

BROMSGROVE DISTRICT COUNCIL

18 SEPTEMBER 2007

PERFORMANCE MANAGEMENT BOARD

IMPROVEMENT PLAN EXCEPTION REPORT [JULY 2007]

| | |
|------------------------------|---|
| Responsible Portfolio Holder | Councillor Roger Hollingworth Leader of the Council |
| Responsible Officer | Jenny McNicol Senior Corporate Policy and Performance Officer |

1. SUMMARY

- 1.1 Provide the Performance Management Board with the first exception report on the new Improvement Plan.

2. RECOMMENDATION

- 2.1 That the Performance Management Board considers the Improvement Plan Exception Report, and the corrective action being taken.
- 2.2 That the Performance Management Board notes that for the 159 actions highlighted for July within the plan, 95.6% percent of the Improvement Plan is on target [green], 3.2% percent is one month behind [amber] and 0.6% percent is over one month behind [red]. 0.6% percent of actions have been re-scheduled [or suspended] with approval.

3 BACKGROUND

- 3.1 July 2007 Cabinet approved the Improvement Plan 2007/08. The Improvement Plan is directly linked to the 10 corporate priorities and 12 enablers identified in the Council Plan 2007/2010.
- 3.2 At July 2007 Cabinet Members approved the inclusion of an additional number of actions from the Improvement Director. The Improvement Plan is designed to push the Council through to a rating of Fair during 2008. The agreed actions and their Improvement Plan reference are set out below (the entire Plan is available as a background paper – see section 12 of report):-

| Additional Issues Identified by Improvement Director | Improvement Plan Reference |
|--|---------------------------------------|
| Member capacity:- a. induction training; b. training in Chairmanship; c. session re. the role of Councillors; d. peer support; | 16.4 |

| | |
|--|----------|
| <ul style="list-style-type: none"> e. political group support; f. visits to other local authorities; g. additional DCLG capacity fund monies; h. officer mentors for Members; i. revamp Council meetings. | |
| Public consultation on Council's future plans. | 14.1 |
| Public consultation on budget. | 14.1 |
| Review effectiveness of LSP. | 18.2 |
| Re-write Community Strategy. | 18.2 |
| Re-enforce purpose and timing of business planning arrangements with both Members and officers. | 6.4 |
| Continue with performance indicator clinics. | 6.1.1 |
| Further improve financial and performance integration. | 6.5 |
| Identify lead officers for each committee. | 16.3 |
| Improve working relationships with County Council. | 18.4 |
| Develop closer working of all political groups. | 16.3.6 |
| Take tough decisions through 2008/09 budget cycle. | 12.5 |
| Revisit the planning moratorium. | 10.4 |
| Maximise benefits from asset holdings. | 12.3 |
| Fundamentally review the spatial project. | 17.1 |
| Develop corporate project management process to sit alongside performance management process. | 22. |
| Re-enforce performance culture. | 6 and 22 |

| Additional Issues Identified by Improvement Director | Improvement Plan Reference |
|--|-----------------------------------|
| Delivery value for money improvements. | 11 |
| Identify least cost effective services and why. Determine actions as a result. | 11 |
| Review business processes to see if reporting burden, meetings etc. can be reduced. | 6.4 |
| Clarify Council's public engagement model. | 7. |
| Improvement engagement of Cabinet/officers and all Members with scrutiny process. | 16. |
| Increase benefit from external audit. | 12. |
| Develop and use middle managers. | 19. |
| Find "tomorrow's stars". | 19. |
| Employ additional performance support staff to help capacity of front line (investigate DCLG monies for this). | 22. |
| Review how productivity can be improved. | 23. |
| Finalise senior management structure. | 21. |






4. PROGRESS IN July 2007

4.1 Overall performance as at the end of July 2007 is as follows: -

July 2007

| | | |
|---------------------|------------|--------------|
| RED | 1 | 0.6% |
| AMBER | 5 | 3.2% |
| GREEN | 152 | 95.6% |
| REPROGRAMMED | 1 | 0.6% |

Where: -

| | |
|---|--|
|  | On Target or completed |
|  | Less than one month behind target |
|  | Over one month behind target |
|  | Original date of planned action |
|  | Re-programmed date. |

4.3 An Exception Report detailing corrective actions being undertaken for red and amber tasks is attached at **Appendix 1**

5. FINANCIAL IMPLICATIONS

5.1 No financial implications.

6. LEGAL IMPLICATIONS

6.1 No Legal Implications.

7. CORPORATE OBJECTIVES

- 7.1 The Improvement Plan relates to all of the Council's four objectives and ten priorities as approved on the 19th September 2006 Full Council.

8. RISK MANAGEMENT

- 8.1 The risks associated with the Improvement Plan are covered in the corporate and departmental risk registers.

9. CUSTOMER IMPLICATIONS

- 9.1 The Improvement Plan is concerned with strategic and operational issues that will affect the customer.

10 OTHER IMPLICATIONS

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|--|
| Procurement Issues: Delivery of the Improvement Plan involves various procurement exercises. |
| Personnel Implications: See Sections 19 to 22 |
| Governance/Performance Management: See Sections 6 and 16. |
| Community Safety including Section 17 of Crime and Disorder Act 1998: See sections 12.2 and 12.3 |
| Policy: See Section 6. |
| Environmental: See Section 9. |
| Equalities and Diversity: See Section 7. |

10 OTHERS CONSULTED ON THE REPORT

| | |
|--|--------------------|
| Portfolio Holder | No |
| Chief Executive | On holiday. |
| Corporate Director (Services) | Yes |
| Assistant Chief Executive | Yes |
| Head of Service (i.e. your own HoS) | At CMT |
| Head of Financial Services (<i>must approve Financial Implications before report submitted to Leader's Group</i>) | At CMT |

| | |
|---|---------------|
| Head of Legal & Democratic Services <i>(for approval of any significant Legal Implications)</i> | At CMT |
| Head of Organisational Development & HR <i>(for approval of any significant HR Implications)</i> | At CMT |
| Corporate Procurement Team <i>(for approval of any procurement implications)</i> | No |

11 APPENDICES

Appendix 1 Improvement Plan Exception Report July 2007

12 BACKGROUND PAPERS:

Full Improvement Plan for July will be e- mailed to all Members of the Leader's Group and Performance Management Board and can be found at www.bromsgrove.gov.uk under meetings Minutes and Agendas where there is a direct link to the Improvement Plan.

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Exception Report for July 2007 Improvement Plan

Appendix 1

| CP1: Town Centre | | | | | | |
|-------------------------|--|---------------|---|------------|----------------------|---------------------|
| Ref | July 2007 Action | Colour | Corrective Action | Who | Original Date | Revised Date |
| 1.1.1 | Engage consultants to commence work on Area Action Plan. | | Process delayed until August due to further discussions with stakeholders | PS | Jul-07 | Aug-07 |

| Ref. | Action | Lead | July | Aug. | Sep. | Oct. | Nov. | Dec. | Jan. | Feb. | Mar. | Apr. | May | June | Corrective Action |
|-------------|--|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|------------|-------------|---|
| | Public Support for Plans | | | | | | | | | | | | | | |
| 1.1.1 | Engage consultants to commence work on Area Action Plan. | HB | | | | | | | | | | | | | Process delayed until August due to further discussions with stakeholders |

Exception Report for July 2007 Improvement Plan

Appendix 1

| CP1: Town Centre | | | | | | |
|-------------------------|---|---------------|---|------------|----------------------|---------------------|
| Ref | July 2007 Action | Colour | Corrective Action | Who | Original Date | Revised Date |
| 1.1.3 | Recruit expertise to support project management | | Decision taken to delay recruitment of project management expertise pending discussions with Worcestershire County Council and developers | PS | Jul-07 | Aug-07 |

| Ref. | Action | Lead | July | Aug. | Sep. | Oct. | Nov. | Dec. | Jan. | Feb. | Mar. | Apr. | May | June | Corrective Action |
|-------------|---|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|------------|-------------|---|
| | Public Support for Plans | | | | | | | | | | | | | | |
| 1.1.3 | Recruit expertise to support project management | HB | | | | | | | | | | | | | Recruitment will take place following discussions |

Exception Report for July 2007 Improvement Plan

Appendix 1

| CP1: Town Centre | | | | | | |
|-------------------------|--------------------------|--------|---|-----|---------------|--------------|
| Ref | July 2007 Action | Colour | Corrective Action | Who | Original Date | Revised Date |
| 1.2.1 | Undertake baseline study | | Commencement delayed until September due to discussions with stakeholders | PS | Jul-07 | Sept-07 |

| Ref. | Action | Lead | July | Aug. | Sep. | Oct. | Nov. | Dec. | Jan. | Feb. | Mar. | Apr. | May | June | Corrective Action |
|-------|--------------------------|------|------|------|------|------|------|------|------|------|------|------|-----|------|--|
| | Work Commenced | | | | | | | | | | | | | | |
| 1.2.1 | Undertake baseline study | HB | | | | | | | | | | | | | Study will be undertaken following discussions |

5.4 Brand Recognition

| Ref | July 2007 Action | Colour | Corrective Action | Who | Original Date | Revised Date |
|-------|--|--------|--|-----|---------------|--------------|
| 5.4.1 | Framework contract established with single supplier of graphics support. | | <p>This action is intended to bring together <u>existing</u> low spending on graphics e.g. Together Bromsgrove, posters etc. into a single contract to reduce costs (no additional spending is being incurred).</p> <p>A pilot for funding all of Together Bromsgrove through advertising has been agreed. Given the potential saving from this action, it was given priority.</p> | HB | Jul-07 | Sep-07 |

| Ref. | Action | Lead | July | Aug. | Sep. | Oct. | Nov. | Dec. | Jan. | Feb. | Mar. | Apr. | May | June | Corrective Action |
|-------|--|------|------|------|------|------|------|------|------|------|------|------|-----|------|---|
| | Brand Recognition | | | | | | | | | | | | | | |
| 5.4.1 | Framework contract established with single supplier of graphics. | HB | | | | | | | | | | | | | A pilot for funding all of Together Bromsgrove through advertising has been agreed. Given the potential saving from this action, it was given priority. |

| 12.1 Improved Financial Management by budget holders | | | | | | |
|--|---|--------|---|-----|---------------|--------------|
| Ref | July 2007 Action | Colour | Corrective Action | Who | Original Date | Revised Date |
| 12.1.1 | Implementation of the POP project to account for commitments & accruals on the Agresso system | | Implementation was delayed due to correction of system flaws. System has now been tested and pilot schemes and procedures are being reviewed. Delay should not impact heavily on planned action. Progress is back on track. | JP | Jul-07 | Aug-07 |

| Ref. | Action | Lead | July | Aug. | Sep. | Oct. | Nov. | Dec. | Jan. | Feb. | Mar. | Apr. | May | June | Corrective Action |
|--------|---|------|------|------|------|------|------|------|------|------|------|------|-----|------|--|
| | Improved Financial management by budget holders | | | | | | | | | | | | | | |
| 12.1.1 | Implementation of the POP project to account for commitments & accruals on the Agresso system | HB | | | | | | | | | | | | | Delay should not impact heavily on planned action. Progress now back on track. |

| 21.1 Employee Satisfaction | | | | | | |
|----------------------------|----------------------|--------|--|-----|---------------|--------------|
| Ref | July 2007 Action | Colour | Corrective Action | Who | Original Date | Revised Date |
| 21.1.5 | Communicate results. | | The Employee Survey results took longer to collate than originally expected. This has put back the communication of the results to staff. Corporate Management Team considered the results in August. Further detailed consideration is required as part of the business planning process 2008/09. | JP | Jul-07 | Oct-07 |

| Ref. | Action | Lead | July | Aug. | Sep. | Oct. | Nov. | Dec. | Jan. | Feb. | Mar. | Apr. | May | June | Corrective Action |
|--------|------------------------------|------|------|------|------|------|------|------|------|------|------|------|-----|------|---|
| | Employee Satisfaction | | | | | | | | | | | | | | |
| 21.1.5 | Communicate results. | HB | | | | | | | | | | | | | More time required to analyse results and include employees in determining action plan. |