June	Full methodology to be approved.	DP	BF	Council wide methodology approved.
		Training Heads of Service on the documentation for the methodology.	DP	BF	All projects to comply with methodology.
	July	Training complete and methodology rolled out.	DP	BF	All projects to comply with methodology.
	August	Roll out to continue.	DP	BF	All projects to comply with methodology.
4. Performance Management, Risk Management and Procurement					
Performance Management	May	The Performance Management Board has continued to receive a comprehensive set of performance reports under the new Chairmanship of Councillor Dyer.	HB	RH	A clear focus on performance with identified improvements.
	June	The Performance Management Board will received reports in line with its agreed work programmes.	HB	RH	A clear focus on performance with identified improvements.

Four Month Recovery Plan: May – August 2006

Project	Month	Comments	Responsible Officer	Responsible Member	Outcome
	July	The Performance Management Board will receive reports in line with its agreed work programmes.	HB	RH	A clear focus on performance with identified improvements.
	August	The Performance Management Board will receive reports in line with its agreed work programmes.	HB	RH	A clear focus on performance with identified improvements.
Procurement	May	Continue to improve procurement procedures and monitor achievement of efficiencies. Report efficiencies to Members.	JP	RT	Efficiency in tendering practices.
		Secured contract with Wychavon District Council.	JP	RT	Efficiency in tendering practices.
	June	Review strategic policy on procurement, especially collaborative working and improving controls.	JP	RH	Efficiency in tendering practices.
	July	Continue to improve procurement procedures and monitor achievement of efficiencies.	JP	RH	Efficiency in tendering practices.
	August	Continue to improve procurement procedures and monitor achievement of efficiencies. Report efficiencies to Members.	JP	RH	Efficiency in tendering practices.
Risk Management	May	Work continued on departmental risk registers.	KD	RH	Effective risk management
		Event with Risk Officers to facilitate ongoing work on departmental risk registers and to discuss issues/concerns around departmental risks and to share learning.	KD	RH	Effective risk management

Four Month Recovery Plan: May – August 2006

Project	Month	Comments	Responsible Officer	Responsible Member	Outcome
	June	Further event with Risk Officers to be held.	KD	RH	Effective risk management
		Completion of first draft departmental risk registers.	KD	RH	Effective risk management
		Draft Corporate/Strategic Risk Register completed.	KD	RH	Effective risk management
	July	Review of development of strategic and corporate risk registers.	KD	RH	Effective risk management
		Review of corporate risk registers.	KD	RH	Effective risk management
	August	Submission of draft Corporate/Strategic Risk Register to Cabinet.	KD	RH	Effective risk management
5. Communication and Consultation					
Communication	May	High priority actions on target, but some slippage on medium priorities.	HB	RH	Action plans on target.
	June	Action plans for both strategies on target.	HB	RH	Action plans on target.
	July	Action plans for both strategies on target.	HB	RH	Action plans on target.
	August	Action plans for both strategies on target.	HB	RH	Action plans on target.
6. Service Improvement					
Develop a strategy for delivering sustainable service improvement to	May	Streets scheduling to be completed by end April. Vehicle procurement has commenced and adverts for new posts to be placed within 2 weeks. New refuse vehicle delivery expected within next month. Refuse routes rescheduling progressing at programmed rate.	PS/KD/JP	MS	

Four Month Recovery Plan: May – August 2006

Project	Month	Comments	Responsible Officer	Responsible Member	Outcome
the street scene environment					
	June	Work with procurement to tender for new cleansing vehicles. Advert for new post to be placed by the end of the month. Reorganisation of refuse rounds ongoing with the help of refuse crews.	PS/KD/JP	MS	Increase in performance of street cleansing.
	July	Appoint staff and commence implementation of new street cleansing system.	PS/KD/JP	MS	Increase in performance of street cleansing.
	August	Delivery of equipment. Continue implementation plan.	PS/KD/JP	MS	Increase in performance of street cleansing.

Recovery Plan - Overview Document

G = Green, A = Amber, R = Red, Gr = Grey		July	August	September	October	November	December	January	February	March	April	May	June	July	Outcomes	Risks	Comments
1 Financial Planning																	
1.1	Develop sound, comprehensive 3 year strategic financial plan by April 05						G	G	G	G					A strategic pro-active approach to budget management over the medium term.	- Lack of staff resources - Lack of understanding of finance	Complete
1.2	Provide timely and accurate financial information to all stakeholders	G	G	G	G	G	G	G	G	G	G	G	Gr	Gr	A better understanding of the financial position of the Council by officers & members. To help make decisions based on robust financial information. To have a break even outturn for 2005/06or to have identified key areas to reallocate resources to improve Council Services	- Lack of staff resources - New Heads of Service / officers - Lack of understanding of finance - Lack of understanding of systems	Monitoring reports being produced. Bank reconciliation process working. Timeline to be reviewed.
1.3	Provide training and awareness at appropriate level to gain understanding of financial activities/systems in council	A	A	A	G	G	G	G							That the members and officers at Bromsgrove District Council have a sound understanding of the financial implications of their decisions and the link between operational objectives and the resources that fund the service delivery	- Lack of staff resources - New Heads of Service / officers - Lack of commitment / availability of officers / members	Delays due to lack of resources and closedown of accounts. Scheduled to be delivered in November
1.4	Have a system of financial management that meets approval of the external assessors and complies with legislative guidance and principles of good practice	A	A	A	A	A	A	A	A	A	A	A	Gr	Gr	To have a structured framework of financial management at BDC that complies with external assessors and folows the guidelines of best practice	- Lack of staff resources - New Heads of Service / officers - Lack of skills - Lack of understanding of requirements	Delayed due to priority being given to closedown of accounts, budget monitoring improvements and delivery of financial training. To undertake initial assessment of BDC as part of the review of the medium term financial plan.
1.5	Develop an effective system of internal control for BDC	A	A	A	G	G	G	G	G	G	G	G	Gr	Gr	Robust system of internal control	- Lack of staff resources - Staff changes - Lack of understanding / ownership - Lack of understanding of systems	A draft Statement of Internal control has been written for closedown of accounts 2005/06. To be discussed at CMT.
1.6	Develop internal audit service that meets the requirements of external assessors and complies with legislative guidance and direction. Monitor and review delivery of 06/07 plan	A	A	A	G	G	G	G	G	G	G	G	Gr	Gr	Improved system of internal control	- Lack of staff resources - Lack of skills - Lack of understanding of role of internal audit by officers / members - Lack of ownership by services	Audit Board now in place - standards and protocols approved by this Board.
1.7	Provide an efficient, effective & quality revenues & benefits service that performs in upper quartile parameters	G	G	G	G	G	G	G	G	G	G	G	Gr	Gr	High quality Revenues and Benefits service	- Lack of staff resources - Lack of skills - Lack of understanding of role / importance of revenues and benefits by officers / members - Lack of ownership by services	Performance improving. Noted in Progress Assessment.
2 Strategic Leadership																	
2.1	Revise the Corporate Plan			G	G	G	G	G	G	G	G	G	Gr	Gr	To develop clear priorities to drive the MTFP.	- Lack of ownership by members / officers - Lack of resources - Lack of cross party agreement - Lack of focus	"Top 45" in place. Balanced scorecard two day review planned for 10/11 July.
2.2	Agree revised vision and core values	G	G	G	G										Achieved.	Not applicable.	Achieved.
2.3	Improve and develop partnership working arrangements, including review of LSP structure, terms of reference & protocols, assessment of LSP membership needs	G	G	G	G	G	G	G	G	G	G	G			To take a lead role in focussing on the needs of Bromsgrove and stimulating partnerships to bring maximum resource to bear.	- Lack of member / officer time - Lack of resources - Lack of co-operation and commitment from partner organisations and Members of LSP	New, smaller strategic Board established. Four priorities identified. First meeting to take place before summer break.
2.4	Introduce and commence a member development programme to support community and leadership roles	G	G	G	G	A	G	G	G	G					To develop members to be effective in the community as recognised leaders.	- Lack of commitment by members - Time demands on Members - Lack of resources / skills within organisation to deliver training programme	Role descriptions in place.

Recovery Plan - Overview Document

G = Green, A = Amber, R = Red, Gr = Grey		July	August	September	October	November	December	January	February	March	April	May	June	July	Outcomes	Risks	Comments
2.5	Introduce member development programme	G	G	G	G	A	A	G	G	G	G	G	Gr	Gr	Members better equipped to provide effective strategic leadership.	- Lack of ownership by members / officers - Lack of cross party agreement - Lack of focus	Initial meeting with Leaders of parties to review programme to date and development of new programme. Interim Head of HR to put together proposal for 21st April.
2.6	Develop and agree process for cross-party working	A	A	A	G	A	G	G	A	G	G	Gr	Gr	Gr	Effective joint working leading to improved delivery.	- Lack of ownership by members / officers - Lack of cross party agreement - Lack of focus	Performance Management Board established. Audit Committee and Audit Plan agreed by Cabinet.
2.7	Review scrutiny process	G	G	G	G	G	G	G	G			A			A robust and effective scrutiny process.	- Lack of ownership by members / officers - Lack of cross party agreement - Lack of focus	Completed. Further Review April - June 2006. To commence May 2006.
2.8	Revise the Council's constitution			G	Gr	G	G	G	G						To clarify roles and responsibilities.	- Lack of ownership by members / officers - Lack of resources - Lack of cross party agreement - Lack of focus - Lack of willingness to release control	New Articles and Council Procedure Rules approved by Council 2nd May 2006.
2.9	Restructure of the Council	G	G	A	A	G	G	G	G						Structure that is more aligned to achieve the Council's priorities and the recovery plan	- Lack of resources - Lack of skills / competencies to achieve required outcomes - Good staff leaving during times of uncertainty	CMT completed (apart from 2 posts). Council now in consultation period with 17 staff "at risk".
3 Organisational Development																	
3.1	Develop a BDC leadership style and code of practice	G	G	G	G	G	G	G	A	A	G	A	Gr	Gr	Improved working relationships and an understanding of what is normal.	- Lack of officer / member interest, fear and unwillingness to change - Lack of resources	Provisional dates for 38 peer mentoring sessions agreed.
3.1	Procure and commence "Top Team" development programme via capacity building bid				G	G	G	G	G	G	G	G			To create a culture change of openness and trust between Members and officers and personal development	- Lack of officer / member interest, fear and unwillingness to change - Lack of resources	Top Team on-going with positive feedback from all involved.
3.2	Develop a HR Strategy		G	G	A	A	R	G	G	G	G				To transform the culture and capability of the workforce.	- Lack of ownership by members / officers - Lack of resources / skills	Completed. Strategy being launched.
3.2 (a)	Develop Workforce Development Plans							G	G	G	G	G			To focus and commit employees to and on internal and external customers. Right staff with the right skills in the right place at the right time.	- Lack of ownership by members / officers - Lack of resources / skills	Workforce planning workshops scheduled for summer.
3.3	Review and revise Employee Consultation Procedures										G	G	Gr	Gr	To ensure the Council has effective and efficient employee consultation procedures	- Lack of ownership by members / officers - Lack of resources / skills	Head of HR leading.
3.4	Review, revise and re-launch appraisal scheme for all staff across the organisation.		G	G	G	G	A	A	G						To introduce forward problem solving performance management	- Lack of ownership by staff - Lack of resources / skills	Completed.
3.4	Develop and implement appropriate Management Competencies to lead the programme of change							G	G	G	G	G	Gr	Gr	To develop all staff to possess core skills to facilitate improvement.	- Lack of ownership by staff - Lack of resources / skills - Lack of agreement from TU and staff network	Wider management development strategy being developed. Management competencies to be produced as first stage of implementation.
3.5	Develop and launch a Middle Management Development Programme							G	G	G	G	G			To develop all middle managers to possess the core skills to facilitate improvement.	- Lack of ownership by members / officers - Lack of resources / skills	Head of HR leading.
3.6	Review Recruitment and Retention procedures										G	G	Gr	Gr	To ensure the Council has effective and efficient recruitment and retention procedures	- Lack of ownership by members / officers - Lack of resources / skills	Head of HR leading.
3.7	Undertake Job Evaluation exercise and complete Single Status				G	Gr	G	G	A	G	G	G	Gr	Gr	To ensure the Council meets its obligations under the Equal Pay Act	- Lack of ownership by members / officers - Lack of resources / skills	Second meeting has taken place and project is to plan.
4 Performance Management, Risk Management and Procurement																	

Recovery Plan - Overview Document

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4.1	Review and improve the council's performance management processes			G	A	G	G	G	G	G	G	G			Examples of corrective action and service improvement.	Lack of management capacity	Framework in place but currently being reviewed to make more streamlined for 2007/08.
4.2	Develop a process to benchmark performance by identifying areas for improvement and implementing remedial actions	G	G	G	G	G	G	G	G	G	G	G	Gr	Gr	To develop SMART business plans which are underpinned by embedded performance management down to individual level.	- Lack of ownership by members / officers - Lack of resources - Lack of focus - Lack of skills	Top 45 and Corporate Health indicators require quartile information. Further consideration to benchmarking to be given as part of performance management review.
4.3	Develop an understanding and support processes for performance management and service improvement				G	G	G	G	G	G	G	G			Examples of corrective action and service improvement.	Lack of management capacity	Performance Management Board established. Training for managers planned for September.
4.4	Develop, procure and implement procurement strategy and training	G	G	G	G	G	G	G	G	G	G	G			To obtain VFM within organisational discipline.	- Lack of ownership by members / officers - Lack of resources - Lack of skills	Initial phase completed.
4.5	Develop, procure, deliver and implement Risk Management Strategy and training	G	G	G	A	A	A	G	G	G	G	G			To embed policies to ensure the Council's ambitions are met.	- Lack of ownership by members / officers - Lack of resources - Lack of skills	Risk Strategy to December Cabinet. Training rescheduled.
4.6	Develop an effective approach to project management				A	G	A	A	G	A	A	G			Projects delivered on time to specification.	Lack of management capacity	Project Management Framework agreed by CMT and going to PMB this month.
5 Communication and Consultation																	
5.1	Develop and implement Consultation, Communication and Marketing strategy	G	G	A	A	G	G	G	G	G	G	G			To gain a complete understanding externally and internally to individuals of the Council's ambitions.	- Lack of officer / member time - Lack of understanding / ownership	Customer Panel contract currently being procured. Staff forums completed.
5.2	Develop and implement Corporate Customer Service strategy	G	G	A	A	G	G	G	G	G	G	A			To develop a culture of customer care with employees committed to the concept.	- Limited staff buy in to culture change - Staff don't have tools to do the job	Customer First training completed. Customer First Officer appointed, but some medium priority actions have slipped.
6 Service improvement																	
6.1	Develop and agree Depot Strategy [subject to funding]	G	G	G	G	G	A	G	G	G	G	G			To provide a cost effective and efficient high performing service	- Lack of financial and performance information - Lack of clarity around priorities - Lack of finance	Budget issues from strategy being finalised. Implementation Plan budget approved. Process proceeding with street cleansing elements and re-scheduling of refuse routes. Street cleansing schedules almost completed, adverts for new posts to be placed this month, vehicle procurement process commenced.

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		Expected outcomes																								
			Lead person																			Comments / Updates				
1.2.15	Hold monthly meetings to discuss detail with budget holders and produce action plans on areas of concern	Improved understanding by officers of financial information - an improvement in the assessment of financial implications of operational projects	HoFS				G	G	G	G	G	G	G	G	G						Gr	Gr	Achieved.			
1.2.16	Issue budget reports to members on quarterly basis to include summary of action plans	Improved understanding by members of the financial position to enable strategic decisions to be made to focus resources to BDC priorities	HoFS	G	G	G	G	G	G	G	G	G	G	G	G	G						Gr		First quarter's deadline achieved.		
1.2.17	Implement the Purchase Order Processing module within Agresso to enable more accurate financial information to be produced this will include:	e-procurement base target reached. Improved and more efficient purchase ordering process at BDC.	HoFS				G	G	G	G	G	G											Business case and funding approved at January 2006 Cabinet.			
1.2.18	- producing business case for additional resources required (POP module already in system)		HoFS	G				A	A	G	G	G	G													
1.2.19	- identifying external resources to support the process		HoFS	G	G	G		A	A	G	G												Identified as part of the Business Case.			
1.2.20	- implementing system and utilising maximum functionality of processes		HoFS	G	G	G	G	A	A	A	A	A	A	A	G	G	G					Gr	Gr	Gr	Gr	Approval for capital programme granted. Discussing options with suppliers.
1.3	Provide training and awareness at appropriate level to gain understanding of financial activities/systems in council		CDR																							
1.3.1	In conjunction with the members development working group identify areas of training /developmental needs in relation to financial awareness	That the members involved in the decision making at Bromsgrove District Council have a sound understanding of the financial implications of their decisions and the link between operational objectives and the resources that fund the service delivery	HoFS				A	A	G	G	G	G	G	G	G	G								Training of Members delivered November 05. Ongoing for the future.		

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1.3.2	Identify specific training requirements & timescales	HoFS					G	G	G	G	G	G	G	G	G	G					Training of Members delivered November 05. Ongoing for the future.	
1.3.3	Identify providers of training including internal resources	HoFS					G	G	G	G	G	G	G	G	G	G					Training of Members delivered November 05. Ongoing for the future.	
1.3.4	Prepare financial training and development programme for members	HoFS					G	G	A	G	G	G	G	G	G	G					Training of Members delivered November 05. Ongoing for the future.	
1.3.5	Undertake programme with the aim to review on an annual basis	HoFS					G	A	G	G	G	G	G	G	G	G					Training of Members delivered November 05. Ongoing for the future.	
1.3.6	Identify budget holders / line managers responsible within departments	HoFS	G	G	G	G	G	G	G	G	G	G									Identified as part of the budget process 2006/07.	
1.3.7	Identify training needs of officers re financial awareness and interrogation of Agresso	HoFS	G	G	G	G	G	G	G	G	G	G	G	G	G	G	Gr	Gr	Gr	Gr		Financial training to be delivered in June 2006 and included in the corporate training directory.

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1.4.3	Undertake a self assessment to establish a base line for improvement	HoFS					A	A	A	A	A	A	A	A	A	A					The FM model includes a tool whereby assessment can be made of the authority that identifies weak areas of financial management and practices and links these with good practice statements that can be used to improve current financial activity.
1.4.4	Identify areas that can be improved using the framework and best practice components of the model	HoFS					A	A	A	A	A	A	A	A	A	A					The FM model is mapped to the use of resources key lines of enquiry for future CPA.
1.4.5	Establish Officer Group to identify course of action/appropriate source of learning	CDR, HoFS, HoS							G												Achieved
1.4.6	BPR of financial activity across the Council	CDR, HoFS, HoS	A	A	A	A	A	G	G	G	G	G	G	G	G	G	Gr	Gr	Gr	Ongoing	Commenced
1.4.7	Establish new practices as identified - linked to financial statements	CDR, HoFS, HoS	A	A	A	A	A	G	G	G	G	G	G	G	G	G	Gr	Gr	Gr	Ongoing	Ongoing compliance.
1.4.8	Review Capital Strategy	CDR, HoFS, HoS					G	G	G												Achieved
1.4.9	Review Asset Management Plan	CDR, HoFS, HoS					G	G	G												Achieved
1.5	Develop an effective system of internal control for BDC	CDR																			

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	Expected outcomes	Lead person																			
																					Comments / Updates
1.5.1	Set up Wkg Gp of Audit, BV & Fin officers to set up system of internal control	Robust system of internal control	HoFS / PA				G	G	G	G											Achieved
1.5.2	Link into report protocol - development of standard report format		HoFS / PA				A	G	G	G	G	G	G	G	G	G					Enhanced Statement of Internal Control to Audit Board in June 2006.
1.5.3	Training/briefings to managers on system of internal control		HoFS / PA					G	G	G	G										
1.5.4	Continual review system of internal control - int op & control / ext audit reports		HoFS / PA									A	A	A	A	G	Gr	Gr	Gr	Ongoing	Commenced.
1.6	Develop internal audit service that meets the requirements of external assessors and complies with legislative guidance and direction		CDR																		
1.6.1	Research good practice & modern techniques learning from excellent councils	Improved internal audit	HoFS / PA	G																	Completed
1.6.2	Develop approved audit plan to cover 3 yr timescale - consult internally	Improved internal audit	HoFS / PA	G																	Completed
1.6.3	Prepare an audit manual & develop an IA PR strategy / info pack	Improved internal audit	HoFS / PA	G	G	G	G	G	G	G	G	G	G	G	G						Completed
1.6.4	Establish a timescale for revision and update of audit plan	Improved internal audit	HoFS / PA	G	G	G	G	G	G												Completed
1.6.5	Develop internal audit management system to link personal devel plans to service/corp/comm plans	Improved internal audit	HoFS / PA	G	G	G	G	G	G	G	G	G	G	G	G	G					Ongoing.
1.6.6	Develop performance indicators, collation of data and production of monthly monitoring reports	Internal audit performance monitoring	HoFS / PA	G	G	G															Completed.
1.6.7	Develop and seek approval for the Internal Audit manual	Adopted Internal Audit Manual	HoFS / PA	G	G	G	G	G	G	G	G	G	G	G							Completed
1.6.8	Develop and seek approval for the Internal Audit Charter	Adopted Internal Audit Charter	HoFS / PA	G	G	G	G	G	G	G	G	G	G	G							Completed
1.6.9	Develop and seek approval for the Internal Audit Protocol	Adopted Internal Audit Protocol	HoFS / PA	G	G	G	G	G	G	G	G	G	G	G							Completed
1.6.10	Review Internal Audit in conjunction with Authorities restructure in terms of its place in auth structure	Internal Audit designed to provide added value	HoFS / PA	G	G	G	G	G	G	G	G	G	G	G	G						Ongoing.
1.6.11	Consultation as to the creation of an Audit Panel/Committee, terms of Reference and meeting dates	Committee, Terms of Ref and meeting dates	HoFS / PA				G	G	G	G	G										Approved.

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1.6.12	Create an Internal Audit Risk Register	Proactive monitoring of risks within Internal Audit	HoFS / PA						G	G	G	G	G	G	G	G	G					Initial work on Risk register commenced.
1.6.13	Clarification of reporting lines for draft and final audit reports and P I reports in line with new structure	Audit and PI reports issued on a timely basis	HoFS / PA						G	G	G	G										Completed.
1.6.14	Monitor and review delivery of the 2005/06 Audit Plan	2005/06 Audit Plan achieved	HoFS / PA		G	G	G	G	G	G	G	G	G	G	G	G	G					Ongoing.
1.6.15	Develop standard audit practices, procedures, working papers, files, reports and report mechanisms	Standardised audit procedures in place	HoFS / PA	G	G	G	G	G	G	G	G	G	G	G	G							Completed.
1.6.16	Develop individual audit testing programs	Standard testing programmes for all audits	HoFS / PA	G	G	G	G	G	G	G	G	G										Completed.
1.6.17	Introduction of a monitoring system to collate the Local Code of Corporate Governance data	Updated LCCG and prepared statement of Ass'ce	HoFS / PA			G	G	G	G	G	G											Completed.
1.6.18	Identify staff training needs and put in place arrangements for new practices & procedures	Audit team fully trained in new practices	HoFS / PA						G	G	G	G	G	G	G	G	G					Ongoing.
1.6.19	Audit universe risk analysis to collate the 2006/07 Audit Plan	Approved Audit plan 2006/07 Audit Plan	HoFS / PA										G	G	G							Completed.
1.6.20	Market Internal Audit by introducing audit quality questionnaires, leaflets, newsletters etc	Improved perception/communication of/with IA	HoFS / PA						G	G	G	G	G	G	G	G						Achieved.
1.6.21	Introduction of Fraud newsletters and communications to raise fraud awareness	Staff made aware of current fraud issues	HoFS / PA							G	G	G	G	G	G	G						Achieved.
1.6.22	Monitor & review delivery of the 2006/07 Audit Plan	2006/07 Audit Plan achieved	HoFS / PA													G	G	Gr	Gr	Gr	Apr06-Mar07	Ongoing.
1.6.23	Audit universe risk analysis to collate the 2007/08 Audit Plan	Approval of the 2007/08 Audit Plan	HoFS / PA													G	G	Gr	Gr	Gr	Jan07-Mar07	Ongoing.
1.7	Provide an efficient, effective & quality revenues & benefits service that performs in upper quartile parameters		CDR																			
1.7.1	Appointment of Principal Benefits Officer	Improve the benefits service	HoFS / RM	G	G	G	G															Completed
1.7.2	Debt recovery of overpaid HB	Improvement to the collection rate	HoFS / RM						G	G	G	G	G	G	G	G	G					Ongoing.
1.7.3	Consider further bids to the DWP performance fund	To make funding available to appoint project managers to drive the schemes forward	HoFS / RM						G	G	G	G	G									No further bids may be made at this time and for the foreseeable future - the Fund is closed.
1.7.5	Review and integrate processes for Revs & Bens(inc review of structure)	Improved R&B service	HoFS / RM	G	G	G	G	G	G	G	G											Achieved.

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1.7.6	Consider options for County 'Shared Service' approach	To achieve an effective R&B service	HoFS / RM	G	G	G	G	G	G	G	G	G	G	G	G	G					Ongoing
1.7.7	Internal BFI Self Assessment-identify areas not undertaken inc in proj plan	To achieve an effective Benefits service	HoFS / RM	G	G	G	G	G													Completed
1.7.8	Identify beacon council or excellent one to assist us with recovery (benefits)	To achieve an effective Benefits service	HoFS / RM	G	G																Blackpool gave onsite assistance with BFI Standards and recovery plan - last contact May 2005.
1.7.9	Undertake DWP Performance Standard Self Ass't	To achieve an effective Benefits service	HoFS / RM	G																	Completed
1.7.10	Benchmark areas for improvement in Revs against excellent councils (Man consort of Ccls)	To achieve an effective Benefits service	HoFS / RM	G	G	G															Completed
1.7.11	Manage & analyse workload to identify trends / patterns	Improved claims administration	HoFS / RM				G	G	G	G	G	G	G	G	G	G	Gr	Gr	Gr	Ongoing	Ongoing.
1.7.12	Gather information for the prompt/accurate assessment of benefit	Improved claims administration /increased BVPI	HoFS / RM				G	G	G	G											
1.7.13	Prioritisation of incoming work	Minimising of overpayments & reposessions	HoFS / RM				G	G	G	G											
1.7.14	Increase communication with Landlords	Improved working relations / claims admin	HoFS / RM					G	G	G	G	G	G	G	G	G	Gr	Gr	Gr	Jun-06	Ongoing.
1.7.15	Quality checking of work undertaken by staff	Improved performance & training analysis	HoFS / RM	G	G	G	G	G	G	G	G	G	G	G	G	G	Gr	Gr	Gr	Jun-06	Ongoing.
1.7.16	Managing Debt	Improved recovery rates and methods of recovery	HoFS / RM	G	G	G	G	G	G	G	G	G	G	G	G	G	Gr	Gr	Gr	Jun-06	Ongoing.
1.7.17	Improved compliance with Verification Framework	Security of administration	HoFS / RM				G	G	G	G	G	G	G	G	G	G	Gr	Gr	Gr	Jun-06	Ongoing.
1.7.18	Internal/external fraud awareness	Security of administration	HoFS / RM					G	G	G	G	G	G	G	G	G	Gr	Gr	Gr	Jun-06	Ongoing.
1.7.19	Fraud Risk Profiling	Security of administration	HoFS / RM						G	G	G	G	G	G	G	G	Gr	Gr	Gr	Jun-06	Awaiting bid re fraud profiling
1.7.20	Action on fraud referrals	Security of administration	HoFS / RM				G	G	G	G	G	G	G	G	G	G	Gr	Gr	Gr	Jun-06	Ongoing.
1.7.21	LA Fraud Policy	Security of administration	HoFS / RM					G	G	G	G										
1.7.22	Encourage Benefit take up	Improved user focus	HoFS / RM					A	G	G	G	G	G	G	G	G	Gr	Gr	Gr	Ongoing	Review as part of BFI report
1.7.23	Full & regular review of service by customers / prompt notification of decisions to claimants	Customer service accessibility	HoFS / RM					A	G	G	G	G	G	G	G	G	Gr	Gr	Gr	Ongoing	Customer survey not yet actioned - prompt notification is improving.
1.7.24	Dealing with enquiries - customer information / internal targets	Customer service accessibility	HoFS / RM					A	G	G	G	G	G	G	G	G	Gr	Gr	Gr	Sep-06	Ongoing.
1.7.25	Set and monitoring of partnership working	Improved partnership working	HoFS / RM			G	G	G	G	G	G	G	G	G	G	G	Gr	Gr	Gr	Jun-06	Ongoing.

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																						Comments / Updates
1.7.26	Handling of appeals and appeal outcomes	Improved administration	HoFS / RM				G	G														Completed.
1.7.27	Managing the benefits service	Improved Strategic Management	HoFS / RM			G	G	G	G	G	G	G	G	G	G	G	G	Gr	Gr	Gr		Ongoing.
1.7.28	Monitoring of PI targets and performance measures	Improved Strategic Management	HoFS / RM				G	G	G	G	G	G	G	G	G	G	G	Gr	Gr	Gr		Ongoing.
1.7.29	Providing for a skilled and competent workforce	Improved Strategic Management	HoFS / RM			A	A	A	G	G	G	G	G	G	G	G	G	Gr	Gr	Gr		Ongoing.
1.7.30	Achieving Value for money	Improved Strategic Management	HoFS / RM						A	G	G	G	G	G	G	G	G	Gr	Gr	Gr		Ongoing.
1.7.31	Internal control mechanism	Security of administration	HoFS / RM				A	A	R	G	G	G										Under review as part of corporate Internal control review.
1.7.32	Implementation of agreed recommendations from Internal / External Audit	Security of administration	HoFS / RM				A	A	R	G	G	G										Review as part of BFI report.
1.7.33	CT/NDR -Introduce targets for supply of info across organisation	Improved performance and standard of service	HoFS / RM													A	A	Gr	Gr	Gr		Due to issues around infrastructure and e-gov implementation, the processes will be actioned as soon as the ICT projects fully functional.
1.7.34	CT/NDR-Obtain efficiency savings through utilisation of automation	Improved performance and standard of service	HoFS / RM													A	A	Gr	Gr	Gr		As above.
1.7.35	CT/NDR-Implementation and compliance with Value bill e-govt project	Improved performance and standard of service	HoFS / RM	G	G	G	G	G	G	G	G	G	G	G	G	G	G					Ongoing.
1.7.36	CT/NDR - Enhance quality and clarity of notifications	Improved performance and standard of service	HoFS / RM			G	G	G	G	G	G	G	G	G	G	G	G	Gr	Gr	Gr		Ongoing.
1.7.37	CT/NDR-Develop billing functions to ensure continued compliance with national e-govt standard	Improved performance and standard of service	HoFS / RM							G	G	G	G	G	G	G	G					Due to issues around infrastructure and e-gov implementation, the processes will be actioned as soon as the ICT projects fully functional.
1.7.38	Payments - Achieve savings through full use of automated process for DD recalls and amendments	Improved performance and standard of service	HoFS / RM							G	G	G	G	G	G	G	G					

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	Expected outcomes	Lead person																			Comments / Updates
1.7.39	Analysis of existing payment systems and consideration of alt options enabling addit'l cust choice	Improved performance and standard of service						G	G	G	G	G	G	G	G	G					
1.7.40	Admin of RRE - Promote and improve take up of available relief	Improved performance and standard of service							G	G	G	G	G	G	G	G	Gr	Gr	Gr	Mar-07	Ongoing
1.7.41	Admin of RRE - Introduce measures to ensure prudence in award of relief	Improved performance and standard of service							G	G	G	G	G	G	G	G	Gr	Gr	Gr	Mar-07	Ongoing
1.7.42	Admin of RRE - Review of procedures to ensure continuing compliance with legislation	Improved performance and standard of service				A	A	G	G	G	G	G	G	G	G	G	Gr	Gr	Gr	Mar-07	Ongoing
1.7.43	Admin of RRE - Third party verification of discount entitlement	Improved performance and standard of service							G	G	G	G	G	G	G	G	Gr	Gr	Gr	Mar-07	Ongoing
1.7.44	Inter dept relationships - Sharing data between Revs & Bens enabling speedier admin of claims/accs	Improved performance and standard of service	G	G	G	G	G	G	G	G	G	G	G	G	G						Achieved.
1.7.45	Anti - poverty - Introduce promotion of welfare benefits	Improved performance and standard of service								G	G	G	G	G	G	G	Gr	Gr	Gr	Mar-07	Ongoing
1.7.46	Anti-poverty - Enter partnerships with external orgs to promote assistance for vulnerable groups	Improved performance and standard of service								G	G	G	G	G	G	G	Gr	Gr	Gr	Mar-07	Ongoing
1.7.47	Enforcement - Review clarity and quality of notifications and info provided to customers - each stage	Improved performance and standard of service					G	G	G	G	G	G	G	G	G	G					Ongoing
1.7.48	Enforcement - Produce written policies and procedures to ensure consistency and transparency	Improved performance and standard of service				G	G	G	G	G	G	G	G	G	G	G					Ongoing
1.7.49	Enforcement - Allow full utilisation of all recovery powers	Improved performance and standard of service				A	R	G	G	G	G	G	G	G	G	G					Ongoing
1.7.50	Customer Care - Introduce measurable standards of Customer care and improve customer consultation	Improved performance and standard of service													G	G	Gr	Gr	Gr	Mar-07	Ongoing
1.7.51	Produce a procedure reference manual to enable officers to act in a uniform manner	Improved performance and standard of service			A	A	R	A	G	G	G	G	G	G	G	G					Achieved.
1.7.52	Develop system to enable remote access to data	Improved performance and standard of service		A	A	A	R	A	A	A	A	A	A	A	A	A	Gr	Gr	Gr	Mar-07	Linked to IT infrastructure.
1.7.53	Improve procedures for selecting cases for visits and quality of information obtained	Improved performance and standard of service							G	G	G	G	G	G	G	G	Gr	Gr	Gr	Mar-07	Ongoing
1.7.54	Quality/Perf/Training - Quality checks to identify staff training needs	Improved performance and standard of service					R	A	G	G	G	G	G	G	G						Achieved.
1.7.55	Quality/Perf/Training - Process for monitoring perfc'e of contractors for outsourced functions	Improved performance and standard of service					G	G	G	G	G	G	G	G	G						Achieved.
2 Ministers Heading - Strategic Leadership																					

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	Expected outcomes	Lead person																		Comments / Updates		
2.1	Develop & agree a 3 year corporate plan	CEO & LEADER																				
2.1.1	Political objectives established	CEO & LEADER																			Achieved	
2.1.2	Report to Cabinet re: Political Objectives	CEO & LEADER																				Achieved
2.1.3	Review consultation feedback from Community Plan re: Corp Plan	CEO & LEADER																				Achieved
2.1.4	Political objectives integrated into 3 Yr Fin Plan & Budget process	CEO & LEADER																				Achieved. Further work to be undertaken during summer as part of budget review.
2.1.5	Corporate Plan agreed by Council	CEO & LEADER																				Achieved
2.1.6	Corporate Plan Published	CEO & LEADER																				Achieved
2.1.7	Agreement to Priorities & non-priorities	CEO & LEADER																				Agreed. Feed info into budget.
2.1.8	Review and revise corporate plan	CEO & LEADER																				Review planned for 10/11 July.
2.1.9	Draft Service Plans for 2006/7 and link to budget process and members	CEO & LEADER																				Business planning cycle currently being reviewed.
2.2	Develop and agree revised vision and core values for BDC	CEO & LEADER																				
2.2.1	Establish small working group to lead work	CEO & LEADER																				Achieved
2.2.2	Review existing vision and Core Values	CEO & LEADER																				Achieved
2.2.3	Consultation across Council on proposed new vision & core values	CEO & LEADER																				Achieved
2.2.4	Revised Vision & Core Values approved by Cabinet & Council.	CEO & LEADER																				Achieved
2.2.5	Revised Vision & Core Values consolidated into Corp Plan & publicised	CEO & LEADER																				Achieved
2.2.6	Communicate to all staff and Members	CEO & LEADER																				Achieved

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	Expected outcomes	Lead person																		Comments / Updates		
2.3	Develop a more effective and efficient contribution to partnership working within local strategic partnership	CEO																				
2.3.1	Attend Seminar on Community Planning	CEO, CDS, Chair of LSP & Policy Offr																				Various already attended.
2.3.2	Community Planning process reviewed							G														Achieved
2.3.3	Assess development need of LSP Membership		G	G	G	G	G															Achieved
2.3.4	Research good practice from other good or excellent CPA LA's	Policy/Ptrshp Offr						G	G	G	G	G	G	G								"Swindon" approach to be used.
2.3.5	Structure of LSP reviewed & terms of ref & protocol agreed	CEO/ACE/LS P													G	G						New Board agreed with four priorities.
2.3.6	Research external funding opportunities	Policy Offr													G							As and when appropriate.
2.4	Introduce member developm't programme to support political and community leadership roles	CEO & LEADER																				
2.4.1	Agree a statement of intent	CEO, Leader of Council,																				Completed
2.4.2	Mentoring programme for lead members of political groups	Head of L&D,	G	G	G	G	G	G	G	G	G	G	G	G								Peer mentors In place
2.4.3	Community Leadership and Engagement Awareness Sessions	Head of HR & OD, Group													G							As and when appropriate.
2.5	Introduce a programme of member development	CEO & LEADER																				
2.5.1	Identification of training needs	CEO, Leader of Council,	G	G	G																	Completed
2.5.2	Introduce Member Development Strategy	Head of L&D,				G																Completed
2.5.3	Explore opportunities for common training delivery with nearby Councils	Head of HR & OD, Group Leaders																				See 2.5.4. This work includes looking at opportunities with other councils.
																						Ongoing

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	Expected outcomes	Lead person																			
																					Comments / Updates
2.5.4	Develop and deliver Member Development Programme							G	G	G	G	A	G	G	G	G	Gr	Gr	Gr	Ongoing	Meeting has taken place with Leaders to review member development and develop arrangements for the future. A new programme is being developed based on councillor roles. Role descriptions are out to consultation.
2.6	Research, develop, agree and implement processes that facilitate cross party working	CEO & LEADER																			
2.6.1	Improve cross party working	CEO, Leader of Council, Head of L&D, Group Leaders	A	A	A	A	A	G	A	A	G	G	G	G	G	G	Gr	Gr	Gr	Ongoing	Group Leader's Meeting continuing.
2.6.2	Joint attendance at conferences/seminars - community planning/leadership/partnership											A	A	A	G	G	Gr	Gr			Group Leaders to explore opportunities as and when they arise.
2.6.3	Develop & agree opportunities for cross party wkg internally & externally		A	A	A	A	A	G	G	A	A	A	A	G	G	G	Gr	Gr	Gr	Ongoing	More cross party working on committees - opportunities to be assessed as and when they arise.
2.7	Review the process and role of scrutiny and make recommendations for improvement	CEO																			
2.7.1	Production of Members Guide to Scrutiny at BDC	CEO, Leader of Council, Exe Cabinet, Corp Directors													A	A	Gr				Completed. Further review April - July 2006. Commenced during May 06.
2.7.2	Formulate proposals for improvement questionnaire to Cllrs/discussion/feedback		G	G	G																Completed
2.7.3	Review of Scrutiny process				G	G	G	G	G	G											Completed

RECOVERY PLAN TIMETABLE																								
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			Expected outcomes	Lead person																		Comments / Updates		
2.7.4	Further Scrutiny training																							Further training following implementation of Scrutiny review. Commenced in May. Members invited to express preferences for areas to be covered.
2.7.5	Amendments to Overview & Scrutiny Procedure Rules			G	G	G	G	G	G	G														Implemented from 7/3/06.
2.8 Review constitution (including delegation procedures to officers and portfolio holders)				CDR																				
2.8.1	Fundamental review of existing Constitution		CDR, Head of L&D, Exec Cab																					Completed. Articles and Council Procedure Rules approved by Council 2/5/06.
2.8.2	Fundamental review of existing Scheme of Delegation																							Work ongoing.
2.8.3	Research good practice with LA's rated excellent in visits/mtgs with members																							Ongoing. Some elements undertaken as part of review of constitution.
2.8.4	Assess & agree areas of work to include in Scheme of Delegation																							Ongoing.

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	Expected outcomes	Lead person																		Comments / Updates			
2.8.5	Recommendations to Cabinet & Council																					On target for majority of constitution. Scheme of Delegation and financial regulations have been delayed due to other work pressures, i.e. budget. Timeline revised. Articles and Procedure Rules approved 2/5/06. Work on Scheme of Delegation and Financial Regulations ongoing.	
2.9 Restructuring																							
2.9.1	Cabinet agreement to new structure	More robust organisational structure to deliver recovery agenda and address challenges for the future		G																		Achieved	
2.9.2	Recruitment process agreed				G																	Achieved	
2.9.3	Recruitment to Corporate Director (Services), Assistant Chief Executive and new Heads of Service																						Head of E-Gov & Customer Service commences 20/3/06. Interviews for Head of HR/OD 3/3/06. Interim in place.
2.9.4	Completion of draft detailed structure																						Revised timeline agreed.
2.9.5	Cabinet agreement to detailed structure																						
2.9.6	Consultation on new structure																						
2.9.7	Completion of "slotting in" to new structure																						New structure in place.
3 Ministers Heading - Organisational Development																							

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	Expected outcomes	Lead person																			Comments / Updates	
3.1	Develop a leadership style and code of practice that engages & motivates staff, elected members and officers	CEO																				
3.1.1	Develop Code of Conduct for senior elected members, SMT & HOS & Officers following peer mentors proposals	Improved working relationships	CEO																		Problems setting peer mentoring dates. New dates being considered.	
3.1.2	Formulate capacity building bid for Top Team Development (to include wider organisational development)	To change the culture of the organisation into a 'Can do' culture and which mirrors the Vision & Values set the Council to achieve.	HoHR/OD				G	G													Completed	
3.1.3	Procure & deliver top team training		HoHR/OD						G	G	G	A	G	G	G	G	G	Gr	Gr	Gr	Gr	Commenced.
3.1.4	Imp & cascade awareness of code of conduct on officer/member relationship		CEO						G	G	G	G	A	A	G	G	Gr					Aide memoire to the constitution issued. Member/officer protocol to be developed from June.
3.2	Develop an effective HR strategy and workforce plan	CDR																				
3.2.1	Implement an appropriate HR Strategy	Right people, right place, right skills	HoHR/OD				G	G	G	G	R	G	A	G	G	G					People Strategy approved and being launched at staff forums.	
3.2.2	Develop effective workforce plans		HoHR/OD																		Paper approved at CMT in April on developing workforce plans during summer 2006.	
3.3	Develop process for positive, full and inclusive consultation and involvement of employees	CDR																				
3.3.1	Review current situation & goals (benchmark other authorities)	Empowered and engaged workforce	HoHR/OD																		iIP/Staff Forum convened. Staff Forums commenced.	
3.3.2	Develop effective Employee Consultation Strategy																					

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		Expected outcomes	Lead person																		Comments / Updates
3.3.3	Develop a formal and effective consultation and involvement process		HoHR/OD																		Nov-06
3.4	Develop new management style/core competences for staff leading to implementing change at BDC		CDR																		
3.4.1	Identify appropriate core competencies for BDC	Competent and consistent service delivery	HoHR/OD																		Paper to CMT in April on the development of competencies in Bromsgrove Council. Proposal to link this to overarching Management Development Strategy to be produced in June.
3.4.2	Develop a draft proposal		HoHR/OD																		Gr
3.4.3	Cabinet & Council Approval		HoHR/OD																		Management development strategy being produced, part of which will be management competencies. Agreed by CMT.
3.4.4	Integrate core competencies into council's appraisal system for staff, managers & members		HoHR/OD																		Gr
3.4.5	Review, revise and re-launch Performance Development Review scheme for all staff across the organisation.		HoHR/OD																		Gr
																					Dec-06
																					Jan-07

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		Expected outcomes	Lead person																		Comments / Updates	
3.5	Deliver a management development programme for middle managers and team leaders		CDR																			
3.5.1	Identify an appropriate Management Development Programme	Effective method to maximise management potential																				Developed through training directory. Interim Head of HR/OD made some additional suggestions.
			HoHR/OD																			
3.5.2	Implementation of Management Development Programme																					Management Development strategy being written to include management competencies.
			HoHR/OD																			
3.6	Review the Council's staff recruitment and retention policies and strategy		CDR																			
3.6.1	Review procedures on recruitment & retention	Attract & retain appropriate workforce																				Currently under way. Proposal to CMT on recruitment agreed and being developed. Retention issues being taken forward through IIP/Staff Survey action plan and HR action plan.
			HoHR/OD																			
3.6.2	Research & benchmark against other authorities																					Actions being developed from BDC staff and also using info from other organisations.
			HoHR/OD																			
3.6.3	Implement revised recruitment and retention procedures																					Gr Gr Gr Sep-06
			HoHR/OD																			
3.7	Research and develop a process of job evaluation bringing harmonisation of pay and conditions		CDR																			

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	Expected outcomes	Lead person																				Comments / Updates
3.7.1	Review where BDC is against Nat Agenda - establishment of wkg Grp (Job Eval T&C's)	Equality & harmonisation of terms & conditions	HoHR/OD						G													
3.7.2	Establish appropriate system for Job Evaluation Exercise		HoHR/OD						G													
3.7.3	Project Manage implementation with effective communication and consultation with staff & TUs		HoHR/OD						G	A	A	A	A	G	G	G	Gr	Gr	Gr			Second newsletter published and project on time. WMLGA have been procured to support the process.
4 Ministers Heading - Performance Management, Risk Management and Procurement																						
4.1	Review the council's performance monitoring processes and develop proposals for improvement		ACE																			
4.1.1	Developing the basis for "Performance Plus" system		ACE																			Completed
4.1.2	All BVPI data to be input to Performance Plus		ACE																			Completed
4.1.3	All Service Plans to be mapped on "Performance Plus"		ACE						G	A	G	G	G	G	G	G						Completed
4.2	Develop a process to benchmark performance by identifying areas for improvement and implementing remedial strategies resulting in improved perfm'ce		ACE																			
4.2.1	Hold Business Planning workshops		ACE		G	G	G	G														Completed
4.2.2	Implement the Performance Improvement Framework		ACE	G	G	G	G	G	G	G	G	G	G	G	G	G						Business Planning cycle currently under review.
4.2.3	Address bottom quartile and CPA indicators		ACE	G	G	G	G	G	G	G	G	G	G	G	G	G	Gr	Gr	Gr	ongoing		Improvement Plan workshop planned for 24/6/06.
4.3	Develop an understanding and support processes for performance management and service improvement across council																					

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4.3.1	Training for members	ACE											A	A	A							Delayed. Re-programme.
4.3.2	Review Performance Management Monitoring system to inc qualitative info	ACE										G	G	G								Top 45 includes qualitative data.
4.3.3	Staff training programme to address performance reporting	ACE							G	G	A	G	G									Staff identified and training completed.
4.4	Develop a comprehensive procurement strategy	CDR																				
4.4.1	Small working group to research best practice & develop procurement strategy	HoFS	G	G	G	G																Completed
4.4.2	Training for key personnel i.e Heads of Service & team Leaders	HoFS					G	G	G	G	G	G	G	G	G	G						Ongoing.
4.4.3	Audit review of progress	HoFS																Gr	Gr			
4.4.4	Look to develop partnership opportunities. e.g Worcs Centre of Excellence	HoFS	G	G	G	G	G	G	G	G	G	G	G	G	G	G	Gr	Gr	Gr		Oct-06	Ongoing.
4.4.5	Develop a "how to do business with BDC" Guide	HoFS	G	G	G	G	G															Completed
4.4.6	Procurement Forward Plan	HoFS				G																Completed
4.4.7	Development of Central Contracts Register	HoFS				G	G	G	G	G	G	G	G	G	G	G						Ongoing.
4.4.8	Central Select List of Approved Providers	HoFS				G	G	G	G	G	G	G	G	G	G	G						Ongoing.
4.4.9	Approved Revised Contract Standing Orders & Financial Regs	HoFS				G	G	G	G	G	G	G	G									Achieved.
4.4.10	Develop Contract standard terms and conditions	HoFS				G	G	G	G	G	G	G	G	G	G	G						Ongoing.
4.4.11	Develop standard documentation eg: invitation to tender	HoFS				G	G	G	G	G	G	G	G	G	G	G						Ongoing.
4.4.12	Member & Officer Training (see above training also)	HoFS						A	G	G	G	G	G	G	G				Gr	Gr	Sep-06	To continue in July
4.4.13	Consider bids to WM Centre of Excellence	HoFS				G																Completed
4.4.14	Establish Steering Group	HoFS	G																			Completed
4.4.15	PSG to consider Procurement staffing structure	HoFS				G	G	G	G													
4.4.16	Appraisal of Procurement modules in BVR	HoFS	G			G	G	G	G	G	G	G	G	G	G							Ongoing.
4.4.17	Linkages between Proc Fwd Plan and Medium term Financial Plan	HoFS	G			G	G	G	G	G	G	G	G	G	G							Ongoing.
4.4.18	Procurement Toolkit & Handbook	HoFS						G	G	G	G	G	G	G	G							Ongoing.
4.4.19	Approach to collaborative purchasing (Shared services)	HoFS				G	G	G	G	G	G	G	G									Completed
4.4.20	Establish and adopted KPI	HoFS						G	G	G	G	G	G	G	G							Ongoing.
4.4.21	Appropriate E-procurement solution research	HoFS				G	G	G	G	G	G											Completed
4.5	The development and production of an effective risk management policy/strategy	CDR																				

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	Expected outcomes	Lead person																		Comments / Updates		
4.5.1	Small Working Group/Research Best Practice/develop coherent Risk Management Policy	HoFS				G	G	G														Achieved.
4.5.2	Training for key personnel	HoFS							A	A	G	G	G	G								Risk Management Steering Group established. Risk officers have received training.
4.5.3	Audit review of process to ensure policy implementation & effectiveness	HoFS																			Oct-06	
4.5.4	Resurrect the Risk Management Steering Group (RMSG) & refer to previously issued information and documentation.	HoFS	G																			Completed but in need of review following restructuring.
4.5.5	Group members to consider what the key risk areas and the way forward e.g. finance, legal etc.	HoFS																				Completed
4.5.6	(i) Agree the terms of reference for the RMSG.	HoFS	G																			Completed
4.5.7	(ii) Ensure a corporate approach is adopted by allocating departmental responsibilities to RMSG members as Risk Managers (RM).	HoFS	G																			Completed
4.5.8	(iii) Identify and appoint departmental Risk Officers (RO) and agree terms of reference.	HoFS	G																			Completed
4.5.9	(iv) Consider the need for Elected Member involvement at strategic Cabinet level.	HoFS	G																			Completed
4.5.10	To review and update the existing Risk Management (RM) strategy.	HoFS	G	G	G	G	G	A	A	A	G											Strategy went to Cabinet 18th January 2006.
4.5.11	Agree timetable for RMSG meetings over the next 12 months.	HoFS	G																			Completed
4.5.12	Research 'best practice' and agree on a scoring matrix for RM in the Council.	HoFS	G																			Completed
4.5.13	Develop a project/workplan for introducing RM.	HoFS	G																			Completed
4.5.14	Identify the links to the Recovery Plan.	HoFS	G	G																		Completed
4.5.15	Initial awareness raising session for members.	HoFS			G																	Completed
4.5.16	Initial training/Guidance for Officers				G																	Completed
4.5.17	Identify possible external sources for professional guidance and training for Risk Managers and Risk Officers. (best practice)	HoFS				G	G															Completed
4.5.18	To identify sources of funding to finance introduction of RM (e.g. Capacity Building Fund and/or corporate training budget etc.).	HoFS				G																

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G = Green, A = Amber, R = Red, Gr = Grey			Expected outcomes		Lead person																Comments / Updates
4.5.19	Arrange training by suitable external practitioner for RMSG, RO's, Cabinet Members, and all Elected Members.	HoFS					G	G	A	A	A	G	G	G	G						Timeline revised due to delay in review of risk management strategy. Cabinet training on 8/3/06. Other key members to be undertaken in April.
4.5.20	Additional Training/Guidance for Officers	HoFS					G	G	A	A	A	G	G	G	G						Risk Management Steering Group and Risk Officers have all received training.
4.5.21	Establish staff educational programme and suitable methodology (e.g. Grapevine, workshops, intranet etc.)	HoFS							A	A	A	G	G	G	G	G					Ongoing.
4.5.22	To identify risks and prepare departmental and corporate risk registers.	HoFS							A	A	A	G	G	G	G	G					Draft Corporate Risk Register Developed - to August Cabinet. Departmental Risk Registers on course for completion in June.
4.5.23	To agree a suitable monitoring and review process to 'embed' RM into the culture of the Council. E.g. Business Plans, SMT/OMT Chairmen's Group, Executive Cabinet.	HoFS													G						
4.5.24	Agree & timetable date for future annual reviews	HoFS													G						Completed.
4.5.25	Agree & timetable quarterly dates for future training (updates & awareness training for new staff).	HoFS													G						Completed.
4.5.26	Agree and timetable future meetings of the RMSG, perhaps quarterly.	HoFS													G						Completed.
4.6	The development and production of an effective project management framework and project initiation document, pid.	CDR																			

<u>RECOVERY PLAN TIMETABLE</u>			April	May	June	July	August	September	October	November	December	January	February	March	April	May	June	July	August	September
	G = Green, A = Amber, R = Red, Gr = Grey																			
	Expected outcomes	Lead person																		
4.6.1	Small Working Group/Research Best Practice/develop Proj Management Framework, PID.	CDS / CDR							G	G	G	G	G	G	G	G				Comments / Updates
4.6.2	Project management methodology approved and competencies developed								G	A	G	G	G	G	G	G				Project Management Framework complete, to PMB 16/6/06
4.6.3	Competencies approved and trainer procured									Gr			A	A	A	A				Draft framework to be approved prior to procuring trainer.
4.6.4	Training of HOS's & Team Leaders	Head of HR						A	G	G	G	G	G	A	A	A				Training to be implemented from June 2006.
4.6.5	Audit review of process implementation to ensure policy effectiveness	Audit & policy Unit Mgr																		Oct-06
5 Ministers Heading - Communication and Consultation																				
5.1	Development of an effective communications, PR & marketing strategy	ACE																		
5.1.1	Review existing practice & research best practice inc media/ptrs	ACE	G	G																Achieved
5.1.2	Completion of Internal Communication Strategy	ACE		G	G	G	G	A	A											Re-programmed
5.1.3	Completion of PR, Marketing Strategy to complement Comm Strat	ACE		G	G	G	G	A	A											Re-programmed
5.1.4	Implementation and staff training relating to PR and Marketing Strat	ACE						A	A											Re-programmed
5.1.5	Undertake budget consultation 2006/07	ACE									G	G	G	G						Completed.
5.1.7	Agree Communications Strategy	ACE									G	G	G	G						Agreed by Cabinet.
5.1.8	Roll out Communications Strategy														G	G	Gr	Gr	Gr	Gr
5.1(a)	Develop a comprehensive Consultation Policy	ACE																		

RECOVERY PLAN TIMETABLE			April	May	June	July	August	September	October	November	December	January	February	March	April	May	June	July	August	September							
G = Green, A = Amber, R = Red, Gr = Grey			Expected outcomes		Lead person																						Comments / Updates
5.1.1a	Establish Wkg Gp of X Council staff and X political members	ACE					A	G	G	G												To form part of Communications Strategy					
5.1.2a	Research good practice in consultation techniques	ACE									G	G	G	G	G							Research completed. Action now part of Communication Strategy.					
5.2.1a	Develop draft consultation policy outlining various techniques/styles	ACE									G	G	G									Agreed by CMT.					
5.1.4a	Consult with Community Ptr Orgs, LSP and hard to reach groups.	ACE													G	A						Awayday held for LSP.					
5.1.5a	Develop final consultation policy & present to Cabinet & Council	ACE														A	Gr	Gr				Corporate Plan and improvement plan update are higher priority.					
5.1.6a	Develop training awareness for HOS, Team Ldrs & portfolio Holders	ACE																	Gr	Sep-06		More like to be a "how to do" guide.					
5.1.7a	Evaluation of use of policy	ACE																			Ongoing	Discuss at Board.					
5.2 Develop and agree Customer First Strategy for Bromsgrove DC			CDR																								
5.2.1	Consultation, review existing Customer Charter	CSM	G	G	G	G	G	G	G	G	G	G	G	G								Agreed at March Cabinet.					
5.2.2	Customer services standards agreed & published in new Cust Charter	CSM				G	G	G	G	G	G	G	G	G								Customer standards to be developed as part of 07/08 business plans.					
5.2.3	Develop training programme for all Customer Service staff	CSM/HR				G	G	G	G	G	G	G	G	G								Developed and on-going.					
5.2.4	Deliver Customer Care training to all staff	CSM/HR							G	G	G	G	G	G	G							Training on-going.					
5.2.5	Monitor Customer Service provision / survey customers to gauge improvement	CSM										G	G	G	G	G	Gr	Gr	Gr		Oct-06	Awaiting customer panel tenders.					
6 Ministers Heading - Service improvement																											
6.1	Develop and Implement a strategy for delivering sustainable service improvement to the street scene environment.	CDS																									

RECOVERY PLAN TIMETABLE			April	May	June	July	August	September	October	November	December	January	February	March	April	May	June	July	August	September	
G = Green, A = Amber, R = Red, Gr = Grey																					
	Expected outcomes	Lead person																			
																					Comments / Updates
6.1.1	Present a strategy to Cabinet	HoSS&WM, HoFS.						G													Data collection has taken place and a rebalancing of the rounds has commenced. Staff contracts are currently under review. Customer Care training has been done.
6.1.2	Subject to the outcome of Cabinet deliberation present the strategy to the relevant Scrutiny Committee	HoSS&WM, HoFS.						G	G												Strategy for the depot including waste collection is in preparation and was presented to Cabinet 28
6.1.3	Develop and undertake a Public Consultation on the strategy	HoSS&WM, HoFS.						G	A	A	G	G									Budget issues arising from the strategy are being finalised.
6.1.4	Consult with Trade Unions	HoSS&WM, HoFS.						G	G	G	G	G									Waste Minimisation Strategy timeline and Recycling Strategy subject to further discussion with Corporate Director. Refuse vehicle delivery is imminent the revised rounds will commence as soon as vehicles are on site.
6.1.5	Revise Strategy for Cabinet and Council	HoSS&WM, HoFS.							G	A	G	G	G								
6.1.6	Develop implementation processes	HoSS&WM, HoFS.							G	G	G	G	G	G	G	G	Gr				
6.1.7	Roll out implementation plan											G	G	G	G	G	Gr	Gr	Gr	Ongoing	
6.1.8	Review, revise and implement refuse and recycling collection schedules	HoSS&WM, HoFS.										G	G	G	G	G	Gr	Gr			
6.1.9	Procure three new refuse collection vehicles	HoSS&WM, HoFS.						A	A	G	G	G	G	G	G	G	Gr				
6.1.10	Procure vehicles for street cleansing and the cesspool emptying service	HoSS&WM, HoFS.							G	G	G	G	G	G	G	G	Gr	Gr	Gr	Gr	
6.1.11	Develop and agreed Waste Minimisation Strategy	HoSS&WM, HoFS.						A	G	G	A	G	G	G	G	G	Gr	Gr	Gr		
6.1.12	Develop and agree recycling strategy	HoSS&WM, HoFS.							G	G	A	G	G	G	G	G	Gr	Gr	Gr		

Bromsgrove District Council
Performance Management Board

June 2006

Responsible Member	Cllr Brian Fuller
Responsible Officer	Deb Poole

Project Management Framework

1.0 Summary

1.1 The Project Management Framework (attached Appendix 1) sets out the approach to improving the delivery of projects throughout the Council. The framework is based on a 'lite' version of recognised project management methodologies. These methodologies have been adapted to fit the needs of Bromsgrove Council.

2.0 Recommendations

2.1 It is recommended that the attached framework be adopted as the standard for project delivery throughout the Council.

3.0 Background

3.1 There is currently no consistent approach to project management within the Council. Undertaking projects without using a consistent framework leaves the Council exposed to the risk of projects being started, planned and implemented without proper authorisation.

3.2 The Project Management Framework is designed to mitigate this risk by introducing a corporate approach to project management. The framework has been kept easy to use and flexible to enable existing good practice to further develop whilst ensuring that projects are managed to a good standard.

4.0 Project Management Framework

4.1 The Project Management Framework is based on the production of seven documents. These documents are attached to this report as appendices and consist of:

- Project Initiation Document
- Business Case
- Project Plan

- Risk Register
- Issues Log
- Highlight Reports
- Closure Report

This is a significantly reduced number of documents compared to many standard project management methodologies. It is intended that the framework be easy to use while delivering the desired project controls to ensure successful delivery.

- 4.2 The framework also provides a method of categorising projects by their impact on the organisation. Large scale, business critical projects will require full approval by Council whereas small, departmental projects would be sponsored by an individual Head of Service or similar senior officer.

5.0 Financial Implications

- 5.1 The framework is designed to provide guidance and document templates for use during the delivery of projects and as such has no financial implications.

6.0 Legal Implications

- 6.1 None

7.0 Other Sub Headings

- 7.1 None

8.0 Background Papers

- 8.1 Association of Project Managers website

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Bromsgrove District Council

Project Management Framework

Version 2.0

Department eGovernment & Customer Services
Head of Service Deb Poole
Authors: Deb Poole
Document Ref: PMF001
Document Version Number: 2.0

1. Introduction

This Project Management Framework sets out Bromsgrove Council's approach to the management and delivery of all projects. The framework has been developed as a set of operational procedures to be followed when managing a project.

This document should be read in conjunction with the Project Document Templates contained within this document. The project templates provide advice and guidance on how to fill them in. Blank copies can be found on the corporate Intranet.

2. Background

Currently, Bromsgrove Council has no consistent or structured approach to project management. Undertaking projects without using a consistent approach leaves the Council exposed to the risk of projects being started, planned and implemented without proper authorisation.

The Project Management Framework has been designed to mitigate this risk by introducing a corporate approach to project management. The framework is flexible enough to enable existing good practice to further develop whilst ensuring that projects are managed to a good standard.

Project management is critical to the successful delivery of the Council's aspiration for excellence. Good project management will help to ensure that we deliver improvements on time and within budget.

The framework has been based on a 'lite' version of recognised project management methodologies (primarily PRINCE 2). These methodologies have been adapted and simplified to fit the needs of Bromsgrove Council

3. What is project management?

The Association of Project Managers define a project as:

A unique set of co-ordinated activities, with definite starting and finishing points, undertaken by an individual or organisation to meet specific objectives within defined time, cost and performance limits.

In other words, project management defines and requires:

- An authorised start
- A structured plan to deliver the project
- Clear monitoring and reporting of progress
- A controlled finish
- A period of evaluation and lessons learnt

4. The Framework

The Project Management Framework is based on seven document outputs. These documents are split into three discrete areas :- project initiation, project implementation and project close. The document outputs are categorised as follows:

Project Initiation

- Project Initiation Document (PID)
- Business Case
- Project Plan (usually a Gantt Chart produced using MS Project)

Project Implementation

- Highlight Reports
- Risk Register
- Issues Log
- Agendas, minutes and general communications

Project close

- Closure Report inc Lessons Learned

Project Initiation Document (Appendix 1)

The purpose of the Project Initiation Document (PID) is to briefly outline the requirements for a particular project. If the PID is approved the project will progress to the next stage of developing a business case.

Business Case (Appendix 2)

The Business Case provides a detailed breakdown of the project including proposed solutions, members of the project board, findings of any investigations, benefits, costs, communication and quality criteria.

Project Plan (Appendix 3)

The Project Plan provides a breakdown of all the tasks required to deliver the project. It also includes timescales and resources allocated to particular tasks. The project plan usually takes the form of a Gantt Chart produced using Microsoft Project software.

Highlight Report (Appendix 4)

The Highlight Report is produced every week by the project manager and is used by the project board to monitor progress. Details about completed work and planned work are included in this report.

Risk Register (Appendix 5)

The Risk register lists all identified risks and the result of their analysis and evaluation. Information on the status of the risk is also included.

Issues Log (Appendix 6)

The Issues Log is used to record and allocate a unique number to all project issues. The potential impact of each issue is also recorded.

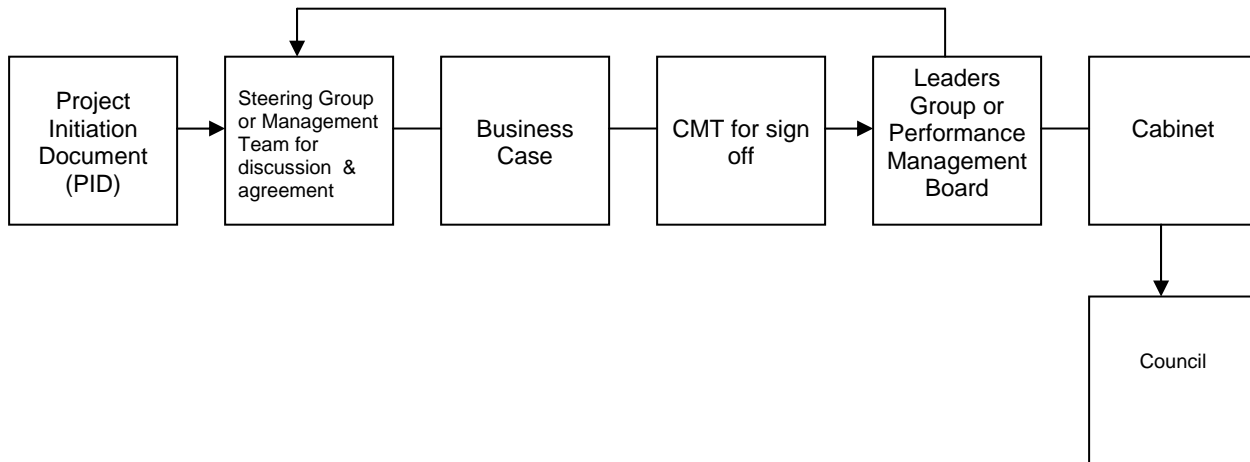
Closure report (Appendix 7)

The Closure Report details how well the project performed against the benefits and acceptance criteria outlined in the business case. Once all the deliverables have been achieved the project board should agree to close the project. The Project Manager will then produce a project closure report. The report will then be signed by the sponsor and the project will be considered closed

The requirements for the use of these documents will be dependent on whether the project is a Type One, Two or Three project. The three classifications are as follows:

Type One Project

A Type One Project will be agreed by the Cabinet and Council and will be regarded as 'business critical' eg: the ICT Infrastructure Project. These projects will be high profile and involve a number of departments. The diagram below indicates the steps required to obtain approval for a Type One project.



Type Two Projects

A Type Two Project will be sponsored by either the Resources or Services Director and will be regarded as important but not 'business critical'. These projects may only involve one department.

Type Three Projects

A Type Three Project will be sponsored by a HOS or nominated Senior Manager and will be regarded as less important and not 'business critical'. These projects may only involve a small number of people from one department.

Depending on the project type, the following documents will be required:

Documentation	Type 1	Type 2	Type3
PID	Y	Y	Y
Business Case	Y	Y (Brief)	N
Project Plan	Y	Y	Y
Highlight Report	Y	Y	N
Risk Register	Y	Y	Y
Issues Log	Y	Y	Y
Closure Report	Y	Y	Y

5. Project Management Competencies

Delivering a successful project is not just about using this framework. There are certain desirable competencies that project managers should possess. Where these competencies are not identified, adequate training and support should be provided to develop them.

In particular, it is desirable for a project manager to have:

- Good communication and interpersonal skills
- Effective people management skills
- Organisational skills
- An open and positive attitude
- A flexible approach
- A commitment to deliver a successful project
- Knowledge of project software applications like MS Project

Project Initiation Document Prepared by Date

1 Purpose

The purpose of the Project Initiation Document (PID) is to seek approval from XXXXXX for the development of a (name of project) solution for the council.

If the PID is approved the project will progress to the next stage of developing a business case for the recommended option, including a detailed financial appraisal and requirements gathering.

2 Background

Reason for this project. Council requirements. Meeting Council aims etc. (Brief)

2.1 Definition

What the project is. What it will deliver (Brief)

2.2 Current position

Investigation of the current position has found (Summary and Bullet points)

The deficiencies are (Summary and Bullet Points):

The consequent risks arising from these deficiencies are (Summary and Bullet Points):

3 Proposal

This PID considers (number of) options:

List option 1 – (one line description only)

List option 2 – (one line description only)

Option (x) is recommended – (One line description).

3.1 Support for the proposal

The key drivers in developing this recommendation are

Driver	Consideration

3.2 Overview of the proposal

- Brief details with no more than 4 bullet points

3.3 Costs

Brief details (very summarised) of each options costs (possibly estimated costs)

Bromsgrove District Council

<Service Area Name>

BUSINESS CASE

<Name of project>

Department
Head of Service
Authors:
Document Ref:
Document Version Number:

Contents

1	Business Case History	9
1.1	Version History	9
1.2	Distribution	9
1.3	Approvals	9
2	Business Case	10
2.1	Executive Summary	10
2.2	Purpose of Document	11
2.3	Solution Objectives	11
2.4	Solution Scope	12
2.5	Findings from the Investigation	13
2.6	Options for the Defined Method of Approach	14
2.7	Solution Benefits, Return on Investment and Costs	16
2.8	Key Milestones	17
2.9	Solution Organisation and Structure	17
2.10	Risks	18
3	Communication Plan	19
3.1	Purpose of Section	19
3.2	Communication Processes	19
4	Quality Plan	20
4.1	Purpose of Section	20
4.2	Customers Quality Expectations	20
4.3	Acceptance Criteria	20
4.4	Quality Responsibilities	20
4.5	Standards	21
A	Abbreviations	22

1 Business Case History

3.4 Version History

Version no.	Date issued	Summary of Changes

3.5 Distribution

This document has been distributed to:

Version no.	Name(s)	Role within the project

3.6 Approvals

This document requires the following approvals:

Name	Signature	Title	Date
		Project Sponsor	
		Head of Service	

4 Business Case

4.1 Executive Summary

This should be a summary of the complete business case with:

- a laypersons explanation of the desired project
- a summary of the research findings to justify the suggested solution
- a summary of the key objectives
- a summary of how this meets council priorities
- a clear statement of the financial costs and the return on investment expected

This document focuses on the modernisation of the systems within the (area) that are required to support new business processes and efficient working practices. This modernisation is key to fulfilling the Council's objective to -----, meet ----- commitments and improve customer service.

An investigation was carried out by ----- into the efficiency and effectiveness of the systems being used, and followed up with this detailed business case.

Describe the solution

-----.

The aim of this project is:

- To provide efficiency savings, expand capacity and reduce expenditure in the medium to long term
- Future proof the xxxxxxxx portfolio for xx years
- Provide a solution that is flexible to citizen requirements
- Maximise capacity through good use of systems and processes
- Improved communications across the authority
- Protect current and future revenue streams in xxxxxxxxxxxxxxxx portfolio
- To create a workplace of choice (nationally) within xxxxxxxxxxxxxx
- To be at the forefront of service delivery (nationally) to the citizen

It is estimated that the cost of a solution will be £xxxxxx initial capital investment and £xxxxxx per annum Revenue over xxx years.

4.2 Purpose of Document

The purpose of this document is to:

- Define how the solution will support Bromsgrove's business strategy, plans or programmes
- Outline the reasons why a solution is needed
- Provide outline costs and benefits for the various options
- To form the basis for agreeing whether a project to deliver the recommendation can commence

4.3 Solution Objectives

The key aims of the solution are as follows:

-

These objectives are designed to

4.4 Solution Scope

In line with the findings described in section 2.5 and based on discussions with key individuals about their vision, the following key deliverables for the solution are proposed:

- Implementation

4.5 Findings from the Investigation

Introduction of how findings were established and by whom. Please quote any supporting documentation and evidence of all points mentioned. Evidence should include dates, times, costs.

4.6 Options for the Defined Method of Approach

The options are defined below for proceeding with this solution in line with the objectives. These are defined with 3 possible approaches:

Please define at least three options you have considered using the layout below

4.6.1 Option 1: xxxxxxxxxxxx

Introduction and summary of the solution.

The benefits of option 1 are summarised below:

- Do not

The drawbacks of option 1 are

- Working

The cost of option 1 will be £xxxxxx initial capital investment and £xxxxxx per annum Revenue over xxx years, and the annual benefits including risk mitigation are estimated to be £xxxxxx pa (cashable) and £xxxxxx pa (non-cashable), projecting a rate of return of £xxxxxx pa (cashable) and £xxxxxxpa (non cashable.)and includes the following:

1. Contract

4.6.2 Option 2: xxxxxxxxxxxx

Introduction and summary of the solution.

The benefits of option 2 are summarised below:

- Do not

The drawbacks of option 1 are

- Working

The cost of option 2 will be £xxxxxx initial capital investment and £xxxxxx per annum Revenue over xxx years, and the annual benefits including risk mitigation are estimated to be £xxxxxx pa (cashable) and £xxxxxx pa (non-cashable), projecting a rate of return of £xxxxxx pa (cashable) and £xxxxxxpa (non cashable.)and includes the following:

2. Contract

4.6.3 Option 3: xxxxxxxxxxxx

Introduction and summary of the solution.

The benefits of option 3 are summarised below:

- Do not

The drawbacks of option 3 are

- Working

The cost of option 3 will be £xxxxxx initial capital investment and £xxxxxx per annum Revenue over xxx years, and the annual benefits including risk mitigation are estimated to be £xxxxxx pa (cashable) and £xxxxxx pa (non-cashable), projecting a rate of return of £xxxxxx pa (cashable) and £xxxxxxpa (non cashable.)and includes the following:

3. Contract

4.6.4 Recommendation

It is proposed that option xx is adopted where this work is carried out by xxxxxx and please describe the reasons why.

Subsequent sections describe the costs and benefits associated with the recommended option only.

4.7 Solution Benefits, Return on Investment and Costs

Benefits

4.7.1 Describe the full benefits of the proposed solution.

Return on Investment

5.7.2 Describe the Return on Investment that may result (these may be cash based but could also be efficiency/non-cashable)

Costs

Capital Expenditure	2006/07	2007/08	2008/09	2009/10
Capital Total				
Loss of interest on total expenditure (at current interest)				

Revenue Expenditure	2006/07	2007/08	2008/09	2009/10
Revenue Total				

4.8 Key Milestones

The key milestones that the solution needs to achieve are as follows:

Milestone	Estimated Target Date

4.9 Solution Organisation and Structure

The Project Board will be structured as follows

Solution Sponsor	Resource or Services Director
Senior User	Head of Service
Senior Supplier	A member of ICT if technology is used or needed. A nominated person to act as the liaison with the external supplier
Project Manager	Suitably qualified and/or experienced officer
Stakeholders	Representatives of those directly impacted by the project

4.10 Risks

The key risks to implementation of the solution identified at this stage are as follows:

Risk and action	Gross Score	Mitigated Score
•		
•		
•		

The risks are ranked in the order of how likely they are to occur, with the number reflecting the actual likelihood based on previous experience in similar projects. Action is proposed to mitigate the risk therefore decreasing the impact.

Risk Scoring

The risks are ranked in the order of likelihood/impact of the risk occurring (gross score). Action is proposed to mitigate the risk therefore decreasing the overall score, giving the mitigated risk score.

Risk:

- The things that could stop objectives being achieved
- Measured in terms of Likelihood & Impact

L I K E L I H O O D	A	15	19	22	24
	B	11	16	20	23
	C	7	12	17	21
	D	4	8	13	18
	E	2	5	9	14
	F	1	3	6	10
		IV	III	II	I
		IMPACT			

5 Communication Plan

5.1 Purpose of Section

To define all parties with an interest in the solution and the means and frequency of communication between them and the solution.

5.2 Communication Processes

The following procedures will be used to ensure effective communication between team members. For the purposes of this section, the core project team comprises

XXXXXXXXXXXXXXXXXXXX

XX.

- **Informal Consultation** - Informal communication, by telephone, email or in person, will be the principal means of dealing with day-to-day project issues which are recorded in an issue log maintained by the project manager. All significant decisions reached in this way will be brought forward to the weekly status meetings for review. All project-related emails between project team members are to be copied to the project manager.
- **Weekly Team Meeting** - The core project will meet weekly to review status and progress and to identify any issues which are impeding progress. Issues raised at the meeting may be solved on the spot, or be entered into an action item list managed by the project manager. Formal minutes of the weekly status meeting are kept by the project manager and distributed by email to core project team members and meeting attendees.
- **Action Item List** - the project manager manages The Action Item List. Resolution of the items will be recorded against the item so that decisions can be tracked. A copy of the currently active action items will be distributed weekly with the status meeting minutes.
- **Monthly/Quarterly Project Steering Committee/ Status Review Meeting** - This meeting will review the schedule, project progress, escalated items, programme level issues, change control notifications, , the budget, work planned, exceptions and the current Action Item List. Formal meeting minutes will be taken by the project manager and distributed to core project team members and all meeting attendees. Changes to the Action Item List or the Risk List will be captured directly in those lists.
- **Quarterly Report** – There will be a quarterly report prepared by the Project Manager to the Performance Management Committee.
- **NB** – meeting schedules may change according to the project requirements.

6 Quality Plan

6.1 Purpose of Section

The purpose of this section is to define the quality techniques and standards to be applied within the project and the various responsibilities for achieving the required quality levels.

6.2 Customers Quality Expectations

Product quality requirements to be delivered by the solution include:

- xxxxxxxxxxxxxxxxxxxxxxxxx
 - xxxxxxxxxxxxxxxxxxxxxxxxx.
-

6.3 Acceptance Criteria

6.3.1 Project Management

- Deliver milestones on time
- Communicate effectively with the Team
- Creation and approval of Project Plan
- Updating the Project Plan

6.3.2 Implementation (if applicable)

- Implement solution with little impact to users
- Provide substantial documentation, as well as administration and training

6.3.3 Acceptance (if applicable)

The Acceptance Test will only pass if the test has received:

-
 -
-

6.4 Quality Responsibilities

The project team will all contribute to ensure the solution's quality criteria are being met. The Project Manager will implement the following activities or processes to ensure quality standards are met.

- Facilitate weekly status meetings and distribute minutes
- Follow up weekly on Project Schedule, Risk Table and Action Log
- Create and distribute weekly status reports
- Implement standard, weekly Risk Management reviews
- Maintain weekly Action, Issues, Questions and Risk logs
- Monitor issues for Change Management
- Conduct Monthly Project Reviews and implement resulting action plans
- Hold monthly Steering Committee meetings and carry out resulting action plans

6.5 Standards

Corporate, departmental or industry standards that need to be applied to the project:

- Enable Bromsgrove to xxxxxxxxxxxxxxxxxxxxxxx
- xxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxx
- Comply with xxxxxxx standards (statutory)
- Comply with Government xxxxxxx standards

Project Plan

Appendix 3

The project plan below (Gantt Chart) is a sample of the layout of a simple set of tasks for a project. The sample shows tasks, timescales and linked tasks. This Gantt Chart was produced using Microsoft Project. Gantt Charts for complex, type one projects would be more detailed and include resources allocated to individual tasks.

It is recommended that training in the use of MS Project be undertaken before using it to construct a Gantt Chart.

ID	Task Name	Duration	Start	Finish	Mon 03 Apr	Tue 04 Apr	Wed 05 Apr	Thu 06 Apr	Fri 07 Apr	Sat 08 Apr	Sun 09 Apr
1	Task 1	2 days	Thu 06/04/06	Fri 07/04/06				[Task 1 Bar]			
2	Subtask 1.1	2 days	Thu 06/04/06	Fri 07/04/06				[Subtask 1.1 Bar]			
3	Task 2	1 day	Mon 10/04/06	Mon 10/04/06						[Task 2 Bar]	
4	Task 3	1 day	Fri 14/04/06	Fri 14/04/06							
5	Subtask 3.1	1 day	Fri 14/04/06	Fri 14/04/06							
6	Task 4	5 days	Mon 03/04/06	Fri 07/04/06	[Task 4 Bar]						
7	Task 5	1 day	Mon 03/04/06	Mon 03/04/06	[Task 5 Bar]						
8	Task 6	1 day	Wed 05/04/06	Wed 05/04/06			[Task 6 Bar]				
9	Subtask 6.1	1 day	Wed 05/04/06	Wed 05/04/06			[Subtask 6.1 Bar]				
10	Task 7	1 day	Mon 03/04/06	Mon 03/04/06	[Task 7 Bar]						
11	Task 7	1 day	Tue 04/04/06	Tue 04/04/06		[Task 7 Bar]					
12	Task 9	1 day	Mon 03/04/06	Mon 03/04/06	[Task 9 Bar]						
13	Task 10	1 day	Mon 03/04/06	Mon 03/04/06	[Task 10 Bar]						

Project:

**Calendar Week
ending:**

Report prepared by:

**Status:
Red/Amber/Green**

Green

% Complete:

Project Start

**Projected
Completion**

Summary position:

Planned activities for this week

Progress against those planned activities

Other progress for this week

Planned activities for next week

Key milestones for next week

Status

Risks, issues and concerns

Financial Update

Variance against project management budget or resource plan

Risk Register

Appendix 5

Risk should be identified at all stages of the project and the register updated accordingly. Risks should not be deleted from the register but should be closed instead. Risks should be scored using the risk matrix outlined in the Risk Scoring section of the business case template (also attached below)

No	Risk	Date Raised	Risk Score	Resolution	Date Closed	Mitigated Risk Score	Owner
1	Sample - Corporate application vendors will not support their products when migrated to multi domain systems	04-01-06	7	Contact Suppliers and inform of plan. Results that are coming back in are very positive.	20-3-06	6	MH
2	Sample - Scrutiny 'call-in' is invoked that creates a delay to the project.	04-01-06	2	Closed	27-1-06	0	MH
3							
4							
5							

Risk Scoring

The risks are ranked in the order of likelihood/impact of the risk occurring (gross score). Action is proposed to mitigate the risk therefore decreasing the overall score, giving the mitigated risk score.

Risk:

- The things that could stop objectives being achieved
- Measured in terms of Likelihood & Impact

L I K E L I H O O D	A	15	19	22	24
	B	11	16	20	23
	C	7	12	17	21
	D	4	8	13	18
	E	2	5	9	14
	F	1	3	6	10
		IV	III	II	I
		IMPACT			

Issue Log

Appendix 6

Issues that may impact on the project should be logged on the Issue Log. Resolved issues should not be deleted but retained on the log for future reference, especially during the project completion phase.

No	Issue	Date Raised	Resolution	Date Resolved	Status	Owner
1	Sample - ATP Server – Radius telephone cash payments – currently has 4 analogue phone circuits that come in via the main switch board – will these still work after VOIP	20-01-06	Necessary technical solution has been agreed and does not effect overall costs of project	8-02-06	Green	AB
2	Sample - BT Upgrades and Installations take 30-90 working days – impact on installation and testing of DR site and CSC resilience.	20-01-06	BT Orders placed and awaiting site survey to confirm installation dates.		Amber	AB
3						
4						
5						

Key

Status	Description
Green	Resolved
Amber	Outstanding but not critical
Red	Outstanding and critical

Project Title:

Date:

The purpose of this report is to seek authorisation from the project board that the project has met its objectives and acceptance criteria as identified in the project business case and can be closed.

1. Version History

Version no.	Date issued	Summary of Changes

2. Distribution

This document has been distributed to:

Version no.	Name(s)	Role within the project

3. Business Case (extract from)

3.1 Chosen Solution

Brief details of the chosen solution (taken from the PID or Business Case)

3.2 Objectives

Taken from the Business case

-
-
-

3.3 Acceptance Criteria

Taken from the Business Case

-
-
-
-

3.4 Have the project's objectives and acceptance criteria been met?

Provide details on what the project has delivered compared to the projects original aims and objectives. Provide details of delivery against the acceptance criteria.

4. Lessons Learned

The project manager and key members of the project team should discuss the main elements of the project and highlight any lessons learned from the project. The list below provides a sample of the main elements that might be discussed. The list should be modified to suit the individual project.

- Technology used
- Project Management procedure
- Training
- Implementation
- Costs

4.1 Recommendations

Based on the project's lessons learned, describe recommendations project team has for future or similar projects.

5. Project Closure Approval

Provide details of how the Project Closure was approved eg: meeting date, record of any discussions, details of approval to close.

This document requires the following project closure approval :

Name	Signature	Title	Date
		Project Sponsor	
		Head of Service	

Legal Services Department

Claire **Felton** – Legal Services Manager and Equalities Officer – I am responsible for the Legal Services Department and the staff within it. I also have corporate responsibility for Equality and Diversity. I also deal with employment law, environmental protection law, planning law and planning committee, judicial review, local government vires, contracts and corporate legal issues.

Sarah Sellers – Litigation Solicitor (18.5 hrs) Mon, Tues, Wed
Vanessa Brown – Litigation Solicitor (18.5 hrs) Wed, Thurs, Fri
Kam **Sodhi** – Litigation Assistant

The Litigation Solicitors deal with prosecutions and criminal court work for Environmental Health, Planning, licensing and Benefit Fraud. They also handle civil court matters such as debt collection, parking tickets, **ASBO`s**, crime and disorder issues and other civil disputes involving the Council. They service all of the Councils internal and front line departments giving general advice and assistance in all areas of civil and criminal law.

Sarah has worked for Bromsgrove District Council for nearly two years and has built a very strong client base internally. She has worked particularly closely with the Councils Environmental Health Department and the Finance Department. Sarah is the risk management officer for the Legal Services Section.

Vanessa joined the Council at the beginning of May. She had previously been a partner in a firm of Solicitors in Birmingham and has therefore brought a wealth of experience to the department. She is a highly experienced advocate and has spent most of her career as a prosecution solicitor.

Both officers service the Councils Licensing Committee.

Kam joined the department in May from Dudley Metropolitan Council. Kam assists the litigation solicitors in all aspects of civil court practice. She is also responsible for collecting all of the Councils debts (with the exception of Council tax). Kam will also be dealing with tree preservation orders, footpath diversion orders and general planning advice and assistance.

Tricia Everett – Conveyancing Solicitor (18.5 hrs) Mon, Wed, Thurs
Pat Runciman – Conveyancing assistant

Tricia deals with all aspects of propertylaw for the Council. These include sales and purchases of freehold and leasehold interests, land registration and

searches, deeds of easement, licences, social housing grants and nomination agreements, section **106** agreements, certificates of lawfulness, adoption of public open spaces and general advice to internal client departments. Trish has also acted on behalf of BDHT under a Legal Services Service Level Agreement since **2004**.

Pat joined the Council in April from private practice. Pat assists the department in all areas of property law and gives general advice and assistance to internal client departments. Pat also assists in the Service Level Agreement work undertaken on behalf of BDHT. Over the next few months Pat will be assisting in the Large Scale Voluntary Registration of all of the Councils land holdings and she will also be dealing with tree preservation orders and general planning work.

Debbie Warren - Planning and Corporate Solicitor (**18.5** hrs) Days TBC

Debbie joins the department at the end of June from **Redditch** Borough Council.

Carole Ziemski – Information Management Officer

Carole helps the organisation with its duties and obligations under the Data Protection and Freedom of Information Acts. Carole will be focusing on developing information management strategies and records management systems throughout the organisation. Information is one of the Council's most valuable assets and it requires proper management and control. We will be investigating what we hold as an organisation, what we use it for, how long and where we keep it, and how we dispose of it.

Fiona **Scott** – Equalities Assistant

Fiona joined the Council in May and Fiona has been appointed to assist the Council in developing an all-inclusive Equalities Scheme and in turn its new legal duties particularly in respect of disability and gender. Fiona joins the Council from ACAS where she has worked as a Central Government **servant** for 30 years. For the last **14** years of her career, her job role was promoting equality and diversity to employers in all sectors.

For your information I enclose a list of **email** addresses and phone numbers. Please contact us at any time if you need our help or assistance.

Claire **Felton**
Legal Services Manager
Bromsgrove District Council

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v.brown@bromsgrove.gov.uk	01527 881724
k.sodhi@bromsgrove.gov.uk	01527 881721
p.everett@bromsgrove.gov.uk	01527 881369
p.runciman@bromsgrove.gov.uk	01527 881610
f.scott@bromsgrove.gov.uk	01527 881719
d.warren@bromsgrove.gov.uk	01527 881427
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BROMSGROVE DISTRICT COUNCIL
PERFORMANCE MANAGEMENT BOARD

16TH JUNE 2006

REVIEW OF BUSINESS/SERVICE PLANNING PROCESS

Responsible Portfolio Holder	Councillor Roger Hollingworth
Responsible Head of Service	Hugh Bennett, Assistant Chief Executive

1. SUMMARY

- 1.1 To report to the Performance Management Board on the proposals to review the Council's business planning process.

2. RECOMMENDATION

- 2.1 It is recommended that the Performance Management Board:
- a) Review the 2006/07 business planning process and provide Heads of Service with guidance for developing the 2007/08 process.

3. BACKGROUND

Top Team

- 3.1 The Leader of the Council and the Assistant Chief Executive has formal responsibility for the annual business planning process.
- 3.2 As part of the "Top Team" Strategic Team Development training being provided by I&DeA and funded by Central Government, Heads of Service have identified that they wish to work on reviewing and developing the business planning process for 2007/08. The Leader of the Council and the Assistant Chief Executive have given the support to this approach as a way of developing ownership of business planning throughout the Council.
- 3.3 The project leader is Robbie Hazlehurst, with the project team comprising all other Heads of Service. Hugh Bennett and Louise Berry will support the project team and Councillor Hollingworth will act as project champion. The project team are aware that the new templates and process will need to be agreed at the July Performance Management Board, so that the process can be launched in September 2006.

Performance Management Board

- 3.4 After the 2006/07 business planning process, the Board recognised the need for improvements to business planning within the Council. The Chairman and Vice-Chairman wanted the Board to be involved in the process of reviewing the process. This report provides the Board with the opportunity to feed in its learning from the 2006/07 process, so that the project team can receive the

views of the Board.

Cabinet Portfolio Holder Involvement

- 3.5 Each portfolio holder did sign off their head of service's business plan prior to examination by the Board; however, involvement will need to be improved for the 2007/08 process particularly if a stronger link is made to the budget process.

Strategic Alignment

- 3.6 It is difficult for heads of service to align their business plans to the overall strategic direction of the Council as set out in the Corporate Plan. The existing Corporate Plan is not specific, measurable, agreed, realistic and targeted (SMART) which means heads of service have to interpret more general visions, objectives and values. The Corporate Plan is due to be reviewed in July and a balanced scorecard technique will be used to ensure the Plan is SMART. The Corporate Plan review is due to be completed in September, in time for the start of the 2007/08 business planning process.

Outcomes

- 3.7 The Council's Audit Commission Relationship Manager has identified the need for our business plans to be more outcome focused. Outcomes tend to be longer term in nature, for example, the long term outcome of increasing the number of people using the Dolphin Centre might be a reduction in coronary heart disease. Given this long term nature, an annual business plan is not that suitable for setting outcome targets; however, the Corporate Plan is. The review of the Corporate Plan should lead to the identification of the outcomes the Council is aiming to achieve, which heads of service can then consider when completing their business plans.

Resourced Business Plans

- 3.8 A particular concern of the Acting Chief Executive is for the need to integrate the annual budget process and the business planning process (a view shared by the Board). For the 2006/07 budget process heads of service needed to complete business cases for more resource separately from their business plans. For 2007/08 it would make sense to link these processes, so that heads of service put forward their business plans as part of the budget process i.e. a business plan at standstill budget and a business plan with growth, with clear options for the Council's decision-makers and links to the impact on performance of the different options. Similarly, the 2006/07 budget process included the consideration of value for money, but again was a separate process from the business planning process. Again the two should be brought together.

Staff Involvement in Performance Improvement

- 3.9 The recent Investors in People assessment identified the need for increased staff involvement in the business planning process. The view of the Assistant Chief Executive is that there is currently a missing tier between the high level service business plans and individual Personal Development Reviews. The Assistant Chief Executive would suggest the introduction of team action plans to be completed by staff as a pre-cursor to the head of service writing the service business plan.

Benchmarking

- 3.10 The recent Annual Audit Letter recommended that the Council needed to improve its approach to benchmarking. At one level this has already been resolved through the inclusion of quartile information with the "Top 45" and Corporate Health indicators. It is also being resolved through the development of a much more customer/performance oriented recovery plan which will include specific targets for improved performance in areas of concern e.g. processing planning applications, customer contact, strategic housing etc.
- 3.11 While both of these approaches help us benchmark our outturn process, they do not help us benchmark the "how" of better performance in other councils. A section in the new templates which identifies how heads of service are benchmarking would be beneficial, in particular, the establishment of a formal relationship with high performing services in another councils has been recommended.

Target Setting

- 3.12 Councillor Lanham identified the need to bring forward for scrutiny by the Board all the targets for each service and to do so before the start of the financial year. This is good practice. The existing section on key deliverables only covers targets for the ten key activities of each service. An appendix supplementing the key deliverables and covering all targets would suffice.

Training

- 3.13 The 2007/08 business planning process was difficult for the Council with a Council wide restructure being completed at the same time. The Assistant Chief Executive also arrived half way through the process and made changes, which given timing their was no opportunity to really train managers on these changes. Training for managers has already been booked for the 2007/08 process and paid for through the Central Government capacity fund.

Customer Standards / Diversity

- 3.14 March Cabinet agreed the Customer First Strategy. A key component of the Strategy is the introduction of customer standards across the Council. Good standards are ones developed with our customers and with staff who are closest to our customers. The contract for the new Customer Panel (currently being let) includes the provision of focus groups for each service, so that we can identify how the customer measures us. These are planned for September, so that staff can then work on customer standards for inclusion in their business plans.
- 3.15 The Council's approach to diversity is weak. Diversity has a strong link to Customer First, ensuring we listen to all our customers and ensuring our services do not disadvantage any customer on the grounds of race, religion, colour etc. Initial discussions with the Council's new Diversity Officer suggest that a section should be included in our business plans

Public Consultation

- 3.16 The contract for the Customer Panel should be awarded this month. This will provide the Council with a statistically representative panel of residents and the ability to survey it on a regular basis. As part of the 2006/07 budget process a number of focus groups were held within the District. Given that the 2007/08 budget and business planning processes should be brought together we can

“kill two birds with one stone” through the customer panel in the Winter 2006.

Risk Management

- 3.17 The Council's approach to risk management is developing. Normal practice is to embed risk management through existing management processes like project management and business planning.

Training and Development Plans

- 3.18 The Council has made a significant commitment to the training and development of our staff through a corporate training budget and a training directory. The PDRs for 2006/07 were intended for completion by December 2006 in order to enable the Human Resources department to develop the corporate training plan. The pressure on heads of service in the third quarter of this year is likely to be considerable e.g. budget preparation, business plan preparation, job evaluation will all need to be undertaken whilst delivering services to our customers. Asking Heads of Service to complete high level training and development plans for their services with PDRs following after Christmas may be more achievable.

Workforce Planning

- 3.19 The recent IIP assessment also identified the need to improve workforce planning i.e. ensuring we have the right workforce in place to meet our existing and future business needs. The Interim Head of Human Resources is commencing work with the Strategic Management Team on workforce planning this month. This process could be further embedded through inclusion in the business planning process.

4. Financial Implications

- 4.1 There are no budget implications in this report. The Top Team programme, customer panel and consultancy support for the Corporate Plan are all budgeted for. The Assistant Chief Executive can provide further details at the meeting if required.

5. Legal Implications

- 5.1 There are no legal implications.

6. Corporate Objectives

- 6.1 An updated business planning process will improve the ability of the Council's decision-makers to transmit high level strategic choices into front line service delivery.

7.1 Risk Management

- 7.1 Business Plans underpin service delivery of Bromsgrove District Council and if they are not produced in a timely manner, other processes cannot commence.

8. Other Sub Headings

- 8.1 Report authors should consider whether or not the report has any of the following implications:-

- Procurement Issues
None
- Personnel Implications
See workforce planning and training and development above.
- Governance/Performance Management Considerations
As detailed in the report.
- Community Safety Considerations
It would be good practice for our service business plans to identify their contribution to this agenda.
- Policy Considerations
Service business plans will need to reflect any policy considerations identified through the corporate plan process.
- Environmental Considerations
Service business plans will need to reflect any environmental considerations identified through the corporate plan process.
- Equalities Implications
See section on customer standards and diversity.

Background Papers

The 2006/2007 business plans.

Contact officer

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BROMSGROVE DISTRICT COUNCIL
PERFORMANCE MANAGEMENT BOARD

16TH JUNE 2006

LOCAL STRATEGIC PARTNERSHIP BOARD ATTENDANCE APRIL 2005 – MAY 2006

Responsible Portfolio Holder	Councillor Roger Hollingworth
Responsible Head of Service	Hugh Bennett, Assistant Chief Executive

1. SUMMARY

- 1.1 To report to the Performance Management Board about attendance at Local Strategic Partnership (LSP) Board meetings between April 2005 – May 2006.

2. RECOMMENDATIONS

- 2.1 It is recommended that:

- i) The Performance Management Board note attendance as shown in Appendix 2;
- ii) The LSP Board has recently decided to reduce its membership to 8, to enable a more strategic focus;
- iii) This smaller Board will be supported by a project and performance management framework;
- iv) The LSP Board has provisionally agreed 4 priorities: Bromsgrove town centre, Longbridge, affordable housing/inclusive living and the Local Area Agreement targets;
- v) As on of many organisations working within the District, Bromsgrove District Council needs to work in partnership in order to deliver quality of life for our residents;
- vi) The LSP Board must clearly link to the democratic process; and
- vii) That PMB has a critical role in overseeing the work of the LSP Board and scrutinising its performance.

3. BACKGROUND

- 3.1 This report was requested by the Performance Management Board in order to ascertain levels of attendance at LSP meetings over a 12-month period. Members are requested to note that there have been two vacancies on the Board over the period in question. These were:

- Private Sector – vacancy between April and October 2005.
- Community Group – vacancy from July 2005 to date.

- 3.2 Appendix 1 shows the structure of the LSP for the period in question.
- 3.3 Appendix 2 shows a breakdown of attendance at the four Board meetings held and also for the other two events held during the period.
- 3.4 An awayday was held for the Board on 10th March 2006, when it was agreed that membership would be reduced to allow a more strategic focus. It was also agreed the Board would work towards becoming more project-based, working on locally identified priorities: redevelopment of the town centre; redevelopment of the Longbridge site; affordable housing/inclusive living and working towards achieving the LAA targets. Attached as Appendix 3 is the feedback report from the awayday.

4. Financial Implications

- 4.1 There are no financial implications.

5. Legal Implications

- 5.1 There are no legal implications.

6. Corporate Objectives

- 6.1 How the item links to corporate objectives.

7.1 Risk Management

- 7.1 None.

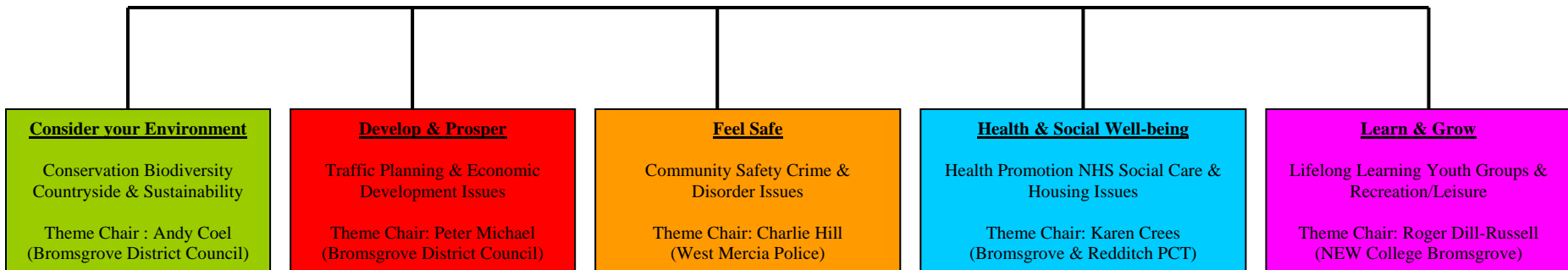
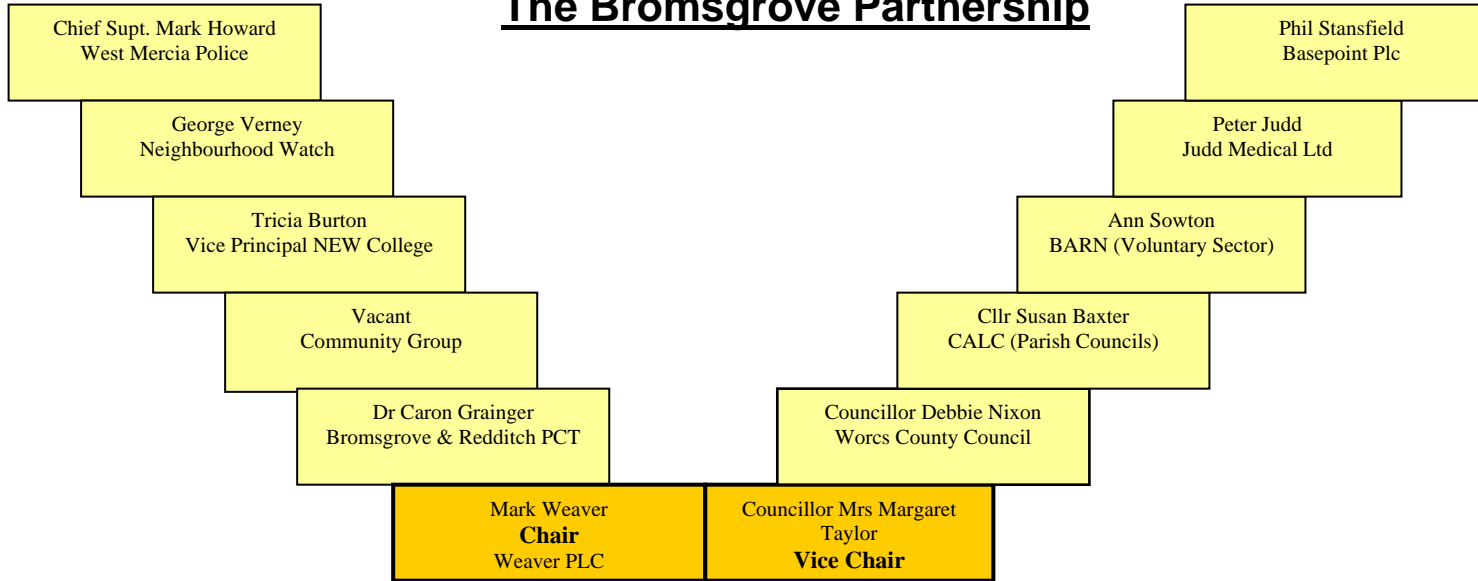
Background Papers

There are no other background papers.

Contact officer

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Tel: (01527) 881412

The Bromsgrove Partnership



Susan Nixon
Chief Executive
Bromsgrove District
Council

Hugh Bennett
Assistant Chief Executive
Bromsgrove District
Council

Nick Riding
Area Democracy Officer
Worcestershire County
Council

Louise Berry
Policy & Performance Team
Bromsgrove District Council

Sue Todd
GOWM West Midlands

Bromsgrove Partnership Board – Attendance at meetings since April 2005

14 th April 2005		14 th July 2005		13 th October 2005		8 th December 2005	
Board	6	Board	5	Board	7	Board	7
Theme Group	4	Theme Group	2	Theme Group	4	Theme Group	4
Secretariat	3	Secretariat	3	Secretariat	4	Secretariat	3
	13		10		17		14
Shortfall	8	Shortfall	11	Shortfall	4	Shortfall	8

Board Members 12

Theme Group Chairs 5

Secretariat 5 (from December 2005)

Scoping the future of Bromsgrove Local Strategic Partnership

Partnership Away Day, 10 March 2006

Facilitated by Rubus Services: Cathy Jackson-Read, Liz Watkins-Young

1. Overview

During the Away Day, Partners agreed to restructure the Bromsgrove Local Strategic Partnership in order to:

- develop a more focussed and action led Strategic Board
- develop a project approach to drive specific areas of activity of importance to the Bromsgrove District
- enable Theme Group leaders to develop a more flexible approach to themed activity, rather than attempting a “one size fits all” approach.

2. Priority projects

Partners identified a number of priority projects of specific importance to the Bromsgrove District.

- Longbridge
 - employment
 - skills development and training
 - health issues
 - land redevelopment
- Affordable housing
- Bromsgrove Town Centre

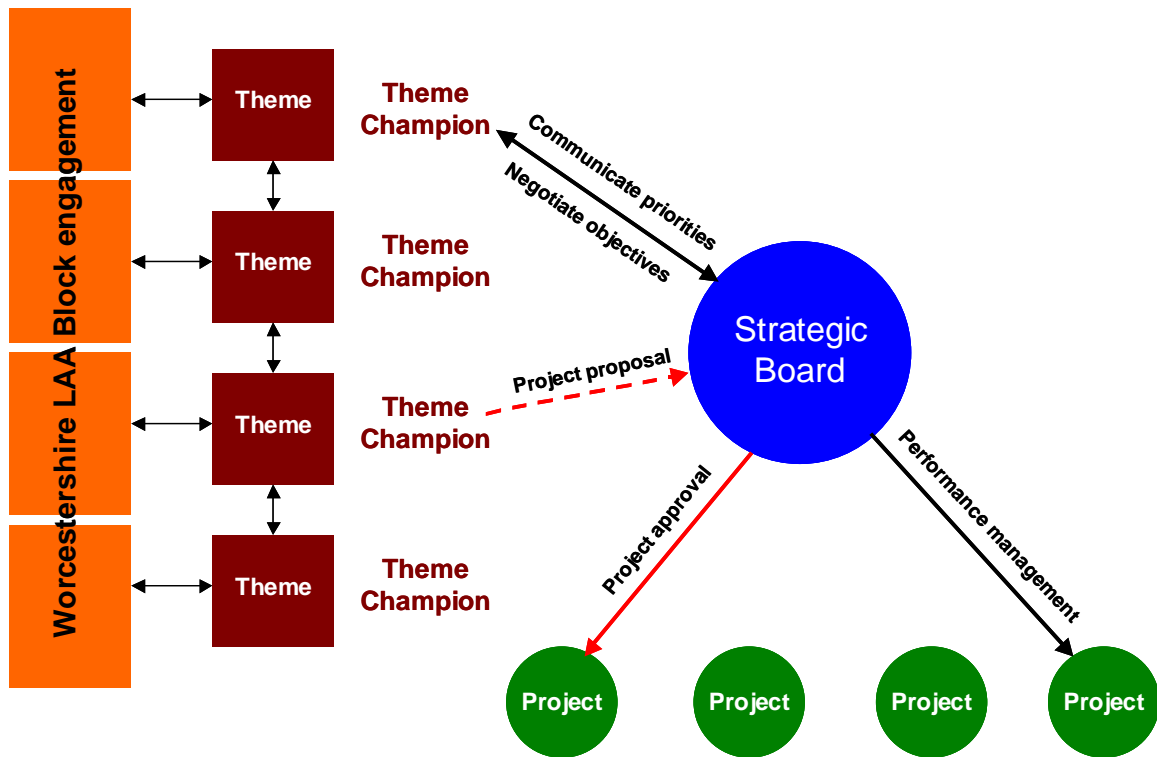
It was acknowledged that each priority project championed by the Bromsgrove Partnership would need to be fully developed in terms of scope, activity, business case and resourcing. Each project proposal would be brought to the Partnership’s Strategic Board for consideration and adoption into the Partnership’s Action Plan.

3. Strategic Board

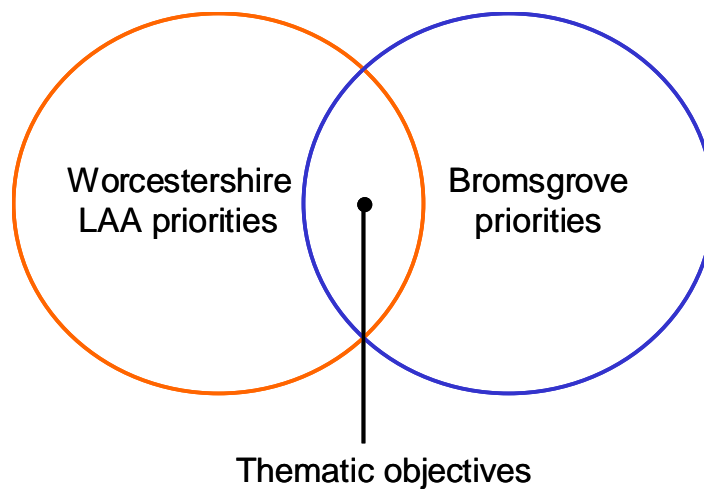
Partners agreed the formation of a streamlined Strategic Board. The role of the Strategic Board is to

- Maintain the Partnership’s Vision
- Set strategic direction
- Agree and oversee Partnership projects
- Monitor progress on projects
- Manage the interface between Bromsgrove LSP and Worcestershire LSP in the delivery of Local Area Agreement priorities.

A simplified structure for the Partnership was proposed to reflect project-focussed action-led delivery, thematic input and strategic engagements of Bromsgrove LSP with the wider Worcestershire Local Area Agreement.



This structure manages the inter-relation of the local priorities and objectives of Bromsgrove District, championed by the Bromsgrove Partnership, and the county level LAA priorities and targets managed by Worcestershire Partnership to which Bromsgrove can contribute. This inter-relation is shown below.



Membership of the Strategic Board

Roles and responsibilities

Strategic Board members should:

- have the authority to make decisions
- be recruited for their particular skills and expertise in the designated field
- not be seen as sector representatives

Members to be nominated from the following sectors (one per sector)

Health sector

Bromsgrove District Council

Voluntary and Community Sector

Police

Private sector

Education sector

District Councillor

County Councillor

4. Activity within Themes

Theme Champion

- Individual who takes the lead on a specific theme
- Works with the Strategic Board
- Links to LAA Theme group at county level, communicates the Bromsgrove perspective around thematic developments to county and negotiates LAA theme targets for adoption by the Strategic Board
- Manages delivery of activity to achieve LAA theme targets, as adopted by the Strategic Board
- Reports to Strategic Board on progress of existing activity
- Develops and champions new project proposals to the Strategic Board
- Undertakes a Programme/ Project Management role
- Responsible for ensuring a regular environmental scan (market intelligence gathering) takes place to inform thematic activity and project delivery.

Theme Groups

Current Theme Group Leaders in most cases will become the Theme Champion. Theme Champions will be requested to work with their existing groups to:

- review their current style of working and revise structure and/or membership as appropriate and inform the Strategic Board accordingly
- prepare an annual Action Plan for the Strategic Board (standard framework to be circulated) in order to deliver activity against targets published in the Bromsgrove Community Plan and any other targets identified
- monitor activity against targets
- produce quarterly progress reports for the Strategic Board (standard format) recording progress made and impact achieved

Where the current Theme Group structure is deemed to be ineffective, Theme Champions will have the flexibility to disband the Theme Group and establish short term, project task groups as appropriate.

Consider Your Environment Andy Coel, Bromsgrove District Council

Develop and Prosper Peter Michael, Bromsgrove District Council

Feel Safe Charlie Hill West Mercia Police

Health and social well-being Karen Crees, Bromsgrove and Redditch PCT

Learn and Grow Roger Dill-Russell, NEW College

5. Issues arising from the new Partnership structure

5.1 Relationship between Strategic Board and Champions

- Champions will assume responsibility for developing and delivering on their agreed area of activity.
- Champions will report to the Strategic Board via quarterly written reports. They may occasionally attend meetings of the Strategic Board by invitation

5.2 Relationship between Bromsgrove LSP and Worcestershire LSP

- The Strategic Board will be responsible for liaison with the Worcestershire Partnership
- The Strategic Board may nominate Theme Champions to the sub groups of the Worcestershire Partnership as appropriate with their agreement.

5.3 Cross cutting communication

- Quarterly reports will be circulated to each Theme Champion to identify potential for cross cutting activity
- Theme Champions will be encouraged to participate in bi annual Champions focus groups to identify opportunities for cross theme activity and to liaise informally between meetings as appropriate.

5.4 Wider stakeholder and community engagement

- An annual partnership conference will engage wider stakeholders and the community in progress review, needs identification and target setting.

5.5 Resource implications

- Secretariat support to Strategic Board
- Bi-annual focus groups for Champions
- Annual Partnership Conference
- Communication and report circulation.

5.6 Challenges

- Delegated responsibility to Theme Champions requires active management
- Champions – a potentially challenging role that needs a proactive and innovative approach
- Inclusivity – Champions need to incorporate a wider perspective and stakeholder view.

BROMSGROVE DISTRICT COUNCIL
PERFORMANCE MANAGEMENT BOARD

16TH JUNE 2006

REVIEW OF COMMUNITY SPOTLIGHT MEETINGS

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

1. SUMMARY

- 1.1 To provide the Board with an update on Community Spotlight meetings and a proposed way forward.

2. RECOMMENDATION

- 2.1 It is recommended that the Performance Management Board recommend to Cabinet:
- a) . the suspension of future Spotlight meetings (3.1);
 - b) Council's support for a sustainable PACT process (3.3); and
 - c) the establishment of one stakeholder meeting per annum under the umbrella of the Local Strategic Partnership (3.6).

3. BACKGROUND

Spotlight

- 3.1 The Assistant Chief Executive gave a verbal update at the Board's April meeting on Spotlight. Spotlight transferred to his control as part of the Council's restructure. The Assistant Chief Executive reported that the annual cost of running the Spotlight meetings (including staff time) was in the order of £11,000. There have been two Spotlight meetings since the ACE has taken over its management. Despite considerable efforts to advertise the meetings attendance figures were approx. ten people at Belbroughton and zero at Stoke Prior. Clearly Spotlight in its current form is not cost effective or sustainable. The next meeting is in Lickey End in July. It is proposed that future meetings of Spotlight are suspended, pending further discussions with partners.

Partners And Communities Together (PACT)

- 3.2 The low numbers attending Spotlight meetings is probably due to the success of Partners And Communities Together (PACT). Since

December 2005 there have been 75 PACT meetings across north Worcestershire, attended by 2,350 members of the public (an average of 31 per meeting). PACT meetings focus on listening to the public's concerns, short listing a set of three community priorities for action and reporting back a month, two months or three months later (the frequency of the PACT meetings depends on the crime rate in a particular area). To date 219 community priorities have been identified and 75% of these have been resolved.

- 3.3 While PACT meetings are clearly proving to be very successful their focus is mainly operational and as a result they do not meet the Government's expectations of neighbourhood engagement as set out in Citizen Engagement and Public Services: Why Neighbourhoods Matter (ODPM and Home Office, January 2005). This paper envisages LSPs as having an important role in facilitating and supporting neighbourhood engagement and ensuring that neighbourhoods and parish councils can influence strategic local priorities i.e. more long term issues than those being tackled at PACT meetings. Given its popularity with the public, the resolution rate of community priorities and the cost ineffectiveness of Spotlight meetings it is proposed that the Council, working with our partners supports a long term sustainable PACT process as a replacement for Spotlight and explores other options for providing communities with more strategic influence.

Statutory Duty to Consult

- 3.4 The Council has a statutory duty to consult the public under the Local Government Act 1999. Whilst not explicit in the Act this duty has at a corporate level been interpreted as the need to consult on issues like: developing a three year Council Plan (the Council is about to do this for the period 2007-2010) and to consult annually on the budget. Other local agencies e.g. the PCT, West Mercia Constabulary, the County Council have similar duties. In addition to consulting on plans, all these bodies also have a desire to communicate improved performance, hot topics and success stories.
- 3.5 West Mercia constabulary currently holds an annual stakeholder meeting and the County LSP has a Worcestershire Assembly. The Stepping Stones project which has been looking at how the Council and the LSP can better support the voluntary sector has identified that there are over 150 voluntary organisations operating within the District and that through focus groups they have identified a voluntary sector need for an improved understanding of the priorities within the District and how we are performing against these.

Background Papers

None.

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