

BROMSGROVE DISTRICT COUNCIL

22 JANUARY 2008

PERFORMANCE MANAGEMENT BOARD

IMPROVEMENT PLAN EXCEPTION REPORT [NOVEMBER 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 November 2007.

2. RECOMMENDATION

- 2.1 That Performance Management Board considers and approves the revisions to the Improvement Plan Exception Report, and the corrective action being taken.
- 2.2 That Performance Management Board notes that for the 159 actions highlighted for November within the plan 86.9 percent of the Improvement Plan is on target [green], 7.0 percent is one month behind [amber] and 3.1 percent is over one month behind [red]. 3.1 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 NOVEMBER 2007






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

October 2007

November 2007

RED	3	1.8%	RED	5	3.1%
AMBER	16	9.6%	AMBER	11	7.0%
GREEN	142	85.0%	GREEN	138	86.9%
REPROGRAMMED	6	3.6%	REPROGRAMMED	5	3.1%

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 159 actions for the month, 13 actions have been deleted, suspended or the timescales have been extended. This amounts to 8.2 percent of the plan. These actions are: Overall Customer Satisfaction x2 ((4.1); Review of Annual Business Cycle (6.4); Satisfaction with Artrix (8.2); Historical Offer (establishment of museum trust) (8.4); Improvements in Use of Resources scoring in relation to VFM (11.3) Ombudsman Complaints (Customer Feedback System) (15.1); Reduced Demand (15.2); Better understanding of the spatial project (17.1); Satisfaction with leisure centre offer (18.3); Management Development Strategy (20.4); PDR Process (22.1); Develop Project Management Arrangements (22.6).

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. COUNCIL OBJECTIVES

7.1 The Improvement Plan relates to all of the Council's four objectives and five priorities.

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. EQUALITIES AND DIVERSITY IMPLICATIONS

10.1 Please see section 3 of the Improvement Plan

11. VALUE FOR MONEY IMPLICATIONS

11.1 See section 11 of the Improvement Plan

12. 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.

13. OTHERS CONSULTED ON THE REPORT

Portfolio Holder	No
Chief Executive	At CMT
Executive Director (Partnerships and Projects)	At CMT
Executive 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

14. WARDS AFFECTED

14.1 All wards

15. APPENDICES

15.1 Appendix 1 Improvement Plan Exception Report November 2007

16. BACKGROUND PAPERS:

16.1 Full Improvement Plan for November 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 November 2007 Improvement Plan

Appendix 1

CP1: Town Centre																		
Ref	November 2007 Action	Colour	Corrective Action													Who	Original Date	Revised Date
1.2.2	Consultation with community.		Start date has been further delayed until January 2008 due to reconsidered approach.													PS	Sept-07	Jan-08
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														<p>Action not yet commenced due to the reconsidered approach in 1.1.2. (where a recommendation is going to Cabinet in January proposing a model for redeveloping the market hall site and the identification of a developer to do this work. This replaces the earlier idea of identifying a development partner to do all the work in the town centre).</p>		

CP4: Customer Service																	
Ref	November 2007 Action		Colour		Corrective Action										Who	Original Date	Revised Date
4.1.1	Agree customer survey				Will be completed in January 2008										HB	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																
4.1.1	Agree customer survey	HB														Delayed due to protracted negotiations. Questions are now in draft form but are likely to be completed in January due to other competing priorities.	

CP4: Customer Service																	
Ref	November 2007 Action		Colour		Corrective Action										Who	Original Date	Revised Date
4.1.2	Undertake survey				Survey will go out at the end of January 2008										HB	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																
4.1.2	Undertake survey	HB														Due to the delay in the negotiations in 4.1.1, the survey will take place later than originally planned.	

CP4: Customer Service

Exception Report for November 2007 Improvement Plan

Appendix 1

Ref	November 2007 Action	Colour	Corrective Action												Who	Original Date	Revised Date
4.1.11	Customer Service Peer Review and Update of Customer First Strategy.		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. Now in draft form. Will be reported to February 08 Cabinet	

CP5: Reputation

Ref	November 2007 Action	Colour	Corrective Action												Who	Original Date	Revised Date
5.4.1	Framework contract established with single supplier for graphics.		Deadline is now an issue for the Procurement Team who are working with Redditch DC on this joint initiative. Anticipate that tenders will go out on 15 th January 2008.												HB	Sept-07	Jan-08
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	November 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			
6.4.1	Undertake review of annual business cycle and reports, with particular focus on CMT, PMB and Cabinet.															HB	Nov-07	Dec-07
6.4	Review Annual Business Cycle (and reinforce business planning cycle)																	
6.4.1	Undertake review of annual business cycle and reports, with particular focus on CMT, PMB and Cabinet.	BR/HB																No capacity to undertake review plus the initial feedback from the Audit Commission is that our performance management processes are robust. Although a key issue is greater middle manager involvement.

Exception Report for November 2007 Improvement Plan

Appendix 1

CP7: Community Influence																			
Ref	November 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				
7.5.2	Guidance for "adoption" of Parish Plans developed and approach to Charter.															Project delayed by one month.	HB	Nov-07	Dec-07
7.5	Parish Council Influence (and Parish Council Charter)																		
7.5.2	Guidance for "adoption" of Parish Plans developed and approach to Charter.	HB															Lead member of staff have been ill and this has caused 6 days to be lost in November which has put the project back.		

Exception Report for November 2007 Improvement Plan

Appendix 1

CP10: Planning																	
Ref	November 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		
10.4.3	Further action depending on results of clinic.		Orange		Further meeting to take place with GOWM in December.										DH	Nov-07	Dec-07
10.4	Revisit Planning Moratorium																
10.4.3	Further action depending on results of clinic.	DH					Orange	Grey	Grey	Grey	Grey	Grey	Grey	Grey	Grey	The small allocation available to Bromsgrove, some 2100,(of which 680 units already accounted for) will not result in removal of Moratorium. Meetings with Redditch and Stratford re RSS allocation took place in November.	

FP1: Value for Money																			
Ref	November 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. New accountancy manager will start work in Feb 08 to drive this work forward.														JP	Aug-07	Feb-08
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. New accountancy manager will start work in Feb 08 to drive this work forward.			

Exception Report for November 2007 Improvement Plan

Appendix 1

FP2: Financial Management																	
Ref	November 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		Roll out to Customer Service Centre and Revenues and Benefits section will take place in January												JP	July-07	Mar-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														Upgrades have been tested and implemented.	

FP2: Financial Management																	
Ref	November 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 March 08.												JP	Sept-07	Mar-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	

Exception Report for November 2007 Improvement Plan

Appendix 1

FP3: Financial Strategy																	
Ref	November 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		
13.1.4	Report to Members on levels of debt and the recovery effectiveness of material income		Will be addressed formally in Q3, although reported to CMT on a monthly basis												JP	Oct-07	Feb-08
13.1	ROI																
13.1.4	Report to Members on levels of debt and the recovery effectiveness of material income	JP														This area was missed from qtr 2 – to be addressed formally at qtr 3 – reported to CMT officers monthly	

Exception Report for November 2007 Improvement Plan

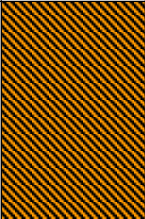




Appendix 1

FP4: Financial Strategy																			
Ref	November 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				
14.2.4	"Town Hall" meeting.		November meeting was cancelled. It has been decided to hold only one meeting per year, in July.														HB	Nov-07	July-08
14.2	Integrated Annual Reports																		
14.2.4	"Town Hall" meeting.	HB														<p>The town hall meeting was originally put back from November to January in order that we could update people with some firm proposals on the town centre. January was then considered a bad month to hold the meeting. With the next meeting planned for July, it was agreed to cancel the November/January one and just go for one meeting a year</p>			

Exception Report for November 2007 Improvement Plan

Appendix 1

PR2: Improved Governance																
Ref	November 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	
16.4.2	Identify peer mentors for the Leader (and Cabinet Members) and the Leader of the Opposition.		Mentoring to commence in January. The Leader is currently being mentored											CF	Oct-07	Jan-07
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 identified. This programme is now back in accordance with timescales. The first session will be facilitated with the Cabinet in January. Leader is currently being mentored. Work is driven by the Modern Member Steering Group.

PR4: Improved Partnership Working																
Ref	November 2007 Action	Colour	Corrective Action											Who	Original Date	Revised Date
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.		Will be completed in January 2008.											JG	Oct-07	Jan-08
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action	
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														Due to low return levels the annual user satisfaction survey have been delayed as more time has been allowed for completion. This will now be completed in Jan 08 due to the low numbers attending the site at this time of the year,

Exception Report for November 2007 Improvement Plan

Appendix 1

HR&OD3: Positive Employee Climate																	
Ref	November 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		
21.1.6	Implement Action Plan		Orange		Action Plan implementation delayed by delayed publication of results. Report will go to CMT in Jan 08										JP	August-07	Jan-08
21.1	Employee satisfaction																
21.1.6	Implement Action Plan	JP		Orange	Orange	Red	Orange	Grey	Grey	Grey	Grey	Grey	Grey			Employee Focus Groups were held in November to look at how to address the issues raised and determine an action plan.	