

BROMSGROVE DISTRICT COUNCIL

CABINET

4TH MARCH 2009

IMPROVEMENT PLAN EXCEPTION REPORT [DECEMBER 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 December 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 131 actions highlighted for December within the plan 76.3 percent of the Improvement Plan is on target [green], 3.9 percent is one month behind [amber] and 9.9 percent is over one month behind [red]. 9.9 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:

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

13. WARDS AFFECTED

13.1 All wards

14. APPENDICES

14.1 Appendix 1 Improvement Plan Exception Report December 2008

15. BACKGROUND PAPERS:

15.1 The full Improvement Plan for November 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 December 2008 Improvement Plan

Appendix 1

PROGRESS IN 2008

Overall performance as at the end of December 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	12	8.7%	RED	13	9.9%
AMBER	3	2.3%	AMBER	4	3.4%	AMBER	8	6.0%	AMBER	7	5.0%	AMBER	8	5.8%	AMBER	5	3.9%
GREEN	114	89.1%	GREEN	96	81.4%	GREEN	99	73.9%	GREEN	104	73.8%	GREEN	106	76.8%	GREEN	100	76.3%
REPRO	0	0%	REPRO	1	0.8%	REPRO*	11	8.2%	REPRO	15	10.6%	REPRO	12	8.7%	REPRO	13	9.9%

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 December 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.*
--	------------------------	--	---------------------------------	--	------------------------------	--	---------------------------------	--	----------------------

* 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 118 actions for December 2008, 4 actions have been extended with approval. This amounts to 3.4 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 Integrated financial and performance information (7.2)

An Exception Report detailing corrective actions follows:

Exception Report for December 2008 Improvement Plan

Appendix 1

CP1: Town Centre																			
Ref	December 2008 Action		Colour		Corrective Action												Who	Original Date	Revised Date
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. Sale of site to retailer no longer to be pursued, the site will now go out to OJEU procurement in early 2009. New timescale will be introduced												PS	Jul-08	2009
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													Sale of site to retailer no longer to be pursued, the site will now go out to OJEU procurement in early 2009.				

Exception Report for December 2008 Improvement Plan

Appendix 1

CP1: Town Centre																	
Ref	December 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
1.3	Agree sites for relocation of public sector partners																
1.3.1	Consultation on Parkside	PS														Appeal lodged by county council with regard to listing of Parkside School building. Meeting held with English Heritage about extent of listing. Access to medical centre to be discussed further with English Heritage. Planning permission granted for medical centre.	

Exception Report for December 2008 Improvement Plan

Appendix 1

CP1: Town Centre																	
Ref	December 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		
1.4.2	Seek commercial advice				Advice on OJEU procurement process has now been received on market hall site. Report went to Cabinet and it was approved that market hall site be redeveloped through OJEU procurement process.										PS	Jul-08	Nov-08
1.4	Reach agreement on redevelopment of the market hall site																
1.4.2	Seek commercial advice	PS														No further action on redevelopment agreed until market hall site has been procured.	

CP1: Town Centre																	
Ref	December 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 th January										PS	Sept-08	Jan-09
1.6	High street enhancement and improved high street events																
1.6.2	Meet with AWM	PS														Extended further, to January	

CP1: Town Centre																	
Ref	December 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	Jan 09
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														Positive meeting with Network Rail. Two funding routes being pursued: regional funding allocation and Advantage West Midlands. County Council is procuring consultants for socio-economic business case for station. Agreement on cross city line electrification to Bromsgrove almost guarantees funding. Regional Funding Allocation appears to be most likely. The Council has recently received the first plans from Network Rail for the station. The County Council has also completed its travel assessment of the station.	

Exception Report for December 2008 Improvement Plan

Appendix 1

CP1: Town Centre																	
Ref	December 2008 Action		Colour		Corrective Action										Who	Original Date	Revised Date
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	Jan 09
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														As circumstances have altered a new timescale is likely to be introduced	

CP1: Town Centre																	
Ref	December 2008 Action		Colour		Corrective Action										Who	Original Date	Revised Date
1.7.3	Obtain planning permission.				The first plan for the station has been received and is currently with the Planning Team.										HB	Jul-08	Jan 09
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														A decision needs to be reached on whether the scheme can be a permitted development or whether it needs to be treated as a major planning application.	

CP4: Sense of Community																	
Ref	December 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		
4.3.13	Establish monitoring & meeting arrangements set out in the SLA with the Artrix.	JG													Officers have forwarded the revised SLA to the Operating Trust and are awaiting feedback before commencing formal discussions. Officers have yet to receive feedback and are at present chasing this issue up and requesting completion pre Christmas. A meeting is being held on the 17 th Dec and it is envisaged that the formal document will be signed by both parties in Feb 09.		
4.3 Popularity of events programme																	
4.3.1	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

Exception Report for December 2008 Improvement Plan

Appendix 1

CP4: Sense of Community																	
Ref	December 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
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														A meeting is being held on the 17 th Dec and it is envisaged that the formal document will be signed by both parties in Feb 09.	

Exception Report for December 2008 Improvement Plan

Appendix 1

CP4: Sense of Community																	
Ref	December 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.												JG	Sep-08	Jan-09
4.3	Popularity of events programme																
4.3.15	Agree service improvement plan and targets based on SLA, previous years performance and BDC user feedback out turns.	JG														Suspended as per 4.3.1.1	

Exception Report for December 2008 Improvement Plan

Appendix 1

FP1: Value For Money																	
Ref	December 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. Service review completed and staff informed of outcome of consultation.										PS	Jul-08	Mar - 09
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														Report went to Cabinet on 4 th December and review proposals and new business plan were accepted. Review to be implemented from 1 st February 2009. New fitness suite to be equipped and operate from March 2009.	

Exception Report for December 2008 Improvement Plan

Appendix 1

FP1: Value For Money																		
Ref	December 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			
6.5.3	Review implementation of Spatial project to demonstrate VFM delivered by improved use of ICT															JLP	Oct-08	Dec-08
6.5	VFM ratings																	
6.5.3	Review implementation of Spatial project to demonstrate VFM delivered by improved use of ICT	JLP															Review to be undertaken in December as part of project management review of implementation	

FP4: Financial and Performance Reporting																		
Ref	December 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			
9.1.3	Internet consultation campaign															HB	Nov-08	Dec-08
9.1	Budget consultation																	
9.1.3	Internet consultation campaign	HB															Delayed, but did go live in December. 13 responses.	

FP4: Financial and Performance Reporting

Ref	December 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	Jan 09
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
9.3	Performance and Project Management																
9.3.1	Monthly reporting to Portfolio Holders	HB														Running but need to check on how these are working. Need to re-activate this.	

PR3: Spatial Business Project

Ref	December 2008 Action	Colour	Corrective Action												Who	Original Date	Revised Date
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	Jan 09
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
12.2	Speed of processing customer queries																
12.2.3	Review results and revise standards	HB														Delayed, but draft was completed in December.	

Exception Report for December 2008 Improvement Plan

Appendix 1

PR3: Spatial Business Project																	
Ref	December 2008 Action		Colour		Corrective Action										Who	Original Date	Revised Date
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 09
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
12.2	Speed of processing customer queries																
12.2.4	Agree with CMT, Leader's and Cabinet	HB														Delayed, but now in draft. Will go to February 09 Leaders	

PR5: Planning																	
Ref	December 2008 Action		Colour		Corrective Action										Who	Original Date	Revised Date
															DH	Dec 08	Jan 09
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
14.5	Maintain Greenbelt through enforcement and upheld appeals																
14.5.1	Maintain training programme every 12 weeks															Enforcement issues date to be arranged	

HR&OD2: Modernisation																	
Ref	December 2008 Action		Colour	Corrective Action											Who	Original Date	Revised Date
16.2.2	Implementation			Delayed pending close of consultation period in Jan 09.											JP	Aug-08	Jan 09
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
16.2	Single Status																
16.2.2	Implementation	JP														Implementation delayed, see 16.2.1 above	

HR&OD2: Modernisation																	
Ref	December 2008 Action		Colour	Corrective Action											Who	Original Date	Revised Date
16.2.3	Appeals			Delayed pending close of consultation period in Jan 09.											JP	Oct-08	Jan 09
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
16.2	Single Status																
16.2.3	Appeals	JP														Appeals delayed –see 16.2.1	

