

Improvement Plan: Template 2009/10 Draft Version

Improvement Plan Guidance

	<p>Grey = Programmed dates This is the planned timescale for the action- THESE ARE FIXED AND SHOULD NOT BE ALTERED / DELETED</p>
	<p>Green = On target The action is on target.</p>
	<p>Amber = One month behind The action is one month behind schedule.</p>
	<p>Red = Over one month behind The action is over one month behind schedule.</p>
	<p>Hashing = Reprogrammed / extended / revised This is to be used to show any new dates for an action, whether that is because it has been reprogrammed to a later date in the year or extended by a set period. <i>This requires approval.</i></p>
	<p>Blue = Suspended This is where an action has been suspended completely for the period covered by the Improvement Plan. <i>This requires approval.</i></p>

- In the 'Status / Corrective Action' column, you should include any relevant information that will aid the reader.
- However, for all actions that are either amber or red, you should include a comment as to why the action has fallen behind timescale **and** a brief plan of what you intend to do to address the situation.
- Also in the 'Status / Corrective Action' column, please clearly state (in capital letters) at the start of any comment if the action has been SUSPENDED, REPROGRAMMED, EXTENDED or is COMPLETE.
- Please ensure that if an action is dependent on a previous action that has been delayed, that this is reflected in the status update.

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Priority CP1: Town Centre					
1	Expected Outcome	Regeneration of the Town Centre			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
1.1	Agreement on preferred option of Area Action Plan	Complete evidence-based unified vision Conduct further consultation with key stakeholders	30 June 2009 30 September 2009	PS	Town Centre Regeneration Partnership
1.2	Design for High Street	Write brief for design scheme and approach architects Identify and approach funders and prepare bids	30 September 2009 30 September 2009	PS	Town Centre Regeneration Partnership
1.3	Redevelopment of the Market Hall site	Reach agreement, close Market Hall and relocate market to an outdoor site on the High Street	31 December 2009	PS	Town Centre Regeneration Partnership
1.4	Community engagement	Creation of stakeholder forum Produce Community Engagement Strategy for project	1 April 2009 onwards 1 April 2009 onwards	PS	Regeneration Programme Core operations group

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			July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	
1.1.	Agreement on preferred option of Area Action Plan														
1.1.1	Engage specialist organisation to complete unified vision	PS													
1.1.2	Draw together the unified vision and the issues and options data	PS													
1.1.3	Prepare the preferred option	PS													
1.2.	Design for High Street														
1.2.1	Draw up proposal for funding to support design work	PS													
1.2.2	Secure funding for design work	PS													
1.2.3	Tender for design organisation	PS													
1.2.4	Appoint design organisation	PS													
1.2.5	Plans for design prepared	PS													
1.2.6	Commence identification of funding	PS													
1.3	Redevelopment of the Market Hall site														
1.3.1	Prepare report on future for Market Hall site	PS													
1.3.2	Present report to Town Centre Steering Group	PS													
1.3.3	Undertake actions recommended in report	PS													
1.4	Community engagement														
1.4.1	Draw up stakeholder membership for forum	PS													
1.4.2	Establish dates for	PS													

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Ref.	Action	Lead													Status / Corrective Action
			July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	
	meetings a year ahead														
1.4.3	Convene first meeting	PS													
1.4.4	Hold meetings	PS													
1.4.5	Establish Leisure Centre Study Group	PS													
1.4.6	Establish Proposed Civic Centre Study Group	PS													
1.5	Train Station														
1.5.1	Funding package secured.	HB													
1.5.2	Public consultation complete.	HB													
1.5.3	Planning permission obtained	HB													
1.5.4	Work on site commences.	HB													
1.6	Transport & Access														
1.6.1	Hold discussion with County Council about multi-modal study	PS													
1.6.2	Commission multi-modal study	PS													
1.6.3	Produce multi-modal report	PS													

Priority CP2: Housing					
2	Expected Outcome	Delivery of Housing Strategy			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
2.1	Affordable housing	Support and enable applications for affordable housing on approved site in	31 March 2012		Strategic Housing; Principle RSL Partner

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Priority CP2: Housing					
2	Expected Outcome	Delivery of Housing Strategy			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
		accordance with Core Strategy and RSS allocation. Utilise results from Housing Market Assessment and Older Persons Housing and Support Needs Survey to identify housing needs and guide affordable housing development.			Consultation Group
2.2	Homelessness prevention and reduction in the use of temporary accommodation	Continue to monitor and support the effectiveness of Partnership homelessness prevention services Implement mortgage rescue scheme	31 March 2012 1 st April 2009 onwards		Strategic Housing Team; RSL Partners; CAB; BDHT; BYHT
2.3	Private sector housing	Ongoing improvement in delivery time for Disabled Facilities Grants	31 March 2012		Private Sector Team; Care and Repair agency,

Ref.	Action	Lead													Status / Corrective Action	
			July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June		
2.1.	Affordable housing															
2.1.1	Determine planning	DH														

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			July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June		
	applications on their merits having regard to the Development Plan and other material considerations															
2.1.2	Identify public and privately owned sites suitable for affordable housing, liaise with preferred partner RSLs and support bids for funding to the Homes & Communities Agency.	AC														
2.1.3	Quarterly re-assessment of the viability and projected delivery of pipeline schemes and update of progress against the LAA target.	AC														
2.1.4	Utilise data from HMA and Housing and Support Needs of Older Persons research to act as front loading evidence to justify affordable housing within the evolving Local development Framework and Longbridge redevelopment scheme.	AC/MD														
2.2.	Homelessness prevention & reduction in use of temporary accommodation															
2.2.1	Continue to monitor effectiveness of partnership homelessness prevention services and	AC														

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Ref.	Action	Lead													Status / Corrective Action	
			July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June		
	enhance where possible to maintain use of temporary accommodation at below Government targets.															
2.2.2	Set up a Mortgage Rescue Task Group to advise upon the effective operation of the Mortgage Rescue Scheme, the development of a Mortgage Rescue Action Plan and make recommendations regarding use of Economic Downturn funding.	AC														
2.2.3	Analyse the financial profile of clients accessing the CAB Financial Adviser for Owner Occupiers to guide where possible a local response to changing needs attributed to the economic downturn.	AC														
2.3	Private sector housing															
2.3.1	Strategic Housing Manager and PS Team Leader to undertake Lean Management training NVQ.	AC														
2.3.2	Undertake Lean Systems Pilot on DFG process.	AC														
2.3.3	Complete implementation of Contractor Procurement Framework for level	AC														

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Ref.	Action	Lead													Status / Corrective Action
			July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	
	access showers.														
2.3.4	Implement improvement and efficiency measures identified from the Lean Systems Pilot.	AC													

Priority CP3: Sense of Community					
3.	Expected Outcome	Improved Community Cohesion			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
3.1	Satisfaction with events programme	Revise events programme to extend coverage throughout District Roll out events facilitation pack to partners and local organisations	30 September 2009 31 March 2012		Street Scene and Community Services
3.2	Reduction in fear of crime	68 PACT meetings over 12 months, repeated annually Promotion of CDRP action plan	31 March 2012 31 March 2012		Members, Senior Officers and Community Safety Team
3.3	Community engagement	Community bids submitted to Equality and Diversity Forum Delivery against 3 year	30 September 2009 31 March 2012	CF/HB	Officers; E & D Forum; Disabled Users' Group & Bromsgrove Black History Society

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Priority CP3: Sense of Community					
3.	Expected Outcome	Improved Community Cohesion			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
		departmental Equality Impact Assessment action plans			HoS
3.4	Young people's participation in positive activities	CYP Participatory Budgeting event	31 July 2010	HB	CCPP Team, WCC FLOSS

Ref.	Action	Lead													Status / Corrective Action	
			July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June		
3.1.	Satisfaction with events programme															
3.1.1	Plan the implementation and expansion of the bandstand programme into the new areas cover by the expanded street theatre programme.	JG/HM														
3.1.2	Delivery the additional sessions in Rubery, Hagley & Wythall and under take user consultation to gain feedback on the provision.	JG/HM														
3.1.3	Produce a report to review the new events and build any recommendations into future programmes.	JG/HM														
3.1.4	Where required produce budget bids to support future delivery/expansion	JG/HM														

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Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Status / Corrective Action
	of the programme.														
3.1.5	Produce and implement a resident survey to engage with the public on the future requirements/aspirations and build these into the Arts & Events Strategy.	JG/HM													
3.1.6	Produce and publicise the new Arts & Events strategy and establish a work group to produce an action plan to deliver its aims and objectives.	JG/HM													
3.2	Reduction in fear of crime														
3.2.1	Agree and publicise the CSP's 12-month action plan relating to the strategic assessment.	JG/CS SS													
3.2.2	Establish a communications group and produce a communications planner to promote the key activities with in the plan and increase good news stories.	CSS/A MD													
3.2.3	Establish and implement the key performance measure from the group (based on place survey out turns) and produce quarterly performance reports of the full	JG/RM/ BH													

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Ref.	Action	Lead													Status / Corrective Action
			July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	
	partnership that can be sent to PMB if required.														
3.2.4	Review the need for additional community engagement/consultation at a local level in hot spot areas to establish residents view on local issues and potential resolutions to these matters (partnership based).	CSP													
3.2.5	Review and where required refresh the CSP action plan based on above information and performance against KPI's at 6 monthly intervals.	JG/BH/ CSS													
3.3	Community engagement														
3.3.1	Report to E and D forum on bid process 2009/10	HB													
3.3.2	Forum compiled and submitted bids	HB													
3.3.3	Report to Forum on status and success of bids	HB													
3.3.4	Deliver training to Equality and Diversity Forum on completion of Impact Assessments	CF/FS													
3.3.5	Deliver Equality Impact Assessment Workshops to managers	CF/FS													
3.3.6	Develop and roll out Equality data monitoring	HB													

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Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Status / Corrective Action
	process														
3.3.7	Annual Satisfaction Survey of Equality and Diversity Forum	HB													
3.4	Young people's participation in positive activities														
3.4.1	Review lessons learnt and establish project plan for 2010.	HB													
3.4.2	Agree funding with Full Council and County Council.	HB													
3.4.3	Develop and implement project plan.	HB													
3.4.4	Prepare and run event.	HB													July 2010
3.4.5	Complete initial lessons learnt and report to GOWM.	HB													July 2010

CP4: Clean Streets & Climate Change					
4	Expected Outcome	Improved Customer Perception of Cleanliness			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
4.1	Improved street and environmental cleanliness	Rapid response hit squad	31 March 2012	K Hirons	Approved budget
		Programmed clean according to Environmental Protection Act	31 March 2012		
		Gradual increase in Enforcement Activity	31 March 2012		

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CP4: Clean Streets & Climate Change					
4	Expected Outcome	Improved Customer Perception of Cleanliness			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
4.2	Customer satisfaction with cleanliness of District	Reschedule cleansing activities. Programmed clean according to Environmental Protection Act Gradual increase in Enforcement Activity	31 March 2012 31 March 2012 31 March 2012	K Hirons	Approved budget
4.3	Increased recycling rates	Change method of collection to co-mingled with new vehicles	31 March 2012	I Roberts	Budget saving approved

Ref.	Action	Lead													Status / Corrective Action	
			July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June		
4.1	Improved street and environmental cleanliness															
4.1.1	Reschedule the current cleansing operation to maximise resources and improve efficiency of service. Identifying areas of concern and requirements for additional cleaning.	KH														
4.1.2	Introduce changes to service to improve cleanliness	KH														Potential Budget bid requirement.
4.1.3	Reschedule the current	KH														

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	grounds maintenance operation to maximise resources and improve efficiency of service. Identifying areas of concern and requirements for additional maintenance.														
4.1.4	Introduce changes to service to improve cleanliness	KH													
4.2	Customer satisfaction with cleanliness of District														
4.2.1	Monitor improvement in cleanliness through scheduled 4 monthly inspection	KH													
4.3	Increased recycling rates														
4.3.1	Introduce a co-mingled collection of recyclable materials, modifying the existing kerbside sort system	MB													Monthly meeting of Project Team in place comprising representatives from ICT, Finance and CSC.
4.3.2	Prepare tender for and purchase vehicles	KH													
4.3.3	Prepare tender for and purchase bins	KH													
4.3.4	Develop and publicise communication strategy	AW													
4.3.5	Hold regular meetings with County Council	MB													Meetings every 2 months
4.3.6	Regular project team	MB													Meeting every 2 weeks.

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Ref.	Action	Lead													Status / Corrective Action	
			July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June		
	meetings															

FP1: Managing Finances (including Value for Money)

5	Expected Outcomes	Improved Financial Management			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
5.1	Integrated financial and performance information	Integrated financial and performance management table	31 March 2012	JLP	Service accountants and budget holders
		Meetings with budget holders	31 March 2012	JLP	
5.2	Deliver Medium Term Financial Plan and statutory accounts	Financial Plan timetable	31 March 2012	JLP	Service accountants and budget holders
		New Use of Resources Action Plan	31 March 2012	JLP	
5.3	Clear understanding of costs base and comp	Detailed cost analysis	31 March 2011	JLP	Service accountants and budget holders
		Transaction costing undertaken	31 March 2011	JLP	
5.4	Budget consultation	Repeat Budget Jury	31 January 2010 and annually thereafter	HB/JLP	Head of Financial Services and CCPP team
		Further online Budget Consultation	31 January 2010 and annually thereafter		
5.5	Alternative methods of service delivery	Quarterly report	31 March 2012	JLP	Service accountants and budget holders

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Ref.	Action	Lead													Status / Corrective Action
			July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	
5.1	Integrated financial and performance information														
5.1.1	Present Integrated finance and performance report to PMB and Cabinet	JLP													
5.1.2	Develop commitment accounting for inclusion in financial reports	JLP													
5.1.3	Enable real time access to the financial system to support budget holders in the review of their monitoring reports.	JLP													
5.1.4	Review use of on-line purchasing system to ensure it is being used to its full potential across the Council	JLP													
5.2	Deliver Medium Term Financial Plan and statutory accounts														
5.2.1	Present summary financial position at Members away day	JLP													
5.2.2	Present financial planning timetable to Members	JLP													
5.2.3	Identify budget pressures from service business plans	JLP													
5.2.4	Consultation with budget jury, equality and diversity forum and residents via on-line feedback and	JLP													
5.2.5	Develop detailed budget	JLP													
5.2.6	Present draft budget	JLP													

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Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Status / Corrective Action
	position to Members														
5.2.7	Approval of final budget	JLP													
5.2.8	Develop Use of Resources action plan in relation to new framework	JLP													
5.2.9	Prepare final accounts timetable	JLP													
5.2.10	Final accounts training for departmental staff	JLP													
5.2.11	Preparation of accounts	JLP													
5.2.12	Approval by Audit Board	JLP													
5.3	Understanding Cost Base														
5.3.1	Undertake analysis of financial services costs	JLP													
5.3.2	Develop method for all services to identify cost base and identify transaction cost for comparison with other organisations	JLP													
5.3.3	Comparison of costs with other Councils to identify high cost services	JLP													
5.3.4	Identify a programme of review of high cost/ low quality services following development of cost analysis and benchmarking	JLP													
5.4	Budget consultation														
5.4.1	Recruit budget jury x 2 from school and from	HB													

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Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Status / Corrective Action
	general population.														
5.4.2	Hold initial budget jury.	HB													
5.4.3	Hold second budget jury	HB													
5.4.4	Hold third budget jury	HB													
5.4.5	Hold fourth budget jury	HB													
5.4.6	Report findings to Cabinet	HB													
5.4.7	Develop media plan and report each stage in media, linked to Internet consultation option.	HB													
5.4.8	Jurors to attend Full Council.	HB													
5.4.9	Complete evaluation and lessons learnt.	HB													
5.5	Alternative methods of service delivery														
5.5.1	Present detailed savings requirement to CMT for initial discussions on delivery for 2010/11	JLP													
5.5.2	Develop detailed costings of areas of savings identified by CMT for 2010/11	JLP													
5.5.3	Present options for delivery of savings via alternative methods of delivery to Members	JLP													
5.5.4	Approval of MTFP to include delivery of alternative service delivery to achieve savings	JLP													

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Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Status / Corrective Action
5.5.5	Report to Members (quarterly) and CMT (monthly) to monitor actual savings against targets within integrated finance and performance report	JLP													

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FP2: Governing the Business(including Value for Money)					
6	Expected Outcomes	Improved procurement , risk management and counter fraud arrangements			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
6.1	Improved procurement	Procurement Action Plan	31 March 2012	JLP	Procurement Manager and CMT
6.2	Supplier engagement with procurement	Supplier Seminars to be developed	31 March 2012	JLP	Procurement Manager
6.3	Effective risk management	Risk Management Strategy	31 March 2012	JLP	Internal Audit

Ref.	Action	Lead													Status / Corrective Action
			July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	
6.1	Improved procurement														
6.1.1	Develop joint procurement action plan between BDC and RBC	JLP													
6.1.2	Develop sustainability strategy to include procurement of goods and services	JLP													
6.1.3	Identify contracts in place at BDC	JLP													
6.1.4	Provide training for officers on procurement advise and support	JLP													
6.1.5	Develop framework contracts where relevant and reduce the number of suppliers to the Council	JLP													
6.1.6	Report procurement	JLP													

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Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Status / Corrective Action
	successes and updates to Members and CMT														
6.2	Supplier engagement with procurement														
6.2.1	Arrange supplier seminars to address issues of procurement and raise awareness of opportunities to trade with the Council	JLP													
6.3	Effective risk management														
6.3.1	Review risk registers via the risk steering group on a monthly basis to ensure risk actions are on track and relevant to service objectives	JLP													
6.3.2	Present summary risk register tracking to Audit Board	JLP													
6.3.3	Develop risk registers 2010/11 as part of the business plan process	JLP													
6.3.4	Present risk management training to Officers	JLP													
6.3.5	Present risk management training to Members	JLP													
6.3.6	Review the development of risk mitigation objectives with Zurich insurance to maintain low premium levels	JLP													
6.3.7	Raise awareness of the Corporate Fraud Team	JLP													

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Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Status / Corrective Action
	with staff and members														
6.3.8	Review and update policies in relation to fraud to include money laundering, whistle blowing and the anti-fraud and corruption strategy	JLP													
6.3.9	Provide training to Audit Board on Internal Control and Risk Management Issues	JLP													
6.3.10	Report to Audit Board on Internal Audit performance and higher risk audit reports as they are undertaken	JLP													

FP3: Managing Resources (including Value for Money)

7	Expected Outcome	Effective Asset Utilisation			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources

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7.1	Manage assets effectively	Annual review of Asset Management Plan	31 March 2012		Legal and Democratic Services
		Dispose of/ retain assets as per Council priorities	31 March 2012		
		Undertake regular programme of condition surveys for all assets to ensure they are fit for purpose	31 March 2012		
7.2	Produce Workforce Plan	Annual update of workforce plan	31 March 2012		OD Budget; Service managers
		Implementation of workforce plan strategies	31 March 2012		
7.3	Environmental risk management	Budget bid for joint Climate Change Officer with Redditch BC	31 March 2012		Budget bid for Climate Change Officer
		Climate Change Action Plan	31 March 2012		

Ref.	Action	Lead													Status / Corrective Action
			July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	
7.1	Manage assets effectively														
7.1.1	Asset Management Group will review plan as part of the work programme	TB													
7.1.2	Asset review have been carried out by WCC and will be reported to	TB													

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			July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June		
	Members in Sept 2009															
7.1.3	All assets identified, categorised and loaded on to asset management data base	TB														
7.1.4	Establish asset review process in line with Use of Resources guidelines	TB														
7.1.5	Dispose of/ retain assets as per Council priorities	TB														
7.2	Produce Workforce Plan (see Section 15.3 Modernisation)															
7.3	Environmental risk management															
7.3.1	Introduce actions to tackle Council's carbon emissions	PS														
7.3.2	Promote actions to reduce carbon emissions in the community	PS														
7.3.3	Pursue Climate Change Matrix	PS														

FP4: Managing Performance (including Value for Money)

8	Expected Outcome	Embedded Performance Management Arrangements			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
8.1	Identify and deliver priority services, outcomes and improvements	Production of monthly report	As per forward plan	HB	CCPP Team
8.2	Provide the leadership,	Delivery of the Performance	31 March 2012	HB	CCPP Team

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	capacity and capability necessary to deliver future improvements	Management Strategy Action Plan			
8.3	Contribute to improving wider community outcomes (e.g. LAA, MAA)	Sustainable Community Strategy fundamental review completed	30 November 2009	HB	CCPP Team; LSP Theme Group Leaders
8.4	Tackle inequality and improve outcomes for people in vulnerable circumstances	Annual E&D Forum/ DUG conference to identify top priorities for vulnerable groups	30 September 2009	CF	CCPP Team; Equalities Officer; E & D Forum; Disabled Users' Group

Ref.	Action	Lead													Status / Corrective Action	
			July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June		
8.1	Identify and deliver priority services, outcomes and improvements															
8.1.1	Monthly performance report to CMT/Leaders and PMB.	HB														
8.1.2	Report predicted outturn.	HB														
8.1.3	Annual review of indicator set.	HB														
8.1.4	Annual Report	HB														
8.2	Provide the leadership, capacity and capability necessary to deliver future improvements															
8.2.1	Review Performance Strategy action plan each month (including data quality strategy action plan).	HB														
8.2.2	Complete initial draft of VFM dashboard.	HB														See 5.3 for usage of dashboard
8.2.3	Update programme/project management arrangements with audit findings.	HB														

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			July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June		
8.2.4	Complete lean systems pilots.	HB														
8.2.5	Customer First Part 3 training complete.	HB														
8.2.6	Data quality spot checks complete.	HB														
8.3	Contribute to improving wider community outcomes (e.g. LAA, MAA)															
8.3.1	Undertake LSP Board Away Days	HB														
8.3.2	Complete locality evaluation.	HB														
8.3.3	Complete first draft of strategy.	HB														
8.3.4	Undertake impact assessment on community engagement.	HB														
8.3.5	Undertake additional engagement as required.	HB														
8.3.6	Complete annual report	HB														
8.3.7	Full Council approval	HB														
8.4	Tackle inequality and improve outcomes for people in vulnerable circumstances															
8.4.1	Equality and Diversity Conference Event	CF														
8.4.2	Refresher training for Hate Crime Reporting Centres throughout District	CF														
8.4.3	Deliver NVQ training to all Equality and Diversity Champions	CF														
8.4.4	Deliver all targets within the Equality and Diversity Level 3 action plan	CF														
8.4.5	Deliver Black History	CF														

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Ref.	Action	Lead													Status / Corrective Action	
			July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June		
	Month Event															
8.4.6	Deliver the Diwali Event	CF														
8.4.7	Deliver the LGBT training and awareness week	CF														

PR1: Customer Processes					
9	Expected Outcome	Improved Customer Processes			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
9.1	Customer Service Centre	Delivery against Customer First Strategy Action plan Analysis of enquiries by type	31 December 2010	DP	Head of E-Government; Improvement Manager; CSC staff
9.2	Customer Satisfaction	Delivery of Customer First and Access Strategy Action Plan	31 March 2012	HB	Customer First Board
9.3	Complaints Handling	Production of report	Quarterly from 1 st April 2009 onwards	HB	CCPP Team
9.4	Spatial Project	Coordination of service specific feedback from Heads of Service to inform evaluation	31 December 2009	DP	E-Gov Team

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Ref.	Action	Lead													Status / Corrective Action
			July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	
9.1	Customer Service Centre														
9.1.1	Cascade relevant actions into CSAs task lists.	DP													
9.1.2	Monitor delivery of individual task lists at monthly 1:2:1 meetings	DP													
9.1.3	Report performance against actions to the Customer First Board	DP													
9.2	Customer satisfaction (delivery of customer access strategy)														
9.2.1	Monthly review of action plan at Customer First Board.	HB													
9.2.2	Annual update to Cabinet	HB													
9.2.3	Customer First Part 3 training complete.	HB													
9.2.4	Launch of updated customer standards.	HB													
9.2.5	Development of budget bids for improved marketing and customer insight software.	HB													
9.3	Complaints handling														
9.3.1	Quarterly report to Cabinet/PMB.	HB													
9.4	Spatial project														
9.4.1	Contact relevant departments for feedback	DP													
9.4.2	Produce evaluation report	DP													

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PR2: Political Governance					
10	Expected Outcome	Improved Governance			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
10.1	Overview and Scrutiny	Ethical governance improvement through better reports and pre-check and presentation by Portfolio holder Community Calls for action introduced in accordance with regulations and guidance	31 March 2012 31 March 2011	CF	Legal and Democratic Services
10.2	Member standards	Issuing of guidance and training based in identified issues and improved member conduct Regular training and briefing sessions on conduct, behaviour, bias and pre-determination	31 March 2012 31 March 2012	CF	Legal and Democratic Services
10.3	Modern Councillor Programme	Delivery of mandatory and priority elements of Member Development Programme Member Development Charter	1 April 2009 onwards 31 March 2012	CF	Member Training approved budget
10.4	Elections	Introduction of electoral performance standards	30 June 2009	CF	Legal and Democratic Services

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PR2: Political Governance					
10	Expected Outcome	Improved Governance			
Ref.	Measures of Success	Actions Required	Timescales		Lead
		Development of a schools and community programme that encourages everyone to participate in the democratic process.	31 March 2012		
		Electoral charter mark	31 March 2012		

Ref.	Action	Lead													Status / Corrective Action
			July	Aug	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	
10.1	Overview and Scrutiny														
10.1.1	Determination of process for considering Councillor Calls for Action	CF													
10.1.2	Councillors trained/informed on Councillor Calls for Action	CF													
10.1.3	Report to Council on new governance arrangements required by LGPIHA 2007 with proposed consultation arrangements	CF													
10.1.4	Council to decide on new governance arrangements following consultation	CF													
10.1.5	Petitions scheme to be agreed by Council (subject	CF													

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Ref.	Action	Lead	July	Aug	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Status / Corrective Action
	to LDEDC Bill being enacted)														
10.2	Member Standards														
10.2.1	Adoption of new Code of Conduct for Members	CF													
10.2.2	Training on new Code of Conduct for Members	CF													
10.2.3	Promotion of ethical standards regime and complaints procedure	CF													
10.3	Modern Councillor Programme														
10.3.1	Gap analysis and training plan for 2009/10 committee/board membership	CF													COMPLETE
10.3.2	Identify key actions to deliver recommendations within the primary charter assessment	CF													
10.3.3	Evaluation strategy	CF													
10.3.4	PDPs for members	CF													
10.4	Elections														
10.4.1	Deliver targets within Electoral Standards	CF													
10.4.2	Deliver Democracy Week Event	CF													
10.4.3	Deliver regular briefings to Equality and Diversity and DUG group to encourage voter participation	CF													

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Ref.	Action	Lead													Status / Corrective Action	
			July	Aug	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June		
10.4.5	Work with Older Peoples Forum, Homes and Sheltered Schemes to encourage voter participation	CF														
10.4.6	Deliver targets within Charter Mark Action Plan	CF														

PR3: Joint CEO with Redditch Borough Council

11.	Expected Outcome	Increased Value for Money			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
11.1	Medium wins	Delivery of project plans for each business case approved.	31 July 2009	KD	Heads of Service
11.2	Completion of phase 3 business case with clear statement of service delivery benefit and efficiencies	Development of business case.	31 July 2009	KD	Heads of Service
11.3	Decision to progress	Report to both Full Councils setting out service and efficiency benefits.	As per each agreed business case. Full Council 31 July 2009	KD KD	Acting Joint CEO. CMT of both councils External support funded

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PR3: Joint CEO with Redditch Borough Council					
11.	Expected Outcome	Increased Value for Money			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
					£40,000 for each authority

Ref.	Action	Lead													Status / Corrective Action
			July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	
11.1	Medium wins														
11.1.1	Business cases submitted to Full Council	KD													Business cases will be submitted for Economic Development, IT and CCTV / Lifeline.
11.1.2	Implementation of medium term wins	KD													Dependent upon decision at full Council meetings at end of July. More detailed implementation plans will be developed as part of the production of the business cases and the Improvement Plan updated accordingly. Staff consultation will need to be undertaken.
11.2	Completion of phase 3 business case with clear statement of service delivery benefit and efficiencies														
11.2.1	Business case submitted to full Council	KD													Business cases submitted to both full Councils.
11.3	Decision to progress														
11.3.1	Implementation of business case	KD													Dependent upon decision at full Council meetings at end of July. More detailed implementation plan will be developed as part of the production of the business cases and the Improvement Plan updated accordingly. Staff consultation will need to be undertaken.

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PR4: Improved Partnership Working					
12	Expected Outcome	Improved Partnership Working			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
12.1	Co-mingled recyclables collection	Joint working with WCC to deliver co-mingled service	30 April 2010	MB	Budget bid
12.2	Fundamental review of Bromsgrove Sustainable Community Strategy	Sustainable Community Strategy fundamental review completed	30 November 2009	HB	CCPP Team; LSP Theme Group Leaders
12.3	Grants Policy	Research and consultation to prepare draft policy	31 December 2009	HB	CCPP Team

Ref.	Action	Lead													Status / Corrective Action
			July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	
12.1	Co-mingled recyclables collection (see Section 4.3 Clean Streets & Climate Change)														
12.2	Fundamental review of Bromsgrove Sustainable Community Strategy (see Section 8.2 Managing Performance)														
12.3	Grants policy														
12.3.1	Benchmark grants policies of other councils.	HB													
12.3.2	Develop draft and seek Cabinet approval.	HB													

PR5: Planning					
13.	Expected Outcome	Improved Planning Service and Balanced Development of District			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
13.1	Longbridge	Progress Area Action Plan to adoption	30 June 2009	MD	Development Control and Strategic Planning

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PR5: Planning					
13.	Expected Outcome	Improved Planning Service and Balanced Development of District			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
		Secure community benefits via s.106 agreements	31 March 2012		
13.2	Regional Spatial Strategy	RSS2 -examination in public RSS3 – submit Council response to options consultation RSS3 - Submit council response to preferred options consultation RSS 3 – examination in public	30 June 2009 30 July 2009 31 May 2010 30 th September 2010	MD	Strategic Planning
13.3	Local Development Framework	Production, submission and adoption of LDF documents: <ul style="list-style-type: none"> • Core Strategy • Town Centre (See 1.1 above) Production, submission and adoption of Development Plan Documents on rolling basis	30 June 2010 30 June 2011 31 March 2012	MD	Strategic Planning
13.4	Effective Development Control Service	Recruitment and retention of staff to ensure capacity exists to deliver against targets	31 December 2009 and annually thereafter	DH	Development Control

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PR5: Planning					
13.	Expected Outcome	Improved Planning Service and Balanced Development of District			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
		Determination of planning applications in accordance with policy, taking into account all material considerations	31 March 2012	DH	
		Quarterly Member Planning training	31 March 2012	DH	
		Peer Review of Development Control Service	31 st October 2009	HB/DH	
		Migration of service to Customer Service Centre	31 July 2009	DH	

Ref.	Action	Lead													Status / Corrective Action
			July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	
13.1	Longbridge														
13.1.1	Attend Project Delivery Board Meetings	PS													
13.1.2	Attend Project Delivery Group meetings and	MD													
13.1.3	Regular meeting with developers landowners dependant on progress with the Applications	MD													
13.2	Regional Spatial Strategy														
13.2.1	Respond to RSS3	MD													

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Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Status / Corrective Action
	options														
13.2.2	Receive RSS2 Panel report and respond if necessary	MD													
13.2.3	Receive and respond to RSS2 Proposed Changes	MD													
13.2.4	Prepare RSS3 consultation response	MD													
13.2.5	Submit RSS3 Response	MD													
13.3	Local Development Framework														
13.3.1	Assemble Core Strategy Evidence base	MD													
13.3.2	Prepare Further Draft Core Strategy	MD													
13.3.3	Consult on Further Draft Core strategy	MD													
13.3.4	Consult on Final Core strategy	MD													
13.4	Effective Development Control Service														
13.4.1	Recruitment and retention of staff	DH													
13.4.2	Determination of planning applications	DH													
13.4.3	Quarterly Member Planning training	DH													
13.4.4.	Migration of Development Control Service to Customer Service Centre	DH													
13.4.5	Undertake I&DeA Peer Review	HB/DH													

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Ref.	Action	Lead													Status / Corrective Action	
			July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June		
13.4.6	Consider results at Customer First Board and CMT, including action plan.	HB/DH														
13.4.7	Report conclusions to Members.	HB/DH														
13.4.8	Deliver action plan.	HB/DH														

HR & OD1: Learning and Development					
14	Expected Outcome	Modern Councillors and Officers			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
14.1	Employee skills and capacity	Develop core competencies for all staff	31 Jan 2010	HP	L&D Manager
		Review of PDR process Streamline Modern Manager	31 Jan 2010		
		Framework to make more accessible	31 Jan 2010		
14.2	Maintain Investors in People accreditation	Review and deliver IIP action plan	30 April 2011	HP	HROD team
		Hold annual Management Conference	31 October 2009 and annually thereafter		

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Ref	Action	Lead													Status / Corrective Action	
			July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June		
14.1	Employee skills and capacity															
14.1.1	Finish 'The Bromsgrove Way' framework inc staff comps and changes to whole PDR scheme	HP														
14.1.2	1 st draft to CMT for feedback	HP														
14.1.3	Consult unions and staff working group	HP														
14.1.4	To CMT for final approval	HP														
14.1.5	Training for staff and managers to support launch	HP														
14.2	Maintain Investors in People accreditation															
14.2.1	Annual mgt conf – proposal to CMT	HP														
14.2.2	Annual mgt conf - deliver	HP														
14.2.3	Future stars – proposal to CMT	HP														
14.2.4	Future stars – launch (as part of workforce plan/ succession plan)															
14.2.5	Mgt induction – launch	HP														
14.2.6	Mgt induction – TNA/PDP	HP														
14.2.7	Mgt induction – implement individual PDPs	HP														
14.2.8	Mg induction – evaluation report to CMT	HP														
14.2.9	liP spot check by usual external assessor to benchmark progress against new standards (Bronze/Silver/Gold)	HP														

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Ref	Action	Lead													Status / Corrective Action	
			July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June		
14.2.10	liP spot check – report findings to CMT with any recovery proposals	HP														

HR&OD2: Modernisation					
15	Expected Outcome	Consistency in people management			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
15.1	Maintenance of equal pay	Annual monitoring of pay structure Delivery of JE appeals process Development of Market Forces Supplement policy	31 March 2010 and annually thereafter TBC dependent upon number of appeals. September 2009	JP SG MS	HR team CMT Trade Unions
15.2	Policy review and development	Deliver the annual HR policy programme Consultation with managers and trade unions as policies are reviewed/ developed	31 March 2010 31 March 2010		HR team
15.3	Creation of a workforce plan	Delivery of gap analysis based on SERCO business case Delivery of qualifications	31st March 2010	HP	Learning & OD Manager OD budget

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HR&OD2: Modernisation					
15	Expected Outcome	Consistency in people management			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
		survey/skills survey Identify strategic HR solutions/strategies to close the gap			
15.4	Delivery of corporate target for sickness absence and consistency in managerial approach	Delivery of return to work interview training for managers Use of Performance clinics Production of monthly monitoring reports	31 st March 2010	SG	HR Advisors OD Budget Assistant Chief Executive Head of Human Resources and OD

Ref.	Action	Lead													Status / Corrective Action
			July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	
15.1	Maintenance of equal pay														
15.1.1	3 monthly JE Auditing and annual review														
15.1.2	<i>JE Appeals (Timelines to be populated when numbers of appeals are known)</i>														
15.1.3	Delivery of Market Forces Supplement policy														

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Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Status / Corrective Action
15.2	Policy review and development														
15.2.1	<i>Harmonisation of employee terms and conditions of employment; post SERCO report.</i>	JP/HR Advisors													<p><i>SERCO report received 03.06.09.</i></p> <p><i>Detailed project plan to be developed in readiness for end June Shared Services Board meeting.</i></p> <p><i>Improvement Plan timelines to be re-populated once outline project plan has been approved by Programme Board.</i></p>
15.3	Creation of workforce plan														
15.3.1	Carry out gap analysis	HP													
15.3.2	Re-do qualifications/skills survey														
15.3.3	Develop strategic HR&OD solutions	JP/HP													
15.3.4	Proposals to CMT	JP/HP													
15.3.5	Consult unions/staff working group	HP													
15.3.6	Plan back to CMT for approval	JP/HP													
15.3.6	Commence implementation	JP													After June 2010

HR& OD 3: Positive Employee Climate

16	Expected Outcome	To be perceived as an Employer of Choice													
Ref.	Measures of Success	Actions Required			Timescales			Lead	Resources						

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HR& OD 3: Positive Employee Climate					
16	Expected Outcome	To be perceived as an Employer of Choice			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
16.1	Recruitment and Retention of staff	Review of work- life balance practices Review of family friendly practices	31 March 2010	MS/SG/NW “	HR Team Trade Unions CMT
16.2	Employee satisfaction	Employee survey recovery plan	31 March 2010	HP	Learning & OD Manager OD Budget
16.3	Industrial relations	6-weekly meeting with unions attended by senior managers	31 March 2012	MS	HR and OD team Equalities Officer Head of HR and OD Trade Unions
16.4	Safe and healthy working environment	Development of Health and Safety policies Commitment to Wellness Works Initiative and delivery of wellbeing programme for employees Operation of Corporate Health and Safety Committee	30 June 2010	DI	Health and Safety Advisor Executive Director Partnerships and Projects Head of HR and OD Health and Safety Committee Trade Unions

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Ref.	Action	Lead													Status / Corrective Action
			July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	
16.1	Recruitment and retention of staff														
16.1.1	Review Flexi Leave (<i>Work-life/balance practices</i>)	SG													This work will be dependent upon team capacity – the priority will be to address 15.2.1
16.1.2	Review Career Break/Sabbatical practice (<i>Work-life balance practices</i>)	MS													This work will be dependent upon team capacity – the priority will be to address 15.2.1
16.1.3	Review Home Working practices (<i>Work-life balance practices</i>)	SG													This work will be dependent upon team capacity – the priority will be to address 15.2.1
16.1.4	Reports to CMT	MS/SG													This work will be dependent upon team capacity – the priority will be to address 15.2.1
16.1.	Consult trade unions post CMT approval in respect of flexi leave, career break/sabbatical practices	MS/SG													This work will be dependent upon team capacity – the priority will be to address 15.2.1
16.1.6	Commence feasibility study into Term Time Only Working arrangements (<i>Family Friendly practices</i>)	NW													This work will be dependent upon team capacity – the priority will be to address 15.2.1
16.1.7	Report to CMT on findings of feasibility study into Term Time Only working (<i>Family Friendly practices</i>)	NW													This work will be dependent upon team capacity – the priority will be to address 15.2.1
16.1.8	Consult trade unions post CMT approval in respect of Term Time Only Working practices (<i>Family Friendly practices</i>)	NW													This work will be dependent upon team capacity – the priority will be to address 15.2.1
16.2	Employee satisfaction														

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Ref.	Action	Lead													Status / Corrective Action	
			July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June		
16.2.1	<i>Employee survey - implementation of recovery plan – specific tasks not finalised therefore no detail available @ 3/6/09</i>	HP														<i>Focus groups carried out in May 2009. Recovery proposals to CMT in June 2009. Exact timelines to be re-populated post CMT report.</i>
16.3	Industrial relations															
16.3.1	6 weekly Union Liaison Meetings															
16.4	Safe working environment															
16.4.1	Delivery of employee health and wellbeing programme															
16.4.2	Review Corporate Health and safety policy															
16.4.3	Develop Alcohol and Drugs Awareness policy															
16.4.4	Operation of Corporate Health and Safety Committee															