

**BROMSGROVE DISTRICT COUNCIL**

**18 MARCH 2008**

**PERFORMANCE MANAGEMENT BOARD**

**IMPROVEMENT PLAN EXCEPTION REPORT [JANUARY 2008]**

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

**1. SUMMARY**

- 1.1 To ask PMB to consider the attached updated Improvement Plan Exception Report for January 2008.

**2. RECOMMENDATION**

- 2.1 That PMB considers and approves the revisions to the Improvement Plan Exception Report, and the corrective action being taken.
- 2.2 That PMB notes that for the 140 actions highlighted for January within the plan 84.3 percent of the Improvement Plan is on target [green], 11.4 percent is one month behind [amber] and 1.4 percent is over one month behind [red]. 2.9 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 JANUARY 2008**






Overall performance as at the end of January 2008 is as follows: -

December 2007

January 2008

<b>RED</b>	<b>3</b>	<b>2.0%</b>	<b>RED</b>	<b>2</b>	<b>1.4%</b>
<b>AMBER</b>	<b>17</b>	<b>11.6%</b>	<b>AMBER</b>	<b>16</b>	<b>11.4%</b>
<b>GREEN</b>	<b>121</b>	<b>82.3%</b>	<b>GREEN</b>	<b>118</b>	<b>84.3%</b>
<b>REPROGRAMMED</b>	<b>6</b>	<b>4.1%</b>	<b>REPROGRAMMED</b>	<b>4</b>	<b>2.9%</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 140 actions for the month, 6 actions have been suspended or the timescales have been extended. This amounts to 4.3 percent of the plan. These actions are: Modernised Strategic Housing Service (3.2); Overall Customer Satisfaction (4.1) x 2; Improve Customer Perception of Cleanliness (9.2) and Improve Member Capacity (16.4) x 2.
- 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 10 priorities as per the 2007/2010 Council Plan.

## **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	<b>No</b>
Chief Executive	<b>Yes</b>
Executive Director (Partnerships and Projects)	<b>Yes</b>
Executive 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>

**14. WARDS AFFECTED**

14.1 All wards

**15. APPENDICES**

15.1 Appendix 1 Improvement Plan Exception Report January 2008

**16. BACKGROUND PAPERS:**

- 16.1 Full Improvement Plan for December will be e- mailed to all Members of PMB 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.

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## Exception Report for January 2008 Improvement Plan

## Appendix 1

<b>CP4: Customer Service</b>																	
Ref	January 2008 Action		Colour		Corrective Action										Who	Original Date	Revised Date
4.1.2	Undertake survey				Survey now with the contractor.										HB	Nov-07	Feb-08
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
4.1.	<b>Overall Customer satisfaction</b>																
4.1.2	Undertake survey	HB														Questions agreed and now with supplier. Results will be reported in April/ May 08	

<b>CP4: Customer Service</b>																	
Ref	January 2008 Action		Colour		Corrective Action										Who	Original Date	Revised Date
4.1.3	Report survey				Results delayed due to survey going out later than originally planned. Will be reported from April 2008										HB	Nov-07	Apr-08
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
4.1.	<b>Overall Customer satisfaction</b>																
4.1.3	Report survey	HB														Delayed, due to survey going out later than originally planned	

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<b>CP4: Customer Service</b>																	
Ref	January 2008 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.	<b>Overall Customer satisfaction</b>																
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.	

<b>CP4: Customer Service</b>																	
Ref	January 2008 Action		Colour		Corrective Action										Who	Original Date	Revised Date
4.1.9	Agree new set with Cabinet.				Now going to Cabinet in March, as special budget Cabinet cancelled in February.										HB	Jan-08	Mar-08
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
4.1.	<b>Overall Customer satisfaction</b>																
4.1.9	Agree new performance indicator set with Cabinet.	HB														Now going to Cabinet in March, as special budget Cabinet cancelled.	

<b>CP6: Performance</b>																	
Ref	January 2008 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.		A review of all the dates for next year was completed in December and this will be reported to February CMT												HB	Nov-07	Feb-08
<b>6.4</b>	<b>Review Annual Business Cycle (and reinforce business planning cycle)</b>																
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

<b>CP7: Community Influence</b>																	
Ref	January 2008 Action	Colour	Corrective Action												Who	Original Date	Revised Date
7.1.4	Develop delivery plan for further roll out.		Dependent on outcome of meeting with Leader and Leader of Opposition on 05 March.												HB	Jan-08	Mar-08
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>																
7.1.4	Develop delivery plan for further roll out.	HB														Dependent on outcome of meeting with Leader and Leader of Opposition on 05 March.	

<b>CP7: Community Influence</b>																	
Ref	January 2008 Action	Colour	Corrective Action												Who	Original Date	Revised Date
7.5.3	Consultation with Leader's Group.		Further discussion required, before it can be re-submitted in March.												HB	Nov-07	Mar-08
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
7.5	<b>Parish Council Influence (and Parish Council Charter)</b>																
7.5.3	Consultation with Leader's Group.	HB														PP guidance went to February's Leader's meeting, but agreed that it would not go forward to Cabinet in March.	



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## Appendix 1

<b>CP9: Clean District</b>																	
Ref	January 2008 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 will be completed by end of February										MB	Dec-07	Feb-08
<b>9.2</b>	<b>Improve Customer Perception of Cleanliness</b>																
9.2.2	Development of Policy Document	MB														The Policy document will set out the Council's approach. Policy will be completed by end of February	

<b>FP1: Value for Money</b>																	
Ref	January 2008 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		
11.1.3	Monitor provision through client reviews.				Not due to commence until July/ August 08 following transfer										JP	Dec-07	July-08
<b>11.1</b>	<b>Realisation of cashable savings by alternative methods of service delivery</b>																
11.1.3	Monitor provision through client reviews.	JP														The monitoring of the services provided by external agencies (eg Payroll – Redditch, Leisure – Wychavon Leisure Trust) are not due to commence until July – August. A robust framework of monitoring cashable efficiencies realised by the changes services will commence following transfer.	

<b>FP1: Value for Money</b>																
Ref	January 2008 Action	Colour	Corrective Action											Who	Original Date	Revised Date
11.3.5	Identify services for detailed benchmarking & cost analysis to be undertaken.		New accountancy manager will start work in March 08 to drive this work forward.											JP	Aug-07	March-08
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														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.

<b>FP2: Financial Management</b>																
Ref	January 2008 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.		Ongoing											JP	July-07	Mar-08
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action	

# Exception Report for January 2008 Improvement Plan

# Appendix 1

<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													Upgrades have been tested and implemented. Roll out to Customer Service Centre and Revenues and Benefits section took place in Jan 08	
<b>FP2: Financial Management</b>																
<b>Ref</b>	<b>January 2008 Action</b>	<b>Colour</b>	<b>Corrective Action</b>											<b>Who</b>	<b>Original Date</b>	<b>Revised Date</b>
12.1.3	Train all managers to use web access for Agresso reporting.		Accountancy Manager post to start in March 08 and to plan a proposed start date for the remainder of the Council.											JP	Sept-07	Mar-08
<b>Ref.</b>	<b>Action</b>	<b>Lead</b>	<b>July</b>	<b>Aug.</b>	<b>Sep.</b>	<b>Oct.</b>	<b>Nov.</b>	<b>Dec.</b>	<b>Jan.</b>	<b>Feb.</b>	<b>Mar.</b>	<b>Apr.</b>	<b>May</b>	<b>June</b>	<b>Corrective Action</b>	
<b>12.1</b>	<b>Improved Financial Management by budget holders</b>															
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.	

<b>FP2: Financial Management</b>																
Ref	January 2008 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	
12.1.4	Commence pilot of relaunch of CIPFA FM model to enable diagnostic of areas of weakness to be developed.		To be readdressed in April as part of closedown process											JP	Jan-08	Apr-08
<b>12.1</b>	<b>Improved Financial Management by budget holders</b>															
12.1.4	Commence pilot of relaunch of CIPFA FM model to enable diagnostic of areas of weakness to be developed.	JP														HOFS undertaken joint approach with other districts to identify areas of weakness that need addressing at Bromsgrove. Report to CMT delayed due to lack of Accountancy Manager .

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<b>FP2: Financial Management</b>																	
Ref	January 2008 Action		Colour		Corrective Action										Who	Original Date	Revised Date
12.4.3	Undertake programme.				The Council officers are participating in all networking groups and formal support offered by the External Auditors ( eg final accounts workshops). This will continue during 2008/09.										JP	Sept-07	Mar-08
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
<b>12.4</b>	<b>Increase Benefit from External Audit</b>																
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)		

<b>PR2: Improved Governance</b>																	
Ref	January 2008 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 commenced in January and the first Cabinet session will take place in March										CF	Dec-07	Mar-08
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
<b>16.4</b>	<b>Improve Member Capacity</b>																
16.4.1	Develop & run a training & development programme	CF													Met with Leader and identified training need and training provider.		

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	for Cabinet Members.																		
<b>PR2: Improved Governance</b>																			
Ref	January 2008 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 commenced in January. The first session will be facilitated with the Cabinet in March														CF	Oct-07	Mar-08
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action				
<b>16.4</b>	<b>Improve Member Capacity</b>																		
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	January 2008 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				
16.4.6	Review roles and responsibilities for Leader, Leader of Opposition and Cabinet Members.															CF	Dec-07	Autumn-08	
16.4	<b>Improve Member Capacity</b>																		
16.4.6	Review roles and responsibilities for Leader, Leader of Opposition and Cabinet Members.	CF																	It has been agreed that although the constitution review will go some way to identifying the existing roles and responsibilities that whole scale change will not occur until the consequence of the Local Government and Public involvement in Health Act is know.

<b>HR&amp;OD2: Modernisation</b>																	
Ref	January 2008 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
<b>20.3</b>	<b>Policy Development</b>																
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.	