

BROMSGROVE DISTRICT COUNCIL

2ND SEPTEMBER 2009

CABINET

IMPROVEMENT PLAN EXCEPTION REPORT [July 2009]

Responsible Portfolio Holder	Cllr. Roger Hollingworth, Leader of the Council
Responsible Officer	Hugh Bennett Assistant Chief Executive

1. SUMMARY

- 1.1 To ask Cabinet to consider the Improvement Plan Exception Report for July 2009 (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 CMT notes that for the 83 actions highlighted for July within the plan 80.7% of the Improvement Plan is on target [green], 13.3% is one month behind [amber] and 0% is over one month behind [red]. 6% of actions have been reprogrammed or suspended with approval¹; these include the suspension of the Budget Jury (due to shared services).
- 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 four corporate priorities and thirteen enablers identified in the Council Plan 2009/2012.
- 3.2 The Improvement Plan is designed to help monitor the detailed actions flowing from the Council Plan, which will help move the Council forward to excellent in the medium term.
- 3.3 There were 11 amber activities this month for the following areas of the Improvement Plan:-

¹ NB reprogrammed actions are those that have been moved to a later point in the year. Suspended actions are those which have been suspended completely for the period covered by the Plan.

Ref.	Council Plan Balanced Scorecard Reference	Number
CP1	Town Centre	4
CP3	Sense of Community	2
FP3	Managing Resources	1
PR3	Joint CEO with Redditch Borough Council	1
PR5	Planning	1
HR & OD1	Learning & Development	2

3.4 The re-programmed and suspended actions Plan are:-

Ref.	Action	Reason
5.4.1, 5.4.2, 5.4.3, 5.4.7	Budget Jury	Suspended due to shared services
8.3.4	Community engagement impact assessment	Suspended

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 four priorities as per the 2009/2012 Council Plan.

7. **RISK MANAGEMENT**

Corporate Risk Title	Improvement Plan Reference
KO1: Effective Financial Management and Internal Control	FP1 – Managing Finances
KO2: Effective corporate leadership	FP1 – Managing Finances FP2 – Governing the Business FP3 – Managing Resources FP4 – Managing Performance PR2 –Political Governance
KO3: Effective Member / Officer relations	PR2 –Political Governance HROD1 – Learning & Development
KO4: Effective Member / Member relations	PR2 –Political Governance HROD1 – Learning & Development
KO5*: Full compliance with the Civil Contingencies Act and effective Business Continuity	PR1 – Customer Processes
KO6: Maximising the benefits of investment in ICT equipment and training	PR1 – Customer Processes
KO7: Effective partnership working	PR4 – Improved Partnership Working

KO8: Effective communications (internal and external)	PR1 – Customer Processes
KO9: Equalities and diversity agenda embedded across the Authority	CP3 – Sense of Community FP4 – Managing Performance
KO10: Appropriate investment in employee development and training	HROD1 – Learning & Development HROD2 – Modernisation HROD3- Positive Employee Climate
KO11: Effective employee recruitment and retention	HROD1 – Learning & Development HROD2 – Modernisation HROD3- Positive Employee Climate
KO12: Full compliance with all Health and Safety legislation	HROD3- Positive Employee Climate
KO13: Effective two tier working and Community Engagement	CP3 – 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	FP1 – Managing Finances FP4 – Managing Performance
KO16: The Council no longer in recovery	FP1 – Managing Finances FP2 – Governing the Business FP3 – Managing Resources FP4 – Managing Performance PR2 –Political Governance
KO17: Effective Projects Management	FP1 – Managing Finances
KO19: Effective Business and Performance Management	FP4 – Managing Performance
KO20: Effective Customer Focused Authority	CP3 – Sense of Community PR1 – Customer Processes

* KO5 and KO18 have been merged

8. CUSTOMER IMPLICATIONS

8.1 The Improvement Plan includes a range of actions to deliver the Council's Customer First value. Please see section PR1 of the Improvement Plan.

9. EQUALITIES AND DIVERSITY IMPLICATIONS

9.1 Please see sections CP3 and FP4 of the Improvement Plan

10. VALUE FOR MONEY IMPLICATIONS

10.1 See sections FP1-FP3 of the Improvement Plan

11. OTHER IMPLICATIONS

Procurement Issues: See Section FP2 of the Improvement Plan.
Personnel Implications: See Sections HROD1-HROD3 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 CP3 of the Improvement Plan
Policy: All sections of the Improvement Plan relate to this.
Environmental: See sections CP4 and FP3 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	At CMT
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 July 2009.

15. BACKGROUND PAPERS:

15.1 The full Improvement Plan for July 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: Rebecca Dunne
E Mail: r.dunne@bromsgrove.gov.uk
Tel: (01527) 881616

Exception Report for July 2009 Improvement Plan

Appendix 1

PROGRESS IN 2009/10

Overall performance as at the end of July 2009, in comparison with the previous year, is as follows: -

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	3	3.85%	RED	1	1.2%
AMBER	4	3.6%	AMBER	3	2.3%	AMBER	5	4.9%	AMBER	5	5.4%	AMBER	3	3.85%	AMBER	0	0%
GREEN	95	86.4%	GREEN	112	86.2%	GREEN	80	78.5%	GREEN	71	76.3%	GREEN	60	76.9%	GREEN	70	82.3%
REPRO	11	10.0%	REPRO	13	10.0%	REPRO	14	13.7%	REPRO	14	15.1%	REPRO	12	15.4%	REPRO	14	16.5%

July 2009			August 2009			September 2009			October 2009			November 2009			December 2009		
RED	0	0%	RED			RED			RED			RED			RED		
AMBER	11	13.3%	AMBER			AMBER			AMBER			AMBER			AMBER		
GREEN	67	80.7%	GREEN			GREEN			GREEN			GREEN			GREEN		
REPRO	0	0%	REPRO			REPRO			REPRO			REPRO			REPRO		
SUSP	5	6%	SUSP			SUSP			SUSP			SUSP			SUSP		

January 2010			February 2010			March 2010			April 2010			May 2010			June 2010		
RED			RED			RED			RED			RED			RED		
AMBER			AMBER			AMBER			AMBER			AMBER			AMBER		
GREEN			GREEN			GREEN			GREEN			GREEN			GREEN		
REPRO			REPRO			REPRO			REPRO			REPRO			REPRO		
SUSP			SUSP			SUSP			SUSP			SUSP			SUSP		

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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.*		Suspended**
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* NB. Reprogrammed actions are 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 once they have received approval.

**NB. Suspended actions are those that have been suspended completely for the period covered by the Improvement Plan

An Exception Report detailing corrective actions follows:

Exception Report for July 2009 Improvement Plan

Appendix 1

CP1: Town Centre																	
Ref	July 2009 Action	Colour	Corrective Action												Who	Original Date	Revised Date
1.1.1	Engage specialist organisation to complete unified vision		Meeting planned for September to start this work with planning architects.												PS	July 09	Sept 09
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
1.1	Agreement on preferred option of Area Action Pan																
1.1.1	Engage specialist organisation to complete unified vision	PS														Meeting planned for September to start this work with planning architects.	

CP1: Town Centre																	
Ref	July 2009 Action	Colour	Corrective Action												Who	Original Date	Revised Date
1.2.1	Draw up proposal for funding to support design work		Initial work on design undertaken but on hold pending Sainsbury's planning application (Section 106 monies)												PS	July 09	Sept 09
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
1.2	Design for High Street																
1.2.1	Draw up proposal for funding to support design work	PS														Initial work on design undertaken but on hold pending Sainsbury's planning application (Section 106 monies)	

CP1: Town Centre																	
Ref	July 2009 Action		Colour		Corrective Action										Who	Original Date	Revised Date
1.4.2	Establish dates for meetings a year ahead				Second meeting held mid August- 33 community delegates attended. Rather than quarterly meetings we are likely to time them around events e.g. the opening of the toilets.										PS	July 09	TBC
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
1.4	Community engagement																
1.4.2	Establish dates for meetings a year ahead	PS														Second meeting held mid August- 33 community delegates attended. Rather than quarterly meetings we are likely to time them around events e.g. the opening of the toilets.	

CP1: Town Centre																	
Ref	July 2009 Action		Colour		Corrective Action										Who	Original Date	Revised Date
1.4.5	Establish Leisure Centre Study Group				EXTENDED- Group to be established in August with meetings then scheduled for every 6 weeks										PS	July 09	Aug 09
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
1.4	Community engagement																
1.4.5	Establish Leisure Centre	PS														EXTENDED- Group to be established in	

Exception Report for July 2009 Improvement Plan

Appendix 1

Study Group																August with meetings then scheduled for every 6 weeks
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CP3: Sense of Community

Ref	July 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		
3.2.1	Agree and publicise the CSP's 12-month action plan relating to the strategic assessment.														JG	July 09	Sept 09
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															EXTENDED: The Bromsgrove Community Safety Partnership Plan has now been completed; this will be circulated to partners week commencing 17/08/09. Once approved at the next steering group meeting on 3/09/09, a public friendly version will be published on the internet by the end of September.

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Appendix 1

CP3: Sense of Community																	
Ref	July 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		
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.														JG	July 09	Sept 09
3.2	Reduction in fear of crime																
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.	JG														EXTENDED: CDRP Communication Group to be established to meet at the beginning of September. The purpose of this group will be to create a communication and community engagement strategy. We are waiting for guidance from the Safer Communities Board who meet 3/09/09.	

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Appendix 1

FP1: Managing Finances (including Value for Money)																	
Ref	July 2009 Action	Colour	Corrective Action												Who	Original Date	Revised Date
5.4.1	Recruit budget jury x 2 from school and from general population.		SUSPENDED												HB	July 09	-
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
5.4	Budget consultation																
5.4.1	Recruit budget jury x 2 from school and from general population.	HB														SUSPENDED	

FP1: Managing Finances (including Value for Money)																	
Ref	July 2009 Action	Colour	Corrective Action												Who	Original Date	Revised Date
5.4.2	Hold initial budget jury		SUSPENDED												HB	July 09	-
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
5.4	Budget consultation																
5.4.2	Hold initial budget jury	HB														SUSPENDED	

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Appendix 1

FP1: Managing Finances (including Value for Money)																	
Ref	July 2009 Action		Colour	Corrective Action											Who	Original Date	Revised Date
5.4.3	Hold second budget jury			SUSPENDED											HB	July 09	-
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
5.4	Budget consultation																
5.4.3	Hold second budget jury	HB														SUSPENDED	

FP1: Managing Finances (including Value for Money)																	
Ref	July 2009 Action		Colour	Corrective Action											Who	Original Date	Revised Date
5.4.7	Develop media plan and report each stage in media, linked to Internet consultation option.			SUSPENDED											HB	July 09	-
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
5.4	Budget consultation																
5.4.7	Develop media plan and report each stage in media, linked to Internet consultation option.	HB														SUSPENDED	

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FP4: Managing Performance (including Value for Money)																	
Ref	July 2009 Action	Colour	Corrective Action												Who	Original Date	Revised Date
8.3.4	Undertake impact assessment on community engagement.		SUSPENDED												HB	July 09	-
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
8.3	Contribute to improving wider community outcomes(e.g. LAA, MAA)																
8.3.4	Undertake impact assessment on community engagement.	HB														SUSPENDED	

FP3: Managing resources (including Value for Money)																	
Ref	July 2009 Action	Colour	Corrective Action												Who	Original Date	Revised Date
7.3.3	Pursue Climate Change Matrix		Suspended												PS	July 09	-
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
7.3	Environmental risk management																
7.3.3	Pursue Climate Change Matrix	PS														SUSPENDED	

PR3: Joint CEO with Redditch Borough Council																	
Ref	July 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		
11.1.1	Business cases submitted to Full Council				Further work to be undertaken on cost sharing measures – to be submitted to full council in September. Economic Development business case delayed due to issues of capacity at Wyre Forest- further work to be undertaken to develop a robust timeline on this.										KD	July 09	Sept 09
11.1	Medium wins																
11.1.1	Business cases submitted to Full Council	KD														EXTENDED- Business cases submitted for IT and CCTV / Lifeline to Shared Services Board in July in accordance with the timescales set. Agreed in principle but further work to be undertaken on cost sharing measures – to be submitted to full council in September. Economic Development business case delayed due to issues of capacity at Wyre Forest – further work to be undertaken to develop a robust timeline on this.	

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PR5: Planning																	
Ref	July 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		
13.4.4	Migration of Development Control Service to Customer Service Centre				Migration date amended to 1 st October to enable range of publicity to be undertaken. Work is progressing with these aspects.										DH	July 09	Oct 09
13.4	Effective Development Control Service																
13.4.4	Migration of Development Control Service to Customer Service Centre	DH														REPROGRAMMED- Migration originally planned for end June. Date postponed to explore opportunities for including other aspects in migration. Resolved not to include this at current time. Migration date amended to 1 st October to enable range of publicity to be undertaken. Work is progressing with these aspects.	

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HR & OD1: Learning & Development																	
Ref	July 2009 Action	Colour	Corrective Action												Who	Original Date	Revised Date
14.1.1	Finish 'The Bromsgrove Way' framework inc staff comps and changes to whole PDR scheme		Put on hold by CEO in July pending single management team												HP	July 09	Dec 10
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
14.1	Employee skills and capacity																
14.1.1	Finish 'The Bromsgrove Way' framework inc staff comps and changes to whole PDR scheme	HP														SUSPENDED- Put on hold by CEO in July pending single management team, new structures and associated impact for launch of updated scheme.	

HR & OD1: Learning & Development																	
Ref	July 2009 Action	Colour	Corrective Action												Who	Original Date	Revised Date
14.2.5	Mgt induction – launch		Proposed approach declined by CMT in July. New approach under development.												HP	July 09	TBC
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
14.2	Maintain Investors in People accreditation																
14.2.5	Mgt induction – launch	HP														Proposed approach declined by CMT in July. New approach under development –actions and dates to be determined consideration by CMT of 2 nd report proposals	