

BROMSGROVE DISTRICT COUNCIL

19 FEBRUARY 2008

PERFORMANCE MANAGEMENT BOARD

IMPROVEMENT PLAN EXCEPTION REPORT [DECEMBER 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 December 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 Performance Management Board notes that for the 147 actions highlighted for December within the plan 82.3% percent of the Improvement Plan is on target [green], 11.6% percent is one month behind [amber] and 2.0% percent is over one month behind [red]. 4.1% 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 DECEMBER 2007

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

November 2007

December 2007

RED	5	3.1%	RED	3	2.0%
AMBER	11	7.0%	AMBER	17	11.6%
GREEN	138	86.9%	GREEN	121	82.3%
REPROGRAMMED	5	3.1%	REPROGRAMMED	6	4.1%

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 147 actions for the month, 14 actions have been deleted, suspended or the timescales have been extended. This amounts to 9.5 percent of the plan. These actions are: Work Commenced (1.2); Longbridge (2.4); Overall Customer Satisfaction x2 (4.1); Three Charter Marks (5.2); Review Annual Business Cycle (6.4); Parish Council Influence (7.5); Satisfaction with Artrix (8.2) Maintain Greenbelt (10.1); Revisit Planning Moratorium (10.4); Improvements in Use of Resources score in relation to VFM (11.3); Improve Member Capacity (16.4); Better understanding of Spatial Project (17.1); Performance Management Arrangements for CMT (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	No
Head of Service <i>(i.e. your own HoS)</i>	No
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 December 2007

16. BACKGROUND PAPERS:

16.1 Full Improvement Plan for December 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

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Exception Report for December 2007 Improvement Plan

Appendix 1

CP1: Town Centre																	
Ref	December 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		
1.2.2	Consultation with community.				Start date remains further delayed until January 2008 due to reconsidered approach.										PS	Sept-07	Jan-08
1.2	Work Commenced																
1.2.2	Consultation with community.	PS														Meeting with consultants took place in December. Further work will be undertaken to prepare the Area Action Plan in January which will include seeking the views of the community. This will then form the basis of an issues and options document which will go out for wider consultation.	

Exception Report for December 2007 Improvement Plan

Appendix 1

CP4: Customer Service																	
Ref	December 2007 Action		Colour		Corrective Action										Who	Original Date	Revised Date
4.1.1	Agree customer survey				Will be agreed 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 protracted negotiations. The questions are now in draft, and survey design will be completed in January due to other competing priorities.	

CP4: Customer Service																	
Ref	December 2007 Action		Colour		Corrective Action										Who	Original Date	Revised Date
4.1.2	Undertake survey				Survey will go out in February 2008										HB	Nov-07	Feb-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 and will go out in February 2008	

Exception Report for December 2007 Improvement Plan

Appendix 1

CP4: Customer Service																	
Ref	December 2007 Action		Colour		Corrective Action										Who	Original Date	Revised Date
4.1.6	Develop posters for internal display.				Posters will be produced in February.										HB	Dec-07	Feb-08
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
4.1.	Overall Customer satisfaction																
4.1.6	Develop posters for internal display.	HB														Other work within the customer feedback software project has been given priority. Posters will be produced in February.	

CP4: Customer Service																	
Ref	December 2007 Action		Colour		Corrective Action										Who	Original Date	Revised Date
4.1.7	Launch with press and Internet.				Launch arranged for 31 January.										HB	Dec-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																
4.1.7	Launch with press and Internet.	HB														Slightly delayed. Launch arranged for 31 January.	

Exception Report for December 2007 Improvement Plan

Appendix 1

CP4: Customer Service																	
Ref	December 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	Feb-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	

CP6: Performance																			
Ref	December 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	Feb-08
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. Also, initial feedback from the Audit Commission indicates our performance management processes are robust. A review of all the dates for next year was completed in December and this will be reported to February CMT. A key issue is greater middle manager involvement			

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Appendix 1

CP7: Community Influence																	
Ref	December 2007 Action		Colour		Corrective Action										Who	Original Date	Revised Date
7.1.1	Capacity Building evaluation.				Work being undertaken by consultant, but delays created through illness. Report received Jan 08										HB	Dec-07	Jan-08
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
7.1	Area Committee pilots (probable expansion of two)																
7.1.1	Capacity Building evaluation.	HB														Report was not received until January 08 which has delayed project.	

CP7: Community Influence																	
Ref	December 2007 Action		Colour		Corrective Action										Who	Original Date	Revised Date
7.5.2	Guidance for “adoption” of Parish Plans developed and approach to Charter.				Draft to be completed in January.										HB	Nov-07	Jan-08
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
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.	

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CP9: Clean District																	
Ref	December 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		
9.2.2	Development of Policy Document				Policy document may miss target slightly but is close to completion.										MB	Dec-07	Jan-08
9.2	Improve Customer Perception of Cleanliness																
9.2.2	Development of Policy Document	MB														The Policy document will set out the Council's approach to improving customer perception of cleanliness. Policy may miss target slightly but is close to completion	

Exception Report for December 2007 Improvement Plan

Appendix 1

FP1: Value for Money																		
Ref	December 2007 Action	Colour	Corrective Action													Who	Original Date	Revised Date
11.1.3	Quarterly report to PMB to assess the effectiveness of the alternative methods of service delivery eg- transfer to leisure trust, payroll service provision		Services will not be transferred until April 08.													JP	Dec-07	April-08
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action			
11.1	Realisation of cashable savings by alternative methods of service delivery																	
11.1.3	Quarterly report to PMB to assess the effectiveness of the alternative methods of service delivery eg- transfer to leisure trust, payroll service provision	JP														Services will not be transferred until April 08.		

Exception Report for December 2007 Improvement Plan

Appendix 1

FP1: Value for Money

Ref	December 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			
11.3.5	Identify services for detailed benchmarking & cost analysis to be undertaken															JP	Aug-07	Feb-08
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.

FP2: Financial Management

Ref	December 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			
12.1.1	Implementation of the POP project to account for commitments & accruals on the Agresso system															JP	July-07	Mar-08
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.

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FP2: Financial Management																		
Ref	December 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			
12.1.3	Train all managers to use web access for Agresso reporting															JP	Sept-07	Mar-08
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. Accountancy Manager post to start in March 08 and to plan a proposed start date for the remainder of the Council.	

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FP2: Financial Management																	
Ref	December 2007 Action		Colour	Corrective Action											Who	Original Date	Revised Date
12.4.3	Undertake programme.			Audit Commission focus on preparation for year end – workshops on final accounts arranged by AC for BDC staff.											JP	Sept-07	Mar-08
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
12.4	Increase Benefit from External Audit																
12.4.3	Undertake programme.	JP														Audit Commission focus on preparation for year end – workshops on final accounts arranged by AC for BDC staff. Other support to be reviewed once final accounts completed (August 08)	

PR2: Improved Governance																	
Ref	December 2007 Action		Colour	Corrective Action											Who	Original Date	Revised Date
16.4.1	Develop and run a training and development programme for Cabinet Members.			Project planning will commence in January and the first Cabinet session will take place in March											CF	Dec-07	Jan-08
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
16.4	Improve Member Capacity																
16.4.1	Develop & run a training & development programme for Cabinet Members.	CF														Met with Leader and identified training need and training provider.	

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PR2: Improved Governance

Ref	December 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.														CF	Oct-07	Jan-08
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 start in September, but will now commence in January. The first session will be facilitated with the Cabinet in March	

PR2: Improved Governance

Ref	December 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		
16.4.5	Top Team development day to strengthen the relationship between new Cabinet and CMT.														CF	Dec-07	Jan-08
16.4	Improve Member Capacity																
16.4.5	Top Team development day to strengthen the relationship between new Cabinet and CMT.	CF														Programme has been determined and the first planning session is scheduled for January with a facilitated Cabinet session in March.	

HR&OD2: Modernisation																	
Ref	December 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		
20.3.1	Review, develop, consult, train and Implement on all HR policies and procedures as detailed in the People Strategy				HR policy review programme has slowed down as a result of other organisational priorities (e.g. HR implications of the budget) and case management. This will be picked up again in the new Business Planning year										JP	Dec-07	April-08
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														Health and Safety policies have been subject to review during this period and updated accordingly. HR policy review programme has slowed down as a result of other organisational priorities (e.g. HR implications of the budget) and case management. This will be picked up again in the new Business Planning year.	

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HR&OD3: Positive Employee Climate																	
Ref	December 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	Aug-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 were held in November to look at how to address the issues raised and determine an action plan.	