

**BROMSGROVE DISTRICT COUNCIL**

**15 JUNE 2009**

**PERFORMANCE MANAGEMENT BOARD**

**IMPROVEMENT PLAN EXCEPTION REPORT [APRIL 2009]**

Responsible Portfolio Holder	Cllr. Roger Hollingworth, Portfolio Holder for the Improvement Plan
Responsible Officer	Hugh Bennett Assistant Chief Executive

**1. SUMMARY**

- 1.1 To ask the Board to consider the Improvement Plan Exception Report for April 2009 (Appendix 1).

**2. RECOMMENDATION**

- 2.1 That the Board considers and approves the revisions to the Improvement Plan Exception Report attached as Appendix 1, and the corrective action being taken.
- 2.2 That the Board notes that for the 93 actions highlighted for April within the plan 76.3% of the Improvement Plan is on target [green], 5.4% is one month behind [amber] and 3.2% is over one month behind [red]. The actions that have been reprogrammed with approval<sup>1</sup> reflect the re-programming of the town centre actions (as a result of Parkside & Network Rail) and the re-programming of HR actions.
- 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 was designed to push the Council through to a rating of Fair during 2008.
- 3.3 There were five amber and three red activities this month for the following areas of the Improvement Plan:-

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<sup>1</sup> 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

Ref.	Council Plan Balanced Scorecard Reference	Number
CP1	Town Centre	1
CP4	Sense of Community	2
FP1	Value for Money	1
FP3	Financial Strategy	2
PR5	Planning	1
HR & OD 2	Modernisation	1

3.4 The re-programmed actions i.e. those that have been suspended or moved to a much later date in the Plan are:-

	Ref.	Action	Reason
1	1.2.2	Market Hall redevelopment	Suspended. Credit Crunch
2	1.4.2, 1.4.3, 1.4.4, 1.4.5, 1.4.6, 1.4.7	Market Hall negotiations.	Suspended. Credit Crunch.
3	2.1.3, 2.1.4, 2.1.5	Affordable housing SPD.	Suspended. RSS2.
4	3.3.1	Service data monitoring	Suspended. Expected to be introduced Spring 2009
5	4.1.5, 4.1.13	Consultation for LSP neighbourhoods.	Re-programmed. Different approach agreed for 2009/2010.
6	4.3.11, 4.3.12, 4.3.14, 4.3.15	Review of promotional materials / Artrix	Suspended. Budget constraints / SLA delays
7	14.3.5	Submission Core Strategy	Reprogrammed. Delays with RSS review.
8	15.2.4	Review and consult on the "Bromsgrove Way".	Suspended. Existing approach acceptable. Other HR&OD priorities.
9	15.3.1, 15.3.2, 15.3.3	"Bromsgrove Way" and competency framework for non-managers.	See above.
10	16.1.9	Gap analysis	Suspended. Pending shared service business case.
11	16.3.3	Review of harassment and bullying policy	Suspended. Pending JE implementation
12	16.4.5	Parental rights guide	Re-programmed. Pending JE implementation
13	18.1.2, 18.1.3, 18.1.4	PDR process review.	Suspended. Pending JE implementation
14	18.3.1, 18.3.2, 18.3.3, 18.3.4, 18.3.5	Core competencies for all staff.	Suspended. Pending JE implementation

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

### **13. WARDS AFFECTED**

13.1 All wards

### **14. APPENDICES**

14.1 Appendix 1 Improvement Plan Exception Report April 2009

### **15. BACKGROUND PAPERS:**

15.1 The full Improvement Plan for April 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.

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# Exception Report for April 2009 Improvement Plan

# Appendix 1

## PROGRESS IN 2008/09

Overall performance as at the end of April 2009, 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	0	0%	RED	2	1.5%	RED	3	2.9%	RED	3	3.2%	RED			RED		
AMBER	4	3.6%	AMBER	3	2.3%	AMBER	5	4.9%	AMBER	5	5.4%	AMBER			AMBER		
GREEN	95	86.4%	GREEN	112	86.2%	GREEN	80	78.5%	GREEN	71	76.3%	GREEN			GREEN		
REPRO	11	10.0%	REPRO	13	10.0%	REPRO	14	13.7%	REPRO	14	15.1%	REPRO			REPRO		

## Exception Report for April 2009 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 93 actions for April 2009, 5 actions have been extended with approval. This amounts to 5.4 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.

An Exception Report detailing corrective actions follows:

<b>CP1: Town Centre</b>																		
Ref	April 2009 Action		Colour		Corrective Action											Who	Original Date	Revised Date
1.7.3	Obtain planning permission.		[Hatched]		Network Rail require the scheme to be a permitted development. QC advice has been provided that this may not be possible. Meeting held with Network Rail. Separate QC advice now being sought by Network Rail to back their desire to treat the scheme as a permitted development.											HB	Apr 09	TBC
Ref.	Action	Lead			July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action	
<b>41.7</b>	<b>Agree funding and planning permission for train station redevelopment, with transport links to the town centre</b>																	
1.7.3	Obtain planning permission.	HB															<p>The Regional Transport Partnership's has submitted its Regional Funding Advice to the Department of Transport. Formal approval is now required by the Secretary of State and is expected in July 2009. All the dates in the existing programme can now be re-programmed into the 2009/2010 plan on the basis of this funding approval expected in July. Network Rail also need to approve the Scheme. This is expected in May, but Network Rail require the scheme to be a permitted development. QC advice has been provided to the Council (and onto Network Rail) that this may not be possible. Meeting held with Network Rail. Separate QC advice now being sought by Network Rail to back their desire to treat the scheme as a permitted development.</p>	



<b>CP4: Sense of Community</b>																		
Ref	April 2009 Action		Colour	Corrective Action												Who	Original Date	Revised Date
4.1.10	Go live			Meetings planned with Hagley and Charford Members in June. Business case to July Cabinet.												HB	Apr 09	TBC
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action			
4.1	<b>Neighbourhood management</b>																	
4.1.10	Go live	HB													Meetings planned with Hagley and Charford Members in June. Business case to July Cabinet.			

<b>CP4: Sense of Community</b>																	
Ref	April 2009 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 July.										JG	Jul-08	Jul-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														At its February 2009 meeting the Artrix operating trust rejected the SLA proposed by BDC and have proposed a revised SLA. Officers have now completed the review of the documents to identify discrepancy and will be meeting with the portfolio holder in May to agree our position prior to re opening discussion on this matter. We expect the SLA to be signed off in July (i.e. 2009/10 Improvement Plan).	

FP1: Value for Money																	
Ref	April 2009 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		
6.2.6	Quarterly report to PMB to assess the effectiveness of the alternative methods of service delivery e.g.- transfer to leisure trust, payroll service provision				Due to delays in payroll transfer report on effectiveness to be prepared when service has run for 12 months (Sept 09). Leisure trust no longer to be delivered by trust.										JLP	Apr-09	Sep-09
<b>6.2</b>	<b>Alternative methods of service delivery, to include revisiting the shared services/ joint working agenda</b>																
6.2.6	Quarterly report to PMB to assess the effectiveness of the alternative methods of service delivery e.g.- transfer to leisure trust, payroll service provision	JLP														Due to delays in payroll transfer report on effectiveness to be prepared when service has run for 12 months ( Sept 09). Leisure trust no longer to be delivered by trust. This action therefore needs to be suspended and re-programmed to the new improvement plan.	

FP3: Financial Strategy																		
Ref	April 2009 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			
8.1.4	Market test treasury advisors to ensure VFM achieved				Due to advice and support received from current service providers and the current economic climate of investments it has been agreed to defer the market testing to April 10.											JLP	Apr-09	May-09
<b>8.1</b>	<b>Treasury Management</b>																	
8.1.4	Market test treasury advisors to ensure VFM achieved	JLP														Due to advice and support received from current service providers and the current economic climate of investments it has been agreed to defer the market testing to April 10. This action therefore needs to be suspended and re-programmed to the new Improvement Plan.		

<b>FP3: Financial Strategy</b>																	
Ref	April 2009 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		
8.2.3	Commitment accounting reports available for budget holders				The reports for commitments will be in place for year end and included in future financial budget monitoring reports.										JLP	Sep-08	Jun-09
<b>8.2</b>	<b>Implement the Purchase Ordering Processing System</b>																
8.2.3	Commitment accounting reports available for budget holders	JLP														Due to delays in final implementation the reports for commitments will be in place for year end ( April 09) and will be included in 1 <sup>st</sup> quarter monitoring statements ( end June 2009).	

<b>PR5: Planning</b>																	
Ref	April 2009 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		
14.5.1	Maintain training programme every 12 weeks				Recruitment of Principal Planner to this role will enable this area to be addressed.										DH	Dec 08	June 09
<b>14.5</b>	<b>Maintain Greenbelt through enforcement and upheld appeals</b>																
14.5.1	Maintain training programme every 12 weeks	DH														Next training event to cover enforcement. Recruitment of Principal Planner to this role will enable this area to be addressed – Interviews have taken place and appointment made. Start date 15 <sup>th</sup> June 2009.	

<b>HR &amp; OD 2: Modernisation</b>																	
Ref	April 2009 Action		Colour		Corrective Action										Who	Original Date	Revised Date
16.1.5	Workforce skills audit		[Orange Box]		The original approach to this audit (on which we took external advice) has not produced the required information. We are currently re-thinking our approach, which needs careful consideration within the context of shared services and Single Status.										HP	Mar 09	TBC
Ref.	Action	Lead			July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
<b>16.1</b>	<b>Workforce Planning</b>																
16.1.5	Workforce skills audit	HP															Currently re-thinking approach..