

Appendix 2 - Improvement Plan: 2007/08 Update

Priority CP1: Town Centre					
1	Expected Outcome	Regeneration of Bromsgrove Town Centre			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
1.1	Public support for plans	Area Action plan (Issues and Options) Developed	31 March 08	PS	Project manager and Marketing manager 2007/2008 Budget
1.2	Work Commenced	Public and Trader Consultation	31December 07	PS	Recruitment Consultants 2007/08 Budget.
Progress Update					
1.1					
1.2					

Ref.	Action	Lead													Corrective Action
			July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	
1.1.	Public Support for Plans														
1.1.1	Engage consultants to commence work on AAP	PS													
1.1.2	Commence process of identifying development partner	PS /PM													
1.1.3	Recruit expertise to support project management	PS													

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Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
1.1.4	Arrange meetings of town centre project group	PS													
1.1.5	Set up officer project team	PS													
1.2.	Work Commenced														
1.2.1	Undertake baseline study.	PS													
1.2.2	Consultation with community.	PS													
1.2.3	Prepare issues and options document.	PS													

Priority: CP2 Longbridge

2	Expected Outcome	Creation of Employment Opportunities, Housing and Community facilities.														
Ref.	Measures of Success	Actions Required	Timescales												Lead	Resources
2.1	10,000 Jobs created [over a ten year period]	Agreement of Bromsgrove District Council Area Action Plan	31 May 2007												PS	Approved Budget Planning Team
2.2	500 to 700 Houses (35% to be affordable).	Agreement of Bromsgrove District Council Area Action Plan	31 May 2007												PS	Approved Budget Planning Team
2.3	Community Facilities providing a sense of	Agreement of Area Action Plans by both authorities.	31 March 2007												PS	Approved Budget

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Priority: CP2 Longbridge					
2	Expected Outcome	Creation of Employment Opportunities, Housing and Community facilities.			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
	community for new residents.				Planning Team
Progress Update					
2.1					
2.2					
2.3					

Ref.	Action	Lead													Corrective Action	
			July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June		
2.1, 2.2, 2.3,	Creation of Employment Mixed Housing Community Facilities															
2.1	Respond to Preferred options document	PS														
2.2	Submit Final Plan	PS														
2.3	Public Consultation on submission Plan	PS														

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Ref.	Action	Lead													Corrective Action	
			July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June		
2.4	Pre Examination Meeting	PS														
2.5	Examination of Final Plan	PS														
2.6	Receipt of Binding report	PS														

Priority CP3: Housing

No.	Expected Outcome	Delivery of affordable housing target [240 units]			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
3.1	Deliver 80 units of affordable housing. 240 total in three years	Support applications for affordable housing on Areas of Development Restraint.	2007-2008	AC/ DH	Planning Team Facilities Management Group Asset Management Strategy
3.2	Modernised Strategic Housing Service 2 star with promising prospects for Improvement	Quarterly review of Strategic Housing Plan.	31 December 2007	AC/ DH	Strategic Housing Team
Progress Update					
3.1					

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Priority CP3: Housing						
No.	Expected Outcome	Delivery of affordable housing target [240 units]				
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources	
3.2						

Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
3.1.	Deliver 80 units of affordable housing a year														
3.1.1	Complete RSL Preferred Partner selection and achieve sign up to partnership agreement.	AC													
3.1.2	Develop draft Affordable Housing Guidance for developers and RSL's in advance of LDF process.	AC													
3.1.3	Support & encourage appropriate RSL bids to the Housing Corporation for the 2008 – 2011 allocation round.	AC													
3.1.4	Undertake performance clinic on affordable housing policy.	AC													
3.1.5	Fund and support Year 2 update of the SHMA Sub Regional Housing Market Assessment.	AC													

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			July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	
3.2.	Modernised Strategic Housing Service														
3.2.1	Hold a Strategic Housing 'Ongoing Improvement' Team Away Day to undertake self-assessment and identify further improvement actions.	AC													Note: needs to include benchmarking for VFM purposes.
3.2.2	Complete full year schedule of customer satisfaction surveys.	AC													
3.2.3	Complete Equality and Diversity Impact Assessments scheduled for 07 / 08.	AC													
3.2.4	Implement contractor procurement framework for DFG's	AC													
3.2.5	Achieve a minimum of 3 Strategic Housing 'Raising Awareness' Roadshow events.	AC													
3.2.6	Implementation of Sub Regional Choice Based Lettings Scheme.	AC													
3.2.7	Support and progress implementation of Hostel De-Commissioning strategy with BDHT through completion of sale of Wythall hostel site.	AC													

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Priority CP04: Customer Service					
4.	Expected Outcome	Increase in overall customer satisfaction with the Council			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
4.1	2010 Best Value survey to assess Customer Satisfaction with the Council.	The Annual Customer Panel Survey. Delivery of Customer Standards. Improvements to performance indicators that drive customer perception.	Contract let 31December 2007 Development of Corporate Indicators set.	HB	Approved Budget Service Business Plans Service Business Plans linked to Budget process
4.2	Customer Satisfaction with the Customer Service centre	The Annual Customer Panel Survey. Quarterly Telephone survey A5 Feed back sheets Improvements to performance indicators that drive customer perception.	Contract let Every quarter 2007-2010 Every quarter 2007-2010 01 April 2007 and review each year	HB	Approved Budget Customer Service centre Staff Service Business plans linked to Budget process.
4.3	Annual Satisfaction survey of the equalities forum.	Quarterly feedback from Equalities Forum [minutes to CMT]	31 march 2008 and each subsequent year.	CF/HB	Equalities Assistant Capacity Building Funding
Progress Update					
4.1					

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Priority CP04: Customer Service					
4.	Expected Outcome	Increase in overall customer satisfaction with the Council			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
4.2					
4.3					

Ref.	Action	Lead													Corrective Action
			July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	
4.1.	Overall Customer satisfaction														
4.1.1	Agree customer survey	HB													
4.1.2	Undertake survey	HB													
4.1.3	Report survey	HB													
4.1.4	Review customer standards in business plans	HB													
4.1.5	Agree published set with CMT and Cabinet.	HB													
4.1.6	Develop posters for internal display.	HB													
4.1.7	Launch with press and Internet.	HB													
4.1.8	Review corporate indicators for customer focus.	HB													
4.1.3	Agree new set with Cabinet.	HB													
4.1.4	Publish in Council Plan	HB													

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Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
	along with Customer Standards.														
4.1.5	Customer Service Peer Review and Update of Customer First Strategy.	KD													
4.1.6	Establish Corporate Customer First Project Team and quarterly meetings thereafter.	HB													
4.2	Customer Satisfaction with Customer Service Centre														
4.2.1	Draw up suitable questions and conduct telephone survey	DP													
4.2.2	Review feedback to improve service delivery	DP													
4.2.3	Draw up suitable questions and establish timetable for using feedback sheets	DP													
4.2.4	Review feedback to improve service delivery	DP													
4.3	Annual Satisfaction of Equalities Forum														
4.3.1	Training Needs Analysis (TNA) of forum members to identify training needs	CF HP													
4.3.2	Develop and deliver a training programme for forum members	CF HP													
4.3.3	Introduce impact assessment monitoring	CF													

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Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
	and critical challenge roll to forum agenda														
4.3.4	Develop robust reporting mechanism between forum and management team	CF													
4.5.6	Prepare and undertake satisfaction survey within the Forum	CF													
4.5.6	Feed back analyse and improve in accordance with survey findings	CF													
4.5.7	Engage forum in participatory budgeting and feedback results	CF HB JP													

CP5: Reputation

5	Expected Outcome	External Recognition of the Council's Improvements			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
5.1	Fair CPA rating	Annual Direction of Travel Report by Audit Commission.	31 March 2009	HB	Approved budget [£350,000 from Reserves].
5.2	Five charter marks	Five teams selected and Action plans developed.	31 March 2010	HB	Customer First Officer
5.3	Positive Media Coverage.	Weekly report to CMT on Press Coverage	On-going	HB	Communications and Customer First manager.
		Percentage of Positive Press Articles and reduction in	On-going	HB	As above

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CP5: Reputation					
5	Expected Outcome	External Recognition of the Council's Improvements			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
		reactive press releases. Percentage of residents who remember seeing Together Bromsgrove. Percentage of Press coverage that refers to Councils Priorities.	On-going On-going On-going	HB HB HB	As above As above As above
5.4	Brand Recognition % of residents who recognise the Council Brand	Brand Action Plan	2008/09		Graphic Designer Post [2008/09 Budget Bid]

Progress Update	
5.1	
5.2	
5.3	
5.4	

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Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
5.1	Fair CPA Rating														
5.1.1	Formally report CPA score to Cabinet and PMB.	HB													
5.1.2	Formally report Improvement Plan to Cabinet.	HB													
5.1.3	Link Improvement Plan to CPA recommendations.	HB													
5.1.4	Link Improvement Plan to Council Plan.	HB													
5.1.5	Review progress against Plan each month.	HB													
5.1.6	Update Improvement Plan for 2008/09	HB													
5.2	Three Charter Marks (originally five, but reduced in number on basis of external advice).														
5.2.1	Investigate "experience" of gaining Charter Marks.	HB													
5.2.2	Report to CMT on requirements and teams to go forward for CM.	HB													
5.2.3	Establish working group.	HB													
5.2.4	Meet every month to drive progress.	HB													
5.2.5	Progress report to CMT.	HB													
5.3	Positive Media Coverage														
5.3.1	Comms Planner to CMT each week.	HB													
5.3.2	Comms stats reported to	HB													

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Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
	CMT, PMB, Cabinet each month.														
5.3.3	Weekly review meeting with Comms Manager and ACE.	HB													
5.3.4	Customer survey results on reputation.	HB													
5.3.5	Review of Communications Strategy reported to Cabinet with updated action plan.	HB													
5.3.6	Regular and issue specific press briefings.	HB													
5.4	Brand Recognition														
5.4.1	Framework contract established with single supplier for graphics.	HB													
5.4.2	Action plan for delivery of style guide implemented.	HB													
5.4.3	Budget bid for graphics support updated.	HB													
5.4.4	Bid approval?	HB													
5.4.5	Successful recruitment process.	HB													

CP6: Performance

No.	Expected Outcome	Overall basket of PI's Comparable to an Excellent Rated Council			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources

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CP6: Performance					
No.	Expected Outcome	Overall basket of PI's Comparable to an Excellent Rated Council			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
6.1	75% of PI's above the median	Annual Council Report	31 March 2009	HB	Performance Plus Officers and Corporate performance Team.
6.2	Fair CPA rating	Annual Direction of Travel Report by Audit Commission.	31 March 2009	HB	Approved budget [£350,000 from Reserves].
6.3	Improved Benefits Service to Level 3 Service	Quarterly reports on progress	31 March 2008	JP	Additional staff funded through Approved Budget.
Progress Update					
6.1					
6.2					
6.3					

Ref.	Action	Lead													Corrective Action	
			July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June		
6.1	% of PI's above the median															

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Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
6.1.1	Programme of performance clinics undertaken.	BR													
6.1.2	Budget bids for priority indicators that require resourcing.	HoS													
6.1.3	Monthly reporting of PIs to CMT, Leaders and Cabinet.	HB													
6.1.4	Annual Report to Full Council.	HB													
6.2	Fair CPA Rating (see also CP5)														
6.2.1	Audit Commission Direction of Travel statement in draft.	HB													
6.2.2	Develop communications plan.	HB													
6.2.3	Publish results and implement plan.	HB													
6.2.4	Make appropriate changes to Improvement Plan.	HB													
6.3	Improved Benefits Service.														
6.3.1	Complete formal resource level agreement with CSC	JP													
6.3.2	Implement recovery action on overpayments in line with management recommendations	JP													

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Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
6.3.3	Review secure post room operation	JP													
6.3.4	Commence monthly review meetings with ICT to develop support timetable for key periods of year	JP													
6.3.5	Achieve targets as set out in Business Plan	JP													
6.3.6	Further develop partnership working with 3 rd Age project	JP													
6.3.7	Develop mobile working to improve speed of turnaround for collection of information and enhance customer contact and accessibility to community	JP													

CP7: Community Influence

7	Expected Outcome	Better neighbourhoods through improved community engagement			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
7.1	% Increase in the Publics ability to influence the Council	Area Committee Pilots and evaluation of two current pilot schemes.	30 September 2007	HB	Approved Budget.
7.2	Senior Mgmt Attendance at PACT Meetings	CDRP Tasking meetings	Already In place with annual review.	HB	Members, Senior Officers and the Community Safety team.
7.3	Neighbourhood Wardens	Review & Revise the service	On-going	JG	Mainstream Funding

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CP7: Community Influence					
7	Expected Outcome	Better neighbourhoods through improved community engagement			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
		delivery to increase % of time walk the ward.			2008/09.
7.4	Percentage increase in the ability of minority groups to influence the Council.	Achieve Local Government Equalities Standard [BV2a] at level 3. Equalities Action Plan	30 September 2007	CF/HB	Capacity Building Fund.
7.5	Percentage increase in the ability of Parish Councils to Influence the Council	Feedback at quarterly Parish Forum Meeting Development of Council Guidance on Parish Plans and link to LSP Board.	30 September 2007	HB	Corporate Communications Policy and performance Team.
Progress Update					
7.1					
7.2					
7.3					
7.4					
7.5					

Ref.	Action	Lead													Corrective Action
			July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	
7.1	Area Committee pilots (probable expansion of two)														

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Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
7.1.1	Capacity Building evaluation.	HB													
7.1.2	Budget bid for further expansion.	HB													
7.1.3	Quarterly overview meeting with CEO, ACE, Leaders	HB													
7.1.4	Develop delivery plan for further roll out.	HB													
7.1.5	Deliver plan.	HB													
7.2	PACT Meetings														
7.2.1	Continue with regular programme of meetings.	GR													
7.2.2	Complete annual review of PACT and report to PMB.	GR/HB													
7.2.3	Take corrective actions based on review.	GR/HB													
7.3	Neighbourhood Wardens														
7.3.1	Review the Current delivery of the Warden service across the district to establish current/future demand.	JG													
7.3.2	Produce a Committee report to advise on the future improvements/funding requirements for the service.	JG													

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Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
7.3.3	Submit a PID form as part of the 08/09 budget process.	JG													
7.3.4	Agree a set of BVPI's (ASB) & local PI's for the warden service to monitor performance, service delivery and ASB levels with in the District.	JG													
7.3.5	If the Budget submission is successful, advertise the posts, implement the revised service delivery structure and commence Performance monitoring.	JG													
7.4	BME Influence														
7.4.1	Set up Disabled users group	CF													
7.4.2	Set up development workshop for top key managers across the Council to progress self assessment process and link this to the business planning and performance management process	CF													
7.4.3.	Deliver Local Labour Market Survey	CF													
7.4.4	Deliver Training to staff and members in accordance with the	CF													

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Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
	Equalities and Diversity training plan														
7.4.5	Review existing provision and re-draft an up to date Equal Opportunities Policy taking account of the law and the inclusive equalities scheme.	CF													
7.4.6	Train officers with responsibilities with the policy	CF													Will be completed in May.
7.4.7	Deliver in respect of the Level 3 Equalities Action Plan	CF													
7.5	Parish Council Influence (and Parish Council Charter)														
7.5.1	New consultation officer in post.	HB													
7.5.2	Guidance for "adoption" of Parish Plans developed and approach to Charter.	HB													
7.5.3	Consultation with Leader's Group.	HB													
7.5.4	Consultation with Parish Councils.	HB													
7.5.5	Formal adoption by Council.	HB													

CP8: Community Events

8.	Expected Outcome	Increased participation and satisfaction with events programme.													
Ref.	Measures of Success	Actions Required				Timescales				Lead		Resources			

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CP8: Community Events					
8.	Expected Outcome	Increased participation and satisfaction with events programme.			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
8.1	Percentage satisfaction with overall cultural offer [2010 BV Satisfaction Survey]	The Annual Customer Panel Survey 2 % per annum growth in participation rates.	30 September 2007	HB	2008/09 Budget [Possible Budget realigning]
8.2	Resident's satisfaction with the Artrix. Increased usage figures for the Artrix.	Increase influence on the Artrix Board.	30 September 2007	HB	Council funding of Artrix [review agreement]
8.3	Percentage increase in voluntary sector community events.	Baseline amount of Community Events through numbers of events packs requested.	In house review during 2007/08.	JG	Possible 2008/09 budget bid
8.4	Percentage satisfaction with overall Historical offer	Increase numbers viewing Bromsgrove Collection.	31 December 2007	JG	Culture and Communities Department
Progress Updates					
8.1					
8.2					
8.3					
8.4					

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Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
8.1	Cultural Offer														
8.1.1	Review and benchmark cultural offer and capacity to deliver.	JG	█	█	█										
8.1.2	Present report to CMT.	JG			█	█									
8.1.3	Put forward budget bid based on CMT discussions.	JG					█	█	█	█					
8.1.4	Implement if bid successful.	JG									█	█	█	█	
8.2	Satisfaction with Artrix.														
8.2.1	Develop SLA with Artrix.	JG	█	█	█	█	█	█							
8.2.2	Quarterly review of SLA.	JG									█			█	
8.3	Voluntary Sector Community Events														
8.3.1	Review C&CS facilities, parks and open spaces to establish a full breakdown of these areas and what there usages could be for future events.	JG			█										
8.3.2	Develop a fees & charges structure for the above event locations including concession rates to promote usage and income generation.	JG				█									
8.3.3	Create an events facilitation/guidance pack to enable community	JG	█	█	█	█	█	█	█	█					

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Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
	groups/organisations to develop capacity, skills and knowledge. Leading to a sustainable community events programme.														
8.3.4	Promote the above pack via a launch event and implement advice service.	JG													
8.3.5	Agree performance monitoring arrangements and commence monitoring process.	JG													
8.4	Historical Offer (establishment of Museum trust)														
8.4.1	Prepare transfer report.	PS													
8.4.2	Support the establishment of the trust.	PS													
8.4.3	Undertake transfer of museum.	PS													

CP9: Clean District

9.	Expected Outcome	Reduced levels of unacceptable detritus.			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
9.1	Achieve top quartile BV199a-d.	Programmed clean in accordance with Environmental Protection Act Develop team of fast response squad for detritus	On-going	MB	Approved Budget

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CP9: Clean District					
9.	Expected Outcome	Reduced levels of unacceptable detritus.			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
		issues Gradual Increase in Enforcement Activity.	01 December 2007 Start from 01 April 2008	MB MB	Approved Budget 2008/09 Budget bid
9.2	Percentage public satisfaction with cleanliness of the District [BV Satisfaction Survey 2010]	Annual Customer Panel Survey. Delivery of Customer Standards.	Contract Let 31 December 2007	HB MB	Approved Budget Service Business Plans
Progress Update					
9.1					
9.2					

	Action	Lead													Corrective Action
			July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	
9.1	Reduce levels of detritus														
9.1.1	Develop schedule	MB													

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	cleaning programme for District														
9.1.2	Ensure scheduling of street cleansing and grounds maintenance is co-ordinated.	MB													
9.1.3	Monitor Detritus levels through BVPI 199 system on a 4 monthly cycle.	MB													
9.1.4	Ensure full compliment of fully trained and permanently employed staff	MB													
9.1.5	Develop and Implement enforcement regime (dependent on budget bid).	MB													
9.1.6	Develop fast response team.	MB													
9.1.7	Develop litter awareness amongst community through presentation and school visits.	MB													
9.2	Measure Customer Perception of Cleanliness (see 4.1).														
9.2.1															

CP10: Planning

10.	Expected Outcome	Improved Planning Service and balanced development of District			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
10.1	Maintain 90% of the of the Green Belt	Enforcement Number of Appeals upheld	On-going	DH	Not fully funded and staffing an issue.

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CP10: Planning					
10.	Expected Outcome	Improved Planning Service and balanced development of District			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
10.2	Speed of Planning Applications	Top Quartile BV109a-c	31 December 2007	DH	Loss of Planning delivery Grant [impact on budget?]
10.3	Rolling Vision of District	Local Development Scheme	As per timetable	DH	Development Control
Progress Update					
10.1					
10.2					
10.3					

10.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
10.1	Maintain Greenbelt														
10.1.1	Agree brief for study of RSS2 implications for Redditch housing growth.	DH/MD													Completed May 07
10.1.2	Appoint Consultants	DH/MD													Completed May 07
10.1.3	Receive study Report	DH/MD													
10.1.4	Submit report to WMRA	DH/MD													

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10.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
10.1.5	WMRA preferred options	DH/MD													
10.1.6	Examination in Public	DH/MD													
10.2	Processing Planning Applications														
10.2.1	Monitor on a monthly basis, 109a – c identifying applications, which went overtime.	DH													
10.2.2	Consider if changes in process may address overtime applications.	DH													
10.2.3	Ensure registry understands importance of targets	DH													
10.3	Rolling Vision of the District														
10.3.1	Prepare Preferred options Core Strategy	MD													
10.3.2	Consult on Preferred options Core Strategy	MD													
10.3.3	Prepare Submission Version of Core Strategy	MD													
10.3.4	Submit Final Core Strategy	MD													
10.3.5	Consult on Final Core Strategy	MD													

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FP1: Value for Money					
11	Expected Outcomes	Delivery of agreed savings.			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
11.1	Cashable savings as per Medium Term Financial Plan.	Quarterly Updates on VFM Action Plans.	31 March 2010	JP	Procurement Manager Additional resource may be required.
11.2	Fit for purpose management structure.	Savings/new arrangements reflected in Financial Strategy.	31 March 2009	JP	CMT and HR&OD Department
11.3	Alternative Methods of Service Delivery.	Cashable savings and improved services.	31 March 2010	JP	Procurement Manager. Additional resource maybe required.
Progress Update					
11.1					
11.2					
11.3					

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Ref.	Action	Lead													Corrective Action	
			July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June		
11.1	Realisation of cashable savings by alternative methods of service delivery															
11.1.1	Focus on areas of savings to be realised in 2007/08 & 2008/09 as detailed in financial plan	JP														
11.1.2	Action plan in place for transfer / provision of service for other authority /provider	JP														
11.1.3	Monitor provision through client reviews	JP														
11.1.4	Discuss with provider option to market test combined service delivery	JP														
11.1.5	Report to members cashable savings realised through integrated finance and performance monitoring report	JP														
11.2	Management Restructure															
11.2.1	Develop new structure to meet service delivery of Council	KD														
11.2.2	Cost restructure proposals & present to members	KD/JP														
11.2.3	Implement revised structure to manage	KD/JPt														

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Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
	services														
11.3	Improvements in Use of resources scoring in relation to VFM														
11.3.1	Set up departmental working group to address VFM within the Council and to review action plans	JP													
11.3.2	Analyse statistical information in respect of BDC form Audit Commission for comparison purposes	JP													
11.3.3	Arrange review meetings with HOS to discuss action plans for achievement of VFM	JP													
11.3.4	Evaluate scoring of VFM template with HOS	JP													
11.3.5	Identify services for detailed benchmarking & cost analysis to be undertaken	JP													
11.3.6	Survey customer need for identified services	JP													

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Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
11.3.7	Obtain information in relation to VFM PIs in use on OLAs to monitor against. Include PIs in relation to achieving improvements in service delivery to diverse community.	JP													
11.3.8	Plan service delivery to achieve savings for 2008/09-2009/10	JP													
11.3.9	Report VFM actions to CMT and member group	JP													
11.3.10	Extend implementation of GPC cards to realise efficiencies in purchasing	JP													

FP2: Financial Management

12.	Expected Outcome	Improved Financial Management			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
12.1	Budget to profile throughout year.	Quarterly reporting of budget to actual to Cabinet.	On-going (monthly)	JP	Service Accountants
12.2	Improved Cost Centre Management.	Budget to profile throughout the year. Quarterly reporting of Budget to	2008/09	JP	Head of Financial Services and Assistant Chief Executive

Appendix 2 - Improvement Plan: 2007/08 Update

FP2: Financial Management					
12.	Expected Outcome	Improved Financial Management			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
12.1	Budget to profile throughout year.	Quarterly reporting of budget to actual to Cabinet.	On-going (monthly)	JP	Service Accountants
		Actual to Cabinet			
12.3	Improved asset management through re-configured property stock that matches Council priorities	Development of Property Register Stock Assessed against corporate priorities. Asset management Plan on Target	31.03.08	CF/JP	Facilities Management Group.
Progress Update					
12.1					
12.2					
12.3					

Ref.	Action	Lead													Corrective Action	
			July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June		
12.1	Improved Financial Management by budget holders		(this is 12.1 and 12.2 combined)													
12.1.1	Implementation of the POP project to account for	JP														

Appendix 2 - Improvement Plan: 2007/08 Update

Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
	commitments & accruals on the Agresso system														
12.1.2	Further develop integration of financial and performance management reports to Members.	JP													
12.1.3	Train all managers to use web access for Agresso reporting	JP													
12.1.4	Commence pilot of relaunch of CIPFA FM model to enable diagnostic of areas of weakness to be developed	JP													
12.1.5	Using diagnostic develop plan for improvements in financial management	JP													
12.1.6	Report robust action plans to members in relation to financial management (under & overspends)	JP													
12.1.7	Undertake financial training for all budget holders	JP													
12.3	Improved asset management														
12.3.1	Review and update register of assets	CF													
12.3.2	Carry out valuations in accordance with timescales	CF													

Appendix 2 - Improvement Plan: 2007/08 Update

Ref.	Action	Lead													Corrective Action	
			July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June		
12.3.3	Carry out stock condition surveys in accordance with timescales	CF														
12.3.4	Carry out a suitability assessment in respect of building from which we deliver our services	CF														
12.3.5	Deliver Scope improvements in accordance with BVPI 156	CF														

FP3 Financial Strategy					
13.	Expected Outcome	Improved Financial Strategy			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
13.1	Percentage return on investment.	Quarterly monitoring	On-going (quarterly report)	JP	Procurement team
13.2	External Funding	Investigate other Councils approach.	2008/09	JP	2008/2009 Business case if required.
13.3	Financial Strategy	Clear business model for Council			
13.4	Risk Management	Risks successfully managed			
Progress Updates					
13.1					
13.2					
13.3					
13.4					

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Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
13.1	ROI														
13.1.1	Review effectiveness of Treasury management principles with external fund managers.	JP													
13.1.2	Calculate risk of maintaining investments with external fund managers v in house team	JP													
13.1.3	Report to members on investment income received as part of quarterly financial and performance monitoring reports	JP													
13.1.4	Report to Members on levels of debt and the recovery effectiveness of material income	JP													
13.2	External Funding														
13.2.1	Discuss with financial network the options available for external funding streams	JP													
13.2.2	Identify priority areas where external funding could be sought	JP													

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Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
13.2.3	Make bids for funding where appropriate to fund priority areas within the Council objectives	JP													
13.3	Financial Strategy														
13.3.1	Council Plan and financial strategy to be linked by demonstrating funding aligned to priorities of the Council	JP/HB													
13.3.2	Non-priorities to be identified as part of the financial planning process	JP/HB													
13.3.3	Medium term financial plan to include financial implications of joint plans agreed with partners.	JP/HB													
13.3.4	Medium term financial plan to be extended to 5 year period	JP/HB													
13.4	Risk Management														
13.4.1	Revised risk implications to be included in all reports to members	JP													
13.4.2	Complete all risk registers in revised format	JP													
13.4.3	Review risk registers at DMT meetings for update	JP													

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Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
	and exception reporting														
13.4.4	Report to Audit Board on exceptions and action plans to address concerns	JP													
13.4.5	Risk management Training to be delivered to staff and members	JP													

FP4: Financial Reporting

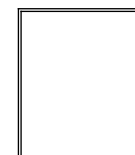
14.	Expected Outcome	Increase in residents' understanding of Council's finances			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
14.1	Percentage of residents who understand the choices the Council has to make.	Annual Customer Panel questions Hits on web site Letters received	31 December 2007	HB	Financial Services Corporate Communications and Customer First Manager
14.2	Percentage of residents who remember receiving the Council's Annual Report	Production of a single annual report. Condensed version produced for July Together Bromsgrove. Verbal report to July LSP Stakeholder meeting	30 June 2007 31 July 2007 31 July 2007	HB	Financial Services Corporate Communications and Customer First Manager

Progress Update

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14.1

14.2



Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
14.1	Budget Consultation														
14.1.1	Customer Panel results available on Council's priorities.	HB													
14.1.2	List of budget bids and savings developed.	HB													
14.1.3	"Simalto" focus group exercise.	HB													
14.1.4	Community Strategy agreed by Full Council after 8-week consultation period.	HB													
14.1.5	Equalities Forum develops budget bids.	HB													
14.1.6	Staff Champion budget bids developed.	HB													
14.1.7	Budget bids developed by Area Committees.	HB													
14.1.9	Feedback to public and partners on consultation.	HB													
14.2	Integrated Annual Reports														
14.2.1	Publication of "Together	HB													

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Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
	Bromsgrove" including Annual Report.														
14.2.2	Publication of Annual Report 2006/07	HB													
14.2.3	Quarterly Integrated reported to CMT, Leader's and Cabinet.	HB													
14.2.4	"Town Hall" meeting.	HB													

PR1: Customer Process

15	Expected Outcome	Improved Customer Processes			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
15.1	Percentage of Complaints referred to Ombudsman	Percentage of complaints resolved	31 March 2007	HB	Approved Budget E government and Customer Services Department
		Implementation of Customer feedback system	31 March 2007	HB/DP	
		Evaluation of system	31 March 2008	HB	
15.2	Reduced demand through improved service.	Increased website usage Increased automated	31 March 2008	HB	E –government and Customer Services

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PR1: Customer Process					
15	Expected Outcome	Improved Customer Processes			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
		payments Speed of answering customer calls			Department.
15.3	Switching of Voicemail (re-programmed to 08/09 subject to Cabinet approval).	Development of staff rotas	31 December 2007	DP	E government, Customer Services Department and Legal and democratic Department
Progress Update					
15.1					
15.2					
15.3					

Ref.	Action	Lead													Corrective Action
			July	Aug	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	
15.1	Ombudsman Complaints (Customer Feedback System)														
15.1.2	Set up Customer complaints system project team, develop project plan	DP													

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Ref.	Action	Lead	July	Aug	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
	and acceptance criteria.														
15.1.3	Setup pilot implementation	DP													
15.1.4	Draw up training plan	DP													
15.1.5	Draw up rollout plan and implement	DP													
15.1.6	Conduct system evaluation against business case	DP													
15.2	Reduced Demand														
15.2.1	Develop corporate Customer Access Strategy as part of Customer First Strategy Review	DP													
15.2.2	Conduct promotion of website and automated payment systems	DP													
15.2.3	Arrange monthly meetings with back office services to discuss CSC statistics and service delivery issues.	DP													
15.3	Switch Off Voicemail? (Suspended subject to Cabinet approval).														
15.3.1															
15.3.2															
15.3.3															
15.3.4															
15.3.5															

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Ref.	Action	Lead	July	Aug	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
15.3.5															

PR2: Improved Governance

16.	Expected Outcome	Improved Governance			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
16.1	Policy changes as a result of Scrutiny.	Better Reports	31 March 2008	CF	Legal and Democratic Services
16.2	Member Standards reduction in cases reported	Issuing of Guidance and training based on identified issues	31 March 2008	CF	Legal and Democratic Services
16.3	Percentage of Members who feel that the climate is appropriate.	Annual Member /Officer survey	30 April 2007 (now post election)	CF	Approved Budget
Progress Update					
16.1					
16.2					
16.3					

Ref.	Action	Lead	J	A	S	O	N	D	J	F	M	A	M	J	Corrective Action

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			>	⊖	
16.1	Policy changes resulting from scrutiny															
16.1.1	Reduce size of Scrutiny Steering Board to 7 members with specific rolls and responsibilities	CF														
16.1.2	Deliver training to scrutiny steering board	CF														
16.1.3	Deliver overview and scrutiny training to Cabinet members	CF														
16.1.4	Develop process where CMT and Scrutiny Champions can influence the SSB work programme in line with Corporate Objectives and Priorities	CF														
16.1.5	Train elected members to sit as SSB Chairman	CF														
16.2	Member standards															
16.2.1	Member Induction Session delivered to all members	CF														
16.2.2	Code of conduct/Declaration of Interest/Hat wearing training delivered to all members	CF														

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Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
16.2.3	Structured Member induction Programme with defined rolls and responsibilities developed in accordance with results from TNAs	CF													
16.2.4	Adoption of New Code Of Conduct	CF													
16.2.5	Training and support for all members on Full Council Procedure Rules and Protocols	CF													
16.3	Improved Member relations														
16.3.1	Quarterly meetings between the Chairman of SSB Audit Board and Performance Management Board	CF													
16.3.2	Set up protocol for managing the Full Council Meeting	CF													
16.3.3	Member training delivered in accordance with Member Development Programme	CF													
16.3.4	Develop the roll of the Leader of the Opposition	CF													
16.3.4	Weekly meeting between Leader and Chief Executive.	KD													
16.3.5	Monthly meeting between	KD													

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Ref.	Action	Lead													Corrective Action	
			July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June		
	Leader of Opposition and Chief Executive.															

PR3: Spatial Business Project

17	Expected Outcome	Accurate and integrated customer data				
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources	
17.1	New and better Customer Standards Less complaints caused by poor data	Delivery of the Implementation plan	30 April 2008	DP	Approved Budget Contract with MDA	
Progress Update						
17.1						

Ref.	Action	Lead													Corrective Action	
			July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June		
17.1	Accurate and integrated customer data (Spatial)															
17.1.1	Implement Electronic Document Management system	DP														
17.1.2	Conduct BPM exercise and produce 'as is'	DP														

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Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
	statements														
17.1.3	Implement new planning system.	DP													
17.1.4	Implement new licensing module.	DP													
17.1.5	Identify savings for 2008/09 onwards from new systems and BPR and feed into budget.	HoS													
17.1.6	Implement new business processes.	HoS													

PR4: Improved Partnership Working

15.	Expected Outcome	Introduce co- mingled recycling			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
18.1	£0.5m Annual Saving Reduced number of Operator accidents	New collection starts March 2009	31 March 2009	MB	Worcester County Council County Council Approved Budget
18.2	35 Outcome Measures	Six monthly reporting by Worcestershire LSP	31 March 2007	HB	Bromsgrove Partnership
18.3	% satisfaction with leisure centre offer	Usage numbers. Surveys of users	31 October 2007	JG	Culture and Communities, Human Resources & Organisation

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PR4: Improved Partnership Working					
15.	Expected Outcome	Introduce co- mingled recycling			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
		Leisure transfer			Development and external legal support.
Progress Update					
18.1					
18.2					
18.3					

Ref.	Action	Lead													Corrective Action
			July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	
18.1	£0.5m annual saving														
18.1.1	Attendance at Worcestershire Waste Management Partnership.														
18.2	Delivery of District contribution to LAA targets														
18.2.1	Consultation on Bromsgrove Partnership Community Strategy	HB													
	Agreement of Community Strategy by Full Council	HB													
18.2.2	Endorsement of County contribution to Strategy by County Cabinet.	HB													
18.2.3	Development of performance framework	HB													

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Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
	documents for partnership														
18.2.4	Commence quarterly reporting.	HB													
18.3	Satisfaction with leisure centre offer														
18.3.1	Review and revise the sports centres programmes to met customer requirements and increase usage.	JG													
18.3.2	Review and revise the marketing schedules to increase market penetration.	JG													
18.3.3	Review the customer consultation systems and implement a revised annual satisfaction survey. To Include reprofiled budgets to meet issues identified following the survey/ongoing feedback.	JG													
18.3.4	Submit a committee report for the implementation of a leisure trust for the delivery of the Council's Sports Centres.	JG													
18.3.5	Develop the phase 2 proposals for Health & Fitness Provision at the	JG													

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Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
	Dolphin centre and complete the works.														
18.3.6	Implement a Leisure Trust for the delivery of the Sports Centres. To include agreed performance monitoring, user satisfaction ratings and maintenance of Quest quality assurance	JG													

HR&OD1: Learning and Development

19	Expected Outcome	Modern Councillors			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
19.1	CMT survey of Member Competence Evaluation of Modern Councillor Programme	Completion of Modern Councillor Programme	31 July 2007	HP/JP	Member Training Budget Approved
19.2	Improvements in five Determinants of Job Satisfaction [Employee Survey]	Completion Of Mandatory element of training All Mangers have personal and skills development plans in place.	On Going	HP/JP	All Managers
19.3	liP re accreditation	liP Action Plan on target	30 September 2007	JP/HP	Named individuals in plan

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HR&OD1: Learning and Development					
19	Expected Outcome	Modern Councillors			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
	achieved				
Progress Update					
19.1					
19.2					
19.3					

Ref.	Action	Lead													Corrective Action
			July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	
19.1	Member Development														
19.1.1	Training Needs Analysis	CF													
19.1.2	Delivery of Member Development Programme in accordance with timescales	CF													
19.1.3	Training aligned with Constitutional Reform	CF													
19.1.4	Evaluation of Programme through Member Satisfaction Survey and Ethical Standards Review														
19.2	Management Development Strategy (see 20.)														
19.2.1															
19.2.2															

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Ref.	Action	Lead													Corrective Action	
			July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June		
19.2.3																
19.2.4																
19.2.5																
19.3	Investors In People Accreditation (see 20.3 and 20.4)															
19.3.1																
19.3.2																
19.3.3																
19.3.4																
19.3.5																

HR& OD 2: Modernisation

20	Expected Outcome	Workforce Planning			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
20.1	The alignment of People to service objectives.	Service workforce Plans reviewed by HR&OD	30 September 2007	JP/HP	Approved Corporate budget Service managers
20.2	Equal pay for equal work	Proposed new pay structure and terms and conditions developed	30 April 2008	JP/HP	Approved single status budget. WMLGA
20.3	Consistency in people management [Employee survey]	Fewer grievances Fewer complaints	31 March 2008	JP/HP	HR&OD Department

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HR& OD 2: Modernisation					
20	Expected Outcome	Workforce Planning			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
Progress Update					
20.1					
20.2					
20.3					
20.4					
20.5					

Ref.	Action	Lead													Corrective Action
			July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	
20.1	Workforce Planning (suspended until Single Status delivered, subject to Cabinet approval).														
20.1.1	Pre-planning	JP													Re-programme to 08/09.
20.1.2	Data collection	JP													Re-programme to 08/09.
20.1.3	Assessment of Current position	JP													Re-programme to 08/09.
20.1.4	Future needs and scenario planning	JP													Re-programme to 08/09.
20.1.5	Gap Analysis	JP													Re-programme to 08/09.
20.1.6	Strategy and Action Plan	JP													Re-programme to 08/09.
20.1.7	Evaluation	JP													Re-programme to 08/09.
20 2	Single Status														

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Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
20.2.1	Undertake and Complete Job Evaluation (JE) programme	JP													
20.2.2	Audit JE outcomes.	JP													
20.2.3	Translate into Pay Structure/Pay Modelling.	JP													
20.2.4	Terms and Conditions Negotiations (including Pay Protection).	JP													
20.2.5	Communicate results.	JP													
20.2.6	Ballot of Staff	Trade Unions													
20.2.7	Implement.	JP													
20.3	Policy Development														
20.3.1	Review, develop, consult, train and Implement on all HR policies and procedures as detailed in the People Strategy	JP/DS/LS													
20.4.	Management Development Strategy														
20.4.1	Evaluate PDR Process	JP/HP													
20.4.2	Evaluate Modern Manager Framework	JP/HP													
20.4.3	Evaluate Manager Induction	JP/HP													
20.4.4	Deliver Management	JP/HP													

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Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
	Conferences														
20.5	Investors In People Accreditation														
20.5.1	April 2007 mid term management review	JP/HP													
20.5.2	Report and result on mid term review	JP/HP													
20.5.3	Revise Organisational Development (OD) Action Plan	JP/HP													
19.3.4	Implement OD Action Plan April 2007 – April 2008	JP/HP													
20.5.5	Monitor OD Action Plan at CMT monthly	JP/HP													
20.5.6	Final Re-inspection April 2008	JP/HP													

HR&OD 3: Positive Employee Climate

21	Expected Outcome	Employee Satisfaction.			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
21.1	Improvements in five determinants of job satisfaction [Employee	liP Re accreditation	31 July 2007 30 April 2007	JP/ HP	HR&OD

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HR&OD 3: Positive Employee Climate					
21	Expected Outcome	Employee Satisfaction.			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
	Survey] liP report	Staff Forums			
21.2	Increase in successful recruited at first attempt Work force more representative of the population Reduced turnover of staff	Increase in applications Increase in applications Percentage of staff who have applied for a job outside the Council in the last year [Employee Survey].	In place In place 31.March 2008 31.March 2009	JP/HP	Human Resources and Organisational Development team
21.3	No industrial action	Climate questionnaire sent to union Liaison group	On going	JP/HP	Human Resources and Organisational Development team
Progress Update					
21.1					
21.2					
21.3					

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Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
21.1	Employee satisfaction														
21.1.1	Survey Employees	JP/HP													Undertaken in May 2007.
21.1.2	Analyse Results	JP/HP													Undertaken in June 2007
21.1.3	Report findings	JP/HP													
21.1.4	Determine Action Plan	JP/HP													
21.1.5	Communicate results	JP/HP													
21.5.6	Implement Action Plan	JP													
21.5.7	Undertake 2008/09 Survey														
21.2	Recruitment and Retention														
21.2.1	Monthly analysis of turnover and vacancies	JP/DS/LS													
21.3	Industrial Relations														
21.3.1	Monthly Union Liaison Meetings	JP/DS/LS													
21.3.2	Seek feedback from trade unions as part of customer survey for HR&OD Department	JP													

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HR&OD 4:					
22	Expected Outcome	Performance Culture			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
22.1	Percentage of staff who understand what they are contributing to the Councils objectives	100% of PDRs completed	30 April 2007	JP/HB	HR&OD Department and Corporate Communications, Policy and Performance Team
22.2	Reduction in the number of Industrial tribunals Percentage of staff in Capability Procedure	Percentage of staff in Capability Procedure Requests for advice and support from managers.	On -going 2008/2009	JP/HB	HR&OD Department and Corporate Communications, Policy and Performance Team
22.3	Percentage of staff who understand what their team's contribution is to the Councils Objectives	100% Team action plans completed.	31 October 2007 31 July 2007	JP/HB	HR&OD Department and Corporate Communications, Policy and Performance Team
Progress Update					
22.1					
22.2					
22.3					

Ref.	Action	Lead													Corrective Action
			J	A	S	O	N	D	J	F	M	A	M	J	

Appendix 2 - Improvement Plan: 2007/08 Update

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22.1	Personal Development review process															
22.1.1	Review 2007/08 PDR process.	JP/HP	■	■	■											
22.1.2	Agree and communicate 2008/09 changes.					■	■	■	■							
22.2.2	Complete 2008/09 PDRs.	JP/HP								■	■	■				
22.2	Correct use of capability procedure															
22.2.1	12 monthly review from implementation of revised policy	JP/DS/LS					■									
22.3	Performance Culture															
22.3.1	Link review of PDR process to business planning process.	JP	■	■	■											
22.3.2	Agree forms for team action planning making link to COs and priorities.	JP				■	■	■	■							