

BROMSGROVE DISTRICT COUNCIL

5 NOVEMBER 2008

CABINET

IMPROVEMENT PLAN EXCEPTION REPORT [AUGUST 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 Cabinet to consider the Improvement Plan Exception Report for August 2008 (Appendix 1).

2. RECOMMENDATION

- 2.1 That Cabinet considers and approves the revisions to the Improvement Plan Exception Report attached as Appendix 1, and the corrective action being taken.
- 2.2 That Cabinet notes that for the 118 actions highlighted for August within the plan 81.4 percent of the Improvement Plan is on target [green], 3.4 percent is one month behind [amber] and 14.4 percent is over one month behind [red]. 0.8 percent of actions have been rescheduled [or suspended] with approval. NB reprogrammed actions are both those that have been suspended completely and those that have been moved to a later point in the year prior to their commencement. Extended actions are listed separately (see Appendix 1).
- 2.3 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	FP3 – Financial Strategy

and Safety legislation	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	Yes
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 August 2008

15. BACKGROUND PAPERS:

15.1 The full Improvement Plan for August 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

Name: Jenny McNicol
E Mail: j.mcnicol@bromsgrove.gov.uk
Tel: (01527) 881631

Exception Report for August 2008 Improvement Plan

Appendix 1

PROGRESS IN 2008

Overall performance as at the end of August 2008, in comparison with the previous year, is as follows: -

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	17	14.4%	RED			RED			RED			RED		
AMBER	3	2.3%	AMBER	4	3.4%	AMBER			AMBER			AMBER			AMBER		
GREEN	114	89.1%	GREEN	96	81.4%	GREEN			GREEN			GREEN			GREEN		
REPRO	0	0%	REPRO*	1	0.8%	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		

Exception Report for August 2008 Improvement Plan

Appendix 1

Where: -

	On Target or completed		One month behind target or less		Over one month behind target		Original date of planned action		Re-programmed date.*
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An Exception Report detailing corrective actions for all red and amber actions follows overleaf.

Extended Actions

Out of the total of 118 actions for August 2008, 15 actions have been extended with approval. This amounts to 12.7 percent of the original actions scheduled for this month. Extended actions are shown with hatched marking and extend the timescale of a current or ongoing action on the Improvement Plan. The actions that have been extended this month are: Work commenced (1.2); Agree sites for relocation of public sector partners (1.3); Reach agreement on redevelopment of market hall site x 3 (1.4); Delivery of affordable housing target (Housing Strategy) (2.1); Neighbourhood management x 4 (4.1) Popularity of events programme x2 (4.3); Business Continuity (10.3); Single Status X 2 (16.2).

** NB. Reprogrammed actions are those that have been suspended completely and those that have been moved to a later point in the year prior to their commencement. They are not actions that have been extended and they do not appear on the exception report.*

Exception Report for August 2008 Improvement Plan

Appendix 1

CP1: Town Centre																	
Ref	August 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		
1.2.2	Identify commercial support		[Red]		Issues and options consultation ends in September. Advice sought on OJEU process from commercial advisors regarding Market Hall site, but decision on appointing a preferred developer for wider developments delayed until appraisal of all sites is completed. Extended to November										PS	Jul-08	Nov-08
1.2.	Work Commenced (see 1.4)																
1.2.2	Identify commercial support	PS	[Red]	[Dark Red]	[Hatched]	[Hatched]	[Hatched]									Commercial pressures and economic climate are likely to impact on current project timescales. Report to go to Cabinet in November regarding recommendations for action.	

Exception Report for August 2008 Improvement Plan

Appendix 1

CP1: Town Centre																	
Ref	August 2008 Action		Colour		Corrective Action										Who	Original Date	Revised Date
1.3.1	Consultation on Parkside				Consultation delayed by discussions with Church Commissioners regarding covenant on site.										PS	Aug-08	Dec-08
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
1.3	Agree sites for relocation of public sector partners																
1.3.1	Consultation on Parkside	PS														Extended to December to allow for further negotiations	

CP1: Town Centre																	
Ref	August 2008 Action		Colour		Corrective Action										Who	Original Date	Revised Date
1.4.2	Seek commercial advice				Issues and options consultation ends in September. Advice sought on OJEU process from commercial advisors regarding market hall site, but decision on appointing a preferred developer for wider developments delayed until appraisal of all sites is completed. Extended to November.										PS	Jul-08	Nov-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														Commercial pressures and economic climate are likely to impact on current project timescales. Report to go to Cabinet in November regarding recommendations for action	

Exception Report for August 2008 Improvement Plan

Appendix 1

CP1: Town Centre																	
Ref	August 2008 Action		Colour		Corrective Action										Who	Original Date	Revised Date
1.4.3	Meet with retailers				Retailers have not yet responded and appear to have withdrawn from discussions. Report to go to Cabinet in November regarding recommendations for action. Extended to November.										PS	Jul-08	Nov-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														Issues and options consultation commenced on 8 th July and closes in September.	

CP1: Town Centre																	
Ref	August 2008 Action		Colour		Corrective Action										Who	Original Date	Revised Date
1.4.4	Await designs from retailers.				Dependent on input from retailers, and retailers have not yet responded and appear to have withdrawn from discussions. (see 1.4.3 above) Report to go to Cabinet in November regarding recommendations for action. Extended to November.										PS	Aug-08	Nov-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																
1.4.4	Await designs from retailers.	PS														Dependent on decisions made at Cabinet in November.	

CP1: Town Centre																		
Ref	August 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			
1.7.1	Network Rail to agree business case and funding for station.				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. Network Rail to hold meeting with AWM. Project on hold pending result of this meeting.											HB	Jul-08	Sept-08
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														Network Rail still working on business case and multiple funding of station project.		

Exception Report for August 2008 Improvement Plan

Appendix 1

CP1: Town Centre																		
Ref	August 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			
1.7.2	Agree historic dimension to new build.															HB	Jul-08	Sept-08
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															Network Rail still working on business case and multiple funding of station project.	

Exception Report for August 2008 Improvement Plan

Appendix 1

CP1: Town Centre																	
Ref	August 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		
1.7.3	Obtain planning permission.				The planning application process cannot commence until funding is approved. Network Rail to hold meeting with AWM. Project on hold pending result of this meeting.										HB	Jul-08	Sept-08
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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Appendix 1

CP2: Housing																	
Ref	August 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		
2.1.3	Prepared affordable Housing Supplementary Planning Document (SPD)		[Red]		Draft prepared although PPS12 does not include provision to link SPDs to the RSS which was expected. A meeting has been arranged with GOWM to discuss ways to bring policy forward. A meeting was held with GOWM to discuss ways to bring policy forward but the issue remains unresolved.										MD	Jul-08	June-08
2.1.	Delivery of affordable housing target (Housing Strategy)																
2.1.3	Prepared affordable Housing Supplementary Planning Document (SPD)	MD	[Red]	[Red]	[Grey]	[Hatched]	[Hatched]	[Hatched]	[Hatched]	[Hatched]	[Hatched]	[Hatched]	[Hatched]	[Hatched]	[Hatched]	The SPD will now be consulted on alongside the Core Strategy. Extended to align with core strategy timelines (see section 14).	

CP3: Customer Service																	
Ref	August 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		
3.1.2	Monthly reporting to CMT		[Orange]		Delay in reporting. However, reporting has started in September.										HB	Jul-08	Sept-08
3.1.	Overall customer satisfaction with Council																
3.1.2	Monthly reporting to CMT	HB	[Red]	[Orange]	[Grey]											Reporting has started in September	

Exception Report for August 2008 Improvement Plan

Appendix 1

CP4: Sense of Community																	
Ref	August 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		
4.1.1	Stakeholder event for 3 pilots				Delayed. First event is now planned for November.										HB	Aug-08	Nov-08
4.1	Neighbourhood management																
4.1.1	Stakeholder event for 3 pilots	HB														Will take place in November	

CP4: Sense of Community																	
Ref	August 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		
4.1.4	Agree approach 'Hagley Rural' with Leader and Leader of Opposition				Awaiting results of consultation, which closes on 31 st October 2008.										HB	Aug-08	Nov-08
4.1	Neighbourhood management																
4.1.4	Agree approach 'Hagley Rural' with Leader and Leader of Opposition	HB														Will take place in November	

Exception Report for August 2008 Improvement Plan

Appendix 1

CP4: Sense of Community																		
Ref	August 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.	

CP4: Sense of Community																		
Ref	August 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			
4.3.1 3	Establish monitoring & meeting arrangements set out in the SLA with the Artrix.															JG	Jul-08	Dec-08
4.3	Popularity of events programme																	
4.3.13	Establish monitoring & meeting arrangements set out in the SLA with the Artrix.	JG															Negotiations continuing.	

CP4: Sense of Community																	
Ref	August 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		
4.3.1 4	Agree service improvement plan and targets based on SLA, previous years performance and BDC user feedback out turns.														JG	Jul-08	Dec-08
4.3	Popularity of events programme																
4.3.14	Agree service improvement plan and targets based on SLA, previous years performance and BDC user feedback out turns.	JG														Negotiations continuing.	

Exception Report for August 2008 Improvement Plan

Appendix 1

FP1: Value For Money																	
Ref	August 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				Trust withdrew from transfer negotiations on 4 th September. Leisure Transfer Group considering options for future action. Report to Cabinet in November										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														Dependent on decisions made at Cabinet in November.	

FP1: Value For Money																	
Ref	August 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		
6.3.4	Reduced number of suppliers by agreeing framework contracts				Report to be extracted to analyse the number of suppliers used over the previous year with the aim to demonstrate a reduction in suppliers.										JLP	Aug-08	Sept-08
6.3	Improved procurement																
6.3.4	Reduced number of suppliers by agreeing framework contracts	JLP														Will be undertaken in September.	

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Appendix 1

PR1: Customer Process																		
Ref	August 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			
10.3.2	Ordered functions by tolerance															PS	Aug-08	Oct-08
10.3	Business Continuity																	
10.3.2	Ordered functions by tolerance	PS															Work delayed due to competing pressures regarding Dolphin Centre and Town Centre.	

Exception Report for August 2008 Improvement Plan

Appendix 1

PR5: Planning																		
Ref	August 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			
14.2.2	Prepared formal representation on preferred option															MD	Aug-08	Oct-08
14.2	Regional Spatial Strategy Phase 2 Revision																	
14.2.2	Prepared formal representation on preferred option	MD																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.

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Appendix 1

HR&OD2: Modernisation																	
Ref	August 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. Staff briefings to explain causation of delay. Counsel Opinion being sought.										JP	Jul-08	Oct-08
16.2	Single Status																
16.2.1	Report to Cabinet with proposals to change pay structure and terms and conditions of employment	JP														Special Cabinet meeting on 22 nd October to consider how to proceed.	

HR&OD2: Modernisation																	
Ref	August 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		
16.2.2	Implementation				As per 16.1.1. Negotiations with unions ongoing. Staff briefings to explain causation of delay. Counsel Opinion being sought.										JP	Aug-08	Nov-08
16.2	Single Status																
16.2.2	Implementation	JP														Special Cabinet meeting on 22 nd October to consider how to proceed.	