





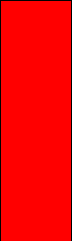
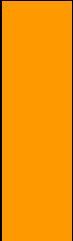
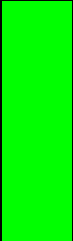
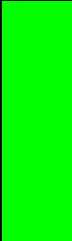
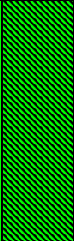


Improvement Plan: May 2008

2007/08 Agreed Version (with Improvement Director's Changes)

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) Developed	31 March 08	PS	Project manager and Marketing manager 2007/2008 Budget
1.2	Work Commenced	Public and Trader Consultation	31December 07	PS	Recruitment Consultants 2007/08 Budget.
Progress Update					
1.1	Due to the need for additional consultation on the preparation of the Issues and Options report the issues and options consultation has been delayed until early July.				
1.2	Further work requested on issues and options report. The second draft has now been completed and is being circulated to Town Centre Steering Group and Local Development Framework working group				

Ref.	Action	Lead													Corrective Action
			July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	
1.1.	Public Support for Plans														
1.1.1	Engage consultants to commence work on AAP	PS												Urban Practitioners / CBRE consultants have commenced work.	
1.1.2	Commence process of identifying development partner	PS /PM												Contact has been made with retailer about taking forward the development of the market hall site. After some delay the retailer has committed themselves to producing an assessment of the site by 30 th June. If the retailer does not state they want to pursue the leasing of the site, BDC will have to market the	

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Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
															market hall site through the OJEU procurement process beginning with a Pre qualification questionnaire (PQQ).
1.1.3	Recruit expertise to support project management	PS													Completed. Project manager appointed on 10 th March and commenced work in April.
1.1.4	Arrange meetings of town centre project group	PS													Town centre steering group next meeting organised for early June.
1.1.5	Set up officer project team	PS													Team set up.
1.2	Work Commenced														
1.2.1	Undertake baseline study.	PS													Baseline study completed in September.
1.2.2	Consultation with community.	PS													Work took place in January in the formulation of questions for the issues and options stage of the Area Action Plan. These meetings sought the views of the community on which issues ought to go forward for wider community consultation.
1.2.3	Prepare issues and options document.	PS													Second draft now been prepared and ready for use from early July.

**Improvement Plan: May 2008
2007/08 Agreed Version (with Improvement Director's Changes)**




Priority: CP2 Longbridge					
2	Expected Outcome	Creation of Employment Opportunities, Housing and Community facilities.			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
2.1	10,000 Jobs created [over a ten year period]	Agreement of Bromsgrove District Council Area Action Plan	31 May 2007	PS	Approved Budget Planning Team
2.2	500 to 700 Houses (35% to be affordable).	Agreement of Bromsgrove District Council Area Action Plan	31 May 2007	PS	Approved Budget Planning Team
2.3	Community Facilities providing a sense of community for new residents.	Agreement of Area Action Plans by both authorities.	31 March 2007	PS	Approved Budget Planning Team
Progress Update					
2.1	<p>The plan has been prepared in conjunction with Birmingham City Council and as such, the ability to meet the targets identified below is not entirely in the control of Bromsgrove District Council.</p> <p>The Area Action Plan for Longbridge was submitted to the Secretary of State for Communities and Local Government on 28th March 2008. A six week consultation period began on that date. A further period of public consultation was undertaken as some respondent submitted site allocations representations, it is a requirement of the regulation that we also consult on these. The pre-examination meeting has been scheduled for the 4th August with the Examination in public likely to take place in early October.</p>				
2.2	See above.				
2.3	See above.				



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Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
2.1, 2.2, 2.3,	Creation of Employment Mixed Housing Community Facilities														
2.1	Respond to Preferred options document	PS													Completed.
2.2	Submit Final Plan	PS													The final Area Action Plan was submitted on 28 th March.
2.3	Public Consultation on submission Plan	PS													A period of public consultation commenced on 28 th March for six weeks. A further period of consultation is underway.
2.4	Pre Examination Meeting	PS													The Pre Examination meeting has been scheduled for the 5 th August 2008
2.5	Examination of Final Plan	PS													Reprogramme to 08/09
2.6	Receipt of Binding report	PS													Reprogramme to 08/09

**Improvement Plan: May 2008
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Priority CP3: Housing					
No.	Expected Outcome	Delivery of affordable housing target [240 units]			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
3.1	Deliver 80 units of affordable housing. 240 total in three years	Support applications for affordable housing on Areas of Development Restraint.	2007-2008	AC/ DH	Planning Team Facilities Management Group Asset Management Strategy
3.2	Modernised Strategic Housing Service 2 star with promising prospects for Improvement	Quarterly review of Strategic Housing Plan.	31 December 2007	AC/ DH	Strategic Housing Team
Progress Update					
3.1	Dwellings currently under construction / on site as at 07.12.07 = 103 dwellings. Dwellings due for completion within this financial year now projected to be = 60 dwellings due to slippage on Catshill scheme. 42 additional affordable dwellings delivered since April 07 (as at Dec 07) including 15 Rural Houses on Exception Sites. A total of 46 units of affordable housing was delivered between April 07-March 08. 19 affordable dwellings delivered since April 1 st 2008 with potential for delivery of 181 by March 31 st 09.				  
3.2	88.5% of actions completed from Inspection Action Plan as at June 2007. 'Additional Actions' action plan developed at Strategic Housing Away Day. Self-assessment for re-inspection completed and submitted by December 21 st deadline. Arrangements for timetable of inspection in hand. Government target for 50% reduction in use of temporary accommodation has been achieved 2 years ahead of schedule. Audit Commission reinspection of Strategic Housing awarded the services a Fair one star grading with 'Promising prospects For improvement'. New action plan to address recommendations from re-inspection and to monitor completion of actions remaining incomplete from previous inspection has been formulated and awaits approval of Executive Cabinet in July.				

Improvement Plan: May 2008 2007/08 Agreed Version (with Improvement Director's Changes)

Ref.	Action	Lead													Corrective Action
			July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	
3.1.	Deliver 80 units of affordable housing a year														
3.1.1	Complete RSL Preferred Partner selection and achieve sign up to partnership agreement.	AC													<ul style="list-style-type: none"> Completed selection process Partnership agreements issued and awaiting sign up by RSLs. New Principal preferred Partner meetings taking place monthly and wider partnership meetings being held quarterly.
3.1.2	Develop draft Affordable Housing Guidance for developers and RSLs in advance of LDF process.	AC												<ul style="list-style-type: none"> Strategic Housing Strategy Steering Group is developing draft guidance. Meeting took place with neighbouring districts on 13th Nov to discuss possible areas of uniformity in approach. Draft Framework now completed but awaiting RSS Review and Housing Market Assessment to take delivery of SPD forward. 	
3.1.3	Support & encourage appropriate RSL bids to the Housing Corporation for the 2008 – 2011 allocation round.	AC												<ul style="list-style-type: none"> Support and encouragement ongoing. Current value of bids accepted in Hsg Corp Forward Allocation Pool = £3,087,496 (69 dwellings) Additional bids worked up for submission in Nov = £16,511,843 (361 dwellings). £6.3m of bids (158 dwellings) submitted to Hsg Corp for first round of 2008 – 11 funding – Bid support forms submitted by Strat Hsg Manager who also visited Hsg Corp 	

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Ref.	Action	Lead													Corrective Action	
			July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June		
																to support proposals. <ul style="list-style-type: none"> £3.2m bids (76 properties) accepted and approved by Housing Corp from first round.
3.1.4	Support and progress implementation of Hostel De-Commissioning Strategy with BDHT through completion of sale of Wythall hostel site.	AC														<ul style="list-style-type: none"> Revised Heads of Terms agreed with BDHT. Planning applications submitted for Sidemoor and Rubery Hostels. Approved. Buy backs in progress 10 achieved at April 08. Service unable to proceed with the purchase of Wythall site, BDHT currently working to take over the scheme.
3.1.5	Fund and support Year 2 update of the SHMA Sub Regional Housing Market Assessment.	AC														<ul style="list-style-type: none"> Budgeted for and in progress. Gypsy and Traveller Needs Assessment also in progress. Funding secured and available Update and G&T Survey fully funded and awaiting final invoice.
3.2.	Modernised Strategic Housing Service															
3.2.1	Hold a Strategic Housing 'Ongoing Improvement' Team Away Day to identify further improvement actions.	AC														<ul style="list-style-type: none"> Event took place on 21st June 2007. Housing Strategy updated. Action plan developed. 43.59% of 5 yr Strategy Actions completed 18 months into period. Team had an away day 25th April 2008 considering the draft audit commission inspection report and collated actions to be taken forward from recommendations given

Improvement Plan: May 2008 2007/08 Agreed Version (with Improvement Director's Changes)

Ref.	Action	Lead													Corrective Action
			July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	
3.2.2	Complete full year schedule of customer satisfaction surveys.	AC													<ul style="list-style-type: none"> • Schedule developed. • Survey on New Rd and Villiers Road development completed and printed. • Homelessness 'End of Duty' and 'Housing Options' Customer Survey both carried out. • New Housing Developments Customer Survey analysed and results printed. • Houndsfield Lane Caravan Site questionnaire completed • Step Up Private Tenancy Questionnaires carried out for tenant and landlord
3.2.3	Complete Equality and Diversity Impact Assessments scheduled for 07 / 08.	AC													<ul style="list-style-type: none"> • Schedule developed. • Assessments continuing. • Empty Homes Initiative Impact Assessment randomly selected by Equality and Diversity Forum Impact Assessment Working Group for scrutiny.
3.2.4	Implement contractor procurement framework for DFGs	AC													<ul style="list-style-type: none"> • First meeting held with Procurement Officer. Schedule of works being developed. • Delayed due to negotiation with neighbouring authorities and development of spec – but progressing slowly. Extended Feb-June. • Specification now agreed and pre contract questionnaire being formulated for advertisement in June/July

Improvement Plan: May 2008 2007/08 Agreed Version (with Improvement Director's Changes)

Ref.	Action	Lead													Corrective Action	
			July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June		
3.2.5	Achieve a minimum of 3 Strategic Housing 'Raising Awareness' Roadshow events.	AC														<ul style="list-style-type: none"> • Strategic Housing Roadshow at Romsley PC took place on 9th July. • Bentley Paucefoot took place on 12th September. • Developing proposals for Lickey & Blackwell (Nov) and another BDC Members event in Dec. • Positive feedback from Bentley roadshow received and PC now engaging on Rural Housing Needs survey. • March event delayed at request of parish council, however two local meetings with PC's completed in lieu. RHE now working with Bentley PC to develop Housing Needs Survey.
3.2.6	Implementation of Sub Regional Choice Based Lettings Scheme.	AC														<ul style="list-style-type: none"> • CBL has been put back to go live 7th Oct 08 due to configuration of the system taking longer than anticipated.

**Improvement Plan: May 2008
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Priority CP4: Customer Service					
4.	Expected Outcome	Increase in overall customer satisfaction with the Council			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
4.1	2010 Best Value survey to assess Customer Satisfaction with the Council.	The Annual Customer Panel Survey. Delivery of Customer Standards. Improvements to performance indicators that drive customer perception.	Contract let 31 December 2007 Development of Corporate Indicators set.	HB	Approved Budget Service Business Plans Service Business Plans linked to Budget process
4.2	Customer Satisfaction with the Customer Service centre	The Annual Customer Panel Survey. Quarterly Telephone survey A5 Feed back sheets Improvements to performance indicators that drive customer perception.	Contract let Every quarter 2007-2010 Every quarter 2007-2010 01 April 2007 and review each year	HB	Approved Budget Customer Service centre Staff Service Business plans linked to Budget process.
4.3	Annual Satisfaction survey of the equalities forum.	Quarterly feedback from Equalities Forum [minutes to CMT]	31 March 2008 and each subsequent year.	CF/HB	Equalities Assistant Capacity Building Funding
Progress Update					

Improvement Plan: May 2008 2007/08 Agreed Version (with Improvement Director's Changes)

Priority CP4: Customer Service					
4.	Expected Outcome	Increase in overall customer satisfaction with the Council			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
4.1	Customer standards are being worked on as part of business planning process. Customer Peer Review completed and Customer First Corporate Group established. Draft customer standards were reported to CMT on 06 November, have gone onto Leader's Group and have now been approved by Cabinet (December) as planned – with one new standard. The proposed set includes a lot more customer measures. Standards are now live. The Corporate indicator set went to March Cabinet as part of the Council Plan and were agreed.				
4.2	Contract negotiations for the Customer Panel contract extension have now been completed. The Quality of Life Survey results have now been reported to CMT and Members. The next survey is in draft and will now be sent to the contractor for sending out to residents. Questions for the quarterly telephone survey have been prepared and a survey was carried out in September 07. The results were collated and discussed at the Customer Services Working Group. Customer Service Centre performance indicators have been reviewed as part of the business planning process in September 07. Changes to PIs have been approved at Leaders Group. Any proposed improvements requiring budget allocation will go forward as a budget bid as part of the Business Planning process and will be based on a costed business case.				
4.3	Equalities and Diversity Forum meets regularly with a member of the community presiding as Chairman. Chief Executive attends each meeting and now has a regular item on the agenda to give corporate update and feed back on previous items raised by the Forum. Over 2007/8 capacity training will be given to the members of the Forum to develop their role as critical friends. Stand specific groups are now looking at the Inclusive Equalities Scheme more critically. There is now an easy read version of the Disability Equality Scheme. Impact Assessment Training was successfully delivered to the Forum Members in November and January with the first critical analysis assessment date in May. The Forum is undertaking a pilot scheme whereby the Council emails issues upon which it requires feedback and consultation. The annual event is scheduled for 12 th April 2008. Elected Members and Heads of Service have already undertaken to support this event, which is promising to be well attended.				



Ref.	Action	Lead													Corrective Action	
			July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June		
4.1.	Overall Customer satisfaction															
4.1.1	Agree customer survey	HB														Completed and with supplier.

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Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
4.1.2	Undertake survey	HB													Questions agreed and now with supplier.
4.1.3	Report survey	HB													Survey reported to CMT and Members.
4.1.4	Review customer standards in business plans	HB													Standards reviewed by Customer First Officer in preparation for report to CMT and Cabinet.
4.1.5	Agree published set with CMT and Cabinet.	HB													Reported in November and agreed.
4.1.6	Develop posters for internal display.	HB													Posters produced.
4.1.7	Launch with press and Internet.	HB													Successfully launched on 31 st Jan 2008.
4.1.8	Review corporate indicators for customer focus.	HB													Work on the indicators is underway. HOS developing targets for new NI set.
4.1.9	Agree new set with Cabinet.	HB													Went to Cabinet in March.
4.1.10	Publish in Council Plan along with Customer Standards.	HB													Published to deadline.
4.1.11	Customer Service Peer Review and Update of Customer First Strategy.	KD													Agreed by Cabinet in February.
4.1.12	Establish Corporate Customer First Project Team and quarterly meetings thereafter.	KD													Meetings take place monthly. Focussing on key irritants at CSC with customer clinics held. Customer manual completed. Customer access strategy developed in draft form. Group also looking to address the change in culture needed to fully embrace customer first.
4.2	Customer Satisfaction with Customer Service Centre														
4.2.1	Draw up suitable	DP													Questions developed. Telephone

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	questions and conduct telephone survey														surveys conducted on an on-going basis.
4.2.2	Review feedback to improve service delivery	DP													On-going process. Feedback to be provided at the Customer First Board.
4.2.3	Draw up suitable questions and establish timetable for using feedback sheets	DP													Questions developed.
4.2.4	Review feedback to improve service delivery	DP													Feedback will be reported to the Customer Services Working Group. Actions will be developed by this group.
4.3	Annual Satisfaction of Equalities Forum														
4.3.1	Training Needs Analysis (TNA) of forum members to identify training needs	CF HP													Impact assessment training has now been completed and formal reviews scheduled
4.3.2	Develop and deliver a training programme for forum members	CF HP													Training delivered to forum members in November. A small sub-group of trained forum members will receive information from the Council for monitoring in electronic format. This will be trialled by the volunteers in quarter 4 of the training programme.
4.3.3	Introduce impact assessment monitoring and critical challenge role to forum agenda	CF													The first training session was delivered in November another was successfully delivered in January. The first critical assessment session took place in May.
4.3.4	Develop robust reporting mechanism between forum and management team	CF													Minutes feeding through to Corporate Management Team and Cabinet.
4.3.5	Prepare and undertake satisfaction survey within	CF													It has been agreed that this will be undertaken as part of the June meeting


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	the Forum														as the Conference Event was very focussed on workshops and time was not available to undertake the survey work. Survey questionnaires prepared and agenda item placed for the forum meeting in June.
4.3.6	Feed back analyse and improve in accordance with survey findings	CF													This will be delayed until the survey results have been analysed.
4.3.7	Engage forum in participatory budgeting and feedback results	CF HB JP													Facilitated participatory budget sessions delivered to Forum. Discussed budget bids & process for reporting / consideration to members. Presentation to E&D forum in December on progress of budget. Forum groups that submitted participatory budget bids attended the Full Council in January where their bids were considered. The Forum will be invited to comment on the success of the process.

**Improvement Plan: May 2008
2007/08 Agreed Version (with Improvement Director's Changes)**

CP5: Reputation					
5	Expected Outcome	External Recognition of the Council's Improvements			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
5.1	Fair CPA rating	Annual Direction of Travel Report by Audit Commission.	31 March 2009	HB	Approved budget [£350,000 from Reserves].
5.2	Five charter marks	Five teams selected and Action plans developed.	31 March 2010	HB	Customer First Officer
5.3	Positive Media Coverage.	Weekly report to CMT on Press Coverage	On-going	HB	Communications and Customer First manager.
		Percentage of Positive Press Articles and reduction in reactive press releases.	On-going	HB	As above
		Percentage of residents who remember seeing Together Bromsgrove.	On-going	HB	As above
		Percentage of Press coverage that refers to Council's Priorities.	On-going	HB	As above
5.4	Brand Recognition % of residents who recognise the Council Brand	Brand Action Plan	2008/09		Graphic Designer Post [2008/09 Budget Bid]
Progress Update					
5.1	CPA report and Improvement Plan both reported to July Cabinet. Monthly monitoring of progress on new plan now being undertaken by PMB and Cabinet.				

Improvement Plan: May 2008 2007/08 Agreed Version (with Improvement Director's Changes)

CP5: Reputation					
5	Expected Outcome	External Recognition of the Council's Improvements			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
5.2	Investigations completed and decision to pilot Corporate Communications, Policy and Performance Team during 2008/09; however, preparatory work by the CCPP team will have to be delayed as additional corporate savings and pressures mean the team will not be able to start the accreditation process in 2007/08 or 2008/09, as the budget bid is unlikely to succeed. Work suspended.				
5.3	Continued positive media coverage with pro-active and planned approach; however, the recent leak of the budget information caused problems for the Team and our reputation is bound to suffer as we take some difficult decisions.				
5.4	Graphics post not a priority. Instead a framework contract for existing graphics work within Council to be developed to improve value for money. Investigating the external funding of Together Bromsgrove considered a higher priority during July/ August. The work on creating a single graphics contract is underway, but is taking longer than originally predicted as we are looking at a joint procurement exercise with Redditch BC. Graphics supplier now appointed.				

Ref.	Action	Lead													Corrective Action
			July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	
5.1	Fair CPA Rating														
5.1.1	Formally report CPA score to Cabinet and PMB.	HB													Reported to July Cabinet with new Improvement Plan.
5.1.2	Formally report Improvement Plan to Cabinet.	HB													Reported to July Cabinet with new Improvement Plan.
5.1.3	Link Improvement Plan to CPA recommendations.	HB													Improvement Director and GMB have cross checked the Improvement Plan and made a number of changes, which have been incorporated into this version of the plan.
5.1.4	Link Improvement Plan to Council Plan.	HB													See above.
5.1.5	Review progress against Plan each month.	HB													New plan into eleventh month of reporting.




Improvement Plan: May 2008 2007/08 Agreed Version (with Improvement Director's Changes)

Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
5.1.6	Update Improvement Plan for 2008/09	HB													Update will go to July Cabinet as per Forward Plan.
5.2	Three Charter Marks (originally five, but reduced in number on basis of external advice).														
5.2.1	Investigate "experience" of gaining Charter Marks.	HB													Corporate Communications, Policy and Performance Team have met with accreditation body and with Wychavon who have charter marked every team.
5.2.2	Report to CMT on requirements and teams to go forward for CM.	HB													No reports to CMT, but agreement with CEO that the Corporate Communications, Policy and Performance Team will pilot accreditation in 2008/09 with two more teams going forward in 2009/10.
5.2.3	Establish working group.	HB													Action suspended. Additional budget savings and pressures have meant the CCPP team have had to reconsider their approach and will be unable to start the formal accreditation process this year.
5.2.4	Meet every month to drive progress.	HB													Action suspended.
5.2.5	Progress report to CMT.	HB													Action suspended.
5.3	Positive Media Coverage														
5.3.1	Comms Planner to CMT each week.	HB													Now comes every second week, but communications is a standing item each week.
5.3.2	Comms stats reported to CMT, PMB, and Cabinet each month.	HB													Included in monthly performance indicator figures, but taken out of corporate set from April. Will now revert to being a DMT measure only.

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Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
5.3.3	Weekly review meeting with Comms Manager & ACE.	HB													Takes place every Monday at 3pm.
5.3.4	Customer survey results on reputation.	HB													These were received as part of the first Customer Panel Survey and have been used to provide SMART targets in the updated Communications Strategy.
5.3.5	Review of Communications Strategy reported to Cabinet with updated action plan.	HB													Reported to CMT in October, Leader's in October and went to Cabinet in November. On target.
5.3.6	Regular and issue specific press briefings.	HB													Take place as per Communications Planner.
5.4	Brand Recognition														
5.4.1	Framework contract established with single supplier for graphics.	HB													A pilot for funding all of Together Bromsgrove through advertising has been agreed. Given the financial saving from this it was considered a higher priority. Tenders went out on 15 th January 2008.
5.4.2	Action plan for delivery of style guide implemented.	HB													First meeting of Corporate Communications Group was held in November. The Group will have responsibility for implementation.
5.4.3	Budget bid for graphics support updated.	HB													Action suspended due to budget pressures.
5.4.4	Bid approval?	HB													Action suspended.
5.4.5	Successful recruitment process.	HB													Action suspended.

**Improvement Plan: May 2008
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CP6: Performance					
No.	Expected Outcome	Overall basket of PI's Comparable to an Excellent Rated Council			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
6.1	75% of PI's above the median	Annual Council Report	31 March 2009	HB	CCPP Team
6.2	Fair CPA rating	Annual Direction of Travel Report by Audit Commission.	31 March 2009	HB	Approved budget [£350,000 from Reserves].
6.3	Improved Benefits Service to Level 3 Service	Quarterly reports on progress	31 March 2008	JP	Additional staff funded through Approved Budget.
6.4	3 out of 4 for Performance Management in CPA.	Annual review of business cycle and adoption of best practice.	31 March 2008	HB	Corporate Communications, Policy and Performance Team and middle managers.
6.5	Financial and performance integration	Cycle of agreed integrated reports completed.	30 June 2008	HB/JP	Financial Services Department and Corporate Communications, Policy and Performance Team and middle managers.
Progress Update					  
6.1	Clinics and monthly reporting continuing. Quartile information updated with 2006/07 data. This information used as part of Council Plan Pt 1 report on future strategic direction of Council. The ACE and Senior Corporate Policy and Performance Officer have met with each Head of Service to discuss projected outturn for all performance indicators. . Outturn position is very positive with 60% of indicators being above the median. The longer term target of 75% will no longer apply as BVPIs have been got rid of.				

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CP6: Performance					
No.	Expected Outcome	Overall basket of PI's Comparable to an Excellent Rated Council			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
6.2	Direction of Travel assessment submitted to Audit Commission. Site visit completed and initial feedback positive. Regular meetings held with ICT to ensure end of year processing has no impact on performance. Now awaiting confirmation of CPA site visit in October.				
6.3	Improved processing times for new claims and change of circumstances. Significant improvement on processing times.				
6.4	Business plan templates agreed and completed by HoS. Key deliverables, budget bids and savings reported to CMT. The budget bids and savings went to Leader's Group in October. Business plans now completed apart from couple of minor amendments (and signed off by CEO, Executive Directors and ACE). Review of business cycle delayed due to sickness in CCPP team. Will be reported to 04 March CMT				
6.5	Head of Financial Services and Assistant Chief Executive continue to meet every month with focus on further integration.				

Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
6.1	% of PI's above the median														
6.1.1	Programme of performance clinics undertaken.	HB													Programme of clinics underway which are proving useful. This has resulted in an improved focus on performance in areas of risk; performance improvement has resulted for some PIs. More clinics held in December.
6.1.2	Budget bids for priority indicators that require resourcing.	HB													Clear link between priorities and high priority budget bids reported to Leader's Group.
6.1.3	Monthly reporting of PIs to CMT, Leaders and Cabinet.	HB													Taking place every month. Quartile information updated with 2006/07 data and this information fed into Council Plan Pt 1 report to help deliberations on strategic direction.

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Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
6.1.4	Annual Report to Full Council.	HB													No actions planned in May.
6.2	Fair CPA Rating (see also CP5)														
6.2.1	Audit Commission Direction of Travel statement in draft.	HB													Direction of Travel submitted to Audit Commission. Inspectors were on site during November. Initial feedback positive.
6.2.2	Develop communications plan.	HB													Completed and communicated.
6.2.3	Publish results and implement plan.	HB													Published with press release as well.
6.2.4	Make appropriate changes to Improvement Plan.	HB													2008/2009 version will include updates.
6.3	Improved Benefits Service														
6.3.1	Complete formal resource level agreement with CSC	JP													Completed.
6.3.2	Implement recovery action on overpayments in line with management recommendations	JP													Recovery improved for October – planned management of overpayments.
6.3.3	Review secure post room operation	JP													Completed.
6.3.4	Commence monthly review meetings with ICT to develop support timetable for key periods of year	JP													Due to the meetings it has been acknowledged by officers that the Council Tax billing for 2008/09 has been the most successful.
6.3.5	Achieve targets as set out in Business Plan	JP													Significant improvement in performance indicators – staff working with ICT to maintain system performance.
6.3.6	Further develop	JP													Pilot with County Council continuing. In

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Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
	partnership working with 3 rd Age project														addition welfare officer to present role to Equalities and Diversity forum in June and to explain the local housing allowance to ensure maximum awareness of support offered.
6.3.7	Develop mobile working to improve speed of turnaround for collection of information and enhance customer contact and accessibility to community.	JP													Initial investigations undertaken to assess requirements and support from HUB systems. Potential to be addressed as part of the spatial project with mobile working in Planning department.
6.4	Review Annual Business Cycle (and reinforce business planning cycle)														
6.4.1	Undertake review of annual business cycle and reports, with particular focus on CMT, PMB and Cabinet.	BR/HB													Review now completed.
6.4.2	Build recommendations into published and agreed cycle for 2008/09.	BR/HB													Reported to CMT and Leaders in March.
6.4.3	CMT/Cabinet approve updated templates and guidance.	HB													Templates approved and completed by Heads of Service.
6.4.4	ACE, Customer First officer and service accountants to attend each business planning away day.	HB													ACE, service accountants and Customer First officer attended each business plan away day for DMTs.
6.4.5	CCPP Team to review business plans and team plans.	HB													Reviews now completed. CEO, Executive Directors and ACE met with HoS in mid-January 2008 to finalise detailed business plans.

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Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
6.5	Ensure Financial and Performance Integration														
6.5.1	Monthly meeting between Assistant Chief Executive and Head of Financial Services (to update integrated planner).	JP/HB													Meetings scheduled and taking place each month.
6.5.2	Reporting of Quarterly Integrated Financial Reports to Members.	JP/HB													December information presented to members in February.
6.5.3	Quarterly review of performance clinics	JP/HB													New action added in October 2007.
6.5.3	Council Plan Pt 1 and Pt 2 published with integrated information.	JP/HB													Completed.
6.5.4	Integrated Council Tax Leaflet published.	JP/HB													Completed.
6.5.5	Integrated Annual Report (including financial summary) published.	JP/HB													Completed.
6.5.6	Monthly Integrated reporting to CMT (with pilot in September)	JP/HB													Reports completed by each department.

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CP7: Community Influence					
7	Expected Outcome	Better neighbourhoods through improved community engagement			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
7.1	% Increase in the Publics ability to influence the Council	Area Committee Pilots and evaluation of two current pilot schemes.	30 September 2007	HB	Approved Budget.
7.2	Senior Mgmt Attendance at PACT Meetings	CDRP Tasking meetings	Already In place with annual review.	HB	Members, Senior Officers and the Community Safety team.
7.3	Neighbourhood Wardens	Review & Revise the service delivery to increase % of time walk the ward.	On-going	JG	Mainstream Funding 2008/09.
7.4	Percentage increase in the ability of minority groups to influence the Council.	Achieve Local Government Equalities Standard [BV2a] at level 3. Equalities Action Plan	30September 2007	CF/HB	Capacity Building Fund.
7.5	Percentage increase in the ability of Parish Councils to Influence the Council	Feedback at quarterly Parish Forum Meeting Development of Council Guidance on Parish Plans and link to LSP Board.	30 September 2007	HB	Corporate Communications Policy and performance Team.
Progress Update					
7.1	Consultant (funded through Capacity Fund) now employed to undertake evaluation of two pilots; however the consultant has been ill and the project delayed. Provisional agreement to extend pilot to second year. This will be subject to discussion through the budget round. Report received and meeting set up with Leader, Leader of Opposition, CEO and ACE on 05 March, which will focus on agreeing a way forward. Way forward agreed and approved at 30 April 2008. Letter drafted regarding consultation on Hagley and Rural area. Will be sent out by end of May. Draft governance structure also needs to be written.				

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CP7: Community Influence					
7	Expected Outcome	Better neighbourhoods through improved community engagement			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
7.2	Council continues to field senior officers unlike most councils. Attendance provides good non-quantitative check on performance. Attendance to be shared out between CMT officers in future.				
7.3	The current delivery of the service has been reviewed and a draft report for Cabinet has been produced to expand the service across the District. This area of improvement was subject to the completion of a budget bid as part of this year's budget submissions and business planning cycle. The budget bid was ranked as high within the medium term financial plan and was approved by cabinet on the 9th Jan 08 and full council on the 16 th Jan 08. The new posts have now been advertised and appointed. The performance monitoring of this area has been agreed as part of the corporate/DMT report system and will commence in April 08. This project is now completed.				
7.4	<p>The E- Sat Equality Standard Assessment Toolkit is being completed in order to determine the progress made towards level 3 and the gap analysis, which will determine the actions within the improvement plan to achieve this goal within timescales.</p> <p>A process for recording the data received identifying the minority groups currently accessing our services is being investigated and this will be fed into Heads of Service and Service Managers through the business planning stages.</p> <p>The Local Labour Market assessment is being used to shape the revision to the Recruitment and Selection processes and the projects required to address the BVPIs in relation to our workforce.</p> <p>The Council's Assets Management Group is undertaking a review of the Scope access audits in conjunction with the finance officers. The group will identify a programme for the delivery of works in line with the capital programme. Priority works at the Council's leisure centres are being discussed as part of a wider project to transfer to trust.</p> <p>A round table workshop took place in January to encourage HOS to think about performance management issues in relation to Equality and Diversity and the evidence base required to achieve level 3. As a result it has been agreed that a performance management tool will be introduced in order to guide HOS through the self assessment process against the Local Government Standard and Level 3</p>				
7.5	Meeting held with Worcestershire CALC to discuss approach. Draft Cabinet report taken to February's Leader's Meeting. Report not agreed and will not go onto Cabinet. Reported and agreed at early April Cabinet. Will now go out to formal 12 week consultation period.				



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Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action	
7.1	Area Committee pilots (probable expansion of two)															
7.1.1	Capacity Building evaluation.	HB													Report was received January 08, which has delayed project slightly.	
7.1.2	Budget bid for further expansion.	HB													Bid submitted.	
7.1.3	Quarterly overview meeting with CEO, ACE, Leaders	HB													Meeting held on 5 th March.	
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.	
7.1.5	Deliver plan.	HB													Consultation further delayed, as uncertain on how to roll out operationally.	
7.1.6	CEO, Improvement Director and ACE to discuss extent of pilots with Leader/Leader of Op.	KD/BR/ HB													Report received – discussed with Leader and Leader of Opposition and way forward agreed. Stakeholder event to be held. Agreed to roll out 3 rd Committee.	
7.2	PACT Meetings															
7.2.1	Continue with regular programme of meetings.	GR														Council continues to field senior officers unlike most councils. Attendance provides good non-quantitative check on performance. The Council has experienced problems with the Police providing dates of the meetings, which has meant three were recently missed. Corrective action has been taken.
7.2.2	Complete annual review of PACT and report to PMB.	GR/HB													Annual review of PACT submitted to Monitoring Board.	

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Ref.	Action	Lead													Corrective Action	
			July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June		
7.2.3	Take corrective actions based on review.	GR/HB														Reported to PMB. Members feel PACT is working well and no corrective actions were identified.
7.3	Neighbourhood Wardens															
7.3.1	Review the Current delivery of the Warden service across the district to establish current/future demand.	JG														Completed and potential revision of the service included in this years budget programme.
7.3.2	Produce a Committee report to advise on the future improvements/ funding requirements for the service.	JG														Completed as part of the 08/09 Budget planning round.
7.3.3	Submit a PID form as part of the 08/09 budget process.	JG														Completed as part of the 08/09 Budget planning round.
7.3.4	Agree a set of BVPIs (ASB) & local PI's for the warden service to monitor performance, service delivery and ASB levels with in the District.	JG														Completed as part of the preparation of the 08/09 business plan and new national indicator set.
7.3.5	If the Budget submission is successful, advertise the posts, implement the revised service delivery structure and commence Performance monitoring.	JG														Completed
7.4	BME Influence															
7.4.1	Set up Disabled users	CF														Group set up in June 07.

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Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
	group														
7.4.2	Set up development workshop for top key managers across the Council to progress self assessment process and link this to the business planning and performance management process	CF													Workshop delivered to CMT on 23 rd October 07. Session focussed on the Local Government Equality Standard level 3, the performance management self-assessment tool, and corporate data capture for the collection and use of intelligence received.
7.4.3.	Deliver Local Labour Market Survey	CF													Report delivered to Management Team in November 07
7.4.4	Deliver Training to staff and members in accordance with the Equalities and Diversity training plan	CF													Equalities Officer continues to deliver training programme as detailed in the training directory. Additional training will be required to advise procurement staff meeting scheduled to progress procurement training in May. The Equalities Officer attended the Modern Member Steering Group in December to discuss training needs with Elected Members. Topics and training dates have been agreed. All group leaders agreed to make the sessions mandatory for their groups. Parish Council training was delivered by the Equalities Officer and HOS in April
7.4.5	Review existing provision and re-draft an up to date Equal Opportunities Policy taking account of the law and the inclusive equalities scheme.	CF													Review is underway and will be delivered within timescales.
7.4.6	Train officers with responsibilities with the	CF													Will be completed before the end of the financial year and will follow on from

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Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
	policy														policy review.
7.4.7	Deliver in respect of the Level 3 Equalities Action Plan	CF													All actions completed in accordance with timescales.
7.5	Parish Council Influence (and Parish Council Charter)														
7.5.1	New consultation officer in post.	HB													In post.
7.5.2	Guidance for "adoption" of Parish Plans developed and approach to Charter.	HB													Draft completed in January.
7.5.3	Consultation with Leader's Group.	HB													Went to February's Leader's meeting, but agreed that it would not go forward to Cabinet in March. Further discussion required, before it can be re-submitted in March. Re-submitted.
7.5.4	Consultation with Parish Councils.	HB													Consultation undertaken at Parish Forum, but formal 12 week consultation will now follow.
7.5.5	Formal adoption by Council.	HB													Currently out to consultation.

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CP8: Community Events					
8.	Expected Outcome	Increased participation and satisfaction with events programme.			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
8.1	Percentage satisfaction with overall cultural offer [2010 BV Satisfaction Survey]	The Annual Customer Panel Survey 2 % per annum growth in participation rates.	30 September 2007	HB	2008/09 Budget [Possible Budget realigning]
8.2	Resident's satisfaction with the Artrix. Increased usage figures for the Artrix.	Increase influence on the Artrix Board.	30 September 2007	HB	Council funding of Artrix [review agreement]
8.3	Percentage increase in voluntary sector community events.	Baseline amount of Community Events through numbers of events packs requested.	In house review during 2007/08.	JG	Possible 2008/09 budget bid
8.4	Percentage satisfaction with overall Historical offer	Increase numbers viewing Bromsgrove Collection.	31 December 2007	JG	Culture and Community Services
Progress Update					
8.1	Customer Panel results have provided feedback on cultural offer and given an indication of customer prioritisation. Revised programme has been created based on budget submissions and delivery work programme commenced to implement changes. Work is now completed and built into the service's ongoing work programmes.				
8.2	The SLA is now in final draft format and has been reviewed by the legal section in Jan 08. Due to an additional legal review that is required to ensure the SLA reflects the original legal documentation, this work was delayed by one month but the report has been approved Cabinet and is now delegated to officers to finalise arrangements.				
8.3	Work commenced. The community facilitation pack is in the final stages of production. This work is on track to complete within timescales and will be promoted as from April 08. A review of our facilities, parks & open spaces has been undertaken by the Events Team. Working associated with the revised fees & charges has been completed with the booking system being revised to reflect the Council's new priorities				
8.4	The transfer of the Trust was not successful and the museum has closed. Work will be undertaken to pursue alternative options to maintain the historical offer.				

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Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action	
8.1	Cultural Offer															
8.1.1	Review and benchmark cultural offer and capacity to deliver.	JG													On track. Customer Panel Results collated.	
8.1.2	Present report to CMT.	JG													Action suspended in Sept 07 - no longer required to be undertaken as it is covered as part of the business plan & budget round process.	
8.1.3	Put forward budget bid based on CMT discussions.	JG													Completed as part of the 08/09 budget round and service business plan.	
8.1.4	Implement if bid successful.	JG													Completed.	
8.2	Satisfaction with Artrix.															
8.2.1	Develop SLA with Artrix.	JG														On track. SLA with Artrix being developed following initial meeting with operations manager and BDC officers. Due to an additional Legal review that is required to ensure the SLA reflects the original legal documentation, a report went to Cabinet on 4 th June 08 where it was agreed and work delegated to officers to finalise arrangements. PMB also noted and endorsed the report.
8.2.2	Quarterly review of SLA.	JG													Suspend. Due to the delay in implementing the SLA, quarterly monitoring will not now commence until July 08.	

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Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
8.3	Voluntary Sector Community Events														
8.3.1	Review C&CS facilities, parks and open spaces to establish a full breakdown of these areas and what there usages could be for future events.	JG													A review has been completed and proposed use for site/open spaces developed.
8.3.2	Develop a fees & charges structure for the above event locations including concession rates to promote usage and income generation.	JG													Completed and will be promoted when the full pack is developed. Additional work has already commenced in this area with partner organisations for example – MARC Centre Youth festival in Sanders Park.
8.3.3	Create an events facilitation/guidance pack to enable community groups/organisations to develop capacity, skills and knowledge. Leading to a sustainable community events programme.	JG													Completed
8.3.4	Promote the above pack via a launch event and implement advice service.	JG													Completed pack launched to pilot groups and will be operational rolled out over the summer period.
8.3.5	Agree performance monitoring arrangements and commence monitoring process.	JG													No actions planned in May.
8.4	Historical Offer (establishment of Museum trust)														
8.4.1	Prepare transfer report.	PS													Completed.

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Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
8.4.2	Support the establishment of the Trust.	PS													Offer letter sent out to Trust solicitor.
8.4.3	Undertake transfer of museum.	PS													Transfer of Trust not successful – museum closed. Contact has been made with County Museum Service about options for the future of the museum. Four options being considered with further discussions planned

CP9: Clean District					
9.	Expected Outcome	Reduced levels of unacceptable detritus.			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
9.1	Achieve top quartile BV199a-d.	Programmed clean in accordance with Environmental Protection Act	On-going	MB	Approved Budget
		Develop team of fast response squad for detritus issues	01 December 2007	MB	Approved Budget
		Gradual Increase in Enforcement Activity.	Start from 01 April 2008	MB	2008/09 Budget bid
9.2	Percentage public satisfaction with cleanliness of the District [BV Satisfaction Survey	Annual Customer Panel Survey. Delivery of Customer	Contract Let	HB	Approved Budget

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CP9: Clean District					
9.	Expected Outcome	Reduced levels of unacceptable detritus.			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
	2010]	Standards.	31 December 2007	MB	Service Business Plans
Progress Update					
9.1	<p>Current cleaning regime follows principles of zoning as indicated within the Code of Practice resulting in more heavily trafficked areas being cleaned more frequently. Detritus has been identified as the reason for not hitting top quartile performance. Additional budget bids will be considered to increase the number of mechanical sweepers working in the area to combat this. Current cleansing crews are diverted to problem areas to deal with litter. Additional Hit Squad principle being developed. Enforcement options are being discussed with other departments who also have a need to this service. Budget bids for additional resources may be required to achieve this. Discussions with EA, VOSA and Police have established a working group to facilitate covert surveillance of fly tipping and stop and search of suspect vehicles. Integration of cleansing and grounds maintenance services is being developed within the Business Plan and meetings planned to discuss changes with staff. ICT solutions are currently being investigated to assist in the production of service schedules as part of the spatial project. Finance for hit squad agreed recruitment almost complete, commencement within next month. Now Operational BVPI inspections next period for period commenced</p>				<input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/>
9.2	See 4.1.				

Action	Lead													Corrective Action		
		July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June			
9.1	Reduce levels of detritus															
9.1.1	Develop schedule cleaning programme for District	MB														A clear modern schedule for the District is being developed. Currently considering ICT solution as part of Spatial project.
9.1.2	Ensure scheduling of street cleansing and	MB														This approach is being currently built into the service's business plan.


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	Action	Lead													Corrective Action
			July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	
	grounds maintenance is co-ordinated.														
9.1.3	Monitor Detritus levels through BVPI 199 system on a 4 monthly cycle.	MB													On-target for this period.
9.1.4	Ensure full compliment of fully trained and permanently employed staff	MB													Recruitment complete.
9.1.5	Develop and Implement enforcement regime.	MB													Has been flagged as an issue in Council Plan report and has been considered as part of 2008/09 budget.
9.1.6	Develop fast response team.	MB													Interim arrangement currently in place, but proper funding required through 2008/09 budget cycle. In Council Plan Pt 1 report.
9.1.7	Develop litter awareness amongst community through presentation and school visits.	MB													Good feedback from schools and set to continue. Regular meetings with Town and Parish Councils.
9.2	Improve Customer Perception of Cleanliness														
9.2.1	Monitor results of survey	MB													A major issue for the public that will be tracked every year from now on.
9.2.2	Development of Policy Document	MB													Completed
9.2.3	Continue press releases on successes	MB													On-going. Regular monthly meetings with Press Office and Department.

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CP10: Planning					
10.	Expected Outcome	Improved Planning Service and balanced development of District			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
10.1	Maintain 90% of the of the Green Belt	Enforcement Number of Appeals upheld Respond to RSS review	On-going	DH	Strategic Planning Section
10.2	Speed of Planning Applications	Top Quartile BV109a-c	31 December 2007	DH	Loss of Planning delivery Grant [impact on budget?]
10.3	Rolling Vision of District	LDF	As per timetable	MD	Strategic Planning Section
10.4	Clear statement of Council's position and room for manoeuvre.	Revisit Planning Moratorium through performance clinic.	30 September 2007	DH/BR	Planning and Environment, BDHT and external challenge.
Progress Update					

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CP10: Planning					
10.	Expected Outcome	Improved Planning Service and balanced development of District			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
10.1	<p>The Regional Spatial Strategy (RSS) is proposing housing allocations for Bromsgrove that can be contained within our existing Brownfield sites and Areas of Development Restraint (ADR). However, the RSS is also proposing a level of housing in Redditch that may result in housing being designated cross boundary within Bromsgrove in addition to our own allocation.</p> <p>The Regional Assembly has now formally announced the levels of development for the region, Bromsgrove District has been allocated 2100 dwellings to be completed between 2006-2026, of this allocation around 680 dwellings have already been accounted for. Redditch District has been allocated 6600 dwellings for the same period of which 3300 has to be provided adjacent to Redditch town in either Bromsgrove and or Stratford. Discussions are currently taking place at officer and member level to coordinate where possible a response to these allocations.</p> <p>More recently the GOWM have commissioned more work to look into the possibility of increasing the level of house building across the region, consequently the levels of development the district will be expected to deliver is unclear. Further to this Redditch's designation as a Settlement of Significant Development may increase the levels of growth expected for Redditch, disproportionately to that of other districts within the West Midlands. Due to the complexity of this work and in order for consultees to take it into account when making representations the consultation had been extended to the 30th June.</p> <p>The GOWM initially failed to appoint consultants to carry out this work as the timescales they originally proposed to complete it were unachievable. The GOWM have subsequently amended the brief and now appointed Nathaniel Lichfield Partnership to carryout the work, it is expected it will be completed by October with a further period beyond this for stakeholders to take it into account meaning the consultation period has now been changed so that it ends on the 8th December.</p> <p>Officers have met with the NLP and will continue to be involved throughout the course of the study.</p> <p>Bromsgrove, Redditch and Stratford Councils have met with officers from GOWM and WMRA in order to address the issue of Redditch growth needing to be met in adjoining districts. A further piece of work building on the initial Redditch growth study carried out by White Young Green Consulting is to be commissioned to look in finer detail at the sites around Redditch in order to determine the definitive split in the growth needs for Redditch to be met in the two adjoining districts.</p>				

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CP10: Planning					
10.	Expected Outcome	Improved Planning Service and balanced development of District			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
10.2	<p>Development Control is responsible for determining the applications submitted to the Local Planning Authority in the administrative area of Bromsgrove. The department deals with approx 1400 applications per year and around 50 associated appeals (including those made by written representations, informal hearings and public inquiries)</p> <p>Development Control is supported by a number of other officers including those in the Enforcement Section which investigates alleged breaches of planning and associated consents, a planning technician (currently vacant) which assists in preparation of material for committee, logging of post, support at planning surgery, Registry where applications are logged and decision issued as well as Legal and Democratic Services who advise on Legal interpretation, assist in Appeals and agreements such as Section 106 agreements. As well as determining applications, officers are involved in providing a tri weekly drop in planning surgery facility, provide pre application advice and prepare appeals against decisions made by the Council.</p> <p>Area Planning Managers (APM'S) lead these teams and provide support and guidance to case officers as well as monitoring performance in relation to those targets on a monthly basis.</p> <p>Bromsgrove was designated a Standards Authority for 2007/2008 as a result of poor performance in the major category during the previous year. Following a restructure of the department in 2006/2007 speed of decision making was identified as a key factor that required attention; as a result APMs were designated to deal with the majority of major planning applications. This meant that the most experienced staff are focussed on to this target leaving the Case Officers to deal with the other applications</p> <p><u>Performance for May 2008:</u> <u>Majors</u> 4/5 = 80%. (National Indicator is 60%). One application went over time –his application was reported to Committee but also needed to be referred to the GOWM due to the nature and scale of the development. <u>Minors</u> – 15/17 = 88%. (National Indicator is 65%) Two applications went over time – Blue Cross Animal Sanctuary which required further consideration given the nature of the development and an Anemometer Mast located at Portway which was called to Planning Committee by the Portfolio Holder. <u>Others</u> – 81/84 = 96% (National Indicator is 80%). Three applications went over, one due to late issuing of decision notice, advertising relating to Listed Building and one relating to drainage matters.</p>				

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CP10: Planning					
10.	Expected Outcome	Improved Planning Service and balanced development of District			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
10.3	<p>The Local Development Framework (LDF) is the successor to the Bromsgrove District Local Plan. The LDF is a new system of plan making introduced by the Planning and Compulsory Purchase Act 2004, it requires the Local Authority to prepare a suite of policy documents rather than one all encompassing plan. The documents are intended to be specific to the District and as such no two districts LDFs will be the same. Bromsgrove is currently procuring four documents towards its LDF, these being the Core Strategy, Affordable Housing SPD the Longbridge Area Action Plan (AAP), and the Town Centre AAP. Longbridge and the Town Centre are covered in more detail by other sections of this Improvement Plan.</p> <p>The Core Strategy is still the primary focus for the section and work is currently underway advancing it to the preferred option stage. Baseline evidence is still being collected in order to inform a preferred option of the Core Strategy due for publication in the autumn.</p> <p>The Local Development Scheme, which is the project plan for the LDF, has been updated to reflect the most up to date position with regards to the range of documents we will be producing. The revised version was approved by the Local Development Framework Working Party (LDFWP) on 13th December and was submitted to the GOWM and planning inspectorate for approval. Approval has now been granted and the LDS is now adopted, although the uncertainty created by the RSS and the additional work being carried out by the GOWM, may mean the original targets set are unachievable, clarification on this issue will be sought from the GOWM as they arise.</p> <p>Much of the evidence behind the Core Strategy is now beginning to take place with consultants commissioned to undertake a PPG17 assessment of Open Space, Strategic Flood Risk Assessment and Water Cycle Study (joint working with Redditch), an Employment Land Review and a Housing Market Assessment. Work is progressing strategic housing land availability assessment and so far approximately 130 sites for potential new housing have been submitted. Also officers are working with Redditch and Stratford on preparing a community infrastructure levy.</p> <p>The review of the Regional Spatial Strategy (as outlined in section 10.1) has also been a key focus for the section, a report was taken to the LDFWP outlining the implications of the Strategy on the District. The LDFWP recommended that objections to the RSS be submitted in respect of the level of housing allocated to Bromsgrove, and to the level of Redditch related housing and employment growth to be provided within Bromsgrove and/or Stratford in locations adjacent to Redditch town, when alternative more strategically viable sites within the District are available. This objection may have an adverse impact on the development of the Core Strategy. The planning system requires a Core Strategy to be produced in general conformity with national and regional guidance; the views of the LDFWP do not conform with this guidance potentially making progress on core strategy difficult when trying to incorporate the views of the LDFWP alongside established planning policy.</p>				

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CP10: Planning					
10.	Expected Outcome	Improved Planning Service and balanced development of District			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
10.4	<p>Clinic took place on the 26th September. BDHT did attend but unfortunately Wychavon who were due to attend had to withdraw at the last minute. The clinic led to the basis of the reply being sent to the Local Development Framework Working Party on the Regional Spatial Strategy, which was endorsed by Bromsgrove Members. That response namely:</p> <ul style="list-style-type: none"> (a) that Bromsgrove District Council understands the importance in planning policy terms of formally endorsing an option at the Regional Planning Partnership and in particular the current draft option of the RSS phase 2 revision, with the exception of policy T12 which identifies the Longbridge Link road as priority for investment; (b) however, the Council requests the Partnership reflect on two factors where the Council would like further consideration to be given to the impact that will arise before a final decision is made; namely: <ul style="list-style-type: none"> (i) the planning logic of one authority being able to build in another's area when the receiving authority is constrained from building itself; and (ii) the short and longer term impact on future homelessness costs and solutions of the intended limited new build quotas. <p>That response was reported to the Regional Planning Board on 22/10/07, both in writing and in person but was ignored and the RPB endorsed the strategy and will be submitting it to the Secretary of State in December who will undertake a 12 week consultation starting first week of January 2008. This consultation period has subsequently been altered to take account of the further work as detailed in section 10.1. Further clarification was sought from the GOWM as to the status of the Housing moratorium; officers attended a meeting on 18th of December to seek clarification on the housing moratorium although none was provided. Further clarification on the moratorium was sought at a meeting with the GOWM on the 4th March again no firm guidance was given as to the validity of housing moratoriums.</p>				

Ref.	Action	Lead													Corrective Action
			July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	
10.1	Maintain Greenbelt														
10.1.1	Agree brief for study of RSS2 implications for Redditch housing growth.	DH/MD													Completed May 07
10.1.2	Appoint Consultants	DH/MD													Completed May 07
10.1.3	Receive study Report	DH/MD													Awaiting results of RSS2.

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Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
10.1.4	Submit report to WMRA	DH/MD													Awaiting results of RSS2.
10.1.5	WMRA preferred options	DH/MD													Suspend due to complications with RSS.
10.1.6	Examination in Public	DH/MD													Suspend due to complications with RSS.
10.2	Processing Planning Applications														
10.2.1	Monitor on a monthly basis, 109a – c identifying applications, which went overtime.	DH													This identifies individual applications and is a tool to identify trends why applications go out of time.
10.2.2	Consider if changes in process may address overtime applications.	DH													The department are introducing the UNIFORM system at the beginning of June. It is essential that staff are vigilant with respect to potential errors when using the new system
10.2.3	Ensure registry understands importance of targets	DH													This remains relevant due to the forthcoming introduction of UNIFORM..
10.3	Rolling Vision of the District														
10.3.1	Evaluate new issues and options consultation.	MD													Complete
10.3.2	Prepare Briefs/ appoint technical baseline reports for LDS	MD													Consultants have been employed to prepared detailed baseline evidence to support the core strategy
10.3.3	Begin preparation of in-house baseline evidence	MD													Strategic Housing Land Availability assessment underway
10.3.4	Prepare Preferred option Core Strategy	MD													First Draft Core Strategy has been produced
10.3.5	Consult on Preferred options Core Strategy	MD													Consultation on preferred option to be undertaken in autumn 2008.
10.4	Revisit Planning Moratorium														

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Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
10.4.1	Hold performance clinic on affordable housing with BDHT in attendance and external expertise from OLA.	DH/BR													Clinic took place on the 26th September. Further action is planned involving GOWM
10.4.2	Report results to CMT.	DH/BR													View reported to Regional Assembly
10.4.3	Further action depending on results of clinic.	DH/BR													Suspend due to complications with RSS. To be discussed at CMT.

FP1: Value for Money					
11	Expected Outcomes	Delivery of agreed savings.			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
11.1	Cashable savings as per Medium Term Financial Plan.	Quarterly Updates on VFM Action Plans.	31 March 2010	JP	Procurement Manager Additional resource may be required.
11.2	Fit for purpose management structure.	Savings/new arrangements reflected in Financial Strategy.	31 March 2009	JP	CMT and HR&OD Department
11.3	Alternative Methods of Service Delivery.	Cashable savings and improved services.	31 March 2010	JP	Procurement Manager. Additional resource maybe required.
Progress Update					

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FP1: Value for Money					
11	Expected Outcomes	Delivery of agreed savings.			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
11.1	Regular financial monitoring to ensure delivery of cashable savings during first quarter indicates we are on target to deliver agreed savings.				
11.2	New Director started in January.				
11.3	VFM update to CMT in April to identify areas of improvement. Further discussions re the transfer of payroll to Redditch & transfer to Wychavon Leisure of sports facilities.				

Ref.	Action	Lead													Corrective Action
			July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	
11.1	Realisation of cashable savings by alternative methods of service delivery														
11.1.1	Focus on areas of savings to be realised in 2007/08 & 2008/09 as detailed in financial plan	JP													Savings target is being delivered through restructures, better use of IT and income generation.
11.1.2	Action plan in place for transfer / provision of service for other authority /provider	JP													Redditch have purchased BDC's procurement management service. Proposal to transfer payroll from April 08.
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													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.
11.1.4	Discuss with provider option to market test combined service delivery	JP													Due to delays in transfer the service cannot be market tested. There continues to be other service provision and contracts subject to market testing

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Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
															including graphics design and development of banking and insurance contracts
11.1.5	Report to members cashable savings realised through integrated finance and performance monitoring report	JP													Cashable efficiencies to be shown separately in the report from April 08.
11.2	Management Restructure														
11.2.1	Develop new structure to meet service delivery of Council	KD													Completed.
11.2.2	Cost restructure proposals & present to members	KD/JP													Completed.
11.2.3	Implement revised structure to manage services	KD/JP													New appointee started in January.
11.3	Improvements in Use of Resources scoring in relation to VFM														
11.3.1	Set up departmental working group to address VFM within the Council and to review action plans	JP													Working group of Portfolio Holder, Head of Financial Services and Improvement Director established and meeting with HOS to establish corporate approach to VFM and to produce action plan to be presented to members.
11.3.2	Analyse statistical information in respect of BDC form Audit Commission for comparison purposes	JP													Report of Analysis prepared for HOFS & ACE. To be presented to CMT for discussion & consideration of approach in Dec.
11.3.3	Arrange review meetings with HoS to discuss action plans for achievement of	JP													Meetings concluded – report of action plan presented to CMT October & Cabinet November.

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Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
	VFM														
11.3.4	Evaluate scoring of VFM template with HoS	JP													Business plans reviewed and HOS evaluated against the proposed scores.
11.3.5	Identify services for detailed benchmarking & undertake cost analysis	JP													Detailed analysis undertaken on audit commission profiles. New accountancy manager commenced work in March 08 to drive this work forward. Report to be prepared & presented to CMT.
11.3.6	Survey customer need for identified services	JP													Action suspended. Will be incorporated in future Customer Panel survey.
11.3.7	Obtain information in relation to VFM PIs in use on OLAs to monitor against. Include PIs in relation to achieving improvements in service delivery to diverse community.	JP													VFM PI included as part of basket of new statutory indicators to be reported and monitored monthly to CMT & Members.
11.3.8	Plan service delivery to achieve savings for 2008/09-2009/10	JP													Medium term financial plan demonstrates savings achievable to enable service quality to be maintained.
11.3.9	Report VFM actions to CMT and member group	JP													Action plan presented to Cabinet in November.
11.3.10	Extend implementation of GPC cards to realise efficiencies in purchasing	JP													GPCs now available for all Heads of Service. Accounts continuing to identify key officers for GPC.

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FP2: Financial Management					
12.	Expected Outcome	Improved Financial Management			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
12.1	Budget to profile throughout year.	Quarterly reporting of budget to actual to Cabinet.	On-going (monthly)	JP	Service Accountants
12.2	Improved Cost Centre Management.	Budget to profile throughout the year. Quarterly reporting of Budget to Actual to Cabinet	2008/09	JP	Head of Financial Services and Assistant Chief Executive
12.3	Improved asset management through re-configured property stock that matches Council priorities	Development of Property Register Stock Assessed against corporate priorities. Asset management Plan on Target	31 March 2008	CF/JP	Facilities Management Group.
12.4	Added value from projects undertaken by external audit.	Meet with auditors and agree programme of work and evaluation criteria.	31 October 2007	JP	Auditors and limited existing funding.
12.5	Tough decisions on re-allocation of resources taken on 2008/09 budget.	Significant re-allocation of resources to fund priorities for 2008/09.	28 February 2008	KD	Financial Services Department and CCPP Team. Human Resources

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FP2: Financial Management					
12.	Expected Outcome	Improved Financial Management			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
12.1	Budget to profile throughout year.	Quarterly reporting of budget to actual to Cabinet.	On-going (monthly)	JP	Service Accountants
Progress Update					
12.1	Integrated reports submitted to PMB and Cabinet to demonstrate link between performance & finances. Work commenced on final accounts 2007/08 including training session to staff to improve awareness. Budget book produced and budget packs produced for budget holders. Quarterly integrated reporting to PMB and Cabinet is occurring each quarter.				□
12.2	Monthly financial monitoring being undertaken by officers with service accountants. It is anticipated that due to additional income received from investments there will be a surplus to transfer to balances at year end.				□
12.3	All valuations and stock condition surveys planned and delivered in accordance with timescales. Work continues with finance and external provider to ensure asset management system installed and operational before the end of the financial year.				■
12.4	Initial discussions held with Audit Commission to identify areas of high priority within the council for review by AC.				
12.5	Council Plan Pt 1 report included a clear statement of the Council's financial position and the need for tough decisions.				

Ref.	Action	Lead													Corrective Action		
			July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June			
12.1	Improved Financial Management by budget holders (this is 12.1 and 12.2 combined)																
12.1.1	Implementation of the POP project to account for commitments & accruals on the Agresso system	JP															Roll out plan in place for 2008/09 – focus for May & June final accounts
12.1.2	Further develop	JP														Reports presented to PMB February.	

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Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
	integration of financial and performance management reports to Members.														
12.1.3	Train all managers to use web access for Agresso reporting	JP													Suspended. Will be included in new Improvement Plan for completion by Dec 08. This was delayed due to the POP project.
12.1.4	Commence pilot of relaunch of CIPFA FM model to enable diagnostic of areas of weakness to be developed	JP													Suspended. Will be included in new Improvement Plan for completion by October 2008.
12.1.5	Using diagnostic develop plan for improvements in financial management	JP													HOFS attended workshops with other Worcestershire treasurers to review the support to improving financial management via the CIPFA FM model. Issues addressed whereby areas of concern highlighted and supported by other LAS to ensure improvements identified.
12.1.6	Report robust action plans to members in relation to financial management (under & overspends)	JP													Integrated reports include action plans to address financial management issues.
12.1.7	Undertake financial training for all budget holders	JP													Training cancelled due to lack of numbers – HOFS to identify those budget holders who have not attended training this year and to make the session mandatory in new year.
12.3	Improved Asset Management														
12.3.1	Develop complete register of assets	CF													Programme of valuations established.

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Ref.	Action	Lead													Corrective Action	
			July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June		
12.3.2	Carry out valuations in accordance with timescales	CF														Valuations carried out in accordance with timescales. Initial discussions with WCC have revealed ways in which Town Centre assets can be registered to assist with the Bromsgrove Partnership proposals.
12.3.3	Carry out stock condition surveys in accordance with timescales	CF														Stock condition survey programme established and surveys carried out in accordance with timescales. WCC will check results from the surveys to ensure all works identified are necessary in year 1. Work will be done within the context of the Town Centre Partnership and the review of buildings and service delivery.
12.3.4	Carry out a suitability assessment in respect of building from which we deliver our services	CF														This work continues within timescales. Assets Management Group established. All buildings will be evaluated to determine fitness for purpose. The information from stock condition surveys will be used to develop the plan for each building. Some buildings will be included in the Town Centre Review. WCC will undertake works to assist the BDC in obtaining CAD drawings of the buildings within its portfolio. This will enable efficiency calculations to be fed into the assets management process. The drawings are being used to determine the schedule of works in accordance with timescales. The Town Centre redevelopment will determine the most appropriate buildings for service delivery and as

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Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
															such, Capital Funds will need to be allocated within this wider context.
12.3.5	Deliver scope improvements in accordance with BVPI 156	CF													Works are being managed through the facilities management working group. Funds identified and built into the capital programme. CAD drawings from WCC will enable us to assess suitability of buildings for purpose.
12.4	Increase Benefit from External Audit														
12.4.1	Arrange meeting with external audit.	JP													Outline discussions with KPMG have taken place, but formal meeting in October.
12.4.2	Agree programme of support.	JP													Having spoken to Audit Commission – more relevant to utilise them as they are new auditors – to be reviewed in Feb.
12.4.3	Undertake programme.	JP													Council officers are participating in all networking groups and formal support offered by the External Auditors (e.g. final accounts workshops). This will continue during 2008/09.
12.5	Take Tough Decisions on Budget														
12.5.1	Council Plan Pt 1 Submitted to Cabinet and Full Council.	HB													Report submitted to Cabinet and Full Council.
12.5.2	Agree savings and income generation targets for each department.	HB/JP													Initial budget discussions to identify; key areas of pressures to link with priorities, unavoidable funding pressures, revision of assumptions re grant etc. Split of savings to each department based on the priority of the service.

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Ref.	Action	Lead													Corrective Action	
			July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June		
12.5.3	Consider savings at Leaders Group.	KD														Completed.
12.5.4	Feed info. into formal decision-making, process of Council including CT setting.	HB/JP														Focus groups completed. Tough decisions agreed, Approved at January Full Council meeting.

FP3 Financial Strategy

13.	Expected Outcome	Improved Financial Strategy			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
13.1	Percentage return on investment.	Quarterly monitoring	On-going (quarterly report)	JP	Procurement team
13.2	External Funding	Investigate other Councils approach.	2008/09	JP	2008/2009 Business case if required.
13.3	Financial Strategy	Clear business model for Council			
13.4	Risk Management	Risks successfully managed			

Progress Update

13.1	Quarterly reports to Members as part of the integrated financial and performance report. Fund manager's portfolio to be returned to the Council for in-house management in order to boost performance.
13.2	Benchmarking has indicated that councils similar to Bromsgrove do not employ an officer to undertake this work. It is carried out by each HoS, in particular, the Economic Development function.
13.3	Financial strategy developed as part of the 2008/09 cycle

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13.4	Robust risk management arrangements now in place.
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Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
13.1	ROI														
13.1.1	Review effectiveness of Treasury management principles with external fund managers.	JP													TMPs sent to external advisors for support on revising the schedules.
13.1.2	Calculate risk of maintaining investments with external fund managers v in house team	JP													Element of investments back in-house. Planned programme of returning remainder based on delivery of returns expected.
13.1.3	Report to members on investment income received as part of quarterly financial and performance monitoring reports	JP													Integrated reports to PMB include report on investments.
13.1.4	Report to Members on levels of debt and the recovery effectiveness of material income	JP													This area was missed from qtr 2 – was addressed formally at qtr 3 – reported to CMT officers monthly.
13.2	External Funding														
13.2.1	Discuss with financial network the options available for external funding streams	JP													Discussed with district treasurers – with current round of CSR expected to be harsh on LA it seems there are no major avenues for external investment.
13.2.2	Identify priority areas where external funding could be sought	JP													As above.
13.2.3	Make bids for funding where appropriate to fund	JP													Detailed budget bids produced as part of the business plans – included in the

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Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
	priority areas within the Council objectives														budget pressures and identified as high, medium & low priority.
13.3	Financial Strategy														
13.3.1	Council Plan and financial strategy to be linked by demonstrating funding aligned to priorities of the Council	JP/HB													Council Plan Part 2 being drafted and MTFS subject to Full Council approval.
13.3.2	Non-priorities to be identified as part of the financial planning process	JP/HB													Savings targeted on those areas of non-priority. Reported to CMT and to December Cabinet.
13.3.3	Medium term financial plan to include financial implications of joint plans agreed with partners.	JP/HB													Plan addresses areas of procurement and joint working with Redditch.
13.3.4	Medium term financial plan to be extended to 5 year period	JP/HB													To consider this approach as part of the discussions re the 2009/10 MTFP in July 08.
13.4	Risk Management														
13.4.1	Revised risk implications to be included in all reports to Members	JP													Now taking place in each report.
13.4.2	Complete all risk registers in revised format	JP													Risks identified against each key deliverable in the business plans.
13.4.3	Review risk registers at DMT meetings for update and exception reporting	JP													This is taking place.
13.4.4	Report to Audit Board on exceptions and action plans to address concerns	JP													Audit Board meeting not arranged until June – risk registers to be presented to that meeting
13.4.5	Risk management	JP													This is taking place.

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Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
	Training to be delivered to staff and members														

FP4: Financial Reporting

14.	Expected Outcome	Increase in residents' understanding of Council's finances			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
14.1	Percentage of residents who understand the choices the Council has to make.	Annual Customer Panel questions Hits on web site Letters received	31 December 2007	HB	Financial Services Corporate Communications and Customer First Manager
14.2	Percentage of residents who remember receiving the Council's Annual Report	Production of a single annual report. Condensed version produced for July Together Bromsgrove. Verbal report to July LSP Stakeholder meeting	30 June 2007 31 July 2007 31 July 2007	HB	Financial Services Corporate Communications and Customer First Manager
Progress Update					
14.1	Customer Panel results received from SNAP (satisfaction data from Best Value survey also reported). This data has been used in the Council Plan Pt 1 report and provides data for the Community Strategy consultation. Budget focus groups completed in November.				

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14.2	Innovative "News of the World" style of report adopted for Together Bromsgrove summary of annual report. No negative feedback from Members, which is a first, and a sign that this is improving. Successful town hall meeting in July with attendance of approximately 100	<input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/>
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Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
14.1	Budget Consultation														
14.1.1	Customer Panel results available on Council's priorities.	HB	■	■											Information used in Council Plan Pt 1 report, which will go to September CMT, and Cabinet.
14.1.2	List of budget bids and savings developed.	HB				■									Completed ready for Focus Groups in November.
14.1.3	'Simalto' focus group exercise.	HB					■	■							Completed and will be reported to Cabinet in January.
14.1.4	Community Strategy agreed by Full Council after 8 week consultation period.	HB					■								Completed and agreed at Full Council.
14.1.5	Equalities Forum develops budget bids.	HB			■	■									Special budget forum planned for 30 October. Completed and budget bids put forward.
14.1.6	Staff Champion budget bids developed.	HB			■	■									Champions met and budget bids agreed and submitted.
14.1.7	Budget bids developed by Area Committees.	HB		■	■	■									Developed and submitted.
14.1.9	Feedback to public and partners on consultation.	HB									■	■			Completed.
14.2	Integrated Annual Reports														
14.2.1	Publication of "Together Bromsgrove" including	HB	■												No complaints or negative feedback from Members.

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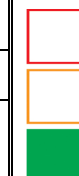
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
	Annual Report.														
14.2.2	Publication of Annual Report 2006/07	HB													Published to statutory timetable.
14.2.3	Quarterly Integrated reported to CMT, Leader's and Cabinet.	HB													This is now happening each quarter and the ACE and Head of Finance meet each month to ensure integration.
14.2.4	"Town Hall" meeting.	HB													The November meeting was originally put back to January in order that we could update people with some firm proposals on the town centre. January was then considered a bad month to hold the meeting. With the next meeting planned for July, it was agreed to cancel the November one and just go for one meeting a year.

PR1: Customer Process

15	Expected Outcome	Improved Customer Processes			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
15.1	Percentage of Complaints referred to Ombudsman	Percentage of complaints resolved	31 March 2007	HB	Approved Budget
		Implementation of Customer feedback system	31 March 2007	HB/DP	E government and Customer Services Department
		Evaluation of system	31 March 2008	HB	
15.2	Reduced demand through	Increased website usage	31 March 2008	HB	E –government and

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PR1: Customer Process					
15	Expected Outcome	Improved Customer Processes			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
	improved service.	Increased automated payments Speed of answering customer calls			Customer Services Department.
15.3	Switching of Voicemail (re-programme to 08/09 subject to Cabinet approval).	Development of staff rotas	31 December 2007	DP	E government & Customer Services Department; Legal & democratic department
Progress Update					
15.1	System is now live.				
15.2	The Customer Services Peer Review (CSPR) report has recommended the development of a Customer Access Strategy to sit alongside the Customer First Strategy. A Customer First Board has been set up to drive forward the recommendations from the CSPR report. The Customer Access Strategy has been completed and combined into the revised Customer First Strategy.				
15.3	<p>An audit of the Council's website was carried out in June 07 and has highlighted areas of improvement relating to the content and services available. The actions from the audit have been included in website development plans. Promotional material, relating to services offered via the website, will be drafted in conjunction with the Council's Communications Manager.</p> <p>Service delivery issues highlighted in the CSC monthly performance report will reported to the Customer First Board. An action plan will be drawn up and discussed with the relevant departments. Monthly meetings (Customer Service Clinics) have been arranged with back office services to discuss service delivery.</p>				



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Ref.	Action	Lead	July	Aug	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
15.1	Ombudsman Complaints (Customer Feedback System)														
15.1.1	Set up Customer complaints system project team; develop project plan and acceptance criteria.	DP	█	█	█	█									Project plan completed. Acceptance criteria to be agreed by project team.
15.1.2	Setup pilot implementation	DP	█	█	█										Pilot site agreed.
15.1.3	Draw up training plan	DP	█	█	█										Training plan agreed.
15.1.4	Draw up rollout plan and implement	DP	█	█	█	█	█	█	█	█					Completed. System is now live and in use in all departments.
15.1.5	Conduct system evaluation against business case	DP										█	█	█	Completed
15.2	Reduced Demand														
15.2.1	Develop corporate Customer Access Strategy as part of Customer First Strategy Review	DP	█	█	█	█	█	█	█						Completed. Draft Access Strategy has been incorporated into the revised Customer First Strategy review due to go to Cabinet in February.
15.2.2	Conduct promotion of website and automated payment systems	DP	█	█	█	█	█	█	█	█	█	█	█	█	Agreed actions built into corporate communications plan.
15.2.3	Arrange monthly meetings with back office services to discuss CSC statistics and service delivery issues.	DP	█	█	█	█	█	█	█	█	█	█	█	█	Regular schedule of meetings with areas of concern in place and will be reviewed regularly. These are being co-ordinated through the Customer Service Board as Customer Clinics.
15.3	Switch Off Voicemail? (Suspended with Cabinet approval).														
15.3.1															

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Ref.	Action	Lead													Corrective Action	
			July	Aug	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June		
15.3.2																
15.3.3																
15.3.4																
15.3.5																
15.3.5																

PR2: Improved Governance					
16.	Expected Outcome	Improved Governance			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
16.1	Policy changes as a result of Scrutiny and engagement with scrutiny.	Better Reports	31 March 2008	CF	Legal and Democratic Services
16.2	Member Standards reduction in cases reported	Issuing of Guidance and training based on identified issues	31 March 2008	CF	Legal and Democratic Services
16.3	Percentage of Members who feel that the climate is appropriate.	Annual Member /Officer survey	30 April 2007 (now post election)	CF	Approved Budget
16.4	Improved Member capacity	Peer mentoring Top Team day for new Cabinet. Full Council training.	31 December 2007 31 December 2007 31 July 2007	CF CF CF	Corporate training budget.

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PR2: Improved Governance					
16.	Expected Outcome	Improved Governance			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
Progress Update					
16.1	The Scrutiny training programme is continuing with training being delivered to the SSB, Cabinet and Task Groups. The County Scrutiny Group has identified a Scrutiny proposal for joint scrutiny and two members of the Bromsgrove SSB have been nominated to sit on this group. Facilitated sessions are being delivered to Scrutiny Task Groups to provide support to new members. A final Code of Conduct training session is being scheduled into quarter 4 of the training programme to ensure that all Members have been trained.				<div style="border: 1px solid red; width: 20px; height: 20px; margin-bottom: 5px;"></div> <div style="border: 1px solid orange; width: 20px; height: 20px; margin-bottom: 5px;"></div> <div style="background-color: green; width: 20px; height: 20px;"></div>
16.2	Standards Committee Training, Licensing Training and Planning training has been delivered to Members and further Code of Conduct sessions are scheduled along with Equality training and Bias and Pre-Determination training. The Standards Committee have considered their new role within the Local Government and Public Involvement in Health Bill in respect of local determination and filtering and as a result will make their recommendations to the Full Council in November. This will then form part of the wider constitution consultation period for conclusion in March				
16.3	A process has been introduced to ensure co-ordination and communication between the Leader and Chairmen of the Scrutiny Steering Board, Audit Board and Performance Management Board. The role of the Standards Committee has been augmented to include monitoring and reviewing the operation of the Member-Member and Member-Officer Protocols and to provide or arrange for training and/or guidance as necessary.				
16.4	This was an additional request from the Improvement Director and is slightly behind target.				

Ref.	Action	Lead													Corrective Action
			July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	
16.1	Policy changes resulting from scrutiny														
16.1.1	Reduce size of Scrutiny Steering Board to 7 members with specific roles and responsibilities	CF													Completed.
16.1.2	Deliver training to scrutiny	CF													Training delivered to Scrutiny Steering Board. Work continues with the

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Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
	steering board														Countywide scrutiny panel. Topics for Scrutiny have been determined and Members of the Bromsgrove Steering Board attend. A feedback session has been arranged for SSB and Cabinet members on training and development over the last 12 months.
16.1.3	Deliver overview and scrutiny training to Cabinet members	CF													Training provider identified and programme of training established. Further Cabinet sessions identified for November. Further support is being negotiated to provide the Cabinet with guidance when receiving the Steering Board recommendations.
16.1.4	Develop process where CMT and Scrutiny Champions can influence the SSB work programme in line with Corporate Objectives and Priorities	CF													Heads of Service have been asked to feed into the Scrutiny Steering Board ideas they have for issues to be considered by SSB.
16.1.5	Train elected members to sit as SSB Chairman	CF													Scrutiny training programme includes training for Scrutiny Chairman. All Elected Members will be given an opportunity to attend.
16.2	Member standards														
16.2.1	Member Induction Session delivered to all members	CF													Completed.
16.2.2	Code of conduct/Declaration of Interest/Hat wearing training delivered to all members	CF													Code of conduct training delivered in June and July. Further training sessions scheduled throughout the Municipal Year. Bias predisposition and pre determination training delivered in

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Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
															October and January. Mop up training to be delivered in June
16.2.3	Structured Member induction Programme with defined rolls and responsibilities developed in accordance with results from TNAs	CF													Member Development Programme identified the need for TNAs to be carried out throughout the second half of the Municipal Year. All Member Training is monitored through the Member Development Steering Group. This now includes all group leaders.
16.2.4	Adoption of New Code Of Conduct	CF													Code of Conduct adopted on 18 th July 2007.
16.2.5	Training and support for all members on Full Council Procedure Rules and Protocols	CF													Mock Full Council delivered to Members in July. A further session was scheduled for October. Mock full Council session was delivered in May 08.
16.3	Improved Member relations														
16.3.1	Quarterly meetings between the Chairman of SSB Audit Board and Performance Management Board	CF													The Constitution has been amended to take account of this amended process. Regular meetings are now taking place. A Scrutiny Proposal from Cabinet has been submitted to the SSB. Monitoring Officer and CEO attend.
16.3.2	Set up protocol for managing the Full Council Meeting	CF													Mock Council training will deliver action points to be addressed in the protocol.
16.3.3	Member training delivered in accordance with Member Development Programme	CF													Programme identified and managed through the Member Development Steering Group. Mock Full Council delivered in May
16.3.4	Develop the roll of the Leader of the Opposition	CF													Training provider identified along with individual mentors. Discussions taking place with leader of the opposition to

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Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
															determine the most appropriate support.
16.3.5	Monthly meetings between Group Leaders	KD													Meetings continuing.
16.4	Improve Member Capacity														
16.4.1	Develop and run a training and development programme for Cabinet Members.	CF													First Cabinet workshop took place on 29 th April. Dates and programme agreed for June / July. Programme will focus on roles and responsibilities of portfolio holders using live examples of decisions taken by the Cabinet
16.4.2	Identify peer mentors for the Leader (and Cabinet Members) and the Leader of the Opposition.	CF													Mentors have been identified. Mentoring commenced in January. Leaders mentor is also delivering Top Team programme in order to tie issues together. Mentor identified for Leader of Opposition – discussions ongoing
16.4.3	Lead officers identified for each committee.	CF													Officers identified.
16.4.4	Identify examples of good practice and take Members to OLAs as part of their development.	CF													The Modern Member Steering Group has agreed to engage with the Member Development Charter and initial exploratory work has been undertaken to establish the base line and the work involved. This will be progressed through the MMSG. HOS met with WMLGA to develop a programme for sign up and roll out.
16.4.5	Top Team development day to strengthen the relationship between new Cabinet and CMT.	CF/JP													Programme has been determined and the first planning session took place in January with a facilitated Cabinet session in March.
16.4.6	Review roles and responsibilities for Leader,	CF													Although the constitution review will go some way to identifying the existing

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Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
	Leader of Opposition and Cabinet Members.														roles and responsibilities that whole scale change will not occur until the consequence of the Local Government and Public involvement in Health Act is known. In the meantime the member development steering group will consider the implications of the compulsory training requirements agreed by the Full Council and determine the core compulsory elements that Councillor will require to sit on Boards and Committees
16.4.7	Revamp Council meetings.	CF													Mock Full Council with external facilitator took place in July. Second mock full council has been postponed whilst officers and members review the acoustics and seating arrangements within the Council Chamber.

PR3: Spatial Business Project					
17	Expected Outcome	Accurate and integrated customer data			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
17.1	Better understanding of the spatial project	Development of communication plan	August 2007	DP	Approved Budget
		Finalisation of implementation plan	August 2007	DP	Contract with MDA
		Relaunch of project with members	August 2007	DP	

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PR3: Spatial Business Project						
17	Expected Outcome	Accurate and integrated customer data				
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources	
		Relaunch of project with staff Business process mapping to identify areas where efficiencies will be achieved	September 2007 December 2007	DP DP		
17.2	New and better Customer Standards Fewer complaints caused by poor data	Delivery of the Implementation plan	30 April 2008	DP	Approved Budget Contract with MDA	
Progress Update						
17.1	The Electronic Document Management system will be rolled out corporately as part of the Spatial Project. The project team have drafted a rollout plan for this system. The system is now live in the HR department, E-Government and Customer Services department and Chief Executive's department. Rollout to other departments will continue throughout 08.					<input type="checkbox"/>
17.2	The Business Process Mapping exercise has been undertaken as part of the wider Spatial project. The 'as is' documentation has been produced and presented to the Spatial Project Board for approval. To-be documentation has also been presented to the Project Board. Finance have validated the salaries section of the 'to-be' document. Meetings with departments are taking place. Corporate Customer Standards will be developed by the Customer Service Working Group but will be influenced by the delivery of the spatial project. Any change in processes or improvements to data quality will have to be reflected in the Corporate Customer Standards e.g.: turn around times for certain services, number of complaints relating to incorrect data etc.					<input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/>

Ref.	Action	Lead													Corrective Action
			July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	
17.1	Better understanding of the spatial project														

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Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
17.1.1	Development of communication plan	DP	█	█											On-target.
17.1.2	Finalisation of implementation plan	DP	█	█	█	█	█								Completed.
17.1.3	Relaunch of project with members	DP		█	█	█									Completed.
17.1.4	Relaunch of project with staff	DP			█	█									Completed.
17.1.5	Review of key deliverables / outcomes with CMT	DP	█	█	█										Project key deliverables were discussed at CMT on the 18 th Sept.
17.1.6	Business process mapping to identify areas where efficiencies will be achieved	DP	█	█	█	█	█	█	█	█					As-is documentation has been produced and has been discussed with the Head of Finance and the project board. To-be documentation has also been presented to the Project Board. The 'to-be' or desired state documentation has now been signed off by Heads of Service. Process change is now being implemented.
17.2	Accurate and integrated customer data														
17.2.1	Implement Electronic Document Management system	DP	█	█	█	█	█	█	█	█	█	█	█	█	On-target with milestones outlined in the project plan.
17.2.2	Conduct BPM exercise and produce 'as is' statements	DP	█	█	█	█	█	█	█	█	█	█	█	█	Completed.
17.2.3	Develop set of corporate customer standards	DP	█	█	█	█	█	█	█	█	█	█	█	█	Corporate Customer Standards have been developed by the Customer First Board but will continue to be influenced
















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Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
															by the delivery of the spatial project.

PR4: Improved Partnership Working					
18	Expected Outcome	Introduce co- mingled recycling			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
18.1	£0.5m Annual Saving Reduced number of Operator accidents	New collection starts Jan 2010	31 Jan 2010	MB	Worcester County Council County Council Approved Budget
18.2	35 Outcome Measures	Six monthly reporting by Worcestershire LSP	31 March 2007	HB	Bromsgrove Partnership
18.3	% satisfaction with leisure centre offer	Usage numbers. Surveys of users Leisure transfer	31 October 2007	JG	Culture and Communities, Human Resources & Organisation Development and external legal support.
18.4	Better feedback on relations between two organisations from both sides in next CPA.	Regular meetings between senior politicians and officers in both organisations.	On-going.	KD	Senior politician and officer time.
Progress Update					
18.1	Planning permission for the MRF has been passed and plant due to be completed in 2009.				

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PR4: Improved Partnership Working					
18	Expected Outcome	Introduce co- mingled recycling			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
18.2	"Glad or Grumpy" consultation campaign for Community Strategy has been well received (with one exception) and has had high response rate. The performance management framework for the LSP will go live in September.				
18.3	Usage at Haybridge Sports centre continues to grow following a programme and marketing review, however the Dolphin centre usage figure is now below target due to the closure of the wet side activities due to essential maintenance and phase 2 refurbishment enabling works. The Leisure transfer and Dolphin Centre phase 2 works are moving ahead rapidly with both projects expected to be completed by the 1 st July 2008. The annual user satisfaction survey process is now complete, the out turns have been included in the 08/09 Quest improvement plans and team action plans, with a specific focus on cleanliness and the quality of the facilities provision/appearance. The Dolphin centre phase 2 project has commenced and continues to be delivered although due to design implications it is likely to over run into Nov 08. Due to the delays in the Phase 2 projects deliver, the likely transfer date to the Leisure Trust is now September 08.				 
18.4	Chief Executive and senior officers attending meetings at County. Good working on Asset Management and Town Centre Regeneration.				

Ref.	Action	Lead													Corrective Action
			July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	
18.1	£0.5m annual saving														
18.1.1	Attendance at Worcestershire Waste Management Partnership.	MB													Head of Service attends monthly meeting.
18.2	Delivery of District contribution to LAA targets														
18.2.1a	Consultation on Bromsgrove Partnership Community Strategy	HB													Target for consultation responses exceeded.
18.2.1b	Agreement of Community Strategy by Full Council (and annually thereafter)	HB													Agreed at Full Council.

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Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
18.2.2	Endorsement of County contribution to Strategy by County Cabinet.	HB													Strategy submitted to County.
18.2.3	Development of performance framework documents for partnership	HB													Documentation agreed and will go live in September.
18.2.4	Commence quarterly reporting.	HB													Community Improvement Plan and High Level performance indicators were reported for the first time in September and were reported again in December.
18.2.5	Community Strategy/LSP Annual Report to Full Council	HB													Submitted and approved.
18.3	Satisfaction with leisure centre offer														
18.3.1	Review and revise the sports centres programmes to met customer requirements and increase usage.	JG													Completed.
18.3.2	Review and revise the marketing schedules to increase market penetration.	JG													Completed.
18.3.3	Review the customer consultation systems and implement a revised annual satisfaction survey. To Include reprofiled budgets to meet issues identified following the	JG													Completed, with the outturns built into the centre improvement/ team action plans ready for April 08.

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Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
	survey/ongoing feedback.														
18.3.4	Submit a committee report for the implementation of a leisure trust for the delivery of the Council's Sports Centres.	JG													Completed.
18.3.5	Develop the phase 2 proposals for Health & Fitness Provision at the Dolphin centre and complete the works.	JG													A report was taken to cabinet in September and the capital expenditure agreed for the project. A project team has been established, a project manager appointed and we have now issued the first stage of the contract. Due to design implications, this project is likely to overrun into Nov 08. Report will be sent to July cabinet – if successful, contracts will be signed in early July.
18.3.6	Implement a Leisure Trust for the delivery of the Sports Centres. To include agreed performance monitoring, user satisfaction ratings and maintenance of Quest quality assurance	JG													A report was taken to cabinet and agreed in September 07 and fully costed business case was presented to Members in Jan 08 and approval given in principle to move to a leisure trust organisation. Monthly project board meetings are being held with members of CMT based on the overall project plan. Key areas of work include staff consultation, TUPE transfer, legal documentation and an operating agreement for the delivery of services. Due to the delays in the Phase 2 project delivery, the likely transfer date to the leisure trust is now 1st September 08.

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Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
18.4	Improved Working Relationship with the County														
18.4.1	Chief Exec (BDC) to meet monthly with Chief Exec (WCC)	KD													Regular meetings held – none yet on one to one basis. Invitation extended to WCC CE to meet with North Worcestershire District CE's – meeting scheduled for June.
18.4.2	Chief Executive to meet regularly with other key staff at WCC	KD													Regular meetings held.
18.4.3	Identify potential areas for joint work between WCC and BDC	KD													As above. Currently investigating feasibility of shared services for the Worcestershire Hub. Good Partnership working with regard to the Town Centre.
18.4.4	Pursue areas for additional work between BDC and WCC	KD													As above. Town Centre and Hub main areas of work. Discussions continuing with County to provide Asset Management function.
18.4.5	Regular and positive attendance by BDC Leader and Chief Executive at meetings involving WCC	KD													BDC Leader and Chief Executive regularly attend meetings with the County.
18.4.6	BDC officers to attend key events, professional groups with officers from County	KD													Ongoing
18.4.7	Regular meetings between Leader of WCC and Leader of BDC	KD													Both Leaders attend Hereford and Worcester Leaders and Chief Execs Panel. Leader of County attends Alvechurch Neighbourhood Community Meeting and both are key members of

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

HR&OD1: Learning and Development

19	Expected Outcome	Modern Councillors			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
19.1	CMT survey of Member Competence Evaluation of Modern Councillor Programme	Completion of Modern Councillor Programme	31 July 2007	CF	Member Training Budget Approved
19.2	Improvements in five Determinants of Job Satisfaction [Employee Survey]	Completion Of Mandatory element of training All Mangers have personal and skills development plans in place.	On Going	HP/JP	All Managers
19.3	liP re accreditation achieved	liP Action Plan on target	30 September 2007	JP/HP	Named individuals in plan
19.4	Develop "tomorrow's stars!"	Attendance on Herefordshire & Worcestershire Leadership Programme	11 completed participants by the end of 2008/09	HP	
19.5	Increased engagement from middle managers in improvement activity (measured through	Programme of activities to increase engagement.	30 June 2008	HB/JP	

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HR&OD1: Learning and Development					
19	Expected Outcome	Modern Councillors			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
	employee survey)				
Progress Update					
19.1	An extensive Member Development Programme is now underway with the full support of the Leader and Leader of the Opposition. See also Legal, Equalities and Democratic Services commentary above for further information.				
19.2	See 20.				
19.3	liP full status achieved April 2008. Action plan to be created to attend to assessor's recommendations around development of PDR scheme, leadership group (see 19.4 below), and for ongoing continuous improvement.				
19.4	8 managers have completed this programme, a further 3 are on the programme at the moment . The county programme has now ceased, so no other places available. Focus going forward is to make sure the leadership of these managers are utilised in the wider organisation e.g. through business planning, management conferences, for consultations etc. There is a project group meeting for this in July 2008. The training and development plan going forward will also include opportunity for managers to study for qualifications including NVQs and CMI diplomas etc.				
19.5	Ongoing programme of training, briefings and support for middle managers including annual conference. Conference 2008 will focus on preparation for CPA and has the working title "To Excellence & Beyond!". There is also a programme of coaching for managers being developed at the depot..				

Ref.	Action	Lead													Corrective Action	
			July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June		
19.1	Member Development															
19.1.1	Training Needs Analysis	CF														Training needs analysis process has been agreed by the MMSG and will be progressed through MMSG.
19.1.2	Delivery of Member Development Programme	CF														The Modern Member Steering Group meet in June to determine the new

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Ref.	Action	Lead													Corrective Action	
			July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June		
	in accordance with timescales															programme for 08/09 and the compulsory elements introduced by Full Council.
19.1.3	Training aligned with Constitutional Reform	CF														Issues identified in ethical governance review and built into development programme, in particular, code of conduct training (delivered in June and July).
19.1.4	Evaluation of Programme through Member Satisfaction Survey and Ethical Standards Review	CF														This is will be discussed at the Member Development Steering group in June.
19.2	Management Development Strategy (see 20.)															
19.2.1																
19.2.2																
19.2.3																
19.2.4																
19.2.5																
19.3	Investors In People Accreditation (see 20.3 and 20.4)															
19.3.1																
19.3.2																
19.3.3																
19.3.4																
19.3.5																
19.4	Develop "Tomorrow's Stars"															
19.4.1	Continue with Worcestershire Leadership Programme	JP														8 managers have completed this programme, a further 3 are on the programme now.

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Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
	(WLP)														
19.4.2	Continue with "informal managers' network" as part of WLP programme.	JP													Currently meeting with a focus on increasing middle manager engagement through links to the business cycle and mentoring by senior managers. Mentoring is ongoing and proving both successful and valuable.
19.4.3	Network to work with HR&OD on management conferences and increasing engagement of middle managers.	JP													Linked to 19.5.1 below. Network of "tomorrow's stars" used to inform and participate in Management Conferences. Conferences successfully delivered. All managers targeted with responsibility for answering the question "how can I make a difference?".
19.5	Develop and Use Middle Managers														
19.5.1	Link Middle Managers Forum and Staff Forums to business cycle of Council.	KD/HB													Timing of Management Conference for 08 has been brought forward to allow for thorough preparation for second CPA Inspection in October. Staff forums continuing and middle managers forum to be created. Business cycle updated and links made to Cabinet/CMT away day. Staff Forums now underway.
19.5.2	CCPP Team to hold performance clinic with each team manager.	HB													These are now taking place.
19.5.3	CCPP Team to review each team plan.	HB													Completed.
19.5.4	CCPP and OD to develop performance management	HB													Initial discussions have taken place with WMCOE. Post approved.

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Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
	training for managers, working with Middle Managers and identifying internal good practice and requirements.														
19.5.5	Training to be delivered.	HB													Suspend. New Improvement Manager concentrating on other priorities. Training will be programmed into new Improvement Plan at an appropriate point. There is already a lot of training place and the meetings with team managers show a strong grasp of the performance agenda.
19.5.6	Work with Middle Managers on CPA self-assessment update.	HB													Started work on self assessment and will be going to DMTs in June.

HR& OD 2: Modernisation

20	Expected Outcome	Workforce Planning			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
20.1	The alignment of People to service objectives.	Service workforce Plans reviewed by HR&OD	30 September 2007	JP/LS	Approved Corporate budget Service managers
20.2	Equal pay for equal work	Proposed new pay structure and terms and conditions developed	30 April 2008	JP/LS	Approved single status budget. WMLGA

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HR& OD 2: Modernisation					
20	Expected Outcome	Workforce Planning			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
20.3	Consistency in people management [Employee survey]	Fewer grievances Fewer complaints	31 March 2008	JP/LS	HR&OD Department
Progress Update					
20.1	Re-programmed to 2008/09.				
20.2	<p>This project is nearing its end, but union negotiations are protracted and causing delays in the timetable for implementation. Auditing of all evaluations was completed in October 2007. "Sore thumbing" by the Steering Group and all Heads of Service (on a 1-2-1 basis) took place during November and December 2007. A further quality assurance exercise was conducted by CMT in January 2008. All JE point scores were translated into the pay modeller software. A proposed pay structure, along with the detailed implications, was put to CMT for first stage consideration on 18th December 2007. A final pay model has subsequently been agreed by CMT and "in principle" with the unions, subject to an employee ballot. The package is now based upon a model that delivers an implementation date of 1st April 2007 for financial winners, and 1st September 2008 for all others.</p> <p>Heads of Service delivered the results to all staff on Tuesday 26th February 2008. Unison National had raised issues of concern in relation to the evaluation process, which has been addressed through a quality assurance test by an NJC registered consultant. The employee ballot was suspended in light of this position and the proposed implementation date put back. The report of the NJC Consultant was received, and whilst it generated a couple of minor questions (which have since been addressed) it was pleasing that the report raised no major issues of concern in respect of the process that has been followed or the proposed pay model itself. Ballot papers for UCATT, GMB and non union members have been released. Unison have not released their papers yet due to influence of Unison National. Chief Executive and Head of Human Resources and Organisational Development met with Unison Regional Officer to discuss how to satisfactorily progress this retrospective step. Unison solicitors unable to sign off the proposed package until Sue Hastings (architect of the JE Scheme) further analyses the JE results. CMT frustrated but agree to request in order to work towards implementation through a Collective Agreement rather than imposition. Unison have been advised that industrial relations between them and the Council are now starting to deteriorate as a consequence. CMT position is that the 2nd review can proceed, but that the timelines for a report to Cabinet in September must not be compromised any further. Assuming that the ballot generates a majority "yes" vote, a report recommending implementing via a Collective Agreement will now be submitted to Cabinet for consideration on 3rd September 2008.</p>				



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HR& OD 2: Modernisation					
20	Expected Outcome	Workforce Planning			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
20.3	The programme of policy development has been slowed as a result of team capacity issues, but it is intended to pick this up again once Single Status has been implemented.				
20.4	Survey results used to shape new PDR forms and the training evaluation procedure for use from January 2008. Further work was planned to be undertaken around 'motivation' with a staff focus group in January 2008. In light of the impending JE results/notification and a general feeling of bad timing this session was cancelled. Motivation issues were however captured as part of the Management Conferences, and will also be addressed through the PDR process.				
20.5	Retrospective evaluation of Q3 training is now complete. Embedding the requirement to carry out pre-briefings and evaluations is taking a while, but is supported by the new monthly performance meeting agendas as part of the PDR scheme.				

Ref.	Action	Lead													Corrective Action
			July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	
20.1	Workforce Planning (suspended until Single Status delivered, agreed by Cabinet).														
20.1.1	Pre-planning	JP													Re-programme to 08/09.
20.1.2	Data collection	JP													Re-programme to 08/09.
20.1.3	Assessment of Current position	JP													Re-programme to 08/09.
20.1.4	Future needs and scenario planning	JP													Re-programme to 08/09.
20.1.5	Gap Analysis	JP													Re-programme to 08/09.
20.1.6	Strategy and Action Plan	JP													Re-programme to 08/09.
20.1.7	Evaluation	JP													Re-programme to 08/09.
20.2	Single Status														
20.2.1	Undertake and Complete Job Evaluation (JE) programme	JP													Completed for all departments.
20.2.2	Audit JE outcomes.	JP													Completed in January, including the

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Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
															sore thumbing exercise.
20.2.3	Translate into Pay Structure/Pay Modelling.	JP													<p>CMT considered first proposal on 18th December 2007. Negotiations with the unions over pay model took place on 19th and 20th December 2007 and in early January 08.</p> <p>Complete – subject to implications of quality assurance report of NJC authorised consultant (see further below).</p>
20.2.4	Terms and Conditions Negotiations (including Pay Protection).	JP													<p>In light of advice contained within the quality assurance report, the “In principles” offers are not felt to be vulnerable to change. All original proposals will therefore stand as planned. Consequence of delay arising from the suspension of the ballot = financial cost of April 08 increments and cost of living pay award to be retrospectively applied. 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.</p>
20.2.5	Communicate results.	JP													<p>Results were communicated to staff by respective HOS on 26th February 2008.</p> <p>Senior Management facilitating staff briefing sessions w/c/ 10.03.08 on JE in light of emerging concerns about the process, and associated delay. Briefing</p>

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Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
															sessions led by Chief Executive personally.
20.2.6	Ballot of Staff	Trade Unions													The ballot has opened for GMB, UCATT and non managerial staff. Unison National not willing to proceed with ballot at this time. The absence of a positive ballot result compromises the potential to implement through a Collective Agreement, A further revised timetable for implementation is now planned, aiming for Cabinet decision on 3rd September, and implementation on 15 th September 2008.
20.2.7	Implement.	JP													The planned implementation date of April 2008 had to be put back pending resolution to the concerns expressed by National Unison, and the associated further quality assurance test. Implementation planned for September 08.
20.3	Policy Development														
20.3.1	Review, develop, consult, train and Implement on all HR policies and procedures as detailed in the People Strategy	JP													Health and Safety policies have been subject to review during this period and updated accordingly. HR policy review programme has slowed down as a result of team capacity (e.g. HR implications of the budget) and case management. This is being picked up again as part of the new Business Planning year and has been specifically targeted in individual PDR's.
20.4.	Management Development Strategy														

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Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
20.4.1	Evaluate PDR Process	JP/HP	█	█	█	█									Completed.
20.4.2	Evaluate Modern Manager Framework	JP/HP	█												Completed.
20.4.3	Evaluate Manager Induction	JP/HP		█			█				█	█	█	█	The approach for induction for new managers will be included within the report to CMT on the T&D Strategy – see item 22.4.1 below
20.4.4	Deliver Management Conferences	JP/HP				█									Completed.
20.5	Investors In People Accreditation														
20.5.1	April 2007 mid term management review	JP/HP	█												Retaining recognition confirmed. The necessary significant improvements required have been delivered. Further 12 months has been confirmed for full re-accreditation. Gap analysis emphasises need to focus on evaluation. Full reaccreditation to take place in April 2008.
20.5.2	Report and result on mid term review	JP/HP	█												See above.
20.5.3	Revise Organisational Development Action Plan	JP/HP	█												Completed.
20.5.4	Implement OD Action Plan April 2007 – April 2008	JP/HP	█	█	█	█	█	█	█	█	█	█			On-target.
20.5.5	Monitor OD Action Plan at CMT monthly	JP/HP	█	█	█	█	█	█	█	█	█	█	█	█	Being reported monthly.
20.5.6	Final Re-inspection April 2008	JP/HP										█			IIP inspection took place w/c 7 th April. IIP Inspector recommended reinstatement of full IIP status. IIP

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

HR&OD 3: Positive Employee Climate

21	Expected Outcome	Employee Satisfaction.			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
21.1	Improvements in five determinants of job satisfaction [Employee Survey] liP report	liP Re accreditation Staff Forums	31 July 2007 30 April 2007	JP/ HP	HR&OD
21.2	Increase in successful recruitment at first attempt Work force more representative of the population Reduced turnover of staff	Increase in applications Increase in applications Percentage of staff who have applied for a job outside the Council in the last year [Employee Survey].	In place In place 31.March 2008 31.March 2009	JP/LS	Human Resources and Organisational Development team
21.3	No industrial action	Climate questionnaire sent to Union Liaison group	On going	JP/LS	Human Resources and Organisational Development team
Progress Update					

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HR&OD 3: Positive Employee Climate					
21	Expected Outcome	Employee Satisfaction.			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
21.1	liP reaccreditation achieved April 2008. Employee survey 2008 will be opened at the end of September 2008 for 4 weeks. Development under way. Draft of survey to CMT in July 2008.				
21.2	Turnover not a problem at the moment. This will be watched carefully as a result of the outcome of Job Evaluation. Successful completion of recruitment process for Executive Director Services with successful candidate taking up his appointment on 3 rd January 2008.				
21.3	Meetings with unions taking place as required. Formal terms of reference for constitution agreed. Collectively agreed to move the regular meetings to quarterly, with acceptance that more strategic issues requiring union consultation and input are generally dealt with in special meetings.				

Ref.	Action	Lead													Corrective Action	
			July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June		
21.1	Employee satisfaction															
21.1.1	Survey Employees	JP/HP														Undertaken in May 2007.
21.1.2	Analyse Results	JP/HP														Undertaken in August 2007.
21.1.3	Report findings	JP/HP														Report issued to CMT.
21.1.4	Determine Action Plan	JP/HP														Corporate and departmental action plans to be drafted in September.
21.1.5	Communicate results	JP/HP														Results booklet issued to all employees in September.
21.1.6	Implement Action Plan	JP														Action Plan implementation delayed by delayed publication of results. Report submitted to CMT in Jan 08. Employee Focus Groups were held in November to look at how to address the issues raised and determine an action plan. Heads of Service to now address

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Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
															individual Service specific issues – remedial actions identified in respective Business Plans.
21.1.7	Undertake 2008/09 Survey	JP													Survey timetable and questionnaire being developed for consideration by CMT in July.,
21.2	Recruitment and Retention (including recruitment of Executive Director)														
21.2.1	Monthly analysis of turnover and vacancies	JP/DS/LS													Council's turnover is high enough to meet vacancy factor target in budget and vacancies are not proving problematic in terms of performance. CMT to monitor impact of JE upon turnover and potential effect upon service delivery/performance. Consideration being given to how we can mitigate against this becoming risk area for us.
21.2.2	Agree new structure with Cabinet and Full Council.	KD													Completed.
21.2.3	Advertise Executive Director Post	JP													Completed.
21.2.4	Interview and make decision.	KD													Completed.
21.2.5	Issue contract	JP													Completed.
21.2.6	New Executive Director starts.	JP													Completed.
21.3	Industrial Relations														
21.3.1	Monthly Union Liaison Meetings	JP/DS/LS													Meetings are now quarterly.

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Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
21.3.2	Seek feedback from trade unions as part of customer survey for HR&OD Department	JP													Re-programmed to later in the year due to new starter in Communications Team.

HR&OD 4: Learning and Development

22	Expected Outcome	Performance Culture			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
22.1	Percentage of staff who understand what they are contributing to the Councils objectives	100% of PDRs completed	30 April 2007	JP/HB	HR&OD Department and Corporate Communications, Policy and Performance Team
22.2	Reduction in the number of Industrial tribunals Percentage of staff in Capability Procedure	Percentage of staff in Capability Procedure Requests for advice and support from managers.	On –going 2008/2009	JP/HB	HR&OD Department and Corporate Communications, Policy and Performance Team
22.3	Percentage of staff who understand what their team's contribution is to the Councils Objectives	100% Team action plans completed.	31 October 2007 31 July 2007	JP/HB	HR&OD Department and Corporate Communications, Policy and Performance Team
22.4	Increase Productivity Time	Quarterly review of training programme. Review of staffing structures as part of budget cycle.	Every quarter. 31 October 2007	JP HoS	HR&OD Department and CMT.

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HR&OD 4: Learning and Development					
22	Expected Outcome	Performance Culture			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
22.5	Avoid dips in performance caused by lack of staff capacity.	Recruitment of floating performance support staff (depending on successful budget bid).	31 May 2008	HB	Corporate Communications, Policy and Performance Team
22.6	Projects benefits delivered on time.	Development of corporate project management approach.	28 February 2008	HB	Corporate Communications, Policy and Performance Team
Progress Update					
22.1	Focus group of staff managers held 5/11/07 to streamline forms. New forms considered by CMT on 11/12/07. CMT requested some further amendments. Action delivered and final CMT sign off agreed in January 2008. Managers briefed January 2008 and new forms on intranet. Connect article Feb 2008.				
22.2	Considerable emphasis was placed upon this theme as part of the Management Conferences i.e. "What do I do to make a difference"; the golden thread and principle of the Man on the Moon was used to reinforce this important message.				
22.3	The guidance for the 2008/09 business planning process includes more emphasis on team planning including a template agreed with the Training and Organisational Development Manager, which will help the "golden thread" and PDR process.				
22.4	Corporate training plan updated in December – focus for Q4 is Customer First part 2 and new PDR forms for managers and training evaluation. Q1 plan for 2008/09 to be published in March 2008 – key focus is performance management and complaints handling skills				
22.5	Bid submitted and meeting arranged with WMCOE for 06 November. Meeting took place with WMCOE and new bid was agreed with CMT and submitted to WMCOE. Bid successful.				
22.6	Approach identified from Teesdale DC. Suspended until quarter 1 2008/09.				



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

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Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
22.1	Personal Development review process														
22.1.1	Review 2007/08 PDR process.	JP/HP	■	■	■										Completed.
22.1.2	Agree and communicate 2008/09 changes.	JP/HP				■	■	■	■						Completed.
22.1.3	Complete 2008/09 PDRs.	JP/HP								■	■	■			Completed.
22.2	Correct use of capability procedure														
22.2.1	12 monthly review from implementation of revised policy	JP					■				■				Review underway. Consultation with managers taking place.
22.3	Performance Culture														
22.3.1	Link review of PDR process to business planning process.	JP	■	■	■										Completed. Business Planning process included reference to PDR process through team plans.
22.3.2	Agree forms for team action planning making link to COs and priorities.	JP				■	■	■	■						Completed. Forms part of the review of the PDR process.
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.
22.4.2	Review staffing structures as part of business planning process	HoS			■	■									Amended structures have been identified. Specific proposals for change have arisen through the need to redistribute revenue budget into

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Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
															priority areas. Consequently 34 posts across the whole of the Council were agreed for deletion/redundancy in order to ensure that investment is pumped into the right areas. Of those 34, it is anticipated that only 1.5 may represent compulsory redundancies. Redeployment opportunities have been actively sought for the "at risk" individuals.
22.4.3	Discuss with Middle Managers the need to up productive time as part of Management Conferences.	HP													Completed. Break out sessions were used at the Management Conferences to focus on managing sickness absence and improving motivation in order to encourage thinking about improvements in productivity time. Every Manager was also required to attend the Conference flagship seminar on "The Golden Thread" which focused on Council priorities and where Officer time should be being spent.
22.5	Create Performance Support Staff														
22.5.1	Develop budget bid for extra 2 officers.	HB													Bid submitted and meeting held with WMCOE in November.
22.5.2	Agree budget bid with CMT, Leaders and Full Council.	HB													WMCOE bid successful.
22.5.3	Advertise posts	HB													New officer in post.
22.5.4	Interview for posts and issue contracts	HB													New officer in post.
22.5.5	New officers in post.	HB													No actions planned in May.

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Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
22.6	Develop Project Management Arrangements for CMT														
22.6.1	Research approach.	HB													Approach identified from Teesdale DC.
22.6.2	Identify key projects.	HB													Suspended to quarter 1 2008/09
22.6.3	Develop reporting arrangements.	HB													Suspended to quarter 1 2008/09
22.6.4	Start new arrangements.	HB													Suspended to quarter 2 2008/09