

BROMSGROVE DISTRICT COUNCIL

16 SEPTEMBER 2008

PERFORMANCE MANAGEMENT BOARD

IMPROVEMENT PLAN EXCEPTION REPORT [JULY 2008]

Responsible Portfolio Holder	Councillor Mike Webb Portfolio Holder for Customer Care and Service
Responsible Officer	Hugh Bennett Assistant Chief Executive

1. SUMMARY

- 1.1 To ask PMB to consider the Improvement Plan Exception Report for July 2008 (Appendix 1).

2. RECOMMENDATION

- 2.1 That PMB considers and approves the revisions to the Improvement Plan Exception Report attached as Appendix 1, and the corrective action being taken.
- 2.2 That PMB notes that for the 128 actions highlighted for July within the plan 89.1 percent of the Improvement Plan is on target [green], 2.3 percent is one month behind [amber] and 8.6 percent is over one month behind [red]. 0 percent of actions have been rescheduled [or suspended] with approval. This month's performance is shown on the first page of Appendix 1.

3 BACKGROUND

- 3.1 July 2008 Cabinet approved the Improvement Plan 2008/09. The Improvement Plan is directly linked to the five corporate priorities and thirteen enablers identified in the Council Plan 2008/2011.
- 3.2 The Improvement Plan is designed to push the Council through to a rating of Fair during 2008.

4. FINANCIAL IMPLICATIONS

- 4.1 No financial implications.

5. LEGAL IMPLICATIONS

- 5.1 No Legal Implications.

6. COUNCIL OBJECTIVES

6.1 The Improvement Plan relates to all of the Council's four objectives and five priorities as per the 2008/2011 Council Plan.

7. RISK MANAGEMENT

7.1.1 The risks associated with the Improvement Plan are covered in the CCPP departmental risk register. Specific corporate risks are related to the Improvement Plan in the following ways:

Corporate Risk Title	Improvement Plan Reference
KO1: Effective Financial Management and Internal Control	FP2 – Financial Management FP3 – Financial Strategy
KO2: Effective corporate leadership	FP1 – Value for Money FP2 – Financial Management FP3 – Financial Strategy FP4 – Financial and Performance Reporting PR2 –Improved Governance
KO3: Effective Member / Officer relations	PR2 –Improved Governance HROD1 – Learning and Development
KO4: Effective Member / Member relations	PR2 –Improved Governance HROD1 – Learning and Development
KO5*: Full compliance with the Civil Contingencies Act and effective Business Continuity	PR1 – Customer Process
KO6: Maximising the benefits of investment in ICT equipment and training	PR3 – Spatial Business Project
KO7: Effective partnership working	PR4 – Improved Partnership Working
KO8: Effective communications (internal and external)	PR1 – Customer Process FP4 – Financial and Performance Reporting HROD 4– Performance Culture
KO9: Equalities and diversity agenda embedded across the Authority	CP3 – Customer Service CP4 – Sense of Community
KO10: Appropriate investment in employee development and training	HROD1 – Learning and Development HROD2 – Modernisation HROD4 – Performance Culture
KO11: Effective employee recruitment and retention	HROD2 – Modernisation
KO12: Full compliance with all Health and Safety legislation	FP3 – Financial Strategy PR1 – Customer Process HROD2 – Modernisation
KO13: Effective two tier working and Community Engagement	CP4 – Sense of Community PR4 – Improved Partnership Working

KO14: Successful implementation of Job Evaluation	HROD2 - Modernisation
KO15: All Council data is accurate and of high quality	FP2 – Financial Management FP4 – Financial and Performance Reporting PR3 – Spatial Business Project HROD4 – Performance culture
KO16: The Council no longer in recovery	FP1 – Value for Money FP4 – Financial and Performance Reporting
KO17: Effective Projects Management	FP1 – Value for Money PR3 – Spatial Business Project
KO19: Effective Business and Performance Management	FP4 – Financial and Performance Reporting
KO20: Effective Customer Focused Authority	CP3 – Customer Service CP4 – Sense of Community PR1 – Customer Process

* KO5 and KO18 have been merged

8. **CUSTOMER IMPLICATIONS**

8.1 The Improvement Plan is concerned with the strategic and operational issues that will affect the customer.

9. **EQUALITIES AND DIVERSITY IMPLICATIONS**

9.1 Please see sections CP3 and CP4 of the Improvement Plan

10. **VALUE FOR MONEY IMPLICATIONS**

10.1 See section FP1 of the Improvement Plan

11. **OTHER IMPLICATIONS**

Procurement Issues: See Section FP1 of the Improvement Plan.
Personnel Implications: See Sections HROD1-HROD4 of the Improvement Plan.
Governance/Performance Management: See Sections FP4 and PR2 of the Improvement Plan.
Community Safety including Section 17 of Crime and Disorder Act 1998: See section CP4 of the Improvement Plan
Policy: All sections of the Improvement Plan relate to this.
Environmental: See sections CP1 and PR5 of the Improvement Plan.

12. **OTHERS CONSULTED ON THE REPORT**

Portfolio Holder	No
Chief Executive	Yes

Executive Director (Partnerships and Projects)	Yes
Executive Director (Services)	Yes
Assistant Chief Executive	Yes
Head of Service	Yes
Head of Financial Services	Yes
Head of Legal & Democratic Services	Yes
Head of Organisational Development & HR	Yes
Corporate Procurement Team	No

13. WARDS AFFECTED

13.1 All wards

14. APPENDICES

14.1 Appendix 1 Improvement Plan Exception Report July 2008

15. BACKGROUND PAPERS:

15.1 The full Improvement Plan for July can be found at www.bromsgrove.gov.uk under Meetings, Minutes and Agendas. A hard copy is also left in the Members' Room each month.

CONTACT OFFICER

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Appendix 1

PROGRESS IN JULY 2008

Overall performance as at the end of July 2008 is as follows. This includes comparison with performance in 2007-08: -

July 2007			August 2007			September 2007			October 2007			November 2007			December 2007		
RED	1	0.6%	RED	1	0.7%	RED	4	2.4%	RED	3	1.8%	RED	5	3.1%	RED	3	2.0%
AMBER	5	3.2%	AMBER	13	9.2%	AMBER	11	6.6%	AMBER	16	9.6%	AMBER	11	7.0%	AMBER	17	11.6%
GREEN	152	95.6%	GREEN	126	88.7%	GREEN	149	89.2%	GREEN	142	85.0%	GREEN	138	86.9%	GREEN	121	82.3%
REPRO	1	0.6%	REPRO	2	1.4%	REPRO	3	1.8%	REPRO	6	3.6%	REPRO	5	3.1%	REPRO	6	4.1%

January 2008			February 2008			March 2008			April 2008			May 2008			June 2008		
RED	2	1.4%	RED	2	1.4%	RED	2	1.5%	RED	3	2.7%	RED	8	7.55%	RED	6	6.3%
AMBER	16	11.4%	AMBER	10	7.3%	AMBER	10	7.4%	AMBER	11	9.9%	AMBER	4	3.8%	AMBER	4	4.2%
GREEN	118	84.3%	GREEN	122	88.4%	GREEN	117	86.7%	GREEN	92	82.9%	GREEN	86	81.1%	GREEN	74	77.0%
REPRO	4	2.9%	REPRO	4	2.9%	REPRO	6	4.4%	REPRO	5	4.5%	REPRO	8	7.55%	REPRO	12	12.5%

July 2008			August 2008			September 2008			October 2008			November 2008			December 2008		
RED	11	8.6%	RED			RED			RED			RED			RED		
AMBER	3	2.3%	AMBER			AMBER			AMBER			AMBER			AMBER		
GREEN	114	89.1%	GREEN			GREEN			GREEN			GREEN			GREEN		
REPRO	0	0%	REPRO			REPRO			REPRO			REPRO			REPRO		

January 2009			February 2009			March 2009			April 2009			May 2009			June 2009		
RED			RED			RED			RED			RED			RED		
AMBER			AMBER			AMBER			AMBER			AMBER			AMBER		
GREEN			GREEN			GREEN			GREEN			GREEN			GREEN		
REPRO			REPRO			REPRO			REPRO			REPRO			REPRO		

Where: -

On Target or completed	Less than one month behind target	Over one month behind target	Original date of planned action	Re-programmed date.
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Out of the total of 128 actions for July 2008, 11 actions have been extended with approval. This amounts to 8.6 percent of the original actions scheduled for this month. These actions are: Work commenced (1.2); Reach agreement on redevelopment of market hall site x 2 (1.4); Agree funding and planning permission for train station redevelopment, with transport links to town centre (1.7); Popularity of events programme (4.3); Alternative methods of service delivery (6.2); Agreed plans for Longbridge (14.1); Bromsgrove town centre area action plan (14.4); Workforce planning x 2 (16.1); Single Status (16.2).

An Exception Report detailing corrective actions is detailed below:

CP1: Town Centre																		
Ref	July 2008 Action		Colour	Corrective Action												Who	Original Date	Revised Date
1.2.2	Identify commercial support			Issues and options consultation ends in September. Seeking advice on OJEU process before seeking commercial advice. Extended to September												PS	Jul-08	Sept-08
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action			
1.2.	Work Commenced (see 1.4)																	
1.2.2	Identify commercial support	PS														Issues and options consultation commenced on 8 th July and closes in September. Commercial pressures and economic climate are likely to impact on current project timescales.		

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CP1: Town Centre																	
Ref	July 2008 Action		Colour		Corrective Action										Who	Original Date	Revised Date
1.4.2	Seek commercial advice		[Red]		Currently seeking advice on OJEU process before seeking commercial advice. Extended to September.										PS	Jul-08	Sept-08
Ref.	Action	Lead			July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
1.4	Reach agreement on redevelopment of the market hall site																
1.4.2	Seek commercial advice	PS	[Red]	[Grey]	[Hatched]											See 1.2.2 above	

CP1: Town Centre																	
Ref	July 2008 Action		Colour		Corrective Action										Who	Original Date	Revised Date
1.4.3	Meet with retailers		[Red]		A number of attempts to meet with retailers have been made but retailers have not yet responded. Issues and options consultation ends in September. Commercial pressures and economic climate are likely to impact on current project timescales. Extended to September										PS	Jul-08	Sept-08
Ref.	Action	Lead			July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
1.4	Reach agreement on redevelopment of the market hall site																
1.4.3	Meet with retailers	PS	[Red]	[Hatched]	[Hatched]											Issues and options consultation commenced on 8 th July and closes in September.	

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CP1: Town Centre																	
Ref	July 2008 Action		Colour		Corrective Action										Who	Original Date	Revised Date
1.7.1	Network Rail to agree business case and funding for station.		[Red]		Network Rail still working on business case and multiple funding of station project. There is not much the District Council can do here, but wait for the funding package to be agreed. Nominally extended to September but timescales may be extended further.										HB	Jul-08	Sept-08
Ref.	Action	Lead			July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
1.7	Agree funding and planning permission for train station redevelopment, with transport links to town centre																
1.7.1	Network Rail to agree business case and funding for station.	HB	[Red]	[Hatched]	[Hatched]											Network Rail still working on business case and multiple funding of station project.	

CP1: Town Centre																	
Ref	July 2008 Action		Colour		Corrective Action										Who	Original Date	Revised Date
1.7.2	Agree historic dimension to new build.		[Red]		There has been discussions with Network Rail and BRUG, but until the station funding package is agreed this cannot be finalised. Timescales may be extended further.										HB	Jul-08	Sept-08
Ref.	Action	Lead			July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
1.7	Agree funding and planning permission for train station redevelopment, with transport links to town centre																
1.7.2	Agree historic dimension to new build.	HB	[Red]	[Grey]	[Grey]											Network Rail still working on business case and multiple funding of station project.	

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CP1: Town Centre																		
Ref	July 2008 Action		Colour	Corrective Action												Who	Original Date	Revised Date
1.7.3	Obtain planning permission.			The planning application process cannot commence until funding is approved. Timescales may be extended further.												HB	Jul-08	Sept-08
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action			
1.7	Agree funding and planning permission for train station redevelopment, with transport links to town centre																	
1.7.3	Obtain planning permission.	HB														Network Rail still working on business case and multiple funding of station project.		

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CP2: Housing																	
Ref	July 2008 Action		Colour		Corrective Action										Who	Original Date	Revised Date
2.1.3	Prepared affordable Housing Supplementary Planning Document (SPD)		[Red]		A draft SPD has been prepared and it was hoped that we could link it directly to the Regional Spatial Strategy, as the consultation draft of a revised Planning Policy Statement 12 (PPS12) was indicating this would be possible. The published PPS12 did not include this provision and therefore, A meeting has been arranged with GOWM to discuss ways to bring policy forward.										MD	Jul-08	Sept-08
Ref.	Action	Lead			July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
2.1.	Delivery of affordable housing target (Housing Strategy)																
2.1.3	Prepared affordable Housing Supplementary Planning Document (SPD)	MD	[Red]	[Grey]	[Grey]											Draft prepared. Awaiting further discussion.	

CP3: Customer Service																	
Ref	July 2008 Action		Colour		Corrective Action										Who	Original Date	Revised Date
3.1.2	Monthly reporting to CMT		[Red]		Delay in reporting. However, reporting has started in September, and will be quarterly, rather than monthly.										HB	Jul-08	Sept-08
Ref.	Action	Lead			July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
3.1.	Overall customer satisfaction with Council																
3.1.2	Monthly reporting to CMT	HB	[Red]	[Grey]	[Grey]											Reporting has started in September	

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CP3: Customer Service																	
Ref	July 2008 Action		Colour	Corrective Action											Who	Original Date	Revised Date
3.1.6	CMT PACT meetings			We missed our corporate target for reporting in the first quarter due to the Police not informing us of change of dates.											HB	Jul-08	Sept-08
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
3.1.	Overall customer satisfaction with Council																
3.1.6	CMT PACT meetings	HB														Resolved in the second quarter	

CP4: Sense of Community																	
Ref	July 2008 Action		Colour	Corrective Action											Who	Original Date	Revised Date
4.1.6	Develop action plans and submit to LSP and Cabinet (if Budget Bids)			Will need to re-consider this approach or suspend, given feedback received on link to LSP. Currently out to consultation with two stakeholder groups.											HB	Jul-08	Sept-08
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
4.1	Neighbourhood management																
4.1.6	Develop action plans and submit to LSP and Cabinet (if Budget Bids)	HB														Decision yet to be made.	

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CP4: Sense of Community																		
Ref	July 2008 Action	Colour	Corrective Action												Who	Original Date	Revised Date	
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action			
4.1.6	Develop action plans and submit to LSP and Cabinet (if Budget Bids)															HB	Jul-08	Sept-08
4.1	Neighbourhood management																	
4.1.6	Develop action plans and submit to LSP and Cabinet (if Budget Bids)	HB															Decision yet to be made.	

FP1: Value For Money																		
Ref	July 2008 Action	Colour	Corrective Action												Who	Original Date	Revised Date	
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action			
6.2.3	Transfer Dolphin Centre to Leisure Trust															PS	Jul-08	Dec-08
6.2	Alternative methods of service delivery, to include revisiting the shared services/ joint working agenda																	
6.2.3	Transfer Dolphin Centre to Leisure Trust	PS															Will hopefully be resolved by Dec 08.	

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HR&OD2: Modernisation																	
Ref	July 2008 Action		Colour		Corrective Action										Who	Original Date	Revised Date
16.1.1	Develop Project Plan		Orange		Project Initiation Document has been completed. Resources have been reallocated to ensure that project plan is developed in August and ensure that the next key stages of the project are not detrimentally affected.										JP	Jul-08	Aug-08
Ref.	Action	Lead			July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
16.1	Workforce Planning																
16.1.1	Develop Project Plan	JP	Orange	Diagonal												Will be undertaken in August.	

HR&OD2: Modernisation																	
Ref	July 2008 Action		Colour		Corrective Action										Who	Original Date	Revised Date
16.1.2	Procure and commission services		Orange		Meeting has been set up for August to progress procurement arrangements.										JP	Jul-08	Aug-08
Ref.	Action	Lead			July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
16.1	Workforce Planning																
16.1.2	Procure and commission services	JP	Orange	Diagonal												Will be undertaken in August.	

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HR&OD2: Modernisation																	
Ref	July 2008 Action		Colour		Corrective Action										Who	Original Date	Revised Date
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
16.2.1	Report to Cabinet with proposals to change pay structure and terms and conditions of employment				Negotiations with unions ongoing. Bainbridge Case at the Court of Appeal has caused process to halt whilst a ruling is awaited. Staff briefings to explain causation of delay. Counsel Opinion being sought. Timescales are likely to be extended further.										JP	Jul-08	Sept-08
16.2	Single Status																
16.2.1	Report to Cabinet with proposals to change pay structure and terms and conditions of employment	JP														Outside the Council's control. Dependent on outcome of appeal	