

**BROMSGROVE DISTRICT COUNCIL**

**PERFORMANCE MANAGEMENT BOARD**

**18TH JANUARY 2010**

**IMPROVEMENT PLAN EXCEPTION REPORT [November 2009]**

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

**1. SUMMARY**

- 1.1 To ask PMB to consider the Improvement Plan Exception Report for November 2009 (Appendix 1).

**2. RECOMMENDATION**

- 2.1 That PMB considers and approves the revisions to the Improvement Plan Exception Report attached as Appendix 1, and the corrective action being taken.
- 2.2 That PMB notes that for the 95 actions highlighted for November within the plan 74.7% of the Improvement Plan is on target [green], 5.3% is one month behind [amber] and 2.1% is over one month behind [red]. 17.9% of actions have been reprogrammed or suspended with approval<sup>1</sup>; these include the reprogramming of some town centre actions and 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 5 amber and 2 red activities this month for the following areas of the Improvement Plan:-

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<sup>1</sup> 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	2
FP2	Governing the Business	1
PR4	Improved Partnership Working	1
PR5	Planning	3

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

Ref.	Action	Reason
1.1.2	Unified vision	Reprogrammed- work will recommence on Area Action Plan in 2010.
1.6.2	Multi-modal study	Reprogrammed- discussions with County delayed by preferred option consultation
5.4.5, 5.4.6, 5.4.7	Budget Jury	Suspended
7.3.3	Climate Change Matrix	Suspended due to changed approach
8.1.2	Report predicted outturn	Suspended
9.2.4	Customer Standards	Reprogrammed- Will now be launched in January 2010
10.2.2	Code of Conduct for Members	Suspended due to Government delays
14.1.3, 14.1.4	The Bromsgrove Way consultation	Suspended- proposals to be changed
14.2.7	Investors in People	Suspended due to revised approach
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	FP1 – Managing Finances

and Internal Control	
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	<b>No</b>
Chief Executive	<b>At CMT</b>
Executive Director (Partnerships and Projects)	<b>At CMT</b>
Executive Director (Services)	<b>At CMT</b>
Assistant Chief Executive	<b>Yes</b>
Head of Service	<b>At CMT</b>
Head of Financial Services	<b>At CMT</b>
Head of Legal & Democratic Services	<b>At CMT</b>
Head of Organisational Development & HR	<b>At CMT</b>
Corporate Procurement Team	<b>No</b>

## 13. WARDS AFFECTED

13.1 All wards.

## 14. APPENDICES

14.1 Appendix 1 Improvement Plan Exception Report November 2009.

**15. BACKGROUND PAPERS:**

- 15.1 The full Improvement Plan for November can be found at [www.bromsgrove.gov.uk](http://www.bromsgrove.gov.uk) under meetings Minutes and Agendas. A hard copy is also left in the Members' Room each month.

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# Exception Report for November 2009 Improvement Plan

# Appendix 1

## PROGRESS IN 2009/10

Overall performance as at the end of November 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	2	2.1%	RED		
AMBER	11	13.3%	AMBER	6	8.5%	AMBER	9	8.7%	AMBER	9	9.6%	AMBER	5	5.3%	AMBER		
GREEN	67	80.7%	GREEN	60	84.5%	GREEN	79	76%	GREEN	70	74.5%	GREEN	71	74.7%	GREEN		
REPRO	0	0%	REPRO	0	0%	REPRO	0	0%	REPRO	0	0%	REPRO	3	3.2%	REPRO		
SUSP	5	6%	SUSP	5	7%	SUSP	12	11.5%	SUSP	13	13.8%	SUSP	14	14.7%	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 November 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:

CP1: Town Centre																	
Ref	November 2009 Action		Colour		Corrective Action										Who	Original Date	Revised Date
1.1.1	Engage specialist organisation to complete unified vision				Work will recommence on the AAP in January 2010. The unified vision will be completed by April with the AAP itself being completed by June 2010. However, it is not likely to receive official approval until April 2011.										PS	Nov 09	Apr 10
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														<p>The listing of Parkside has delayed the resumption of the work on the AAP and the preferred option. However, it would appear that the police and fire service have now secured an alternative site and are awaiting the outcome of a HMIC report and a final decision from the Police Committee before commencing work on the building although there is sufficient money to secure the site. It is anticipated that work will recommence on the AAP in January 2010. The unified vision will be completed by April with the AAP itself being completed by June 2010. However, it is not likely to receive official approval until April 2011.</p>	



# Exception Report for November 2009 Improvement Plan

# Appendix 1

<b>CP1: Town Centre</b>																	
Ref	November 2009 Action		Colour		Corrective Action										Who	Original Date	Revised Date
1.5.2	Public consultation complete				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.										HB	Nov 09	TBC
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
<b>1.5</b>	<b>Train Station</b>																
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 November 2009 Improvement Plan

## Appendix 1

<b>FP2: Governing the Business (including Value for Money)</b>																		
Ref	November 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			
6.3.5	Present risk management training to Members															JLP	Nov 09	Jan 10
<b>6.3</b>	<b>Effective risk management</b>																	
6.3.5	Present risk management training to Members	JLP																Risk Management to be included in the quarter 4 training plans for members

<b>PR4: Improved Partnership Working</b>																		
Ref	November 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			
12.3.1	Benchmark grants policies of other councils.															HB	Nov 09	Apr 10
<b>12.3</b>	<b>Grants policy</b>																	
12.3.1	Benchmark grants policies of other councils.	HB																EXTENDED: Not started yet, due to focus on LSP Board.

# Exception Report for November 2009 Improvement Plan

# Appendix 1

<b>PR5: Planning</b>																		
Ref	November 2009 Action		Colour		Corrective Action											Who	Original Date	Revised Date
13.3.2	Prepare Further Draft Core Strategy		Orange		EXTENDED: Next draft expected to be published summer 2010, depending on outcome of RSS proposed changes due to be announced on 16 <sup>th</sup> December.											MD	Nov 09	TBC
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action			
<b>13.3</b>	<b>Local Development Framework</b>																	
13.3.2	Prepare Further Draft Core Strategy	MD	Green	Orange	Orange	Orange	Orange	Grey	Diagonal	Diagonal	Diagonal	Diagonal	Diagonal	Diagonal	Diagonal	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, depending on outcome of RSS proposed changes due to be announced on 16 <sup>th</sup> December.		

# Exception Report for November 2009 Improvement Plan

# Appendix 1

<b>PR5: Planning</b>																	
Ref	November 2009 Action		Colour		Corrective Action										Who	Original Date	Revised Date
13.4.3	Quarterly Member Planning training				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 December 3rd.										DH	Nov 09	Dec 09
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
<b>13.4</b>	<b>Effective Development Control Service</b>																
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 December 3rd. In addition lessons learned from recent ombudsman cases will be discussed following planning committee in December. Further training planned on specific housing issues of need and affordability prior to consideration of Stoke Prior planning application.		

# Exception Report for November 2009 Improvement Plan

# Appendix 1

<b>PR5: Planning</b>																	
Ref	November 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		
13.4.6	Consider results at Customer First Board and CMT, including action plan.				Preparations for peer review self assessment started along with document preparation. Initial draft report has arrived, with a meeting to be scheduled between strategic housing, strategic planning, Director of Partnerships and Projects and the Head of Planning & Environment in January 2010.										DH	Nov 09	Dec 09
<b>13.4</b>	<b>Effective Development Control Service</b>																
13.4.6	Consider results at Customer First Board and CMT, including action plan.	DH														Preparations for peer review self assessment started along with document preparation. Initial draft report has arrived, with a meeting to be scheduled between strategic housing, strategic planning, Director of Partnerships and Projects and the Head of Planning & Environment in January 2010.	