

**BROMSGROVE DISTRICT COUNCIL**

**23 OCTOBER 2007**

**PERFORMANCE MANAGEMENT BOARD**

**IMPROVEMENT PLAN EXCEPTION REPORT [AUGUST 2007]**

Responsible Portfolio Holder	Councillor Roger Hollingworth Leader of the Council
Responsible Officer	Hugh Bennett Assistant Chief Executive

**1. SUMMARY**

- 1.1 To ask the Performance Management Board to consider the attached updated Improvement Plan Exception Report for August 2007.

**2. RECOMMENDATION**

- 2.1 That the Performance Management Board considers and approves the revisions to the Improvement Plan Exception Report, and the corrective action being taken.
- 2.2 That the Performance Management Board notes that for the 142 actions highlighted for August within the plan 88.7 percent of the Improvement Plan is on target [green], 9.2 percent is one month behind [amber] and 0.7 percent is over one month behind [red]. 1.4 percent of actions have been re scheduled [or suspended] with approval.
- 2.3 That the Performance Management Board approves changes made to actions and timescales in section 10.3 of the plan (Rolling Vision of the District) since the July Improvement Plan was last considered. The actions for the coming year have been revised to reflect delays in the preparation of the LDF that were caused by staff shortages and also because more recent Government Guidance on key areas such as Planning and Climate Change, Biodiversity and Geological Conservation and revisions to the Regional Spatial Strategy have come to light. There has also been a general lack of confidence in what constitutes a sound Core Strategy and therefore authorities have tended to hold back their preparations to wait for more sound documents to be approved and also to engage in detailed discussions with the Planning Inspectorate and Government Office. It is intended that consultation on the Preferred options Core Strategy will now take place in Autumn 2008, as opposed to October 2007.

**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.

**4. PROGRESS IN AUGUST 2007**

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

July 2007			August 2007		
<b>RED</b>	<b>1</b>	<b>0.6%</b>	<b>RED</b>	<b>1</b>	<b>0.7%</b>
<b>AMBER</b>	<b>5</b>	<b>3.2%</b>	<b>AMBER</b>	<b>13</b>	<b>9.2%</b>
<b>GREEN</b>	<b>152</b>	<b>95.6%</b>	<b>GREEN</b>	<b>126</b>	<b>88.7%</b>
<b>REPROGRAMMED</b>	<b>1</b>	<b>0.6%</b>	<b>REPROGRAMMED</b>	<b>2</b>	<b>1.4%</b>

Where: -

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

4.2 Out of the total of 142 actions for the month, 11 actions have been deleted, suspended or the timescales have been extended. This amounts to 7.7 percent of the plan.

4.3 An Exception Report detailing corrective actions being under taken 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 19<sup>th</sup> September 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**

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

## 10 OTHER IMPLICATIONS

Procurement Issues: Delivery of the Improvement Plan involves various procurement exercises.
Personnel Implications: See Section 18 of the Improvement Plan.
Governance/Performance Management: See Section 4 of the Improvement Plan.
Community Safety including Section 17 of Crime and Disorder Act 1998: See sections 12.2 and 12.3
Policy: See Section 4 of the Improvement Plan.
Environmental: See Section 8 of the Improvement Plan.
Equalities and Diversity: See Section 3 of Improvement Plan.

## 10 OTHERS CONSULTED ON THE REPORT

Portfolio Holder	<b>No</b>
Chief Executive	<b>Yes</b>
Corporate Director (Services)	<b>Yes</b>
Assistant Chief Executive	<b>Yes</b>
Head of Service <i>(i.e. your own HoS)</i>	<b>Yes</b>
Head of Financial Services <i>(must approve Financial Implications before report submitted to Leader's Group)</i>	<b>Yes</b>
Head of Legal & Democratic Services <i>(for approval of any significant Legal Implications)</i>	<b>Yes</b>
Head of Organisational Development & HR <i>(for approval of any significant HR Implications)</i>	<b>Yes</b>
Corporate Procurement Team <i>(for approval of any procurement implications)</i>	<b>No</b>

## **11 APPENDICES**

Appendix 1 Improvement Plan Exception Report August 2007

## **12 BACKGROUND PAPERS:**

Full Improvement Plan for August will be e- mailed to all Members of the Performance Management Board and can be found at [www.bromsgrove.gov.uk](http://www.bromsgrove.gov.uk) under meetings Minutes and Agendas where there is a direct link to the Improvement Plan.

### **CONTACT OFFICER**

Name: Jenny McNicol  
E Mail: [j.mcnicol@bromsgrove.gov.uk](mailto:j.mcnicol@bromsgrove.gov.uk)  
Tel: (01527) 881631

## Exception Report for August 2007 Improvement Plan

## Appendix 1

<b>CP1: Town Centre</b>																	
Ref	August 2007 Action	Colour	Corrective Action												Who	Original Date	Revised Date
1.1.1	Engage consultants to commence work on AAP		Due to availability meeting with consultants delayed until 5 <sup>th</sup> September												PS	Jul-07	Sep-07
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
<b>1.1</b>	<b>Public Support for Plans</b>																
1.1.1	Engage consultants to commence work on AAP	HB														Meeting scheduled to take place on 5 <sup>th</sup> September	

<b>CP1: Town Centre</b>																	
Ref	August 2007 Action	Colour	Corrective Action												Who	Original Date	Revised Date
1.2.1	Undertake baseline study		Commencement of study has been delayed due to earlier unavailability of consultants. Work will now begin in September after discussions with the consultants have taken place.												PS	Jul-07	Sept-07
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
<b>1.2</b>	<b>Work Commenced</b>																
1.2.1	Undertake baseline study	PS														Work will now begin in September after discussions with the consultants have taken place.	

<b>CP5: Reputation</b>																	
Ref	August 2007 Action	Colour	Corrective Action												Who	Original Date	Revised Date
5.4.1	Framework contract established with single supplier for graphics.		A pilot for funding all of Together Bromsgrove through advertising has been agreed. Given the financial saving from this, it was consider a higher priority.												HB	Jul-07	Sep-07
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
<b>5.4</b>	<b>Brand Recognition</b>																
5.4.1	Framework contract established with single supplier for graphics.	HB														tendering process being prepared, with proposal going out in mid-October	

<b>CP6: Performance</b>									
Ref	August 2007 Action	Colour	Corrective Action				Who	Original Date	Revised Date
6.1.1	Programme of performance clinics undertaken.		Programme of clinics underway which are proving useful. This has resulted in an improved focus on performance in areas of risk, performance improvement has resulted for some PIs, others have not yet improved, eg. sickness absence, invoices. Additional clinics have been held and further corrective actions have been determined which seem to have impacted on performance.				BR	July-07	Ongoing

## Exception Report for August 2007 Improvement Plan

## Appendix 1

Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
6.1	% of PI's above the median														
6.1.1	Programme of performance clinics undertaken.	BR													Further work planned to improve performance in specific areas, e.g. sickness absence, invoices

### CP7: Community Influence

Ref	August 2007 Action	Colour	Corrective Action												Who	Original Date	Revised Date
7.1.1	Capacity Building evaluation.		Work delayed due to sickness of consultant. Work will resume in October.												HB	July-07	Sept-07
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
7.1	<b>Area Committee pilots (probable expansion of two)</b>																
7.1.1	Capacity Building evaluation.	HB														Work will resume in October	

### FP1: Value for Money

Ref	August 2007 Action	Colour	Corrective Action												Who	Original Date	Revised Date
11.3.5	Identify services for detailed benchmarking & cost analysis to be undertaken		Decision to be made as part of reporting action plan to Cabinet in November												JP	Aug-07	Nov-07

## Exception Report for August 2007 Improvement Plan

## Appendix 1

Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
<b>11.3</b>	<b>Improvements in Use of Resources scoring in relation to VFM</b>														
11.3.5	Identify services for detailed benchmarking & cost analysis to be undertaken	JP													Decision to be made as part of reporting action plan to Cabinet in November

### FP2: Financial Management

Ref	August 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.												JP	July-07	Oct-07
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
<b>12.1</b>	<b>Improved Financial Management by budget holders</b>																
12.1.1	Implementation of the POP project to account for commitments & accruals on the Agresso system	JP													Relaunch of system expected in October.		



## Exception Report for August 2007 Improvement Plan

## Appendix 1

<b>FP3: Financial Strategy</b>																	
Ref	August 2007 Action	Colour	Corrective Action												Who	Original Date	Revised Date
13.1.4	Report to Members on levels of debt and the recovery effectiveness of material income		1 <sup>st</sup> quarter report did not include level of debt.												JP	Aug-07	Nov-07
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
13.1	<b>ROI</b>																
13.1.4	Report to Members on levels of debt and the recovery effectiveness of material income	JP														Report 2 <sup>nd</sup> quarter to will address level of debt.	

<b>FP3: Financial Strategy</b>																	
Ref	August 2007 Action	Colour	Corrective Action												Who	Original Date	Revised Date
13.4.4	Report to Audit Board on exceptions and action plans to address concerns		Corporate risk register reported to Cabinet October – to be reported quarterly to Audit Board after approval from Cabinet												JP	Aug-07	Dec-07
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
13.4	<b>Risk Management</b>																
13.4.4	Report to Audit Board on exceptions and action plans	JP														Corporate risk register reported to Cabinet October – to be reported	

## Exception Report for August 2007 Improvement Plan

## Appendix 1

to address concerns																quarterly to Audit Board after approval from Cabinet
---------------------	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--

### PR3: Spatial Business Project

Ref	August 2007 Action	Colour	Corrective Action													Who	Original Date	Revised Date	
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action				
17.1.2	Finalisation of implementation plan																quarterly to Audit Board after approval from Cabinet		
17.1.	Finalisation of implementation plan																DP	July-07	Sep-07
17.1	Better understanding of the spatial project																		
17.1.2	Finalisation of implementation plan	DP															The project board was scheduled to meet on Sept 17 <sup>th</sup> to discuss this item.		

### PR3: Spatial Business Project

Ref	August 2007 Action	Colour	Corrective Action													Who	Original Date	Revised Date	
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action				
17.1.3	Relaunch of project with Members																DP	Aug-07	Sep-07
17.1.	Relaunch of project with Members																DP	Aug-07	Sep-07

## Exception Report for August 2007 Improvement Plan

## Appendix 1

<b>17.1</b>	<b>Better understanding of the spatial project</b>														
17.1.3	Relaunch of project with Members	DP													Relaunch will be rescheduled once the project board has decided the sub contractor contract.

### PR4: Improved Partnership Working

Ref	August 2007 Action	Colour	Corrective Action												Who	Original Date	Revised Date
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
18.4.1	Chief Exec (BDC) to meet monthly with Chief Exec (WCC)														KD	July-07	TBC
<b>18.4</b>	<b>Improved Working Relationship with the County</b>																
18.4.1	Chief Exec (BDC) to meet monthly with Chief Exec (WCC)	KD															Meetings have stopped until new WCC appointee is in post.

### HR&OD3: Positive Employee Climate

Ref	August 2007 Action	Colour	Corrective Action												Who	Original Date	Revised Date
21.1.5	Communicate results														JP	July-07	Sept-07

## Exception Report for August 2007 Improvement Plan

## Appendix 1

Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
<b>21.1</b>	<b>Employee satisfaction</b>														
21.1.5	Communicate results	JP/HP													Results booklet to be published in September. Employee Focus Groups to be set up to look at how to address the issues raised and determine an action plan.

### HR&OD3: Positive Employee Climate

Ref	August 2007 Action	Colour	Corrective Action												Who	Original Date	Revised Date
21.1.6	Implement Action Plan		Employee Focus Groups to be set up to look at how to address the issues raised and determine an action plan.												JP	Aug-07	Sept-07
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
<b>21.1</b>	<b>Employee satisfaction</b>																
21.1.6	Implement Action Plan	JP													Employee Focus Groups will determine Action Plan		