

# **BROMSGROVE DISTRICT COUNCIL**

**03 March 2010**

## **Cabinet**

### **IMPROVEMENT PLAN EXCEPTION REPORT [January 2010]**

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 January 2010 (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 83 actions highlighted for November within the plan 77.1% of the Improvement Plan is on target [green], 3.6% is one month behind [amber] and 7.2% is over one month behind [red]. 12.1% of actions have been reprogrammed or suspended with approval<sup>1</sup>; these include the suspension of the Code of Conduct for Members (due to Government delays in introduction) and the working practices review (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 3 amber and 6 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
PR1	Customer Processes	1
PR4	Improved Partnership Working	2
PR5	Planning	3
HR&OD2	Modernisation	1

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

Ref.	Action	Reason
5.4.8	Budget Jury	Suspended
7.3.3	Climate Change Matrix	Suspended due to changed approach
10.1.4	New governance arrangements	Suspended- decision postponed until 2010
10.2.2	Code of Conduct for Members	Suspended due to Government delays
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
16.2.5	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	PR1 – Customer Processes

Contingencies Act and effective Business Continuity	
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 January 2010.

## 15. **BACKGROUND PAPERS:**

15.1 The full Improvement Plan for January 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.

### **CONTACT OFFICER**

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# Exception Report for January 2010 Improvement Plan

# Appendix 1

## PROGRESS IN 2009/10

Overall performance as at the end of January 2010, 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	4	4.3%
AMBER	11	13.3%	AMBER	6	8.5%	AMBER	9	8.7%	AMBER	9	9.6%	AMBER	5	5.3%	AMBER	5	5.4%
GREEN	67	80.7%	GREEN	60	84.5%	GREEN	79	76%	GREEN	70	74.5%	GREEN	71	74.7%	GREEN	70	75.3%
REPRO	0	0%	REPRO	0	0%	REPRO	0	0%	REPRO	0	0%	REPRO	3	3.2%	REPRO	1	1.1%
SUSP	5	6%	SUSP	5	7%	SUSP	12	11.5%	SUSP	13	13.8%	SUSP	14	14.7%	SUSP	13	13.9%

January 2010			February 2010			March 2010			April 2010			May 2010			June 2010		
RED	6	7.2%	RED			RED			RED			RED			RED		
AMBER	3	3.6%	AMBER			AMBER			AMBER			AMBER			AMBER		
GREEN	64	77.1%	GREEN			GREEN			GREEN			GREEN			GREEN		
REPRO	0	0%	REPRO			REPRO			REPRO			REPRO			REPRO		
SUSP	10	12.1%	SUSP			SUSP			SUSP			SUSP			SUSP		

# Exception Report for January 2010 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:

<b>CP1: Town Centre</b>																	
Ref	January 2010 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		
1.1.1	Engage specialist organisation to complete unified vision		Work will recommence on the AAP from January 2010.													Jan 10	Apr 10
<b>1.1</b>	<b>Agreement on preferred option of Area Action Plan</b>																
1.1.1	Engage specialist organisation to complete unified vision															<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 from 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 January 2010 Improvement Plan

## Appendix 1

<b>CP1: Town Centre</b>																	
Ref	January 2010 Action		Colour		Corrective Action										Who	Original Date	Revised Date
1.5.4	Work on site commences				Work cannot start until the design and funding issues can be resolved.										HB	Jan 10	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>																
1.5.4	Work on site commences	HB													Work cannot start until the design and funding issues can be resolved.		

<b>PR1: Customer Processes</b>																	
Ref	January 2010 Action		Colour		Corrective Action										Who	Original Date	Revised Date
9.2.4	Launch of updated customer standards .				REPROGRAMMED: Some of the proposed changes have proved impracticable. Needs further discussion at November CF Board. Standards agreed. Will be launched in January. Delayed										HB	Jan 10	TBC
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
<b>9.2</b>	<b>Customer satisfaction (delivery of customer access strategy)</b>																
9.2.4	Launch of updated customer standards	HB													REPROGRAMMED: Some of the proposed changes have proved impracticable. Needs further discussion at November CF Board. Standards agreed. Will be launched in January. Delayed		



## Exception Report for January 2010 Improvement Plan

## Appendix 1

<b>PR4: Improved Partnership Working</b>																	
Ref	January 2010 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.				EXTENDED: Not started yet, due to focus on LSP Board. Initial meeting arranged for January. Della involved in Trunk. No capacity. Suspend until 10/11?										HB	Jan 10	TBC
<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. Initial meeting arranged for January. Della involved in Trunk. No capacity. Suspend until 10/11?	

<b>PR4: Improved Partnership Working</b>																	
Ref	January 2010 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		
12.3.2	Develop draft and seek Cabinet approval.				EXTENDED: See 12.3.1 As above. Would want to suspend this project.										HB	Jan10	TBC
<b>12.3</b>	<b>Grants policy</b>																
12.3.2	Develop draft and seek Cabinet approval.	HB														EXTENDED: See 12.3.1 As above. Would want to suspend this project.	

## Exception Report for January 2010 Improvement Plan

## Appendix 1

<b>PR5: Planning</b>																	
Ref	January 2010 Action	Colour	Corrective Action												Who	Original Date	Revised Date
13.2.3	Receive and respond to RSS2 Proposed Changes		Proposed changes delayed due to legal implications.												MD	Jan 10	TBC
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
<b>13.2</b>	<b>Regional Spatial Strategy</b>																
13.2.3	Receive and respond to RSS2 Proposed Changes	MD														Proposed changes delayed due to legal implications.	

<b>PR5: Planning</b>																	
Ref	January 2010 Action	Colour	Corrective Action												Who	Original Date	Revised Date
13.4.6	Consider results at Customer First Board and CMT, including action plan.		Meeting to be set up in January between internal parties to decide on progress forward and preparation of action plan. Meeting scheduled for early February to check through document. Further meeting scheduled for later Feb with Peer review team to comment on Draft.												HB	Jan 10	Feb 10
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>																
13.4.6	Consider results at Customer First Board and CMT, including action plan.	HB														Meeting to be set up in January between internal parties to decide on progress forward and preparation of action plan. Meeting scheduled for early February to check through document. Further meeting scheduled for later Feb with Peer review team to comment on Draft.	

## Exception Report for January 2010 Improvement Plan

## Appendix 1

<b>PR5: Planning</b>																		
Ref	January 2010 Action		Colour		Corrective Action											Who	Original Date	Revised Date
13.4.7	Report conclusions to Members				Timetable is running behind. This action and that below will need re scheduling. Meeting arranged this month with I&DeA and new Director to handover on this project and determine when to report to Members.											HB	Jan 10	TBC
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>																	
13.4.7	Report conclusions to Members	HB														Timetable is running behind. This action and that below will need re scheduling. Meeting arranged this month with I&DeA and new Director to handover on this project and determine when to report to Members.		

## Exception Report for January 2010 Improvement Plan

## Appendix 1

<b>HR&amp;OD2: Modernisation</b>																	
Ref	January 2010 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		
15.2.1	<i>Harmonisation of employee terms and conditions of employment; post SERCO report.</i>				Revised timelines need to be agreed with Chief Executive due to capacity issues at RBC and now BDC.											Jan 10	TBC
<b>15.2</b>	<b>Policy review and development</b>																
15.2.1	<i>Harmonisation of employee terms and conditions of employment; post SERCO report.</i>															Revised timelines need to be agreed with Chief Executive due to capacity issues at RBC and now BDC.	