

**BROMSGROVE DISTRICT COUNCIL**

**4 FEBRUARY 2009**

**CABINET**

**IMPROVEMENT PLAN EXCEPTION REPORT [NOVEMBER 2008]**

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

**1. SUMMARY**

- 1.1 To ask Cabinet to consider the Improvement Plan Exception Report for November 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 138 actions highlighted for November within the plan 78.3 percent of the Improvement Plan is on target [green], 3.6 percent is one month behind [amber] and 9.4 percent is over one month behind [red]. 8.7 percent of actions have been reprogrammed with approval. [NB reprogrammed actions are those that have been suspended completely and those that have been moved to a later point in the year. Extended actions are listed separately are actions that are anticipated to take longer than had originally been programmed].
- 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:

<b>Corporate Risk Title</b>	<b>Improvement Plan Reference</b>
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	<b>Yes</b>
Chief Executive	<b>Yes</b>
Executive Director (Partnerships and Projects)	<b>Yes</b>
Executive Director (Services)	<b>Yes</b>
Assistant Chief Executive	<b>Yes</b>
Head of Service	<b>Yes</b>
Head of Financial Services	<b>Yes</b>
Head of Legal & Democratic Services	<b>Yes</b>
Head of Organisational Development & HR	<b>Yes</b>
Corporate Procurement Team	<b>No</b>

## 13. **WARDS AFFECTED**

13.1 All wards

## 14. **APPENDICES**

14.1 Appendix 1 Improvement Plan Exception Report November 2008

## 15. **BACKGROUND PAPERS:**

15.1 The full Improvement Plan for November can be found at [www.bromsgrove.gov.uk](http://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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# Exception Report for November 2008 Improvement Plan

# Appendix 1

## PROGRESS IN 2008

Overall performance as at the end of November 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	16	11.9%	RED	15	10.6%	RED	13	9.4%	RED		
AMBER	3	2.3%	AMBER	4	3.4%	AMBER	8	6.0%	AMBER	7	5.0%	AMBER	5	3.6%	AMBER		
GREEN	114	89.1%	GREEN	96	81.4%	GREEN	99	73.9%	GREEN	104	73.8%	GREEN	108	78.3%	GREEN		
REPRO	0	0%	REPRO	1	0.8%	REPRO*	11	8.2%	REPRO	15	10.6%	REPRO	12	8.7%	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 November 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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\* NB. Reprogrammed actions are both those that have been suspended completely and those that have been moved to a later point in the year. They are not actions that have been extended and they do not appear on the exception report.

Out of the total of 138 actions for November 2008, 5 actions have been extended with approval. This amounts to 3.6 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: High Street enhancement and improved High Street events (1.6); Popularity of events programme x 2 (4.3); and Speed of processing customer enquiries x 2 (12.2).

An Exception Report detailing corrective actions follows:

## Exception Report for November 2008 Improvement Plan

## Appendix 1

<b>CP1: Town Centre</b>																	
Ref	November 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				Issues and options consultation ended in September. Advice sought on OJEU process from commercial advisors regarding market hall site. There are no plans now to appoint a preferred developer for wider developments. Report went to Cabinet in November.										PS	Jul-08	Nov-08
<b>1.2.</b>	<b>Work Commenced (see 1.4)</b>																
1.2.2	Identify commercial support	PS														Sale of site to retailer no longer to be pursued, the site will now go out to OJEU procurement in early 2009. As circumstances have altered a new timescale is likely to be introduced.	

## Exception Report for November 2008 Improvement Plan

## Appendix 1

<b>CP1: Town Centre</b>																	
Ref	November 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		
1.3.1	Consultation on Parkside				Application made by Bromsgrove Society to English Heritage to list the building. Listed status now granted which now precludes buying police and fire stations on the site.										PS	Aug-08	Dec-08
<b>1.3</b>	<b>Agree sites for relocation of public sector partners</b>																
1.3.1	Consultation on Parkside	PS														Discussions to take place with English Heritage regarding listed building consent to allow access to proposed medical centre and to explore potential uses for building.	

<b>CP1: Town Centre</b>																	
Ref	November 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		
1.6.2	Meet with AWM				Meeting arranged with AWM and will take place on 20 <sup>th</sup> January										PS	Sept-08	Jan-09
<b>1.6</b>	<b>High street enhancement and improved high street events</b>																
1.6.2	Meet with AWM	PS														Extended further, to January	



## Exception Report for November 2008 Improvement Plan

## Appendix 1

<b>CP1: Town Centre</b>																	
Ref	November 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. The funding gap remains at £6.2m.										HB	Jul-08	Nov-08
<b>1.7</b>	<b>Agree funding and planning permission for train station redevelopment, with transport links to town centre</b>																
1.7.1	Network Rail to agree business case and funding for station.	HB														Discussions with Network Rail and funders on-going. As circumstances have altered a new timescale is likely to be introduced	

<b>CP1: Town Centre</b>																	
Ref	November 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.				There have been discussions with Network Rail and BRUG, but until the station funding package is agreed this cannot be finalised.										HB	Jul-08	Nov-08
<b>1.7</b>	<b>Agree funding and planning permission for train station redevelopment, with transport links to town centre</b>																
1.7.2	Agree historic dimension to new build.	HB														On hold pending funding resolution. As circumstances have altered a new timescale is likely to be introduced	

## Exception Report for November 2008 Improvement Plan

## Appendix 1

<b>CP1: Town Centre</b>																
Ref	November 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.											HB	Jul-08	Dec-08
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action	
<b>1.7</b>	<b>Agree funding and planning permission for train station redevelopment, with transport links to town centre</b>															
1.7.3	Obtain planning permission.	HB													On hold pending funding resolution. As circumstances have altered a new timescale is likely to be introduced	

<b>CP4: Sense of Community</b>																	
Ref	November 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.				Work in this area is ongoing due to concern raised by the Operating Trust of the Artrix over some of the phrasing in the agreement document. Extended to December.										JG	Jul-08	Feb-09
<b>4.3</b>	<b>Popularity of events programme</b>																
4.3.13	Establish monitoring & meeting arrangements set out in the SLA with the Artrix.	JG														A meeting was held on the 17 <sup>th</sup> Dec and it is envisaged that the formal document will be signed and agreement reached by both parties in Feb 09.	

## Exception Report for November 2008 Improvement Plan

## Appendix 1

<b>CP4: Sense of Community</b>																	
Ref	November 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.		Work in this area is ongoing due to concern raised by the Operating Trust of the Artrix over some of the phrasing in the agreement document. Extended to December.												JG	Jul-08	Feb-09
<b>4.3</b>	<b>Popularity of events programme</b>																
4.3.14	Agree service improvement plan and targets based on SLA, previous years performance and BDC user feedback out turns.	JG														A meeting was held on the 17 <sup>th</sup> Dec and it is envisaged that the formal document will be signed and agreement reached by both parties in Feb 09.	

## Exception Report for November 2008 Improvement Plan

## Appendix 1

<b>CP4: Sense of Community</b>																	
Ref	November 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 5	Agree service improvement plan and targets based on SLA, previous years performance and BDC user feedback out turns.		Due to delays in the acceptance of the SLA work in this area has not yet been progressed. Sign off is anticipated for February 2009												JG	Sep-08	Feb-09
<b>4.3</b>	<b>Popularity of events programme</b>																
4.3.15	Agree service improvement plan and targets based on SLA, previous years performance and BDC user feedback out turns.	JG														Officers have forwarded the revised SLA to the Operating Trust and are awaiting feedback before commencing formal discussions.	

## Exception Report for November 2008 Improvement Plan

## Appendix 1

<b>FP1: Value For Money</b>																	
Ref	November 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 (This action to become 'Service Review and Fitness Suite' from Dec 08)		Report went to Cabinet on 4 <sup>th</sup> December and review proposals and new business plan were accepted.												PS	Jul-08	Mar-08
<b>6.2</b>	<b>Alternative methods of service delivery, to include revisiting the shared services/ joint working agenda</b>																
6.2.3	Transfer Dolphin Centre to Leisure Trust (This action to become 'Service Review and Fitness Suite' from Dec 08)	PS														Review to be implemented from 1 <sup>st</sup> February 2009. New fitness suite to be equipped and operate from March 2009.	

## Exception Report for November 2008 Improvement Plan

## Appendix 1

<b>FP1: Value For Money</b>																	
Ref	November 2008 Action	Colour	Corrective Action												Who	Original Date	Revised Date
6.5.5	Comparable costing information for benchmarking to be analysed using other councils information		Awaiting information from other Councils re benchmarking. HOFS to address at Treasurers meeting in December												JLP	Oct-08	Dec-08
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
<b>6.5</b>	<b>VFM ratings</b>																
6.5.5	Comparable costing information for benchmarking to be analysed using other councils information	JLP														To be undertaken in December	

<b>FP4: Financial and Performance Reporting</b>																	
Ref	November 2008 Action	Colour	Corrective Action												Who	Original Date	Revised Date
9.1.3	Internet consultation campaign		Slightly delayed due to IT technical issues.												HB	Nov-08	Dec-08
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
<b>9.1</b>	<b>Budget consultation</b>																
9.1.3	Internet consultation campaign	HB														The online consultation went live in December.	

## Exception Report for November 2008 Improvement Plan

## Appendix 1

### FP4: Financial and Performance Reporting

Ref	November 2008 Action	Colour	Corrective Action												Who	Original Date	Revised Date
9.3.1	Monthly reporting to Portfolio Holders		Running but need to check on how these are working. Need to re-activate this.												HB	Oct-08	Dec-08
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
<b>9.3</b>	<b>Performance and Project Management</b>																
9.3.1	Monthly reporting to Portfolio Holders	HB														Running but need to check on how these are working. Need to re-activate this.	

### PR1: Customer Process

Ref	November 2008 Action	Colour	Corrective Action												Who	Original Date	Revised Date
10.3.2	Ordered functions by tolerance		Work progressing on business continuity plan. However, the preparation of the plan has take longer than anticipated and the plan will now not be completed before mid November. Report will go to Leaders Group in January 2009.												PS	Aug-08	Jan-09
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
<b>10.3</b>	<b>Business Continuity</b>																
10.3.2	Ordered functions by tolerance	PS														Will take place in January.	



## Exception Report for November 2008 Improvement Plan

## Appendix 1

<b>PR3: Spatial Business Project</b>																	
Ref	November 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		
12.2.3	Review results and revise standards				Focus groups held. Review will not take place until first draft of customer access strategy has been prepared.										HB	Sept-08	Feb-08
<b>12.2</b>	<b>Speed of processing customer queries</b>																
12.2.3	Review results and revise standards	HB														Delayed, but draft will be completed by February.	

<b>PR3: Spatial Business Project</b>																	
Ref	November 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		
12.2.4	Agree with CMT, Leader's and Cabinet				Review and agreement will not take place until first draft of customer access strategy has been prepared.										HB	Nov-08	Feb-08
<b>12.2</b>	<b>Speed of processing customer queries</b>																
12.2.4	Agree with CMT, Leader's and Cabinet	HB														Delayed, but draft will be completed by February.	

## Exception Report for November 2008 Improvement Plan

## Appendix 1

<b>HR&amp;OD2: Modernisation</b>																	
Ref	November 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				Delayed pending close of consultation period in Jan 09.										JP	Aug-08	Nov-08
<b>16.2</b>	<b>Single Status</b>																
16.2.2	Implementation	JP														Cabinet resolved to begin statutory 90 day period of consultation with the trade unions and Department for Business Enterprise and Regulatory Reform (formerly DTI) with a view to potentially moving to dismissal and re-engagement	

## Exception Report for November 2008 Improvement Plan

## Appendix 1

<b>HR&amp;OD2: Modernisation</b>																		
Ref	November 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			
16.2.3	Appeals															JP	Oct-08	Dec-08
<b>16.2</b>	<b>Single Status</b>																	
16.2.3	Appeals	JP																Cabinet resolved to begin statutory 90 day period of consultation with the trade unions and Department for Business Enterprise and Regulatory Reform (formerly DTI) with a view to potentially moving to dismissal and re-engagement