

**BROMSGROVE DISTRICT COUNCIL**

**16 FEBRUARY 2007**

**PERFORMANCE MANAGEMENT BOARD**

**IMPROVEMENT PLAN EXCEPTION REPORT [DECEMBER 2006]**

Responsible Portfolio Holder	Councillor Roger Hollingworth Leader of the Council
Responsible Officer	Hugh Bennett Assistant Chief Executive

**1. SUMMARY**

- 1.1 To report to the Performance Management Board to ask them to consider the attached updated Improvement Plan Exception Report for December 2006.

**2. RECOMMENDATION**

- 2.1 That the Performance Management Board considers the revisions to the Improvement Plan Exception Report, and the corrective action being taken and makes recommendation to the Portfolio Holder and Executive Cabinet if appropriate.
- 2.2 That the Performance Management Board notes that 89.5 percent of the Improvement Plan is on target [green] 7 percent is one month behind [amber] and 3.5 percent is over one month behind [red].

**3 BACKGROUND**

- 3.1 The Council overhauled its Recovery Plan in July 2006 in order to give the plan a more outward focus e.g. performance indicators, customer issues, strategic priorities etc. The new plan, renamed the Improvement Plan, was agreed by Cabinet on 2<sup>nd</sup> August 2006.
- 3.2 The full Improvement Plan will provide background information only and will be emailed to Members of the Performance Management Board. The Improvement Plan will also be posted onto the Council website at the address at the end of this report with two hard copies placed in the members room.

**4. PROGRESS IN DECEMBER 2006**

- 4.1 Overall performance as at the end of December 2006 is as follows: -

**December 2006**

**November 2006**

<b>RED</b>	<b>4</b>	<b>3.5%</b>	<b>RED</b>	<b>13</b>	<b>9%</b>
<b>AMBER</b>	<b>8</b>	<b>7.0%</b>	<b>AMBER</b>	<b>22</b>	<b>15%</b>
<b>GREEN</b>	<b>97</b>	<b>89.5%</b>	<b>GREEN</b>	<b>114</b>	<b>76%</b>

Where: -

	<b>On Target</b>
	<b>Less than one month behind target</b>
	<b>Over one month behind target</b>
	<b>Original date of planned action</b>
	<b>Re-programmed date.</b>

- 4.2 An Exception Report detailing corrective actions being under taken for red and amber tasks is attached at **Appendix 1**

## **5. FINANCIAL IMPLICATIONS**

- 5.1 No financial implications.

## **6 LEGAL IMPLICATIONS**

- 6.1 No Legal Implications.

## **7. CORPORATE OBJECTIVES**

- 7.1 The Improvement Plan relates to all of the Council's four objectives and ten priorities as approved on the 19<sup>th</sup> September Full Council.

## **8. RISK MANAGEMENT**

- 8.1 The risks associated with the Improvement Plan are covered in the corporate and departmental risk registers.

## **9. CUSTOMER IMPLICATIONS**

The Improvement Plan is concerned with strategic and operational issues that will affect the customer.

## **10 OTHER IMPLICATIONS**

Procurement Issues: Delivery of the Improvement Plan involves various procurement exercises.
Personnel Implications: See Section 18 of the Improvement Plan.
Governance/Performance Management: See Section 4 of the Improvement Plan.
Community Safety including Section 17 of Crime and Disorder Act 1998: See sections 12.2 and 12.3
Policy: See Section 4 of the Improvement Plan.
Environmental: See Section 8 of the Improvement Plan.
Equalities and Diversity: See Section 3 of Improvement Plan.

## 10 OTHERS CONSULTED ON THE REPORT

Portfolio Holder	<b>Yes</b>
Acting Chief Executive	<b>Yes</b>
Corporate Director (Services)	<b>Yes</b>
Assistant Chief Executive	<b>Yes</b>
Head of Service <i>(i.e. your own HoS)</i>	<b>Yes</b>
Head of Financial Services <i>(must approve Financial Implications before report submitted to Leader's Group)</i>	<b>Yes</b>
Head of Legal & Democratic Services <i>(for approval of any significant Legal Implications)</i>	<b>Yes</b>
Head of Organisational Development & HR <i>(for approval of any significant HR Implications)</i>	<b>Yes</b>
Corporate Procurement Team <i>(for approval of any procurement implications)</i>	<b>No</b>

## 11 APPENDICES

Appendix 1 Improvement Plan Exception Report December 2006

## 12 BACKGROUND PAPERS:

Full Improvement Plan for December will be e- mailed to all Members of the Performance Management Board and can be found at [www.bromsgrove.gov.uk](http://www.bromsgrove.gov.uk) under meetings Minutes and Agendas where there is a direct link to the Improvement Plan.

## CONTACT OFFICER

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Tel: (01527) 881668

# Exception Report for December 2006 Improvement Plan

# Appendix 1

<b>16</b>	<b>Improved Access to Services Electronically.</b>					
Ref	December Action	Colour	Corrective Action	Who	Original Date	Revised Date
16.1.3	Install queue management software system.		System will be installed once a final selection has been made. Dependant upon funding and the success of the business case that has been put forward as part of the Business Planning process.	DP	31 Oct 06	31 March 07

Ref.	Action	Lead													Corrective Action	
			July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June		
<b>16.1</b>	<b>Service Requests</b>															
16.1.3	Install queue management software system.	DP														System will be installed once a final selection has been made. Dependant upon funding and the success of the business case that has been put forward as part of the Business Planning process...

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# Appendix 1

<b>16</b>	<b>Improved Access to Services Electronically.</b>					
<b>Ref</b>	<b>December Action</b>	<b>Colour</b>	<b>Corrective Action</b>	<b>Who</b>	<b>Original Date</b>	<b>Revised Date</b>
16.1.4	Install large screen for customers at the Customer Service centre		This will be included as part of the system installation. Dependant upon 16.1.2 & 16.1	DP/ HB	31 Oct 06	31 March 07

Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
<b>16.1</b>	<b>Service Requests</b>														
16.1.4	Install large screen for customers	DP													Will be included as part of the system installation. Dependant upon 16.1.2 & 16.1.

# Exception Report for December 2006 Improvement Plan

# Appendix 1

<b>16</b>	<b>Improved Access to Services Electronically.</b>					
<b>Ref</b>	<b>December Action</b>	<b>Colour</b>	<b>Corrective Action</b>	<b>Who</b>	<b>Original Date</b>	<b>Revised Date</b>
16.1.5	Improve knowledge base link in e-shop system using new council website.*		Work will be carried out in partnership with the Worcestershire Hub once a system has been selected.	DP/ HB	31 Oct 06	31 March 07

Ref.	Action	Lead													Corrective Action	
			July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June		
<b>16.1</b>	<b>Service Requests</b>															
16.1.5	Improve knowledge base link in e-shop system using new council website.	DP														Work will be carried out in partnership with the Worcestershire Hub once a system has been selected

Note: \* The 'e shop' is the software used by Customer Service Officers at the Hub . Its function is to strengthen the link between all sites and the information the Council holds on the website.

<b>17</b>	<b>Improved Access to Services Electronically.</b>					
<b>Ref</b>	<b>December Action</b>	<b>Colour</b>	<b>Corrective Action</b>	<b>Who</b>	<b>Original Date</b>	<b>Revised Date</b>
17.3.1	Introduce letter answering guidelines.		Guidelines to be introduced in the complaints handling procedure. This action is linked to 15.1.3 A new completion date of 28 February 2007 has been agreed.	DP	31 July 06	28 Feb 07

Ref.	Action	Lead	July	Aug.	Sept	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
<b>17.3</b>	<b>Letter Answering</b>														
17.3.1	Introduce letter answering guidelines	DP/HB													Guidelines will be included in the complaints handling procedure in the future. This action is linked to 15.1.3 A new completion date of 28 Feb 07 has been agreed.

# Exception Report for December 2006 Improvement Plan

# Appendix 1

<b>17</b>	<b>Improved Access to Services Electronically.</b>					
<b>Ref</b>	<b>December Action</b>	<b>Colour</b>	<b>Corrective Action</b>	<b>Who</b>	<b>Original Date</b>	<b>Revised Date</b>
17.3.2	Introduce method of monitoring letter answering and produce stats to support process.		Monitoring will be undertaken as part of the complaints handling system. This action is linked to 15.1.3. A new completion date of 31 March 2007 has been agreed.	DP	31 July 06	31 Mar 07

Ref.	Action	Lead													Corrective Action	
			July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June		
<b>17.3</b>	<b>Letter Answering</b>															
17.3.2	Introduce method of monitoring letter answering and producing statistics to support monitoring process	DP/HB														Monitoring will be undertaken as part of the complaints handling system. This action is linked to 15.1.3. A new completion date of 31 Mar 07 has been agreed.



Human resources and Organisational Development						
Improved Governance						
Ref	December Action	Colour	Corrective Action	Who	Original date	Revised Date
18.1.2	Group leaders to undertake 1:1 interviews with Councillors for training needs analysis.		Some training needs analysis forms still outstanding and need to be progressed. A review of the outstanding forms was sent to Group Leaders on 3 Jan 07 so they can take remedial action. No reported progress as at 16 Jan. Item on next Steering Group agenda on 22 Jan 07.	JP	31 Aug 06	28 Feb.07

Human Resources and Organisational Development.														
Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
		<b>18.1</b>	<b>Improved Relations</b>											
Group leaders to undertake 1:1 interviews with Councillors for training needs analysis.	JP													Some training needs analysis forms still outstanding and need to be progressed. A review of the outstanding forms was sent to Group Leaders on 3 Jan 07 so they can take remedial action No reported progress as at 16 Jan. Item on next Steering Group agenda on 22 Jan 07

Human Resources and Organisational Development						
Suitably Skilled Workforce						
Ref	December Action	Colour	Corrective Action	Who	Original Date	Revised Date
19.2.3	Implement actions from staff survey from staff survey.		Completion of tasks ongoing. From 39 actions, 20 remain to be delivered. CMT will reprioritise remaining actions in Jan 07.	JP	Started July 06	30 June 07

Human Resources and organisational Development.															
Ref	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
<b>19.2</b>	<b>Investors in People</b>														
19.2.3	Implement actions from staff survey.	JP													From 39 actions, 20 remaining to be delivered. CMT will reprioritise in Jan 07.

<b>Improved Financial Management and Improved Services.</b>						
<b>21.2 DWP Performance Standard / Performance Measures</b>						
Ref	December Action	Colour	Corrective Action	Who	Original Date	Revised Date
21.2.3	Benefits Support [training] Officer to be recruited to co-ordinate plan across the section		An outside provider is currently covering this post. It has been agreed that the post will be advertised week commencing 15.Jan 07.	JLP	31 Oct 06	31 Mar 07

Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
<b>21.2</b>	<b>DWP Performance Standard / Performance Measures</b>														
21.2.3	Benefits Support [training] Officer to be recruited to co-ordinate plan across the section														An outside provider is currently covering this post. The post will be advertised week commencing 15 Jan 07.

Improved Financial Management and Improved Services						
21.2 DWP Performance Standard / Performance Measures						
Ref	December Action	Colour	Corrective Action	Who	Original Date	Revised Date
21.2.5	Percentage of cases for which the calculation of the amount of benefit due is correct PM6 – 98%-99%.		Accuracy as reported by the DWP at 95.2% for July – Sept which is a 3% increase on April–June but remains under the target set. Managers will continue to make additional checks with the aim to improve accuracy for the period Sept –Dec.06. Awaiting the Oct –Dec report from the DWP (due early Feb 07).	JLP	31 Oct 06	31 Jan 07

Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
<b>21.2</b>	<b>DWP Performance Standard / Performance Measures</b>														
21.2.5	Percentage of cases for which the calculation of the amount of benefit due is correct PM6 – 98%-99%.	AB/ HL													Accuracy as reported by the DWP at 95.2% for July –Sept which is a 3% increase on April–June remains under the target set and the managers will continue to make additional checks processed with the aim to further improve accuracy for the period Sept –Dec.06. Awaiting the Oct –Dec report from the DWP (due early Feb 07).

Improved Financial Management and Improved Services.						
21.2 DWP Performance Standard / Performance Measures						
Ref	December Action	Colour	Corrective Action	Who	Original Date.	Revised Date
21.2.11	PM 11% of data matches resolved within two months of 86%-90%		December to date 81.60% which is currently below the DWP standard 3, but above the locally set target of 75%. Work is ongoing within the team to improve the data matching with the aim to meet the DWP standard by 30 Sept 07.	JLP	31 Oct 06	30 Sept 2007

Ref.	Action	Lead													Corrective Action
			July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	
21.2	DWP Performance Standard / Performance Measures														
21.2.11	PM11 % of data matches resolved within two months of 86%-90%														December to date 81.60%, which is currently below the DWP standard 3, but above the locally set target of 75%. Work is ongoing within the team to improve the data matching with the aim to meet the DWP standard by 30 Sept. 07

Improved Financial Management and Improved Services						
21.2 DWP Performance Standard / Performance Measures						
21.2.18	<b>PM18 % of appeals submitted to the tribunal service within 4 weeks 60%-65%</b> Employed a temp to clear backlog of submissions to the tribunal service – as team now fully staffed we will be able to address within target		A number of appeals were outstanding that were outside the four week period. These have now been cleared, but because the appeals were outside the deadline this has not impacted on the figures; however now the backlog has been cleared we can expect to see an improvement in future month	JLP	31 Oct 06	31 Dec 06

Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
21.2	<b>DWP Performance Standard / Performance Measures</b>														
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Ref.	Action	Lead													Corrective Action	
			July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June		
	able to address within target															

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## Improved Financial Management and Improved Services

### 21.2 DWP Performance Standard / Performance Measures

Ref	December Action	Colour	Corrective Action	Who	Original Date	Revised Date
21.2.19	<b>PM19 % of appeals submitted to the tribunal service within 3 months 90%-95%</b>		A number of appeals were already outside of the 3 month deadline period. These have now been cleared but because the appeals were outside the deadline this has not impacted on the figures; however now the backlog has been cleared we can expect to see an improvement infuture months	JLP	31 Oct 06	31 Dec 06

Ref.	Action	Lead													Corrective Action		
			July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June			
21.2	<b>DWP Performance Standard / Performance Measures</b>																
21.2.19	<b>PM19 % of appeals submitted to the tribunal service within 3 months 90%-95%</b>																A number of appeals were already outside of the 3 month deadline required for the target. These have now been cleared but because the appeals were outside the deadline this has not

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