

BROMSGROVE DISTRICT COUNCIL

18 DECEMBER 2007

PERFORMANCE MANAGEMENT BOARD

IMPROVEMENT PLAN EXCEPTION REPORT [OCTOBER 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 October 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 167 actions highlighted for October within the plan 85.0 percent of the Improvement Plan is on target [green], 9.6 percent is one month behind [amber] and 1.8% percent is over one month behind [red]. 3.6 percent of actions have been rescheduled [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.

4. PROGRESS IN OCTOBER 2007






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

September 2007

October 2007

RED	4	2.4%	RED	3	1.8%
AMBER	11	6.6%	AMBER	16	9.6%
GREEN	149	89.2%	GREEN	142	85.0%
REPROGRAMMED	3	1.8%	REPROGRAMMED	6	3.6%

Where: -

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

4.2 Out of the total of 167 actions for the month, 10 actions have been deleted, suspended or the timescales have been extended. This amounts to 6.0 percent of the plan. These actions are: Overall Customer Satisfaction (4.1.1, 4.1.11), Three Charter Marks (5.2.3), Brand Recognition (5.4.1), Review Annual Business Cycle (6.4.5), Improvements in Use of Resources scoring in relation to VFM (11.3.4, 11.3.6, 11.3.9), ROI (13.1.1) and Satisfaction with leisure centre offer (18.3.3).

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 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	At Leader's Group
Chief Executive	At CMT
Corporate Director (Services)	At CMT
Assistant Chief Executive	Yes
Head of Service <i>(i.e. your own HoS)</i>	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 October 2007

12 BACKGROUND PAPERS:

Full Improvement Plan for August will be e- mailed to all Members of the Corporate Management Team and can be found at 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
Tel: (01527) 881631

Exception Report for October 2007 Improvement Plan

Appendix 1

CP1: Town Centre																
Ref	October 2007 Action	Colour	Corrective Action											Who	Original Date	Revised Date
1.1.2	Commence process of identifying development partner		Meeting to take place in November 2007											PS	Aug-07	Nov-07
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action	
1.1	Public Support for Plans															
1.1.2	Commence process of identifying development partner	PS /PM														The approach to appoint a development partner is being reconsidered as more effective strategies have been identified. Meeting planned for November 2007.

CP1: Town Centre																
Ref	October 2007 Action	Colour	Corrective Action											Who	Original Date	Revised Date
1.2.2	Consultation with community.		Commencement delayed until November											PS	Sept-07	Nov-07
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action	
1.2	Work Commenced															
1.2.2	Consultation with community.	PS														Action not yet commenced due to approach being reconsidered as in 1.2.2. Proposed start date is November 07

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Appendix 1

CP4: Customer Service																	
Ref	October 2007 Action		Colour		Corrective Action										Who	Original Date	Revised Date
4.1.1	Agree customer survey				Will be completed by end of November										HB	Oct-07	Nov-07
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
4.1.	Overall Customer satisfaction																
4.1.1	Agree customer survey	HB														Delayed due to protracted negotiations.	

CP4: Customer Service																	
Ref	October 2007 Action		Colour		Corrective Action										Who	Original Date	Revised Date
4.1.11	Customer Service Peer Review and Update of Customer First Strategy.				Delayed due to capacity issues. Will be reported to February 08 Cabinet										KD	Oct-07	Jan-08
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
4.1.	Overall Customer satisfaction																
4.1.11	Customer Service Peer Review and Update of Customer First Strategy.	KD														Delayed due to capacity issues. Will be reported to February 08 Cabinet	

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CP5: Reputation																	
Ref	October 2007 Action	Colour	Corrective Action												Who	Original Date	Revised Date
5.4.1	Framework contract established with single supplier for graphics.		Delayed due to the prioritisation of Together Bromsgrove.												HB	Sept-07	Nov-07
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
5.4	Brand Recognition																
5.4.1	Framework contract established with single supplier for graphics.	HB														A pilot for funding all of Together Bromsgrove through advertising has been agreed. Given the financial saving from this, it was considered a higher priority.	

CP6: Performance																	
Ref	October 2007 Action	Colour	Corrective Action												Who	Original Date	Revised Date
6.4.5	CCPP Team to review business plans and team plans.		Reviews completed in November 07.												HB	Oct-07	Nov-07
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
6.4	Review Annual Business Cycle (and reinforce business planning cycle)																
6.4.5	CCPP Team to review business plans and team plans.	HB														Reviews now completed. CEO, Executive Directors and ACE to meet with HoS in mid-January 2008 to finalise detailed business plans.	

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CP6: Performance																	
Ref	October 2007 Action	Colour	Corrective Action												Who	Original Date	Revised Date
6.5.1	Monthly meeting between Assistant Chief Executive and Head of Financial Services (to update integrated planner).		Meetings have stopped of late, but need to start up again. New dates set for remainder of year.												JP/HB	Oct-07	Nov-07
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
6.5	Ensure Financial and Performance Integration																
6.5.1	Monthly meeting between Assistant Chief Executive and Head of Financial Services (to update integrated planner).	JP/HB														Meetings have stopped of late, but need to start up again. New dates set for remainder of year.	

CP6: Performance																	
Ref	October 2007 Action	Colour	Corrective Action												Who	Original Date	Revised Date
6.5.6	Monthly Integrated reporting to CMT (with pilot in September)		Will go live by end of November												JP/HB	Sept-07	Nov-07
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
6.5	Ensure Financial and Performance Integration																
6.5.6	Monthly Integrated reporting to CMT (with pilot in September)	JP/HB														Template launched and will go live at the end of November	

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Appendix 1

CP10: Planning																		
Ref	October 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			
10.3.2	Prepare Briefs/ appoint technical baseline reports for Local Development Scheme															MD	Oct-07	Nov-07
10.3	Rolling Vision of the District																	
10.3.2	Prepare Briefs/ appoint technical baseline reports for Local Development Scheme	MD																Briefs have been prepared for three studies (Strategic Flood Risk Assessment, PPG17 and Employment Land Review), and approaches will be made to specialist consultants in November. The draft RSS2 imposes a high housing allocation on the authority, which will be consulted upon by the RPD in Jan 08.

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FP1: Value for Money																	
Ref	October 2007 Action	Colour	Corrective Action												Who	Original Date	Revised Date
11.3.4	Evaluate scoring of VFM template with HoS		Evaluation to take place in December												JP	Oct-07	Dec-07
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
11.3	Improvements in Use of Resources scoring in relation to VFM																
11.3.4	Evaluate scoring of VFM template with HoS	JP														Business plans to be reviewed and HOS to be evaluated against the proposed scores in Dec.	

FP1: Value for Money																	
Ref	October 2007 Action	Colour	Corrective Action												Who	Original Date	Revised Date
11.3.5	Identify services for detailed benchmarking & cost analysis to be undertaken		Report taken to Cabinet in November												JP	Aug-07	Nov-07
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
11.3	Improvements in Use of Resources scoring in relation to VFM																
11.3.5	Identify services for detailed benchmarking & cost analysis to be undertaken	JP														VFM action plan and report presented to Cabinet in November. Initial cost analysis being undertaken – report to be taken to CMT to identify the areas for further analysis.	

Exception Report for October 2007 Improvement Plan

Appendix 1

FP1: Value for Money																	
Ref	October 2007 Action	Colour	Corrective Action												Who	Original Date	Revised Date
11.3.9	Report VFM actions to CMT and member group.		Delayed production of action plan – will be presented to Cabinet in November												JP	Sept-07	Nov-07
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
11.3	Improvements in Use of Resources scoring in relation to VFM																
11.3.9	Report VFM actions to CMT and member group	JP														Action plan presented to CMT in October & will go to Cabinet in November	

FP2: Financial Management																	
Ref	October 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		Due to the vacant Accountancy Manager post the full implementation will be delayed with a new proposed start date for the remainder of the Council for Feb 08												JP	July-07	Feb-08
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
12.1	Improved Financial Management by budget holders																
12.1.1	Implementation of the POP project to account for commitments & accruals on the Agresso system	JP														New upgrades have been implemented. Due to the vacant Accountancy Manager post the full implementation will be delayed with a new proposed start date for the remainder of the Council for Feb 08.	

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FP2: Financial Management																	
Ref	October 2007 Action	Colour	Corrective Action												Who	Original Date	Revised Date
12.1.3	Train all managers to use web access for Agresso reporting		Due to the vacant Accountancy Manager post the full implementation will be delayed with a new proposed start date for the remainder of the Council for Feb08.												JP	Sept-07	Feb-08
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
12.1	Improved Financial Management by budget holders																
12.1.3	Train all managers to use web access for Agresso reporting	JP														Delayed due to focus on implementation of POP as linked with web access. New upgrades have been implemented. Due to the vacant Accountancy Manager post the full implementation will be delayed with a new proposed start date for the remainder of the Council for Feb08.	

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FP3: Financial Strategy																	
Ref	October 2007 Action	Colour	Corrective Action												Who	Original Date	Revised Date
13.1.1	Review effectiveness of Treasury management principles with external fund managers.		To be undertaken in November												JP	Oct-07	Nov-07
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														Due to the refund of treasury funds back in house there has been a slight delay on consulting with advisors on the principles.	

PR2: Improved Governance																	
Ref	October 2007 Action	Colour	Corrective Action												Who	Original Date	Revised Date
16.4.2	Identify peer mentors for the Leader (and Cabinet Members) and the Leader of the Opposition.		Mentoring to commence in December.												CF	Oct-07	Dec-07
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
16.4	Improve Member Capacity																
16.4.2	Identify peer mentors for the Leader (and Cabinet Members) and the Leader of the Opposition.	CF														Mentors have been identified. Mentoring was due to have started in September, but will now commence in December	

PR4: Improved Partnership Working																		
Ref	October 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			
18.3.3	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	Oct-07	Nov-07
18.3	Satisfaction with leisure centre offer																	
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																These APSE surveys are user surveys which feed into a national benchmarking database. Due to low return levels the annual user satisfaction survey have been delayed as more time has been allowed for completion. This has resulted in outturn reviews being delayed by a month.

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Appendix 1

PR4: Improved Partnership Working

Ref	October 2007 Action	Colour	Corrective Action												Who	Original Date	Revised Date
18.4.1	Chief Exec (BDC) to meet monthly with Chief Exec (WCC)		Meetings have stopped with CEO, although are ongoing with senior officers.												KD	Oct-07	Nov-07
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
18.4	Improved Working Relationship with the County																
18.4.1	Chief Exec (BDC) to meet monthly with Chief Exec (WCC)	KD														Meetings have stopped until new WCC appointee is in post; however, the CEO meets regularly with two senior officers from the Council	

HR&OD3: Positive Employee Climate

Ref	October 2007 Action	Colour	Corrective Action												Who	Original Date	Revised Date
21.1.6	Implement Action Plan		Action Plan implementation delayed by delayed publication of results. Report will go to CMT in Jan 08												JP	August-07	Jan-08
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
21.1	Employee satisfaction																
21.1.6	Implement Action Plan	JP														Employee Focus Groups to be held in November to look at how to address the issues raised and determine an action plan.	