

BROMSGROVE DISTRICT COUNCIL

15TH JULY 2008

PERFORMANCE MANAGEMENT BOARD

IMPROVEMENT PLAN EXCEPTION REPORT (MAY 2008)

Responsible Portfolio Holder	Councillor Mike Webb Portfolio Holder for Customer Care and Service
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 May 2008 (Appendix 1).
- 1.2 The Performance Management Board are also asked to consider retrospectively the 2007-08 Improvement Plan in light of the fact that the final exception report is due next month, ahead of the introduction of the new Improvement Plan for 2008-09. The 2007-08 plan is attached as Appendix 2.

2. RECOMMENDATION

- 2.1 That the Performance Management Board considers and approves the revisions to the Improvement Plan Exception Report, and the corrective action being taken.
- 2.2 That the Performance Management Board notes that for the 106 actions highlighted for May within the plan 81.1 percent of the Improvement Plan is on target [green], 3.8 percent is one month behind [amber] and 7.55 percent is over one month behind [red]. 7.55 percent of actions have been rescheduled [or suspended] with approval.
- 2.3 That the Performance Management Board notes the progress made against all the actions scheduled in the 2007-08 Improvement Plan.
- 2.4 That the Performance Management Board identifies any urgent work against outstanding actions that should be taken to ensure the 2007-08 Improvement Plan is completed satisfactorily ahead of the introduction of the new Improvement Plan 2008-09

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 then Improvement Director. The Improvement Plan is designed to push the Council through to a rating of Fair during 2008.

4. **PROGRESS IN MAY 2008**

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

April 2008			May 2008		
RED	3	2.7%	RED	8	7.55%
AMBER	11	9.9%	AMBER	4	3.8%
GREEN	92	82.9%	GREEN	86	81.1%
REPROGRAMMED	5	4.5%	REPROGRAMMED	8	7.55%

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 106 actions for the month, 8 actions have been suspended. This amounts to 7.55 percent of the original actions scheduled for this month. These actions are: Three Charter Marks x 2 (5.2.4); Brand Recognition (5.4.5) Maintain Greenbelt (10.1.6); Revisit Planning Moratorium (10.4.3); Improved Financial Management by Budget Holders (12.1.3); Develop and Use Middle Managers (19.5.5); Develop Project Management Arrangements for CMT (22.6.4).
- 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	At Leader's Group
Chief Executive	Yes
Executive Director (Partnerships and Projects)	Yes
Executive Director (Services)	Yes
Assistant Chief Executive	Yes
Head of Service	Yes

Head of Financial Services	Yes
Head of Legal & Democratic Services	Yes
Head of Organisational Development & HR	Yes
Corporate Procurement Team	No

14. WARDS AFFECTED

14.1 All wards

15. APPENDICES

15.1 Appendix 1 Improvement Plan Exception Report May 2008

15.2 Appendix 2 Improvement Plan 2007-08

16. BACKGROUND PAPERS

16.1 The full Improvement Plan for May will be e-mailed to all Members of the Performance Management Board 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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CP3: Housing																	
Ref	May 2008 Action	Colour	Corrective Action												Who	Original Date	Revised Date
3.2.4	Implement contractor procurement framework for DFGs		Specification now agreed and pre-contract questionnaire being formulated for advertisement.												AC	Feb-08	Jun-08
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
3.2	Modernised Strategic Housing Service																
3.2.4	Implement contractor procurement framework for Disabled Facilities Grants	AC														Work progressing slowly. Timescale extended until June due to delays caused by neighbouring authorities delay in development of schedule of works.	

CP4: Customer Service																	
Ref	May 2008 Action	Colour	Corrective Action												Who	Original Date	Revised Date
4.3.5	Prepare and undertake satisfaction survey within the Forum		The Conference Event was very focussed on workshops and time was not available to undertake the survey work: this has been postponed until June												CF	Mar-08	Jun-08
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
4.3	Annual Satisfaction of Equalities Forum																
4.3.5	Prepare and undertake satisfaction survey within the Forum	CF														Survey questionnaires prepared and agenda item placed for the forum meeting in June.	

Exception Report for May 2008 Improvement Plan

Appendix 1

CP4: Customer Service																	
Ref	May 2008 Action	Colour	Corrective Action												Who	Original Date	Revised Date
4.3.6	Feed back, analyse and improve in accordance with survey findings		This will be delayed until the survey results have been analysed (see above).												CF	May-08	Jul-08
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
4.3	Annual Satisfaction of Equalities Forum																
4.3.6	Feed back analyse and improve in accordance with survey findings	CF														Survey questionnaires prepared and agenda item placed for the forum meeting in June.	

CP7: Community Influence																	
Ref	May 2008 Action	Colour	Corrective Action												Who	Original Date	Revised Date
7.1.5	Deliver plan.		Consultation further delayed, as uncertain on how to roll out operationally.												HB	April-08	TBC
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)																
7.1.5	Deliver plan.	HB														Consultation further delayed, as uncertain on how to roll out operationally.	

CP7: Community Influence																	
Ref	May 2008 Action		Colour		Corrective Action										Who	Original Date	Revised Date
7.2.1	Continue with regular programme of meetings.				The Council has experienced problems with the Police providing dates of the meetings, which has meant three were recently missed.										GR	May-08	June-08
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
7.2	PACT meetings																
7.2.1	Continue with regular programme of meetings.	GR														Corrective action has been taken. June 08 onwards meetings should operate normally.	

FP1: Value for Money																	
Ref	May 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	Quarterly report to PMB to assess the effectiveness of the alternative methods of service delivery e.g.- transfer to leisure trust, payroll service provision (NB formerly entitled 'Monitor provision through client reviews')		The monitoring of the services provided by external agencies (e.g. Payroll – Redditch, Leisure – Wychavon Leisure Trust) is not due to commence until July – August. A robust framework of monitoring cashable efficiencies realised by the changes services will commence following transfer.												JP	Dec-07	July-08
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 e.g.- transfer to leisure trust, payroll service provision	JP														Further delayed until July – August 2008	

FP1: Value for Money																
Ref	May 2008 Action	Colour	Corrective Action											Who	Original Date	Revised Date
11.1.4	Discuss with provider option to market test combined service delivery		Due to delays in transfer the service cannot be market tested. See above.											JP	May-07	TBC
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															
11.1.4	Discuss with provider option to market test combined service delivery	JP														Will be delayed until after transfer takes place in July/ August 08. There continues to be other service provision and contracts subject to market testing including graphics design and development of banking and insurance contracts.

HR&OD2: Modernisation																	
Ref	May 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		
20.2.4	Terms and Conditions Negotiations (including Pay Protection).		Ongoing discussions with Unison holding up completion of ballot. Chief Executive and Head of HR and OD have met with the Regional Officer to stress importance of progress towards implementation.												JP	Feb-08	Sept-08
20.2	Single Status																
20.2.4	Terms and Conditions Negotiations (including Pay Protection).	JP														A further revised timetable for implementation is now planned, aiming for Cabinet decision on 3rd September, and implementation on 15 th September 2008.	

HR&OD2: Modernisation																	
Ref	May 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		
20.2.6	Ballot of staff		[Hatched]		The ballot has opened for GMB, UCATT and non managerial staff, but Unison National are not willing to proceed with a ballot at this time. The absence of a positive ballot result compromises the potential to implement through a Collective Agreement.										JP	Jan-08	TBC (i.e. Unison ballot)
20.2	Single Status																
20.2.6	Ballot of staff	JP							[Green]	[Hatched]	[Hatched]	[Hatched]	[Hatched]	[Hatched]	[Hatched]	[Hatched]	A further revised timetable for implementation is now planned, aiming for Cabinet decision on 3rd September, and implementation on 15 th September 2008.

Exception Report for May 2008 Improvement Plan

Appendix 1

HR&OD2: Modernisation																	
Ref	May 2008 Action	Colour	Corrective Action												Who	Original Date	Revised Date
20.2.7	Implement		The planned implementation date of April 2008 had to be put back pending resolution to the concerns expressed by National Unison, and the associated quality assurance test.												JP	Jan-08	Sept-08
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
20.2	Single Status																
20.2.7	Implement	JP														Implementation planned for September 08.	

HR&OD2: Modernisation																	
Ref	May 2008 Action	Colour	Corrective Action												Who	Original Date	Revised Date
20.4.3	Evaluate Manager Induction		Delay is due to the effect of the Implementation of Spatial/EDMS within HR&OD where the Learning and OD Manager is the team lead. This was further delayed due to the unforeseen absence of the Learning and OD Manager.												JP/HP	Aug-07	July-08
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
20.4.	Management Development Strategy																
20.4.3	Evaluate Manager Induction	JP/HP														The approach for induction for new managers will be included in the report to CMT on the T&D Strategy in July 08.	

HR&OD4: Learning and Development																		
Ref	May 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			
22.4.1	Review corporate training programme each quarter.		Report was delayed due to unforeseen absence of Learning and OD Manager, who is now back at work.													HP	Apr-08	July-08
22.4	Review Productive Time																	
22.4.1	Review corporate training programme each quarter.	HP													Report on the T&D strategy was delayed due to unforeseen absence of Learning and OD Manager. Will now be ready in July 2008.			