

BROMSGROVE DISTRICT COUNCIL

02 December 2009

CABINET

IMPROVEMENT PLAN EXCEPTION REPORT [October 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 October 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 Cabinet notes that for the 94 actions highlighted for October within the plan 74.5% of the Improvement Plan is on target [green], 9.6% is one month behind [amber] and 2.1% is over one month behind [red]. 13.8% of actions have been reprogrammed or suspended with approval¹; these include the suspension of the Code of Conduct for Members (due to Government delays in introduction), the working practices review 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 2 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	3
CP2	Housing	1
CP3	Sense of Community	2
PR1	Customer Processes	1
PR3	Joint CEO with Redditch Borough Council	2
PR4	Improved Partnership Working	1
PR5	Planning	1

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

Ref.	Action	Reason
5.4.4	Budget Jury	Suspended
7.3.3	Climate Change Matrix	Suspended due to changed approach
8.1.2	Report predicted outturn	Suspended
10.2.1, 10.2.2	Code of Conduct for Members	Suspended due to Government delays
14.1.3	The Bromsgrove Way consultation	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
16.1.1, 16.1.2, 16.1.3, 16.1.5	Working practices review	Suspended due to prioritisation of harmonisation
16.2.4	Employee satisfaction implementation	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 October 2009.

15. BACKGROUND PAPERS:

- 15.1 The full Improvement Plan for October 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 October 2009 Improvement Plan

Appendix 1

PROGRESS IN 2009/10

Overall performance as at the end of October 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	2	2.1%	RED			RED		
AMBER	11	13.3%	AMBER	6	8.5%	AMBER	9	8.7%	AMBER	9	9.6%	AMBER			AMBER		
GREEN	67	80.7%	GREEN	60	84.5%	GREEN	79	76%	GREEN	70	74.5%	GREEN			GREEN		
REPRO	0	0%	REPRO	0	0%	REPRO	0	0%	REPRO	0	0%	REPRO			REPRO		
SUSP	5	6%	SUSP	5	7%	SUSP	12	11.5%	SUSP	13	13.8%	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 October 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 October 2009 Improvement Plan

Appendix 1

CP1: Town Centre																		
Ref	October 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	Oct 09	Nov 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 Plan																	
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 will be delayed as the unified vision will identify land use. Discussions are advanced with the police and fire service about a new location, but confirmation will not be received until late November.		

Exception Report for October 2009 Improvement Plan

Appendix 1

CP1: Town Centre																
Ref	October 2009 Action	Colour	Corrective Action											Who	Original Date	Revised Date
1.1.2	Draw together the unified vision and the issues and options data		See 1.1.1											PS	Oct 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 Plan															
1.1.2	Draw together the unified vision and the issues and options data	PS														See 1.1.1

CP1: Town Centre																
Ref	October 2009 Action	Colour	Corrective Action											Who	Original Date	Revised Date
1.5.2	Public consultation complete		The County Council has requested that Network Rail produce a design this side of Christmas that more closely matches the available funding.											HB	Oct 09	TBC
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action	
1.5	Train Station															
1.5.2	Public consultation complete	HB														Meeting with Network Rail in early November cancelled by Network Rail. The County Council has requested that Network Rail produce a design this side of Christmas that more closely matches the available funding.

Exception Report for October 2009 Improvement Plan

Appendix 1

CP2: Housing																	
Ref	October 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		
2.3.2	Undertake Lean Systems Pilot on DFG process.		Orange		EXTENDED First part completed. Full presentation on proposed method of working to be given to the Chief Executive, ACE, Executive Director (Partnerships) & Strategic Housing Manager on 23 rd Nov.										AC	Oct 09	Nov 09
2.3	Private sector housing																
2.3.2	Undertake Lean Systems Pilot on DFG process.	AC	Green	Green	Green	Orange	Hatched									EXTENDED First part completed. Full presentation on proposed method of working to be given to the Chief Executive, ACE, Executive Director (Partnerships) & Strategic Housing Manager on 23 rd Nov.	

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Appendix 1

CP3: Sense of Community																			
Ref	October 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				The public friendly version of the Community Safety Partnership Plan should be completed within the second week of November 2009.												JG/CS SS	Oct 09	Nov 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														Due to other emerging issues being tackled by the Community Safety Team the public friendly version of the Community Safety Partnership Plan has not yet been published, this should be completed within the second week of November 2009 and therefore this action is two weeks overdue. The partnership plan however is now a working document which is guiding the work of the CDRP Tasking Group.			

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Appendix 1

CP4: Sense of Community																	
Ref	October 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		
3.3.6	Develop and roll out Equality data monitoring process				EXTENDED: Project group established. Project plan developed. Estimated completion based on project plan May 2010.										HB	Oct 09	May 10
3.3	Community engagement																
3.3.6	Develop and roll out Equality data monitoring process	HB														EXTENDED: Project group established. Project plan developed. Estimated completion based on project plan May 2010.	

PR1: Customer Processes																	
Ref	October 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		
9.2.4	Launch of updated customer standards				Some of the proposed changes have proved impracticable. Needs further discussion at November CF Board.										HB	Oct 09	Nov 09
9.2	Customer satisfaction (delivery of customer access strategy)																
9.2.4	Launch of updated customer standards	HB														Some of the proposed changes have proved impracticable. Needs further discussion at November CF Board.	

PR3: Joint CEO with Redditch Borough Council																	
Ref	October 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				Economic Development business case delayed due to issues of capacity at Wyre Forest – target for end of November for draft North Worcestershire Strategy – shared services proposals will be developed as part of this.										KD	Oct 09	Jan 10
11.1	Medium wins																
11.1.1	Business cases submitted to Full Council	KD														Business cases agreed for IT and CCTV / Lifeline. Economic Development business case delayed due to issues of capacity at Wyre Forest – target for end of November for draft North Worcestershire Strategy – shared services proposals will be developed as part of this.	

Exception Report for October 2009 Improvement Plan

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PR3: Joint CEO with Redditch Borough Council																	
Ref	October 2009 Action	Colour	Corrective Action												Who	Original Date	Revised Date
11.1.2	Implementation of medium term wins		See 11.1.1												KD	Oct 09	Nov 09
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
11.1	Medium wins																
11.1.2	Implementation of medium term wins	KD														See 11.1.1	

PR4: Improved Partnership Working																	
Ref	October 2009 Action	Colour	Corrective Action												Who	Original Date	Revised Date
12.3.1	Benchmark grants policies of other councils.		EXTENDED: Not started yet, due to focus on LSP Board.												HB	Oct 09	Feb 10
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														EXTENDED: Not started yet, due to focus on LSP Board.	

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Appendix 1

PR5: Planning																	
Ref	October 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		
13.3.2	Prepare Further Draft Core Strategy		Orange		Discussions held with GOWM to address the outcomes of the RSS panel report										MD	Oct 09	June 10
13.3	Local Development Framework																
13.3.2	Prepare Further Draft Core Strategy	MD	Green	Orange	Orange	Orange	Grey	Grey	Hatched	Hatched	Hatched	Hatched	Hatched	Hatched	Hatched	EXTENDED: Discussions held with GOWM to address the outcomes of the RSS panel report. The next draft is dependent on guidance from GOWM- next draft expected to be published summer 2010.	