

BROMSGROVE DISTRICT COUNCIL

16 November 2009

PERFORMANCE MANAGEMENT BOARD

IMPROVEMENT PLAN EXCEPTION REPORT [September 2009]

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

1. SUMMARY

- 1.1 To ask the Board to consider the Improvement Plan Exception Report for September 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 104 actions highlighted for September within the plan 76% of the Improvement Plan is on target [green], 8.7% is one month behind [amber] and 3.8% is over one month behind [red]. 11.5% of actions have been reprogrammed or suspended with approval¹; these include the suspension of the budget jury and 'The Bromsgrove Way' (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 9 amber and 4 red 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	6
CP3	Sense of Community	1
FP1	Managing Finances	1
FP2	Governing the Business	1
PR4	Improved Partnership Working	1
PR5	Planning	2
HR & OD3	Positive Employee Climate	1

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

Ref.	Action	Reason
5.4.6, 5.4.7	Budget Jury	Suspended
7.3.3	Climate Change Matrix	Suspended due to changed approach
8.3.5	Community engagement	Suspended until completion of strategy
10.1.3	Governance arrangements	Suspended until next year as changes not required until Dec 10.
14.1.1	The Bromsgrove Way	Suspended- proposals to be changed
14.2.7	Investors in People	Suspended due to revised approach
15.3.1	Workforce Plan gap analysis	Suspended- new project plan under development
16.1.2, 16.1.5, 16.1.7	Working practices review	Suspended due to prioritisation of harmonisation
16.2.3	Employee satisfaction budget bids	Suspended- not necessary

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 September 2009.

15. BACKGROUND PAPERS:

- 15.1 The full Improvement Plan for August 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

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Exception Report for September 2009 Improvement Plan

Appendix 1

PROGRESS IN 2009/10

Overall performance as at the end of September 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	0	0%	RED	4	3.8%	RED			RED			RED		
AMBER	11	13.3%	AMBER	6	8.5%	AMBER	9	8.7%	AMBER			AMBER			AMBER		
GREEN	67	80.7%	GREEN	60	84.5%	GREEN	79	76%	GREEN			GREEN			GREEN		
REPRO	0	0%	REPRO	0	0%	REPRO	0	0%	REPRO			REPRO			REPRO		
SUSP	5	6%	SUSP	5	7%	SUSP	12	11.5%	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		

Exception Report for September 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.*		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 September 2009 Improvement Plan

Appendix 1

CP1: Town Centre																	
Ref	September 2009 Action	Colour	Corrective Action												Who	Original Date	Revised Date
1.1.1	Engage specialist organisation to complete unified vision		The need to identify an alternative location for the police and fire station has delayed the unified vision.												PS	Sept 09	TBC
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														The listing of Parkside resulted in the need to identify an alternative location for the police and fire station. Until this is agreed work on the unified vision has been delayed as the unified vision will identify land use.	

CP1: Town Centre																	
Ref	September 2009 Action	Colour	Corrective Action												Who	Original Date	Revised Date
1.4.3	Convene first meeting		Date to be confirmed by relevant parties.												PS	Sept 09	TBC
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
1.4	Community engagement																
1.4.3	Convene first meeting	PS														Provisional meeting dates have been circulated- to be confirmed by relevant parties	

Exception Report for September 2009 Improvement Plan

Appendix 1

CP1: Town Centre																	
Ref	September 2009 Action	Colour	Corrective Action												Who	Original Date	Revised Date
1.4.5	Establish Leisure Centre Study Group		REPROGRAMMED- Study group reprogrammed to March due to discussion with WCC												PS	Sept 09	Mar 10
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 Study Group	PS														REPROGRAMMED- Study group reprogrammed to March due to discussion with WCC re: an audit and feasibility study of assets.	

CP1: Town Centre																	
Ref	September 2009 Action	Colour	Corrective Action												Who	Original Date	Revised Date
1.4.6	Establish Proposed Civic Centre Study Group		REPROGRAMMED- Study group reprogrammed to March due to discussion with WCC												PS	Sept 09	Mar 10
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
1.4	Community engagement																
1.4.6	Establish Proposed Civic Centre Study Group	PS														REPROGRAMMED- Study group reprogrammed to March due to discussion with WCC re: an audit and feasibility study of assets.	

Exception Report for September 2009 Improvement Plan

Appendix 1

CP1: Town Centre																	
Ref	September 2009 Action		Colour		Corrective Action										Who	Original Date	Revised Date
1.5.1	Funding package secured				Funding gap currently £6.2 million- WCC is working with Network Rail to reduce design costs to meet available budget.										HB	Sept 09	TBC
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
1.5	Train Station																
1.5.1	Funding package secured	HB														Funding gap currently £6.2 million- WCC is working with Network Rail to reduce design costs to meet available budget.	

CP1: Town Centre																	
Ref	September 2009 Action		Colour		Corrective Action										Who	Original Date	Revised Date
1.6.1	Hold discussion with County Council about multi-modal study				REPROGRAMMED: Discussions delayed by delays with preferred option consultation										PS	Sept 09	Feb 10
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
1.6	Transport & Access																
1.6.1	Hold discussion with County Council about multi-modal study	PS														REPROGRAMMED: Discussions delayed by delays with preferred option consultation	

CP3: Sense of Community																	
Ref	September 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				EXTENDED: public document is currently being drafted and will now be published on the internet by the end of October 2009.										JG/CS SS	Sept 09	Oct 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/CS SS														EXTENDED: The Bromsgrove Community Safety Partnership Plan was approved at the CDRP steering group meeting on 18 th September. Unfortunately, the CDRP meeting was re-scheduled to a later date in September; therefore, the user-friendly public document is currently being drafted and will now be published on the internet by the end of October 2009.	

Exception Report for September 2009 Improvement Plan

Appendix 1

FP1: Managing Finances (including Value for Money)																	
Ref	September 2009 Action		Colour		Corrective Action										Who	Original Date	Revised Date
5.2.8	Deliver Use of resources action plan in relation to new framework				Awaiting formal score and recommendations from Audit Commission to identify areas of improvement.										JLP	Sept 09	Dec 09
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
5.2	Deliver Medium Term Financial Plan and Statutory accounts																
5.2.8	Deliver Use of resources action plan in relation to new framework	JLP														Awaiting formal score and recommendations from Audit Commission to identify areas of improvement.	

FP2: Governing the Business (including Value for Money)																	
Ref	September 2009 Action		Colour		Corrective Action										Who	Original Date	Revised Date
6.3.9	Provide training to Audit Board on Internal Control and Risk Management Issues				Due to amount of areas to be considered as part of final accounts – training to be re-scheduled for Dec- March 10										JLP	Sept 09	Dec 09
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
6.3	Effective risk management																
6.3.9	Provide training to Audit Board on Internal Control and Risk Management Issues	JLP														Due to amount of areas to be considered as part of final accounts – training to be re-scheduled for Dec- March 10	

PR4: Improved Partnership Working																	
Ref	September 2009 Action	Colour	Corrective Action												Who	Original Date	Revised Date
12.3.1	Benchmark grants policies of other councils.		Not started yet, due to focus on LSP Board.												HB	Sept 09	TBC
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
12.3	Grants policy																
12.3.1	Benchmark grants policies of other councils.	HB														Not started yet, due to focus on LSP Board.	

PR5: Planning																	
Ref	September 2009 Action	Colour	Corrective Action												Who	Original Date	Revised Date
13.3.2	Prepare Further Draft Core Strategy		Discussions scheduled with the GOWM to begin to address the outcomes of the RSS panel report and to draft a new timetable for Core Strategy Progress												MD	Sept 09	TBC
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
13.3	Local Development Framework																
13.3.2	Prepare Further Draft Core Strategy	MD														Discussions scheduled with the GOWM to begin to address the outcomes of the RSS panel report and to draft a new timetable for Core Strategy Progress	

Exception Report for September 2009 Improvement Plan

Appendix 1

PR5: Planning																	
Ref	September 2009 Action		Colour		Corrective Action										Who	Original Date	Revised Date
13.4.3	Quarterly Member Planning training				Training was planned for September- lack of availability of a suitable room- Session now planned for November.										DH	Sept 09	Nov 09
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
13.4	Effective Development Control Service																
13.4.3	Quarterly Member Planning training	DH														Training was planned for September, which would be second session of the year. Lack of availability of a suitable room has delayed this slightly. Session now planned for early November.	

HR & OD3: Positive Employee Climate																	
Ref	September 2009 Action		Colour		Corrective Action										Who	Original Date	Revised Date
16.4.1	Delivery of employee health and wellbeing programme				Due to room availability delivery of 1 st stage of programme will be delayed till end November/beginning December.										DI	Sept 09	Dec 09
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
16.4	Effective Development Control Service																
16.4.1	Delivery of employee health and wellbeing programme	DI														Due to room availability delivery of 1 st stage of programme will be delayed till end November/beginning December.	