

BROMSGROVE DISTRICT COUNCIL

23 March 2007

PERFORMANCE MANAGEMENT BOARD

IMPROVEMENT PLAN EXCEPTION REPORT [JANUARY 2007]

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 January 2007.

2. RECOMMENDATION

- 2.1 That the Performance Management Board considers and approves the revisions to the Improvement Plan Exception Report, and the corrective action being taken.
- 2.2 That the Performance Management Board notes that 67.8 percent of the Improvement Plan is on target [green] 7 percent is one month behind [amber] and 10.7 percent is over one month behind [red]. 14.4 percent of actions have been re scheduled [or suspended] with approval.

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 2nd 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.

4. PROGRESS IN JANUARY 2007

- 4.1 Overall performance as at the end of January 2007 is as follows: -

January 2007

December 2006

RED	12	10.7%	RED	4	3.5%
AMBER	8	7.0%	AMBER	8	7.0%
GREEN	76	67.8%	GREEN	97	89.5%

Where: -

	On Target or completed
	Less than one month behind target
	Over one month behind target
	Original date of planned action
	Re-programmed date.

- 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 19th 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	Yes
Acting Chief Executive	Yes
Corporate Director (Services)	Yes
Assistant Chief Executive	Yes
Head of Service <i>(i.e. your own HoS)</i>	Yes
Head of Financial Services <i>(<u>must</u> approve Financial Implications before report submitted to Leader's Group)</i>	Yes
Head of Legal & Democratic Services <i>(for approval of any significant Legal Implications)</i>	Yes
Head of Organisational Development & HR <i>(for approval of any significant HR Implications)</i>	Yes
Corporate Procurement Team <i>(for approval of any procurement implications)</i>	No

11 APPENDICES

Appendix 1 Improvement Plan Exception Report January 2007

12 BACKGROUND PAPERS:

Full Improvement Plan for January will be e- mailed to all Members of the Performance Management Board and can be found at 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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Exception Report for January 2007 Improvement Plan

Appendix 1

1.5	Improved Public Perception					
Ref	January Action	Colour	Corrective Action	Who	Original Date	Revised Date
1.1.4	Develop questions for first Customer Panel survey		The questions are in the process of being developed for review by the 28 th February 07.	HB	October 31 Oct 06	31 March 07

Ref.	Action	Lead													Corrective Action
			July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	
1.1	Public perception														
1.1.4	Develop questions for first Customer Panel survey	HB													The questions are in the process of being developed and they will be reviewed by the 28 th February 07.

Exception Report for January 2007 Improvement Plan

Appendix 1

1.5	Modern Council					
Ref	January Action	Colour	Corrective Action	Who	Original Date	Revised Date
1.5.2	Draft brand style guide and review completed		Timeline will be agreed by the end of February 2007. Mini style review expected to go to CCMT 27 March 2007 and be approved by the Leader and the Deputy Leader on the 2 May 2007. Full audit of communications materials expected to roll into next year's improvement plan.	HB	October 31 Oct 06	2 May 07

Ref.	Action	Lead													Corrective Action
			July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	
1.5	Public perception														
1.5.2	Draft brand style guide and review completed	HB													Timeline will be agreed by the end of February 2007. Mini style review expected to go to CCMT 27 March 2007 and approved by the Leader on the 2 May 2007 Full audit of communications materials expected to roll into next years improvement plan.

Exception Report for January 2007 Improvement Plan

Appendix 1

1	Modern Council					
Ref	January Action	Colour	Corrective Action	Who	Original Date	Revised Date
1.5.3	Agree actions with CMT	[Hatched]	See above	HB	October 31 Oct 06	2 May 07

Ref.	Action	Lead													Corrective Action
			July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	
1.2	Public perception														
1.5.3	Agree actions with CMT	HB				[Hatched]	[Hatched]	[Hatched]	[Hatched]	[Hatched]	[Hatched]	[Hatched]	[Hatched]	[Hatched]	See above

1.5	Modern Council					
Ref	January Action	Colour	Corrective Action	Who	Original Date	Revised Date
1.5.4	Agree style guide with the Leader.	[Hatched]	To be agreed by leader on the 2 May 07	HB	October 31 Oct 06	2 May 07

Ref.	Action	Lead													Corrective Action
			July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	
1.5	Public perception														
1.5.4	Agree style guide with the Leader.	HB				[Hatched]	[Hatched]	[Hatched]	[Hatched]	[Hatched]	[Hatched]	[Hatched]	[Hatched]	[Hatched]	To be agreed with the Leader by the 2 May 07

Exception Report for January 2007 Improvement Plan

Appendix 1

1	Modern Council					
Ref	January Action	Colour	Corrective Action	Who	Original Date	Revised Date
1.5.5	Further actions are dependant on the outcomes of the review.	[Hatched]	This action will roll forward into the 2007 /2008 Improvement Plan to enable an effective communications audit to take place	HB	October 31 Oct 06	31 October 2007

Ref.	Action	Lead													Corrective Action	
			July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June		
1.2	Public perception															
1.5.5	Further outcomes are dependant on the review.	HB				[Hatched]	[Hatched]	[Hatched]	[Hatched]	[Hatched]	[Hatched]	[Hatched]	[Hatched]	[Hatched]	[Hatched]	This action will roll forward into next years improvement plan to enable an effective communications audit to take place

Exception Report for January 2007 Improvement Plan

Appendix 1

2 Corporate and External Improvements.						
Ref	January Action	Colour	Corrective Action	Who	Original Date	Revised Date
2..1.1	Establish Communications forward Plan.		Draft completed for 26 February 2007 revised date for presentation to CMT on 13 March 2007. Delayed to make space on CMT agenda.	KD	October 31 Oct 06	13 March 07

Ref.	Action	Lead													Corrective Action	
			July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June		
2 Risk management of Press																
2.1.1	Establish Communications forward Plan.	KD														Draft completed 26.Feb 07 revised date for presentation to CMT on 13 March 2007. Delayed to make space on CMT agenda.

Exception Report for January 2007 Improvement Plan

Appendix 1

2 Corporate and External Improvements.						
Ref	January Action	Colour	Corrective Action	Who	Original Date	Revised Date
2..1.2	Monitor Communications Plan		See above	KD	October 31 Oct 06	13 March 07

Ref.	Action	Lead													Corrective Action
			July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	
2	Risk management of Press														
2.1.2	Monitor Communications Plan.	KD													See above.

3 Corporate and External Improvements.						
Ref	January Action	Colour	Corrective Action	Who	Original Date	Revised Date
3.3.3	Undertake first Customer Panel Survey.		Survey will now take place at the end of March 07.	HB	October 31 Oct 06	31 March 07

Ref.	Action	Lead													Corrective Action
			July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	
3	BME representation														
3.3.3	Undertake first Customer Panel Survey.	HB													Survey will now take place end of March 07.

Exception Report for January 2007 Improvement Plan

Appendix 1

10 Improved Housing for the District						
Ref	January Action	Colour	Corrective Action	Who	Original Date	Revised Date
10.3.3	Draw up plans for re modelling remaining hostels at Sidemoor and Rubery and submit planning application.		Awaiting submission of plans by BDHT. Delay created by revision to method of approach A meeting took place on the 21 Feb.07 to agree procedure at officer level. Report to Cabinet 4 April 2007 to clear revised approach	PS DH MD	30 Nov 06	31 May 07

Ref.	Action	Lead													Corrective Action
			July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	
10. Improved Housing for the District															
10.3.3	Draw up plans for re modelling remaining hostels at Sidemoor and Rubery and submit planning application.														Awaiting submission of plans by BDHT. Delay created by revision to method of approach A meeting took place on the 21 Feb.07 to agree procedure at officer level. Report to Cabinet 4 April 2007 to clear revised approach

Exception Report for January 2007 Improvement Plan


Appendix 1

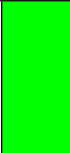





10 Planning and Environment .						
Ref	January Action	Colour	Corrective Action	Who	Original Date	Revised Date
10.3.5.	Provide Council with a financial analysis of re modelling of 2 hostels.		See above comments.	PS DH MD	30 Nov 06	4 April 07

Ref.	Action	Lead													Corrective Action	
			July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June		
10.	Hostel Accommodation.															
10.3.5	Draw up plans for re modelling and submit planning application															See above comments. Will be incorporated in report to Cabinet April 4 2007

E-government and Customer Services						
Ref	January Action	Colour	Corrective Action	Who	Original Date	Revised Date
15.1.3	Purchase and install complaints system.	[Hatched]	A bid for funding has gone forward as part of the business planning process. The recommended system will be purchased if the funding is made available. A new completion date .of March 2007 has set, as the budget process is not due to be completed until early 2007.	PS DH MD	30 Nov 06	30 March 07

Ref.	Action	Lead	Month												Corrective Action	
			July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June		
15	Complaints system															
15.1.3	Purchase and install complaints system.	DP						[Hatched]	[Hatched]	[Hatched]	[Hatched]				A bid for funding has gone forward as part of the business planning process. The recommended system will be purchased if the funding is made available. A new completion date .of March 2007 has set, as the budget process is not due to be completed until early 2007.	

E-government and Customer Services						
Ref	January Action	Colour	Corrective Action	Who	Original Date	Revised Date
15.1.4	Develop training schedule for staff and implement system.		A training schedule will be drafted and incorporated into the rollout of the new system. Delivery of training will be included as part of the system installation carried out by the supplier.	PS DH MD	30 Nov 06	30 March 07

Ref.	Action	Lead													Corrective Action	
			July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June		
15.1																
15.1.4	Develop training schedule for staff and implement system.	DP														A training schedule will be drafted and incorporated into the rollout of the new system. Delivery of training will be included as part of the system installation carried out by the supplier.

Exception Report for January 2007 Improvement Plan

Appendix 1

16	Improved Access to Services Electronically.					
Ref	January Action	Colour	Corrective Action	Who	Original Date	Revised Date
16.1.3	Install queue management software system. Waiting budget approval on 27 Feb 07		The date has been revised to June 30 because of delays in obtaining budget approval. This will be included as part of the queue system installation.	DP	31 Oct 06	30 June 07

Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
16.1	Service Requests														
16.1.3	Install queue management software system. Waiting budget approval on 27 Feb	DP													The date has been revised to June 30 because of delays in obtaining budget approval. This will be included as part of the queue system installation.

Exception Report for January 2007 Improvement Plan

Appendix 1

16	Improved Access to Services Electronically.					
Ref	January Action	Colour	Corrective Action	Who	Original Date	Revised Date
16.1.4	Install large screen for customers at the Customer Service Centre .		The date has been revised to June 30 2007 because of delays in obtaining budget approval. This will be included as part of the queue system installation. Dependent upon 16.1.2 & 16.1.	DP/ HB	31 Oct 06	30 June 07

Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
16.1	Service Requests														
16.1.4	Install large screen for customers at the Customer Service Centre .	DP													The date has been revised to June 30 2007 because of delays in obtaining budget approval. Will be included as part of the queue system installation. Dependent upon 16.1.2 & 16.1.

Exception Report for January 2007 Improvement Plan

Appendix 1

16	Improved Access to Services Electronically.					
Ref	January Action	Colour	Corrective Action	Who	Original Date	Revised Date
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	30 June 07

Ref.	Action	Lead													Corrective Action	
			July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June		
16.1	Service Requests															
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 of the website.

Exception Report for January 2007 Improvement Plan

Appendix 1

17	Improved Access to Services Electronically.					
Ref	January Action	Colour	Corrective Action	Who	Original Date	Revised Date
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 30 June 2007 has been agreed. Finally launching them will need to be fixed into the roll out of the complaints system	DP	31 July 06	30 June 07

Ref.	Action	Lead	July	Aug.	Sept	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
17.3	Letter Answering														
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 30 June 2007 has been agreed. Final launch of them will need to be fixed into the roll out of the complaints system.

Exception Report for January 2007 Improvement Plan

Appendix 1

17	Improved Access to Services Electronically.					
Ref	January Action	Colour	Corrective Action	Who	Original Date	Revised Date
17.3.2	Introduce method of monitoring letter answering and produce stats to support process.		Based on recent report to CMT this action needs either to be removed or linked to the project for scanning of mail. This action is now suspended.	DP	31 July 06	Suspended

Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
17.3	Letter Answering														
17.3.2	Introduce method of monitoring letter answering and producing statistics to support monitoring process	DP/HB													Based on recent report to CMT this action needs either to be removed or linked to the project for scanning of mail. This action has now been suspended

Human resources and Organisational Development						
Improved Governance						
Ref	January 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.		A review of the outstanding forms was sent to Group Leaders on 3 Jan 2007 so they could take remedial action. Fourteen forms had been received on the 21 February 2007. In light of the impending local elections a comprehensive training Needs Analysis will be undertaken once the new intake are in place. This action has now been suspended	JP	31 Aug 06	Suspended

Human Resources and Organisational Development.														
Action	Lead													Corrective Action
		July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	
18.1		Improved Relations												
Group leaders to undertake 1:1 interviews with Councillors for training needs analysis.	JP													In light of the impending local elections a comprehensive training Needs Analysis will be undertaken once the new intake are in place. This action has now been suspended

Improved Financial Management and Improved Services						
21.2 DWP Performance Standard / Performance Measures						
Ref	January 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 92 % for Oct -Dec This is a 3.2% decrease on July-Sept. The decline is disappointing to the team and the errors vary and do not reflect a specific training need. The teams have completed training competency forms and we have a trainer on site 3 days per week to address any issues. Although the performance in accuracy remains at the lowest standard, it represents a low rating in the DWP standard [6%] and in this quarter, the 8% incorrect consisted of 10 errors with a weekly value of £48. 76 paid incorrectly. The Benefits Manager continues to stress the importance of accuracy within the team and will be increasing the management checks again after the year-end.	JLP	31 Oct 06	30 April 07

Exception Report for January 2007 Improvement Plan

Appendix 1

Ref.	Action	Lead	July	August	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
21.2	DWP Performance Standard / Performance Measures														
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 92 % for Oct –Dec. This is a 3.2% decrease on July-Sept. The decline is disappointing to the team and the errors vary and do not reflect a specific training need. The teams have completed training competency forms and we have a trainer on site 3 days per week to address any issues. Although the performance in accuracy remains at the lowest standard, it represents a low rating in the DWP standard [6%] and in this quarter, the 8% incorrect consisted of 10 errors with a weekly value of £48 76 paid incorrectly. The Benefits Manager continues to stress the importance of accuracy within the team and will be increasing the management checks again after the year-end.

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Appendix 1

21.2 DWP Performance Standard / Performance Measures						
Ref	January Action	Colour	Corrective Action	Who	Original Date	Revised Date
21.2.19	PM19 % of appeals submitted to the tribunal service within 3 months 90%-95%		A number of appeals were outstanding outside the three-month period. This has now been cleared, but because the appeals were outside the deadline this has not influenced the figures: however now the backlog has been cleared, we can expect to see an improvement in April 2007.	JLP	31 Oct 06	30 April 07

Ref.	Action	Lead													Corrective Action	
			July	August	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June		
21.2	DWP Performance Standard / Performance Measures															
21.2.19	PM19 % of appeals submitted to the tribunal service within 3 months 90%-95%															A number of appeals were outstanding outside the three-month period. This has now been cleared, but because the appeals were outside the deadline this has not influenced the figures: however now the backlog has been cleared, we can expect to see an improvement in April 2007.