

Improvement Plan: xxx Update 2008/09 Draft Version

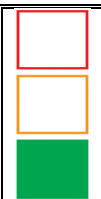
Priority CP1: Town Centre					
1	Expected Outcome	Regeneration of Bromsgrove Town Centre			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
1.1	Public support for plans	Area Action plan: issues and options stage completed Move towards preferred options stage	31 October 2008 31 January 2009	PS PS	Project manager and Marketing manager 2008/2009 Budget
1.2	Work Commenced	Procure preferred partner Public and trader consultation on plans	30 June 2008 31 July 2008	PS PS	Recruitment Consultants 2008/09 Budget.
1.3	Agree sites for relocation of public sector partners	Identification and discussion with Fire and Rescue, Police and WCC about potential sites for relocation	31 March 09	PS	WCC Police, Fire and Rescue Service 2008/09 Budget
1.4	Reach agreement on redevelopment of the market hall site	Hold discussions with retailer Close market hall and relocate market to an outdoor site on the high street	31 December 2008 31 March 2009	PS PS	Retailer and Developer resources 2008/09 Budget
1.5	Redevelop public toilet facilities in town centre	Commission architect and builder and commence work	30 April 2009	PS	Capital Programme
1.6	High street enhancement through improved high street events and	Hold discussions with sponsors and businesses to agree enhancements	31 October 2008	PS	Sponsorship 2008/09 Budget

Improvement Plan: xxx Update 2008/09 Draft Version

	Christmas lights				
1.7	Agree funding and planning permission for train station redevelopment.	Agree multiple funding.	31 July 2008	HB	Multiple partners.
		Agree historic dimension to new build.	30 September 2008	HB	BRUG/Bromsgrove Society, 2009/2010 budget bid.
		Obtain planning permission, including travel plan, that links to town centre and includes transport interchange.	31 December 2008	HB	Planning Team.
		Start work on redevelopment.	28 February 2009	HB	Network Rail.
1.8	Establish community transport service, linked to town centre regeneration.	Develop business case and submit budget bid.	30 September 2008	HB	2009/2010 budget bid. County Council. Sponsorship.
		Develop and deliver implementation plan.	30 June 2009	HB	Redditch BC

Progress Update		
1.1		
1.2		

Improvement Plan: xxx Update 2008/09 Draft Version

1.3	
1.4	
1.5	
1.6	
1.7	
1.8	

Ref.	Action	Lead													Corrective Action
			July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	
1.1.	Public Support for Plans (see section 14.4 Area Action Plan)														
1.2.	Work Commenced (see 1.4)														
1.2.1	Identify legal support	PS													
1.2.2	Identify commercial support	PS													
1.2.3	Inform traders of issues and options consultation	PS													
1.3	Agree sites for relocation of public sector partners														
1.3.1	Consultation on Parkside	PS													
1.3.2	Receive planning	PS													

Improvement Plan: xxx Update 2008/09 Draft Version

Ref.	Action	Lead													Corrective Action	
			July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June		
	applications															
1.3.3	Take action on Parkside building	PS														
1.3.4	Consider road improvements	PS														
1.4	Reach agreement on redevelopment of the market hall site															
1.4.1	Receive advice on OJEU	PS														
1.4.2	Seek commercial advice	PS														
1.4.3	Meet with retailers	PS														
1.4.4	Await designs from retailers.	PS														
1.4.5	Determine successful designs and ensure retailer will fund scheme.	PS														
1.4.4	Agree heads of terms	PS														
1.4.5	Prepare contract	PS														
1.4.6	Seek planning permission	PS														

1.5	Redevelop public toilet facilities in town centre															
1.5.1	Consult disabled users	PS														
1.5.2	Identify site	PS														
1.5.3	Appoint project managers	PS														
1.5.4	Prepare plans	PS														
1.5.5	Appoint builders	PS														
1.5.6	Commence building work	PS														

1.6	High street enhancement and improved high street events															
1.6.1	Draw up proposals	PS														
1.6.2	Meet with AWM	PS														

Improvement Plan: xxx Update 2008/09 Draft Version

1.6.3	Consider proposals	PS													
1.6.4	Prepare plans for High Street events	PS													
1.6.5	Events start running every month, including Xmas lights etc.	PS													
1.6.6	Submit proposals for funding additional events	PS													
1.6.7	Bids approved.	PS													

1.7	Agree funding and planning permission for train station redevelopment, with transport links to town centre														
1.7.1	Network Rail to agree business case and funding for station.	HB													
1.7.2	Agree historic dimension to new build.	HB													
1.7.3	Obtain planning permission.	HB													
1.7.4	Start work on new build.	HB													
1.8	Establish community transport service, linked to town centre regeneration														
1.8.1	Research market and demand for service.	HB													
1.8.2	Research funding options for service.	HB													
1.8.3	Develop and submit business case.	HB													
1.8.4	Funding approved.	HB													
1.8.5	Develop and deliver implementation plan.	HB													

**Improvement Plan: xxx Update
2008/09 Draft Version**

Priority CP2: Housing					
2	Expected Outcome	Delivery of Housing Strategy			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
2.1	Delivery of affordable housing target (Housing Strategy)	<p>Support applications for, or to consider future of, affordable housing on areas of development restraint</p> <p>Commission Housing Market Assessment for Bromsgrove District to provide basis of affordable housing need in the district</p> <p>Analyse results of Bromsgrove Housing Market Assessment and utilise data in planned mid term review of 5 year Housing Strategy Document</p> <p>Encourage maximum amount of Affordable Housing through Supplementary Planning Document</p> <p>Use of existing public sector sites e.g. Council House</p>	<p>On-going</p> <p>31 July 2008</p> <p>31st December 2008</p> <p>31 March 2011</p> <p>Ongoing Local Area Agreement target to 31 March 2009</p>	<p>DH</p> <p>AC/MD</p> <p>AC/MD</p> <p>MD</p> <p>CF</p>	<p>Planning Team</p> <p>Strategic Housing/ Principle RSL Partner Consultation Group</p> <p>Asset Management Strategy</p>

**Improvement Plan: xxx Update
2008/09 Draft Version**

Priority CP2: Housing					
2	Expected Outcome	Delivery of Housing Strategy			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
2.2	Homelessness prevention and reduction in the use of temporary accommodation	<p>Implementation of new homelessness and prevention support services</p> <p>Additional staff resource to carry out home visit/ mediation implementation of rent deposit/ bond and a spend to save scheme</p> <p>Re-negotiated SLA with BDHT to provide management of 'move on' from temporary accommodation</p>	<p>31 March 2010</p> <p>31 March 2010</p> <p>31 March 2010</p>	<p>AC</p> <p>AC</p> <p>AC</p>	Strategic Housing Team/ BDHT Housing Agency agreement
2.3	Improved housing service	<p>Develop and agree Audit Commission Re-Inspection</p> <p>Implement and monitor improvement actions</p>	<p>30 September 2008</p> <p>From 30 September 2008 onwards</p>	<p>AC</p> <p>AC</p>	Strategic Housing Team
Progress Update					
2.1					

**Improvement Plan: xxx Update
2008/09 Draft Version**

Priority CP2: Housing							
2	Expected Outcome	Delivery of Housing Strategy					
Ref.	Measures of Success	Actions Required	Timescales			Lead	Resources
2.2							
2.3							

Ref.	Action	Lead													Corrective Action
			July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	
2.1.	Delivery of affordable housing target (Housing Strategy)														
2.1.1	Determine planning applications on their merits having regard to the Development Plan and other material considerations	DH													
2.1.2	Receive Bromsgrove Housing Market Assessment	AC/MD													
2.1.3	Prepared affordable Housing Supplementary Planning Document (SPD)	MD													
2.1.4	Consult on SPD	MD													
2.1.5	Adopt SPD	MD													
2.1.6	Assets Management Plan – Survey Council House and Depot to determine	CF													

Improvement Plan: xxx Update 2008/09 Draft Version

Ref.	Action	Lead													Corrective Action	
			July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June		
	service delivery space requirements to inform relocation plan															
2.1.7	Communicate results of survey to staff with view to advising them on progress re. vacating the Council House	CF														
2.2.	Homelessness prevention and reduction in the use of temporary accommodation															
2.2.1	Completed	AC														Preventative service reviewed, BDHT now providing Housing Options Appraisals, CLG funding increased and key preventative schemes funding approved for 3 yr period.
2.2.2	Completed	AC														Staff resource appointed Summer 06 – Private Tenancy Scheme and Spend To Save Schemes operational since April 07.
2.2.3	Completed	AC														Temporary accommodation arrangements reviewed with BDHT during 2007 and BDHT Temp accom / 'move on' manager now in post. Performance currently exceeded Government target for occupation of temp accom.
2.3	Improved housing service															
2.3.1	Report to Exec Cabinet and PMB to approve AC reinspection Action Plan	AC														
2.3.2	Implement and monitor the improvement actions set	AC														

Improvement Plan: xxx Update 2008/09 Draft Version

Ref.	Action	Lead													Corrective Action	
			July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June		
	out in the AC reinspection Action Plan at regular management meeting of the Executive Director, Projects and Partnerships, Head of P&E and Strategic Housing Manager,															
2.3.3	Report progress to Members (PMB)	AC														
2.3.4	Raise Member and officer awareness and understanding of new models of housing for older people and review strategy for provision within consultation and mid term review of Housing Strategy Action Plan	AC														

Priority CP3: Customer Service					
3.	Expected Outcome	Increase in overall customer satisfaction with the Council			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
3.1	Overall customer satisfaction with Council	Annual review of customer panel contract with 2 x surveys per annum Monthly reporting of customer feedback to CMT	31 October 2008 Every month	HB HB	Approved budget Tagish software Service Business Plans linked to budget process CCPP Team and

**Improvement Plan: xxx Update
2008/09 Draft Version**

Priority CP3: Customer Service					
3.	Expected Outcome	Increase in overall customer satisfaction with the Council			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
		Annual review of corporate indicator set	01 April 2008	HB	Improvement Plan fund Ward Members, CMT and Police
		Series of focus groups with customers and non-customers	31 December 2008	HB	
		CMT programme of attendance at PACT meetings	Annual programme	HB	
3.2	Customer Satisfaction with the Customer Service Centre	Collate results of satisfaction survey	30 September 2008 and annually thereafter	HB	Approved budget Customer Service Centre staff Customer Service Centre staff Service Business Plan linked to budget process Customer First Board.
		Customer Service Centre Team Plan	Every quarter 2008-2011	DP	
		Continued monitoring against corporate indicator set	01 April 2008 (and review each year)	HB	
		Customer First Strategy action plan	Annual review reported to February Cabinet each year	HB	
3.3	Customer satisfaction with	Quarterly feedback from	31 Dec 2008	CF	Equalities Officer

**Improvement Plan: xxx Update
2008/09 Draft Version**

Priority CP3: Customer Service					
3.	Expected Outcome	Increase in overall customer satisfaction with the Council			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
	the Council of minority groups	Equalities Forum [minutes to CMT and Leader's Group] Track Council responses to issues raised through annual report (Council Results) Annual satisfaction survey of Equalities and Diversity Forum	30 June 2009 30 June 2009	CF CF	Capacity Building Funding
3.4	Customer satisfaction with the Council of people with disabilities	Quarterly feedback from Disabled Users' Group Track Council responses to issues raised through annual report Annual satisfaction survey of Disabled Users' Forum	31 Dec 2008 30 June 2009 30 June 2009	CF CF CF	Equalities Officer Staff time and Equalities and Diversity Budget
Progress Update					
3.1					
3.2					
3.3					
3.4					

Improvement Plan: xxx Update 2008/09 Draft Version

Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
3.1.	Overall customer satisfaction with Council														
3.1.1	Review Customer Panel contract	HB													
3.1.2	Monthly reporting to CMT	HB													
3.1.3	Annual review of Corporate PI set	HB													
3.1.4	Series of Focus Groups on access and customer standards	HB													
3.1.5	Agree Customer Access Strategy with Cabinet, including profiling.	HB													
3.1.6	CMT PACT meetings	HB													
3.2	Customer satisfaction with the Customer Service Centre														
3.2.1	Collate results of Customer satisfaction survey	HB													
3.2.2	Conduct monthly customer surveys using feedback sheets	DP/RH													
3.2.3	Ensure customer feedback is included in CSC action plan	DP/RH													
3.2.4	Monitor action plan and report findings to the Customer First Board	DP/RH													
3.3	Satisfaction with the Council of minority groups														
3.3.1	Service specific data	CF													

Improvement Plan: xxx Update 2008/09 Draft Version

Ref.	Action	Lead													Corrective Action	
			July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June		
	recording on a quarterly basis recorded on the intranet to source impact assessments															
3.3.2	Annual Satisfaction survey	CF														
3.3.3	Report minutes to CMT and Leaders Group	CF														
3.4	Satisfaction with the Council of people with disabilities															
3.4.1	Feed back from Disabled Users Group to CMT and Leaders Group	CF														
3.4.2	Annual survey of satisfaction within Disabled User Group	CF														
3.4.3	HDU working group meeting for lifetime of HDU	CF														
3.4.4	Community Transport working group meeting for the lifetime of the project	CF														

**Improvement Plan: xxx Update
2008/09 Draft Version**

CP4: Sense of Community					
4	Expected Outcome	Improved Community Cohesion			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
4.1	Neighbourhood management	2 x pilot Area Committees Develop action plan for Board on agreed way forward PACT meetings Locally fund the existing Neighbourhood Warden capacity	31 March 2009 31 March 2011 68 PACT meetings over 12 months, repeated annually 01 April 2008	HB HB HB HB	Learning to Deliver grant Possible 2009-2010 budget Members, Senior Officers and Community Safety Team 2008/09 Budget Bids
4.2	Equalities	Local Government Equalities Standard (BV2a) Level 3 Number of budget bids submitted to Equality and Diversity Forum Multicultural events	31 March 2010 31 January 2009 and annually thereafter 31 March 09	CF CF CF	Capacity Building Fund Equality and Diversity Forum Disabled Users' Group Bromsgrove Black History Society CCPP Team, Legal, Equalities and Democratic Services, Financial Services
4.3	Popularity of events programme	Annual Customer Panel survey 2% per annum growth in	Implementation from 1 st April 2008. Implementation from 1 st	JG JG	2008/09 Budget Culture and Community Services

**Improvement Plan: xxx Update
2008/09 Draft Version**

CP4: Sense of Community					
4	Expected Outcome	Improved Community Cohesion			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
		participation rates Increased usage figures for Artrix	April 2008. 30 September 2007	JG	
4.4	Community Engagement Strategy	Update Consultation Strategy in light of new legislation	31 October 2008	JM	CCPP Team

Progress Update	
4.1	
4.2	
4.3	
4.4	

Ref.	Action	Lead													Corrective Action	
			July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June		
4.1	Neighbourhood management															
4.1.1	Stakeholder event for 3 pilots	HB														
4.1.2	Complete consultation and feedback results	HB														

Improvement Plan: xxx Update 2008/09 Draft Version

Ref.	Action	Lead													Corrective Action	
			July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June		
4.1.3	Governance arrangements for pilots	HB														
4.1.4	Agree approach 'Hagley Rural' with Leader and Leader of Opposition	HB														
4.1.5	Undertake consultation on priorities for neighbourhoods	HB														
4.1.6	Develop action plans and submit to LSP and Cabinet (if Budget Bids)	HB														
4.1.7	Submit business case for 2009/10 pilots to CMT	HB														
4.1.8	Undertake consultation event for other areas of District	HB														
4.1.9	Report to CMT, Leader's and Cabinet	HB														
4.1.10	Go live	HB														
4.1.11	Annual PACT programme delivered	HB														
4.1.12	Redevelop and supplement ASB neighbourhood warden programme	HB														
4.1.13	Firm up Fixed Penalty Notices as 09/10 budget bid	GR														
4.2	Equalities															
4.2.1	Heads of Service Complete Equalities template evidencing	CF														

Improvement Plan: xxx Update 2008/09 Draft Version

Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
	progress to level 3														
4.2.2	Targets within level 3 action plan	CF													
4.2.3	Report to E and D Forum on 2009/10 budget round	CF													
4.2.4	Forum compiled and submitted bids	CF													
4.2.5	Report to Forum on status and success of bid	CF													
4.2.6	Deliver Training to staff and Members in accordance with the Equalities and Diversity training plan	CF													
4.2.7	Deliver impact assessment workshops to DMT meetings to encourage departmental analysis of service delivery	CF													
4.2.8	Deliver Worcestershire Equalities Capacity Building Project 'Being Different Together'	CF													
4.2.9	Prepare for and celebrate Black History Month (October) with a range of events	CF													
4.2.10	Prepare for and celebrate Divali (November)	CF													
4.3	Popularity of events programme														
4.3.1	Review the outturn of the QOL survey and agree	JG													

Improvement Plan: xxx Update 2008/09 Draft Version

Ref.	Action	Lead													Corrective Action
			July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	
	key changes to the programme required.														
4.3.2	Prepare & Submit additional budget bids based on changes required/identified.	JG													
4.3.3	Develop a project plan for the key programme change for the 09/10 programme.	JG													
4.3.4	Implement the revised programme and monitor user satisfaction.	JG													
4.3.5	Deliver alternative Street Theatre sessions at new locations.	JG													
4.3.6	Implement the revised Sanders park programme to Inc Sports festival, bandstand programme & community events programme.	JG													
4.3.7	Expand the Christmas Celebrations within the town centre.	JG													
4.3.8	Launch events facilitation pack to the general public following successful launch to community groups in April 08.	JG													
4.3.9	Undertake a review of the facilitation pack with users and revise where required to ensure it is robust.	JG													

Improvement Plan: xxx Update 2008/09 Draft Version

Ref.	Action	Lead													Corrective Action
			July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	
4.3.10	Work with Events team to heighten BDC presence at district events	AMD													
4.3.11	Submit budget bid to review BDC's promotional material (eg. Vehicles, High Vis jackets etc) to ensure style guide is fully implemented and brand is pushed	AMD													
4.3.12	Commence review of promotional materials (if successful)	AMD													
4.3.13	Establish monitoring & meeting arrangements set out in the SLA with the Artrix's,	JG													
4.3.14	Agree service improvement plan and targets based on SLA , previous years performance and BDC user feedback out turns.	JG													
4.3.15	Commence quarterly monitoring of the service and agree remedial action where required.	JG													
4.3.16	Agree the annual targets contained with in the SLA.	JG													
4.3.17	Agree the 09/10 Artrix service improvement plan.	JG													
4.4	Community Engagement Strategy														

Improvement Plan: xxx Update 2008/09 Draft Version

Ref.	Action	Lead													Corrective Action	
			July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June		
4.4.1	Update Consultation Strategy in light of new legislation	JM														

CP5: Clean District					
5	Expected Outcome	Improved Customer Perception of Cleanliness			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
5.1	Reduce levels of unacceptable detritus	Annual targets (see Corporate Performance Indicators)	On-going	MB	2008/09 Budget
		Rapid response hit squad	Implementation from 01 April 2008	MB	
5.2	Improved customer perception of cleanliness	Annual Customer Panel survey questions	31 October 2008	HB	Approved Budget
Progress Update					<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
5.1					
5.2					

Improvement Plan: xxx Update 2008/09 Draft Version

Ref.	Action	Lead													Corrective Action
			July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	
5.1	Reduce levels of unacceptable detritus														
5.1.1	Monitor detritus levels through NI system on 4 monthly cycle	MB													
5.1.2	Develop Hit squad specifically to deal with fly tipping.	MB													
5.1.3	Maintain flytipping removal times (95% completed within target of 4 days.)	MB													
5.1.4	Consult with Parish and Town Councils on litter hot spots.	MB													
5.1.5	Develop modifications to cleansing regime based on consultation exercise.	MB													
5.2	Improved customer perception of cleanliness														
5.2.1	Develop litter awareness amongst community through presentation and school visits.	MB													

FP1: Value for Money					
6	Expected Outcomes	Delivery of agreed savings.			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
6.1	Delivery of agreed savings	VFM Strategy	31 March 2011	JLP	Procurement Manager

**Improvement Plan: xxx Update
2008/09 Draft Version**

FP1: Value for Money					
6	Expected Outcomes	Delivery of agreed savings.			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
		Quarterly updates on VFM action plans	31 March 2011	JLP	Additional resource may be required.
6.2	Alternative methods of service delivery, to include revisiting the shared services/ joint working agenda	Development of project plans based on VFM assessments by departments	31 March 2011	JLP	Procurement Manager and Heads of Service
6.3	Improved procurement	Procurement Action Plan	31 March 2011	JLP	Procurement Manager and HOS
		Monthly procurement report	31 March 2011	JLP	
6.4	Capital Programme	Capital Programme Management Group to meet regularly	31 July 2009	JLP	Capital Project Management Group
		Link Capital Programme spend 2009-2012 to priorities	31 March 2009	JLP	
6.5	VFM ratings	VFM Strategy	31 March 2011	JLP	Procurement Manager Additional Resource Maybe Required
		Quarterly updates on VFM action plans	31 March 2011	JLP	
Progress Update					

**Improvement Plan: xxx Update
2008/09 Draft Version**

FP1: Value for Money					
6	Expected Outcomes	Delivery of agreed savings.			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
6.1					
6.2					
6.3					
6.4					

Ref.	Action	Lead													Corrective Action
			July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	
6.1	Delivery of agreed savings														
6.1.1	Efficiency plan produced to monitor gains realised	JLP													
6.1.2	Integrated financial and performance report to show savings separately reported to CMT & members quarterly	JLP													
6.1.3	Use of resources self assessment to demonstrate savings delivered to External Audit	JLP													
6.1.4	Report to CMT to identify savings for 2009/10 to ensure delivery can be achieved	JLP													

Improvement Plan: xxx Update 2008/09 Draft Version

Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
6.2	Alternative methods of service delivery, to include revisiting the shared services/ joint working agenda														
6.2.1	Develop alternative vehicle options for the refuse collection service in conjunction with the Waste Disposal Authority.	MB													This will be linked with the charge for green waste collections and the opening of the MRF and ability to collect co-mingled recylate.
6.2.2	Develop shared Payroll arrangements with Redditch BC	JP													
6.2.3	Transfer Dolphin Centre to Leisure Trust	PS													
6.2.4	Receive results of feasibility study in investigate potential for joint CEO with Redditch BC	KD													
6.2.5	Determine further actions based on results	KD													
6.2.6	Quarterly report to PMB to assess the effectiveness of the alternative methods of service delivery e.g.- transfer to leisure trust, payroll service provision	JLP													
6.3	Improved procurement														
6.3.1	Provide procurement training to budget holders and HOS	AH													
6.3.2	Produce Use of Resources self assessment to	AH													

Improvement Plan: xxx Update 2008/09 Draft Version

Ref.	Action	Lead													Corrective Action
			July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	
	demonstrate areas of improved procurement														
6.3.3	To include reports to members on procurement successes in integrated finance and performance report quarterly	JLP													
6.3.4	Reduced number of suppliers by agreeing framework contracts	JLP													
6.4	Delivery of managed capital programme														
6.4.1	Capital project management group to review capital projects with HOS	JLP													
6.4.2	HOS to meet with finance team monthly to identify areas of low spend to ensure profiled report accurate	JLP													
6.4.3	Capital programme 2009/10-2011/12 to be prepared linking spend to priorities	JLP													
6.5	VFM ratings														
6.5.1	Produce Use of Resources self assessment to demonstrate areas of improved VFM	JLP													
6.5.2	Discuss further areas of	JLP													




Improvement Plan: xxx Update 2008/09 Draft Version

Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
	improvement with external audit following UOR feedback														
6.5.3	Review implementation of Spatial project to demonstrate VFM delivered by improved use of ICT	JLP													
6.5.4	Evaluate partnerships in the delivery of VFM to improve savings achieved	JLP													
6.5.5	Comparable costing information for benchmarking to be analysed using other councils information	JLP													

FP2: Financial Management

7	Expected Outcome	Improved Financial Management			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
7.1	Financial Management	Quarterly reporting of budget to actual to Cabinet.	31 March 2011	JLP	Service Accountants and Budget Holders
		Monthly budget reports to cost centre managers and portfolio holders	31 March 2011	JLP	
7.2	Integrated financial and	Integrated financial and	31 March 2011	JLP	Head of Financial

**Improvement Plan: xxx Update
2008/09 Draft Version**

FP2: Financial Management					
7	Expected Outcome	Improved Financial Management			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
7.1	Financial Management	Quarterly reporting of budget to actual to Cabinet.	31 March 2011	JLP	Service Accountants and Budget Holders
		Monthly budget reports to cost centre managers and portfolio holders	31 March 2011	JLP	
	performance information	performance management timetable			Services and Assistant Chief Executive
		Quarterly integrated reports to Cabinet and PMB	31 March 2011	JLP	
7.3	Improved asset management through re-configured property stock that matches Council priorities (including decision on Council House)	Development of property register	31 December 2008	CF	Assets Management Group
		Stock assessed against corporate priorities.	31 December 2008	CF	
		Asset Management Plan on target	31 December 2008	CF	
Progress Update					
7.1					
7.2					
7.3					

Improvement Plan: xxx Update 2008/09 Draft Version

Ref.	Action	Lead													Corrective Action
			July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	
7.1	Financial Management														
7.1.1	Use of resources self assessment to be prepared to demonstrate improved financial management	JLP													
7.1.2	Stakeholder and partner views to be included in the preparation of the MTFP 2009/10-2011/12	JLP													
7.1.3	Sensitivity analysis to be developed into the MTFP 2009/10-2011/12	JLP													
7.1.4	Clear link to be identified between MTFP and other internal strategic Plans (e.g. HR & ICT)	JLP													
7.1.5	Improved financial reports to be available	JLP													
7.1.6	Financial training to be presented to budget holders	JLP													
7.2	Integrated financial and performance information														
7.2.1	Integrated report to be presented to Members quarterly	JLP													
7.2.2	Identify areas of high spend / high risk within financial reports	JLP													
7.2.3	Improve action plans for areas of	JLP													

Improvement Plan: xxx Update 2008/09 Draft Version

Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
	over/underspending when reporting to members														
7.2.4	Improved reporting of debts and the management of debt	JLP													
7.2.5	Show efficiency savings separately in report to members	JLP													
7.3	Improved asset management through re-configured property stock that matches Council priorities (including decision on Council House)														
7.3.1	Assets reviews being undertaken to ensue that assets are fit for purpose and that they contribute to the Council Priorities	CF													
7.3.2	Assets Management module of Spatial Project installed, officers trained and data input	CF													
7.3.3	Targets identified within the assets management plan actioned	CF													
7.3.4	Update and refresh assts management plan	CF													
7.3.5	Deliver energy certificate requirements	CF													
7.3.6	Establish assets management within budget and business planning framework	JLP/CF													

**Improvement Plan: xxx Update
2008/09 Draft Version**

FP3 Financial Strategy					
8	Expected Outcome	Improved Financial Strategy			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
8.1	Treasury Management	Deliver Treasury Management Strategy	31 March 2010	JLP	Finance Team
		Quarterly monitoring and annual review	31 March 2010	JLP	
		Market test delivery of function	From 31 March 2010	JLP	
8.2	Implement the Purchase Ordering Processing system	POP Implementation Plan	31 March 2009	JLP	Financial Services Department
8.3	Risk Management	Risk Management Strategy action plan	31 March 2011	JLP	Internal Audit
		Quarterly review of corporate risk register	31 March 2011	JLP	
Progress Update					
8.1					
8.2					
8.3					

Improvement Plan: xxx Update 2008/09 Draft Version

Ref.	Action	Lead													Corrective Action
			July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	
8.1	Treasury Management														
8.1.1	Adopt revised Treasury Management Principles to ensure effectiveness of processes	JLP													
8.1.2	Improve cash flow forecasting	JLP													
8.1.3	Develop monitoring of prudential indicators for periods of borrowing	JLP													
8.1.4	Market test treasury advisors to ensure VFM achieved	JLP													
8.2	Implement the Purchase Ordering Processing system														
8.2.1	Project plan for roll out of POP in place	DR													
8.2.2	Review of project implementation and demonstration of efficiency savings delivered	DR													
8.2.3	Commitment accounting reports available for budget holders	DR													
8.3	Risk Management														
8.3.1	Quarterly reports to Audit Board of risk management for both departmental and corporate risk registers	JLP													
8.3.2	Development of 2009/10	JLP													

Improvement Plan: xxx Update 2008/09 Draft Version

Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
	registers														
8.3.3	Risk training presented to all staff	JLP													

FP4: Financial and Performance Reporting					
9	Expected Outcome	Increase in residents' understanding of Council's finances			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
9.1	Budget consultation	Development of high profile method of explaining budget and enabling public feedback	31 March 2008	HB	Corporate Communications Policy and Performance Team
		Annual Customer Panel questions	31 December 2008 and annually thereafter	HB	
9.2	Integrated Annual Report	Production of a single Council Annual Report.	30 June 2008 and annually thereafter	HB	Financial Services Corporate Communications Policy and Performance Team
		Condensed version produced for July Together Bromsgrove.	30 June 2008 and annually thereafter	HB	
9.3	Performance management	Regular performance clinics and monthly reporting against PIs	31 March 2011	HB	Corporate Communications Policy and Performance Team
		Attain score of 3 for CPA KLOE for performance at	31 Dec 2008	HB	

Improvement Plan: xxx Update 2008/09 Draft Version

		inspection in Autumn 2008. Establish programme board and run programme of projects including lessons learnt.	30 June 2008	HB	
Progress Update					
9.1					
9.2					
9.3					

Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
9.1	Budget consultation														
9.1.1	Budget Jury meeting	HB													
9.1.2	Report results publicly	HB													
9.1.3	Internet consultation campaign	HB													
9.1.4	Customer Panel satisfaction survey results	HB													
9.1.5	Report to CMT/Cabinet away day	HB													
9.2	Integrated Annual Report														
9.2.1	Report Annual Report and Statement of Accounts to	HB													

Improvement Plan: xxx Update 2008/09 Draft Version

Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
	Full council														
9.2.2	Report Annual Report and Statement of Accounts to PMB	HB													
9.2.3	Integrated performance and financial report	HB													
9.2.4	'Glossy' Annual Report published	HB													
9.3	Performance and Project Management														
9.3.1	Monthly reporting to Portfolio Holders	HB													
9.3.2	Approve and Deliver Performance Management Strategy	HB													
9.3.3	Achieve '3' in CPA	HB													
9.3.4	Establish programme board.	HB													
9.3.5	Run programme with monthly meeting of Board, including lessons learnt.	HB													

Improvement Plan: xxx Update 2008/09 Draft Version

PR1: Customer Process					
10	Expected Outcome	Improved Customer Processes			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
10.1	Customer Feedback System	Maintain customer feedback system Monthly reporting of feedback and annual review of system	Ongoing Monthly	DP DP	Approved Budget E government and Customer Services Department
10.2	Reduced demand for face to face contact through improved service delivery.	Re-engineering of customer processes Roll out of remainder of resource level agreements	31 March 2009 31 March 2009	DP DP	E –government and Customer Services Department.
10.3	Business Continuity	Undertake functional analysis by department and determine management plans	30 Nov 2008	PS	Approved Budget
Progress Update					
10.1					
10.2					
10.3					

Ref.	Action	Lead	July	Aug	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action

Improvement Plan: xxx Update 2008/09 Draft Version

Ref.	Action	Lead	July	Aug	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
10.1	Customer Feedback System														
10.1.1	Ensure monthly reports are generated from the system	DP													
10.1.2	Ensure reports are presented to the Customer First Board prior to circulation to all departments.	DP													
10.1.3	Produce monthly performance reports, including customer complaint data	HB													
10.2	Reduced demand for face to face contact through improved service delivery.														
10.2.1	Draft a schedule for the migration of remaining services to the CSC	DP/RH													
10.2.2	Ensure migration of services inline with deliverables from Phase 1 of the Spatial project	DP/RH													
10.2.3	Draft, agree and sign off remaining RLAs for existing migrated services.	DP/RH													
10.2.4	Introduce the use of wireless devices (where appropriate) to deliver more flexible services for	DP													

Improvement Plan: xxx Update 2008/09 Draft Version

Ref.	Action	Lead	July	Aug	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
	the customer														
10.2.5	Make budget bid for introduction of cashless payments for car parking	MB													
10.3	Business Continuity														
10.3.1	Complete functional analysis for each Department	PS													
10.3.2	Ordered functions by tolerance	PS													
10.3.3	Devised means for managing critical functions	PS													
10.3.4	Report prepared for Cabinet	PS													

PR2: Improved Governance					
16.	Expected Outcome	Improved Governance			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
11.1	Overview and Scrutiny	Better reports; pre-check and presentation by task group Chairman	31 March 2009	CF	Legal and Democratic Services
		Ethical governance review and toolkit	31 March 2009	CF	HR&OD Department

**Improvement Plan: xxx Update
2008/09 Draft Version**

PR2: Improved Governance					
16.	Expected Outcome	Improved Governance			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
		Modern Member Development programme	30 September 2009	CF	
11.2	Reduction in Member Standards cases reported	Issuing of guidance and training based on identified issues	31 March 2009	CF	Legal and Democratic Services
		Standards Committee	31 March 2009	CF	
11.3	Improved Member/Member, Member/Officer relations	Regular training and briefing sessions on conduct, behaviour, bias and pre-determination, with improved Member attendance at these	31 March 2009	CF	Approved Budget
11.4	Election delivered to statutory standards	Election Action Plan	31 May 2008	CF	Approved budget
		Strand system installed and operational	31 May 2008	CF	
Progress Update					
11.1					
11.2					
11.3					
11.4					

Ref.	Action	Lead													Corrective Action	
			July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June		

Improvement Plan: xxx Update 2008/09 Draft Version

11.1	Overview and Scrutiny													
11.1.1	Training programme for Scrutiny Chair	CF												
11.1.2	Scrutiny training programme for all Members of SSB	CF												
11.1.3	All Members to be offered task group training	CF												
11.1.4	Task Group Chairman Trained	CF												
11.2	Reduction in number of Member Standards cases reported													
11.2.1	Local Assessment process developed and adopted by Standards Committee	CF												
11.2.2	Standards Committee trained in accordance with Regulations	CF												
11.2.3	Code of Conduct Workshops	CF												
11.2.4	Ethical Standards Training	CF												
11.2.5	All Members who sit on Boards and Committees trained in accordance with the requirements of the Constitution	CF												

Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
------	--------	------	------	------	------	------	------	------	------	------	------	------	-----	------	-------------------

Improvement Plan: xxx Update 2008/09 Draft Version

Ref.	Action	Lead													Corrective Action
			July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	
11.3	Improved Member/Member, Member/ Officer relations														
11.3.1	Code of Conduct Workshops	CF													
11.3.2	Ethical Standards Training	CF													
11.3.3	All Members who sit on Boards and Committees trained in accordance with the requirements of the Constitution	CF													
11.4	Election delivered to statutory requirements														
11.4.1	Democracy week activity delivered	CF													
11.4.2	Establish contact with minority groups to improve registration and turnout figures	CF													
11.4.3	Annual polling station review	CF													
11.4.4	Work with schools and nursing homes to increase democratic participation	CF													
11.4.5	Regular reports to Parish Forum to develop better working relations	CF													

PR3: Spatial Business Project

12	Expected Outcome	Integrated systems													
Ref.	Measures of Success	Actions Required				Timescales				Lead	Resources				

Improvement Plan: xxx Update 2008/09 Draft Version

PR3: Spatial Business Project					
12	Expected Outcome	Integrated systems			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
12.1	New systems installed and integrated with existing core applications	Delivery of the Implementation Plan, phases 1 and 2	31 December 2008	DP	Approved Budget Contract with MDA £300,000 annual saving
12.2	Speed of processing customer queries	Monitoring of milestones against Implementation Plan New, better Customer Standards	30 September 2008	DP HB	Approved Budget Contract with MDA £300,000 annual saving
12.3	Continue to maintain accuracy of Council data.	Customer Feedback System Monitoring of milestones against Implementation Plan	30 September 2008 30 September 2008	HB DP	Approved Budget Contract with MDA £300,000 annual saving
Progress Update					
12.1					
12.2					
12.3					

Ref.	Action	Lead													Corrective Action	
			July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June		

Improvement Plan: xxx Update 2008/09 Draft Version

Ref.	Action	Lead													Corrective Action
			July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	
12.1	New systems installed and integrated with existing core applications														
12.1.1	Ensure key integration milestones for phase 1 of the spatial project plan are met	DP													
12.1.2	Monthly monitoring against project plan milestones for phase 2 via Project Board	DP													
12.2	Speed of processing customer queries														
12.2.1	Ensure key integration milestones for phase 1 of the spatial project plan are met	DP													
12.2.2.	Undertake customer focus groups on access and customer standards	HB													
12.2.3	Review results and revise standards	HB													
12.2.4	Agree with CMT, Leader's and Cabinet	HB													
12.3	Continue to maintain accuracy of Council data														
12.3.1	Undertake year 1 review of customer feedback system	HB													
12.3.2	Establish procedures for maintaining Gazetteer	DP													

Improvement Plan: xxx Update 2008/09 Draft Version

Ref.	Action	Lead													Corrective Action
			July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	
	accuracy														
12.3.4	Ensure majority of Council datasets are held centrally	DP													

PR4: Improved Partnership Working					
13.	Expected Outcome	Improved Partnership Working			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
13.1	Introduce co-mingled recyclables collection	Construction of site Redesign of routes / purchase of vehicles	31 March 2009 31 October 2009	MB MB	Worcester County Council Approved Budget
13.2	Delivery of the Bromsgrove Sustainable Community Strategy 2007-2010	Delivery of Community Improvement Plan with bi-monthly reporting to LSP Board Full review of Sustainable Community Strategy	31 March 2008 31 March 2010	HB HB	Bromsgrove Partnership
Progress Update					
13.1					
13.2					

Improvement Plan: xxx Update 2008/09 Draft Version

Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
13.1	Introduce co-mingled recyclables collection														
13.1.1	Monitor progress of site build and report to Members.	MB													
13.1.2	Assess vehicle requirements	MB													
13.2	Delivery of the Bromsgrove Sustainable Community Strategy 2007-2010														
13.2.1	Take QOL Survey results to LSP Board	HB													
13.2.2	Update HLA based on new LAA	HB													
13.2.3	Report LAA to Cabinet	HB													
13.2.4	Report Annual report to Full Council	HB													
13.2.5	Report update of Community Strategy to Full Council	HB													

PR5: Planning					
14	Expected Outcome	Improved Planning Service and Balanced Development of District			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
14.1	Agreed plans for Longbridge	Negotiate improvements to project plan and planning	31 July 2008	PS	Development Control and Strategic Planning Policy

**Improvement Plan: xxx Update
2008/09 Draft Version**

PR5: Planning					
14	Expected Outcome	Improved Planning Service and Balanced Development of District			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
		application Secure Community benefits via s.106 agreements	31 July 2008	PS	
14.2	Regional Spatial Strategy Phase 2 revision	Submit formal representation Appear at examination in public	31 December 2008 30 April 2009	MD	Strategic Planning Policy
14.3	Rolling vision of District (LDS)	Prepare Core Strategy	31 July 2010	MD	Strategic Planning Policy
14.4	Bromsgrove town centre Area Action Plan	Consult on issues and options Prepare preferred option	31 July 2008 31 January 2009	PS PS	Strategic Planning Policy
14.5	Maintain green belt through enforcement and upheld appeals	Consistent decision-making Use of Government guidelines Informed Planning Committee	On-going On-going On-going	DH DH DH	Partially funded through Housing and Planning Delivery Grant Resource implications to be kept under review
14.6	Speed of processing Planning Applications	Recruitment and retention of staff to ensure top quartile NI 157	31 December 2008	DH	Partially funded through Housing and Planning Delivery Grant Resource implications to be kept under review

Improvement Plan: xxx Update 2008/09 Draft Version

PR5: Planning					
14	Expected Outcome	Improved Planning Service and Balanced Development of District			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
Progress Update					
14.1					
14.2					
14.3					
14.4					
14.5					
14.6					

Ref	Action	Lead													Corrective Action
			July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	
14.1	Agreed plans for Longbridge														
14.1.1	Examination in public	PS													
14.1.2	Inspector's report	PS													
14.1.3	Promote business development on Cofton Centre	PS													
14.1.4	Receive approval for AAP	PS													
14.2	Regional Spatial Strategy Phase 2 Revision														
14.2.1	Engage with consultants commissioned by GOWM	MD													
14.2.2	Prepared formal representation on preferred option	MD													
14.2.3	Submit Formal	MD													

Improvement Plan: xxx Update 2008/09 Draft Version

Ref	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
	Representation														
14.2.4	Represent council at Examination in Public	MD													
14.3	Rolling vision of the District														
14.3.1	Assemble baseline evidence for Core Strategy	MD													
14.3.2	Prepare preferred option Core Strategy	MD													
14.3.3	Consult on Preferred option	MD													
14.3.4	Assess Preferred Option consultation response	MD													
14.3.5	Prepared Submission Core Strategy	MD													
14.3.6	Submit and consult on Core Strategy	MD													
14.4	Bromsgrove Town centre Area Action Plan														
14.4.1	Assemble Baseline Evidence for AAP	PS													
14.4.2	Inform and communicate with key stakeholders throughout process.	PS													
14.4.3	Complete consultation on issues and options.	PS													
14.4.4	Assess consultation Responses	PS													
14.4.5	Prepare Preferred option	PS													
14.4.6	Consult on preferred option	PS													
14.4.7	Await approval of AAP as part of LDF Core Strategy														AAP approval is dependent on the LDF Core Strategy approval, which is on a

Improvement Plan: xxx Update 2008/09 Draft Version

Ref	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
	approval														later timetable.

14.5	Maintain greenbelt through enforcement and upheld appeals														
14.5.1	Maintain training programme every 12 weeks	DH													
14.6	Speed of processing planning applications														
14.6.1	Rolling recruitment Authorisation form signed	DH													
14.6.2	Rolling recruitment process successfully completed	DH													

HR&OD1: Learning and Development					
15	Expected Outcome	Modern Councillors and Officers			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
15.1	Member development	Training needs analysis	31 Dec 2008	CF	Member Training Budget
		Delivery of mandatory and priority of Modern Councillor Programme and evaluation of this against agreed criteria	30 June 2008	CF	Capacity Building Fund
15.2	Management Development Strategy	Training directory established and updated	Ongoing	JP/HP	Approved corporate training budget

**Improvement Plan: xxx Update
2008/09 Draft Version**

HR&OD1: Learning and Development					
15	Expected Outcome	Modern Councillors and Officers			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
		regularly Completion of mandatory elements of training by all staff Modern Manager skills audit and distribution	Ongoing July 2008 (annually)	JP/HP JP/HP	Managers Learning and Organisational Development Manager Corporate Training and OD Budget
15.3	Investors in People reaccreditation achieved	Delivery of Investors in People action plan Delivery of recommendations arising from IIP Assessors April 08 report Use Leadership Development Programme “stars” to lead on Continuous Improvement Projects – ongoing	30 April 2008 December 2010 Ongoing	JP/HP JP/HP JP/HP/CMT	Named individuals in plan Corporate Training/OD Budget
Progress Update					
15.1					
15.2					
15.3					

Improvement Plan: xxx Update 2008/09 Draft Version

Ref.	Action	Lead													Corrective Action
			July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	
15.1	Member development														
15.1.1	Member training needs assessed through Member Development Steering Group and training needs analysis	CF													
15.1.2	Mandatory training delivered in accordance with the Constitution	CF													
15.1.3	Modern Member Steering Group meeting monthly	CF													
15.1.4	Mentoring programme to develop role of Leader, Leader of the Opposition and Chief Executive	CF													
15.2	Management Development Strategy														
15.2.1	Review and Analyse Modern Manager Framework assessment distribution	JP													
15.2.2	Review Management Development Strategy	JP													
15.2.3	Deliver Management Conference (See also IIP 15.3.6 below)	JP													
15.2.4	Review and consult upon The Bromsgrove Way for Managers	JP													
15.3	Investors In People (Including recommendations arising from Assessors April 2008 report)														

Improvement Plan: xxx Update 2008/09 Draft Version

Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
15.3.1	Develop, consult and implement The Bromsgrove Way for non managerial staff	JP													
15.3.2	Develop Competency Framework for non managerial staff (see also 18.3)	JP													
15.3.3	Review and conduct PDR process	JP													
15.3.4	Encourage Managers to present at Management Conference (see Management Development Strategy above)	JP													
15.3.5	Production of Quarterly Training Directory	JP													

HR& OD 2: Modernisation					
16	Expected Outcome	Consistency in people management			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
16.1	Workforce planning	Development of service workforce plans Establish Workforce Planning Champions for	30 September 2009	JP	Approved Corporate Training/OD budget Heads of Service/ Service managers

**Improvement Plan: xxx Update
2008/09 Draft Version**

HR& OD 2: Modernisation					
16	Expected Outcome	Consistency in people management			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
		each Service area Procure and commission Services Data Collection Analysis of current position Determine future needs and scenario planning Gap Analysis Develop Strategy and Action Plan to bridge the gap Begin implementation process			
16.2	Single Status	Single Status action plan	31 August 2008	JP	Approved single status budget. Head of HR & OD/Head of Finance and Deputy Head of SSC. HR&OD Department CMT/Heads of Service

**Improvement Plan: xxx Update
2008/09 Draft Version**

HR& OD 2: Modernisation					
16	Expected Outcome	Consistency in people management			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
					Managers Corporate Communications Team WMLGA Trade Unions
16.3	Policy development	Delivery of people strategy (timetable for review of core policies) Review, develop, consult, agree, implement and train for all policies.	31 October 2009	JP/MS/SG/D I	HR&OD Department CMT Trade Unions Corporate Training and OD Budget
16.4	Recruitment and retention	Revision of advertising image and forms Management reports on nature of applicants Managers Quick Guide to the Council's recruitment process Managers Guide to differing employment relationships Manager's Quick Guide to Maternity and Paternity	September 08 Quarterly Ongoing September 2008 October 2008 January 2009	JP/NW JP/NW JP/NW JP/NW	HR&OD Department

**Improvement Plan: xxx Update
2008/09 Draft Version**

HR& OD 2: Modernisation					
16	Expected Outcome	Consistency in people management			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
		Rights and parental leave Organise and facilitate a positive action awareness campaign/attend Recruitment Fayre	TBC	JP/NW	
Progress Update					
16.1					
16.2					
16.3					
16.4					

Ref.	Action	Lead													Corrective Action
			July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	
16.1	Workforce Planning														
16.1.1	Develop Project Plan	JP													
16.1.2	Procure and commission services	JP													
16.1.3	Establish Workforce Planning Champions for each Service area	JP													
16.1.4	Data Collection	JP													
16.1.5	Assessment of Current Position	JP													
16.1.6	Determine Future Needs and scenario planning	JP													

Improvement Plan: xxx Update 2008/09 Draft Version

Ref.	Action	Lead													Corrective Action	
			July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June		
16.1.7	Gap Analysis	JP														
16.1.8	Develop Strategy and Action Plan to bridge the gap	JP														
16.1.9	Implement	JP														Will occur beyond June 09.
16.1.10	Evaluate against initial plans	JP														Will occur beyond June 09
16.2	Single Status															
16.2.1	Report to Cabinet with proposals to change pay structure and terms and conditions of employment	JP														
16.2.2	Implementation	JP														
16.2.3	Appeals	JP														
16.3	Policy development															
16.3.1	Review Capability Procedure and report results to CMT	JP														
16.3.2	Review and develop Redundancy Selection Criteria and Job Share Policy	JP														
16.3.3	Review and develop Harassment and Bullying, Recruitment and Selection Policies	JP														
16.3.4	Review and develop Flexible Working, and Equalities Policies	JP														
16.3.5	Consult and agree new policies	JP														

Improvement Plan: xxx Update 2008/09 Draft Version

Ref.	Action	Lead													Corrective Action	
			July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June		
16.3.6	Training in new policy	JP														
16.4	Recruitment and retention															
16.4.1	Review Application Form	JP														
16.4.2	Review and update appearance and content of "virtual" and paper based job application pack	JP														
16.4.3	Produce quick guide to recruitment process	JP														
16.4.4	Develop standard corporate job description templates for managerial and non managerial posts	JP														
16.4.5	Produce quick guide to maternity, paternity and parental rights and leave	JP														

HR&OD 3: Positive Employee Climate					
17	Expected Outcome	Content staff			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
17.1	Employee satisfaction	liP Action Plan Develop satisfaction measuring at staff forums Annual Employee Survey	30 April 2008 Date TBC following decision on date for Employee Survey 2008	JP/HP JP/HP	Learning and Organisational Development Manager SNAP Survey All Employees

**Improvement Plan: xxx Update
2008/09 Draft Version**

HR&OD 3: Positive Employee Climate					
17	Expected Outcome	Content staff			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
17.2	Industrial relations	Quarterly meeting with Unison attended by senior managers Annual review of JCC arrangements Climate questionnaire to unison Liaison Group	Ongoing Ongoing 30 November 2008	JP/MS	HR & OD Service Officers' CMT Trade Unions
Progress Update					
17.1					
17.2					

Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
17.1	Employee satisfaction														
17.1.1	Develop and consult upon proposed survey questionnaire	JP	■	■	■	■									
17.1.2	Survey employees	JP					■								
17.1.3	Analyse results and compare against previous year	JP						■							
17.1.4	Report findings	JP							■						
17.1.5	Determine Action Plan	JP								■	■				
17.1.6	Communicate results	JP										■			
17.2	Industrial relations														

Improvement Plan: xxx Update 2008/09 Draft Version

Ref.	Action	Lead													Corrective Action
			July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	
17.2.1	Quarterly Union Liaison Meetings	JP													

HR&OD 4: Performance Culture					
18	Expected Outcome	Motivated and Productive staff			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
18.1	Personal Development Review (PDR) process	PDR timetable for 2008	30 April 2008	JP/HP	Learning and Organisational Development Manager Corporate Training and OD Budget Managers Leading Members/CMT/Managers Employees
		Manager training in monthly 121 meetings	May 2008	JP/HP	
		Annual review of PDR process	20 November 2008	JP/HP	
		Implementation of core competencies for non managerial staff	January 2009	JP/HP	
		PDR timetable for 2009	30 April 09	JP/HP	
18.2	Team Action Planning	ACE to attend every DMT Quality check of each	30 September 2008 and 30 November 2008	HB	Corporate Communications, Policy

**Improvement Plan: xxx Update
2008/09 Draft Version**

HR&OD 4: Performance Culture					
18	Expected Outcome	Motivated and Productive staff			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
		Business Plan Annual review of Team Plans	31 May 2009		and Performance Team
18.3	Development of core competencies for all staff	Implementation of core competencies (linked to PDRs above)	Date subject to review by CMT (anticipated January 2009)	JP/HP	Learning and Organisational Development Manager Corporate Training and OD Budget CMT Managers Trade Unions
18.4	CAA / New National Indicators	Procedure notes for new NIs Chair County Heads of Policy Group	31 December 08 31 March 2009	JO HB	CCPP Team
18.5	Celebrate success	Ensure Communications Planner includes regular feedback to staff on successes.	Monthly	HB	CCPP Team

Progress Update

--

Improvement Plan: xxx Update 2008/09 Draft Version

18.1	
18.2	
18.3	
18.4	
18.5	

Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
18.1	Personal Development Review process														
18.1.1	Manager training in how to conduct monthly 121 meetings	JP													This took place in May 08.
18.1.2	Review and consult upon PDR process	JP													
18.1.3	Agree revised PDR process	JP													
18.1.4	Implement PDRs for 2009	JP													
18.1.5	Evaluate PDR's for 2009	JP													
18.2	Team action planning														
18.2.1	ACE to attend all DMT business planning away days	HB													
18.2.2	Quality check of each business plan completed	HB													

Improvement Plan: xxx Update 2008/09 Draft Version

Ref.	Action	Lead													Corrective Action	
			July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June		
18.2.3	Annual review of team action plans	HB														
18.3	Development of core competencies for all staff															
18.3.1	Develop proposals competency framework	JP														
18.3.2	Consult upon proposed competencies	JP														
18.3.3	Agree Competencies	JP														
18.3.4	Train and Communicate	JP														
18.3.5	Implement in PDR process Feb – April 09	JP														
18.4	CAA/ New National Indicators															
18.4.1	Develop procedure notes for all NIs	JO														
18.4.2	Chair County Heads of Policy Group	HB														
18.5	Celebrate Successes															
18.5.1	Update communications planner each week with successes.	HB														