
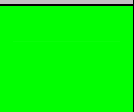


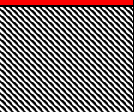
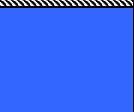


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Improvement Plan Guidance

	Grey = Programmed dates This is the planned timescale for the action- THESE ARE FIXED AND SHOULD NOT BE ALTERED / DELETED
	Green = On target The action is on target.
	Amber = One month behind The action is one month behind schedule.
	Red = Over one month behind The action is over one month behind schedule.
	Hashing = Reprogrammed / extended / revised This is to be used to show any new dates for an action, whether that is because it has been reprogrammed to a later date in the year or extended by a set period. <i>This requires approval.</i>
	Blue = Suspended This is where an action has been suspended completely for the period covered by the Improvement Plan. <i>This requires approval.</i>

- In the 'Status / Corrective Action' column, you should include any relevant information that will aid the reader.
- However, for all actions that are either amber or red, you should include a comment as to why the action has fallen behind timescale **and** a brief plan of what you intend to do to address the situation.
- Also in the 'Status / Corrective Action' column, please clearly state (in capital letters) at the start of any comment if the action has been SUSPENDED, REPROGRAMMED, EXTENDED or is COMPLETE.
- Please ensure that if an action is dependent on a previous action that has been delayed, that this is reflected in the status update.

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Priority CP1: Economic Development					
1	Expected Outcome	A thriving & more diverse economy			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
1.1	Economic Development Strategy	Implementation of the Bromsgrove Economic Development Plan Set up establishment structure for the North Worcestershire Economic Development Strategy	31 st March 2011 October 2010	JS	Economic Development & Town Centre Manager
1.2	Employment	Bromsgrove Business Start-up Programme Bromsgrove Business Booster Programme	March 2011 March 2011	JS	Economic Development & Town Centre Manager

Ref.	Action	Lead	Apr.	May	June	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Status / Corrective Action
1.1.	Economic Development Strategy														
1.1.1	Implement actions in Bromsgrove Economic Development Plan	JS													
1.1.2	Creation of single North Worcestershire Economic Development Unit	JS													
1.2.	Employment														
1.2.1	Support 30 businesses through the Business Start-up Programme	JS													
1.2.2	Support 5 businesses	JS													

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Ref.	Action	Lead	Apr.	May	June	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Status / Corrective Action
	through the Business Booster Programme														

Priority CP2: Town Centre					
2	Expected Outcome	A revitalised, vibrant and attractive town centre			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
2.1	Enhancement of the public realm	Improvements to the High Street & The Strand	April 2010 to April 2011	JS	Town Centre Team (subject to funding) SMT
	Enhancement of High Street buildings	Interest required from property owners for Shopfronts Grant	May 2010 to March 2011	RS	Town Centre Team Conservation officer Housing officer
2.2	Redevelopment of retail park, Birmingham Road	Secure planning permission for redevelopment of the site	June/July 2010	JS	Planning Team Town Centre Team
	Hanover Street car park extension	Secure change of use planning application Open extension (due to rise in visitors)	July 2010	MA	Town Centre Team
	Developing existing housing stock	Interest required from property owners re 'empty space' conversion	May 2010 to March 2011	RS	Town Centre Team Conservation officer Housing officer
2.3	Relocation of Police and Fire Services to free-up	Secure planning permission for new site	1 Dec 2011	RS	Town Centre Team Planning Team

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Priority CP2: Town Centre					
2	Expected Outcome	A revitalised, vibrant and attractive town centre			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
	town centre sites for development	Agree disposal of fire station on Windsor Street			
	Completion of the Health Centre	Opening of the new Health Centre (will service half of the town's residents)	March 2011	RS	Town Centre Team
2.4	New train station	Design and funding agreed for a new Bromsgrove train station	December 2011	JS	Network Rail & WCC (subject to necessary funding)
	Improvements to bus station	Funding and installation of replacement shelter agreed	September 2010	RS	Town Centre Team / WCC
		Recommended option to expand the bus station	April-June 2011	RS	BDC and WCC
2.5	Production of Town Plan	Completion of Property Assets Review to show location of new Council House / Leisure Centre / development sites	October 2010	RS	Town Centre Team

Ref.	Action	Lead	Apr	May	June	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Status / Corrective Action
2.1	Enhancement of public realm & High Street buildings														
2.1.1	Undertake performance clinic	JS													

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Ref.	Action	Lead	Apr	May	June	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Status / Corrective Action
2.1.2	Complete Town Centre Marketing Strategy	JS													
2.1.3	Architect's brief	RS													Dependent on sale of Parkside car park; funding will dictate palette and timescales
2.1.4	Consultation	RS													As above
2.1.5	Confirm funding for pilot scheme	RS													On target
2.1.6	Gauge interest	RS													Extra funding may widen the scheme to include entire High Street
2.1.7	Undertake building enhancements	RS													
2.2	Redevelopment of retail park														
2.2.1	Planning application considered by Planning Committee	JS													
	Hanover Street car park extension														
2.2.2	Demolition of Market Hall	MA													Completed
2.2.3	'Change of use' Planning application considered by Planning Committee	MA													
2.2.4	Extension completed and opened	MA													Dependent on 'change of use' Planning Application approval
	Developing existing housing stock														
2.2.5	Conduct pilot scheme to gauge interest	RS													Completed
2.2.6	Survey entire High Street	RS													
2.2.7	Building conversions undertaken	RS													Dependent on interest and available funding

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Ref.	Action	Lead	Apr	May	June	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Status / Corrective Action
2.3	Relocation of Police and Fire Services to free-up town centre sites for development														
2.3.1	Artrix approval gained	JS													
2.3.2	Disposal of Fire Station agreed	JS													
2.3.3	Planning Consent granted	JS													Dependent on Artrix approval
2.3.4	Construction commenced	JS													Dependent on Planning Consent
	Completion of the Health Centre														
2.3.5	Construction	RS													
2.3.6	Opening	RS													
2.4	New train station														
2.4.1	Funding secured	JS													Attend project board meetings (as called by Network Rail)
2.4.2	Design agreed	JS													Dependent on funding
	Improvements to bus station														
2.4.3	Funding for new shelter confirmed	RS													BDC and WCC funding
2.4.4	New shelter produced	RS													
2.4.5	Investigations to expand bus station	RS													Dependent on funding and transport surveys / reports
2.5	Production of Town Plan														
2.5.1	Leisure survey	RS													800 returns as of 11/06/10
2.5.2	Develop Town Plan options	RS													

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Ref.	Action	Lead	Apr	May	June	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Status / Corrective Action
2.5.3	Soft Market Testing	RS													
2.5.4	Property Assets Review recommendation	RS													Dependent on Town Centre Steering Group approval
2.5.5	Area Action Plan produced	RS													

Priority CP3: Value for Money

3.	Expected Outcome	Realisation of cash savings with recognised improvements in Value for Money Assessment within Use of Resources			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
3.1	Shared Services	Transformation Programme Plan Transformation Team in place	May 2010 September 2010	DP	Transformation Team
3.2	Efficiencies	Transformation Board	Ongoing	JP	Project Board Transformation Board Transformation Team
3.3	Marketing/ Income Generation	Marketing garden waste service Annual review of Artrix SLA / marketing campaign	TBC TBC TBC	GR JG	Service Managers

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Priority CP3: Value for Money

3.	Expected Outcome	Realisation of cash savings with recognised improvements in Value for Money Assessment within Use of Resources			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
		Annual review of Dolphin Centre SLA / marketing campaign	April 2010		
		Review Pay on foot scheme	TBC		

Ref.	Action	Lead	Apr.	May	June	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Status / Corrective Action
3.1.	Shared Services														
3.1.1	Develop programme	KD/DP													
3.1.2	Draft job descriptions for team	DP													
3.1.3	Recruit team	DP													
3.2	Efficiencies														
3.2.1	Report progress of delivery of efficiencies to shared service Board	KD													
3.2.2	Develop system for identifying and monitoring of efficiencies	JP													
3.2.3	Develop Use Of Resources action plan for 2011/12	JP													
3.3	Marketing/Income Generation														
3.3.1	Review the Place/Resident Satisfaction Survey and	HM													

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Ref.	Action	Lead	Apr.	May	June	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Status / Corrective Action
	User Survey results for the site and agree key service improvements required.														
3.3.2	Review KPI's with in the SLA and agree remedial actions as required.	HM													
3.3.3	Based on 3.1 & 3.2 agreed the revised KPI targets, key areas of service improvement and BDC support for 2011/12.	JG/HM													
3.1.4	Review the Place/Resident Satisfaction Survey and User Survey results for the site and agree key service improvements required.	JG													
3.1.5	Review KPI's with in the SLA and agree remedial actions as required.	JG													
3.1.6	Review the maintenance requirements for the site and agree areas of responsibility for 2011/12.	JG													
3.1.7	Based on 3.1 & 3.2 agreed the revised KPI targets, key areas of service improvement and BDC support for 2011/12.	JG													

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CP4: One Community					
4	Expected Outcome	A sense of community for all			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
4.1	Children & Young People	<p>Review events package to increase engagement / involvement / participation of children & young people across the district</p> <p>'U Decide' participatory budgeting event</p> <p>Children & Young People's Partnership (LSP)- shadow board</p>	<p>June 2010</p> <p>March 2011</p> <p>December 2011</p>	<p>JG</p> <p>HB</p>	<p>Arts Development Manager & Team</p> <p>Senior Corporate Policy & Performance Officers</p> <p>WCC Youth Support</p> <p>FLOSS funding</p> <p>LSP</p>
4.2	Older People	<p>Development physical activity programme</p> <p>Promote Ageing Well Scheme</p> <p>Roll out to outlying areas</p> <p>Create links with Health Improvement funding bid</p> <p>Older People's Directory</p>	<p>May 2010</p> <p>August 2010</p> <p>April 2011</p> <p>December 2010</p> <p>October 2010</p>	<p>JG</p> <p>HB</p>	<p>Sports Development Team</p> <p>Communications Team</p> <p>£13k (promote)</p> <p>£7k (roll out)</p> <p>New post?</p> <p>£8,000</p>
4.3	Crime & the Fear of Crime	<p>Develop West Mercia minimum standards</p> <p>Develop ASB Strategy for</p>	<p>March 2011</p> <p>March 2011</p>	<p>AH</p>	<p>Safer Community Board Area based grant</p> <p>Community Safety Team</p>

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CP4: One Community					
4	Expected Outcome	A sense of community for all			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
		Redditch & Bromsgrove Develop Communications Strategy & associated Action Plan	March 2011		CSP
4.4	The Trunk	Completion of the thematic high level action plans Finalise Section 10 Agreement Set up performance reporting system via the LSP	May 2010 August 2010 July 2010	SH	Section 10 agreement Senior Corporate Policy & Performance Officer

Ref.	Action	Lead	Apr.	May	June	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Status / Corrective Action
4.1	Children & Young People														
4.1.1	Agree suitable and sufficient consultation process to engage with all residents and target CYP to ascertain their views on future events.	JH/JG													
4.1.2	Undertake the consultation exercise and review results with key partners and officers.	JG/AH													
4.1.3	Develop the 2011/12 outline programme and	JG/AH													

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Ref.	Action	Lead	Apr.	May	June	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Status / Corrective Action
	budget requirements in order to increase engagement opportunities. Including funding bids as required.														
4.1.4	Develop the full programme based on available budget and BDC priorities.	JG/AH													
4.1.5	Review 09/10 U Decide, build lessons learnt into 10/11 and hold third U Decide.	HB													
4.1.6	Continue to actively support the Children and Young People's Theme Group, including bi-monthly meetings.	JG													
4.2	Older People														
4.2.1	Through the H&WB Theme Group, agree the key principles, interventions and locations for the age well scheme physical activity programme.	JG/LK													
4.2.2	Develop the programme in partnership with NHS Worcestershire to complement existing provision and to provide suitable exit routes via sustainable community sessions. To include set	LK													

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Ref.	Action	Lead	Apr.	May	June	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Status / Corrective Action
	of KPI's for this work to ensure objectives are achieved.														
4.2.3	Commence marketing campaign and roll out of activity sessions.	LK													
4.2.4	Build the partnership approach to this subject through the HIF work around Health Lifestyles and integrate the work streams.	JG/LK													
4.2.5	Develop the year 2 activity programme and commence roll out to outlying areas of the District.	LK													
4.2.6	Promote launch of Ageing Well Scheme	HB													
4.2.7	Older Person's Directory to be launched to coincide with Older Person's Day (01 October).	HB													
4.3	Crime & the Fear of Crime														
4.3.1	Develop West Mercia minimum standards- publish on website	AH													
4.3.2	Develop Customer Charter	AH													
4.3.3	West Mercia presentation and sign up	AH													
4.3.4	Develop ASB Strategy for Bromsgrove & Redditch	AH													
4.3.5	Develop Communications	BH													

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Ref.	Action	Lead	Apr.	May	June	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Status / Corrective Action
	Strategy & associated action plan														
4.4	The Trunk														
4.4.1	Develop localised measures across the six SCS objectives for Charford and Sidemoor	AH/HB													
4.4.2	Finalise the Section 10 Agreement	SH													
4.4.3	Set up an LSP Stronger Communities Theme Group & new Successful Neighbourhoods Working Group with partners & report performance to Board.	AH/HB													

CP5: Housing

5	Expected Outcome	Delivery of Housing Strategy			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
5.1	Balanced Housing Mix and delivery of affordable housing.	Consult community and stakeholders upon revised Draft Core Strategy with Housing Allocations.	31 st December 2010	SH/JS/ AG/MD/ AC	Strategic Planning Team
		Support and enable applications for affordable housing on approved site in accordance with Core Strategy and RSS allocation.	31 st March 2011	AC	Strategic Housing Team Supporting people BDHT

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CP5: Housing					
5	Expected Outcome	Delivery of Housing Strategy			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
		Utilise results from Housing Market Assessment and Older Persons Housing and Support Needs Survey to identify housing needs and guide affordable housing development.	31 st March 2011	AC	RSL Partners CC R&I Team
5.2	Implemented Worcestershire Home Improvement Agency	Agreed SLA for Countywide HIA.	1 June 2010	AC	Strategic Housing Team
		Commencement of the availability of Kick Start Equity Release loans for home improvement.	30 th September 2010	AC	
5.3	Homelessness prevention & continued low level use of temporary accommodation	Continue to monitor & support the development of effective partnership homelessness prevention services.	31 st March 2011	AC	Strategic Housing Team CAB BDHT
		Continue to support the availability of mortgage rescue scheme as appropriate.	31 st March 2011	AC	
					Supporting People Homelessness Strategy Steering Group

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CP5: Housing

5	Expected Outcome	Delivery of Housing Strategy			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
5.4	Effective Strategic Housing Service that works with its partners and other stakeholders to address the housing needs and challenges within its area.	Review of new Audit Commission Key Lines of Enquiry for Strategic Housing.	1 st November 2010	AC	Strategic Housing Team BDHT

Ref.	Action	Lead	Apr.	May	June	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Status / Corrective Action
5.1	Balanced Housing Mix														
5.1.1	Prepare revised draft Core Strategy for community and stakeholder consultation	MD													
5.1.2	Identify public and privately owned sites suitable for affordable housing, liaise with preferred partner RSLs and support bids for funding to the Homes & Communities Agency.	AC													
5.1.3	Set up, attend and support quarterly meetings of new NW Delivery Group to monitor viability and projected delivery of pipeline schemes and update of progress against	AC													

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Ref.	Action	Lead	Apr.	May	June	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Status / Corrective Action
	the LAA target.														
5.1.4	Implementation of SP funded Support Worker for Private Sector Housing Step up Scheme tenants.	AC													
5.2	Home Improvement Agency														
5.2.1	Completion of agreed SLA and Transfer documents for Countywide HIA.	AC													
5.2.2	Completed transfer of North Worcestershire HIA into and commencement of Countywide Scheme.	AC													
5.2.3	Commencement of quarterly meetings of the Countywide HIA Performance Management Board.	AC													
5.2.4	Review and update Private Sector Housing Strategy to reflect updated condition data.	AC													
5.3	Homelessness prevention & reduction in the use of temporary accommodation														
5.3.1	Review outcomes of support and preventative schemes, consult with Homelessness Strategy Steering Group and formulate recommendations for use of CLG Grant if available in 2011/12.	AC													

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Ref.	Action	Lead	Apr.	May	June	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Status / Corrective Action
5.3.2	Report to Executive Cabinet upon availability of CLG Homelessness Grant and seek approval of allocation to recommended schemes	AC													
5.4	Audit Commission Strategic Housing Key Lines of Enquiry														
5.4.1	Carry out a review of 2010 Audit Commission Key Lines of Enquiry for Strategic Housing.	AC													

CP6: Climate Change

6	Expected Outcome	Reduced Co2 Emissions			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
6.1	CO2 Emissions	Climate Change Strategy & Action Plan Review Sustainable Community Strategy Action Plan	November 2010 March 2011	HB	Climate Change Manager Future budget bids to MTFP
6.2	Adaption	Climate Change Strategy & Action Plan Review Sustainable Community Strategy Action Plan	November 2011 March 2011	HB	Climate Change Manager Future budget bids to MTFP

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Ref.	Action	Lead	Apr.	May	June	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Status / Corrective Action
6.1	CO2 Emissions														
6.1.1	Complete first full draft of Climate Change Strategy	CJ													
6.1.2	Undertake consultation and seek approval from Cabinet.	CJ													
6.1.3	Review and update Better Environment Sustainable Community Strategy action plan.	CJ													
6.2	Adaption														
6.2.1	See 6.1	HB													

FP1: Managing Finances (including Value for Money)					
7	Expected Outcomes	Improved Financial Management recognised within UoR Assessment Improved financial awareness & discussion by Members & public			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
7.1	Integrated financial and performance information	Integrated financial and performance management timetable Meetings with budget holders	Quarter 3 Ongoing	JLP	Service accountants and budget holders
7.2	Deliver Medium Term Financial Plan and statutory accounts	Financial Plan timetable Use of Resources Action Plan	September 2010 January 2010	JLP	Service accountants and budget holders

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FP1: Managing Finances (including Value for Money)					
7	Expected Outcomes	Improved Financial Management recognised within UoR Assessment Improved financial awareness & discussion by Members & public			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
7.3	Budget Consultation	Budget Jury Online consultation Schools project	January 2011 January 2011 January 2011	JLP HB	Executive Director- Finance & Resources Director of Policy, Performance & Partnerships Senior Corporate Policy & Performance Officer

Ref.	Action	Lead	Apr.	May	June	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Status / Corrective Action
7.1	Integrated financial and performance information														
7.1.1	Develop monitoring timetable for financial and performance information	HB													
7.1.2	Report integrated information to Members	HB/JP													
7.2	Deliver Medium Term Financial Plan & statutory accounts														
7.2.1	Meet with Cabinet re development of priorities	JP													
7.2.2	Develop Council Plan budgets and discuss with CMT	JP													
7.2.3	Present options to all Members to include	JP													

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Ref.	Action	Lead	Apr.	May	June	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Status / Corrective Action
	scrutiny														
7.3	Budget consultation														
7.3.1	Identify members	BD													
7.3.2	Carry out budget panel sessions to link with member considerations	HB/JP													
7.3.3	Carry out further community engagement to link with Member considerations	HB/JP													
7.3.4	Present budget jury and consultation data to members for consideration as part of budget setting	HB/JP													

FP2: Governing the Business(including Value for Money)

8	Expected Outcomes	Cash savings realised from improved procurement Improvements to UoR assessment relating to procurement			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
8.1	Procurement	Procurement Actions	August 2010	JP	Procurement Advisor
		Procurement Forward Plan	August 2010		CMT
8.2	Risk Management	Risk Strategy & reports	March 2011	JP	Internal Audit (WETT- Worcester City)

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Ref.	Action	Lead	Apr.	May	June	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Status / Corrective Action
8.1	Procurement														
8.1.1	Identify areas of major spend	JP													
8.1.2	Develop action plan with procurement manager for savings to be realised	JP													
8.1.3	Undertake revised procurement to achieve savings identified	JP													
8.1.3	Monitor cash savings realised	JP													
8.2	Risk Management														
8.2.1	Develop corporate and departmental risk registers	TK													
8.2.2	Monitor registers via to members	TK													
8.2.3	Identify improvements to address UoR assessment	TK													

FP3: Managing Resources (including Value for Money)					
9	Expected Outcome	Recognised improvements in UoR judgement and improved asset, workforce and natural resource management			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
9.1	Manage assets effectively	Update Asset Management Plan Dispose of/ retain assets as per Council priorities	November 2010 Ongoing	JLP	Property Services (WETT- Worcestershire County Council)

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FP3: Managing Resources (including Value for Money)					
9	Expected Outcome	Recognised improvements in UoR judgement and improved asset, workforce and natural resource management			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
9.2	Workforce Planning	Service-level data, analysis & plans	December 2010	DP	Learning & Organisational Development Manager
9.3	Natural Resources	Green fleet review & action plan	31 st March 2011	GR	Waste minimisation
		Climate Change Strategy & Action Plan	November 2010	HB	Support from the Energy Savings Trust
		Sustainable Community Strategy Action Plan	March 2011	HB	

Ref.	Action	Lead	Apr.	May	June	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Status / Corrective Action
9.1	Manage assets effectively														
9.1.1	Agree SLA with Worcestershire County to include updates to asset management plan	TK													
9.1.2	Map the areas / assets owned by Council and review at asset management group	TK													
9.1.3	Identify assets for disposal and discuss plan wit WCC for action	TK													

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Ref.	Action	Lead	Apr.	May	June	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Status / Corrective Action
9.2	Workforce Planning														
9.2.1	Produce shared workforce plan	HP													
9.2.2	Produce service-level data packs	HP/BB													
9.3	Natural Resources														
9.3.1	To work with other local authorities and the voluntary sector to increase re use from bulky household collections and explore future options for service delivery	Anna Wardell													
9.3.2	To work with the Energy Savings Trust to carry out a 'green fleet' review	Kevin Hirons													

FP4: Managing Performance (including Value for Money)

10	Expected Outcome	Appropriate Performance Management Arrangements			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
10.1	Data Quality	Data Quality Strategy updates to PMB /CMT	August 2010 (and 6 monthly thereafter)	HB	CCPP
10.2	Performance & Project Management	Delivery of the Performance Management Strategy Action Plan	February 2011 (and annually thereafter)	HB	CCPP
10.3	VFM Measures	Vfm transactional measures spreadsheet	June 2010	JP	Finance Team Policy & Performance

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					HB	Team
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Ref.	Action	Lead	Apr.	May	June	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Status / Corrective Action
10.1	Data Quality														
10.1.1	Ensure closedown of National Indicators as per DCLG definitions.	HB													
10.1.2	Carry out review of lessons learnt	HB													
10.2	Performance & Project Management														
10.2.1	Report annual review of Performance Management Strategy to PMB.	HB													
10.2.2	Review corporate project management methodology	HB													
10.2.3	Monthly community programme board.	HB													
10.3	VFM measures														
10.3.1	Complete pilot and report results to CMT.	HB													
10.3.2	Agree roll out with CMT.	HB													
10.3.3	Roll out approach across all departments.	HB													
10.3.4	Develop VFM dashboard for focus on high spend / low satisfaction services	HB													
10.3.5	Update VFM Strategy for members consideration	HB													
10.3.6	Undertake VFM training for members and officers	HB													

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PR1: Customer Processes					
11	Expected Outcome	Improved Customer Processes			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
11.1	Customer Service Excellence Accreditation (Customer First Part 4)	New HOS to review CF Pt 3 action plans with teams Set up working group to undertake self assessment Customer First Pt 4 training	September 2010 <i>TBC</i> December 2010	New HOS	<i>To be reviewed by HOS</i>
11.2	Community Engagement	Community Engagement Strategy agreed at Cabinet Community Engagement toolkit produced	October 2010 October 2010	HB	Senior Corporate Policy & Performance Officer Equalities Officer
11.3	CSC/Website	'Have a Play' Promotion & marketing Agreement of programme	December 2010 TBC March 2011	DP New HOS	ICT Team Communications Team Customer Service Centre Manager

Ref.	Action	Lead	Apr.	May	June	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Status / Corrective Action
11.1	Customer Service Excellence Accreditation (Customer First Part 4)														
11.1.1															<i>Actions to be updated when new HOS takes post</i>
11.1.2															
11.1.3															

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Ref.	Action	Lead	Apr.	May	June	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Status / Corrective Action
11.2	Community Engagement														
11.2.1	Community Engagement Strategy agreed by Cabinet.	HB													
11.2.2	Toolkit developed.	HB													
11.2.3	Engagement results built into annual strategic review of Council Plan	HB													
11.3	CSC/Website														
11.3.1	Web developer to establish what CSC want on the website	NP													
11.3.2	Develop site	NP													

PR2: Political Governance

12	Expected Outcome	Improved Governance			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
12.1	Overview & Scrutiny	Overview & Scrutiny Work Programme	March 2011	CF	Head of Legal, Democratic & Equalities
		Annual Overview & Scrutiny report	March 2011		Scrutiny Officers Senior Solicitor
12.2	Elections	Democratic Task Group	May 2010	CF	Head of Legal, Democratic & Equalities
		Democracy Year	May 2011		Elections Manager
12.3	Modern Councillor	Member Development Action	September 2011	CF	Head of Legal,

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PR2: Political Governance

12	Expected Outcome	Improved Governance			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
	Programme	Plan			Democratic & Equalities Learning & Organisational Development Manager
12.4	Member Standards	Governance with partnerships confidence protocol Officer/Member Code of Conduct with training	March 2011	CF	Head of Legal, Democratic & Equalities Senior Solicitors Standards Committee

Ref.	Action	Lead	Apr.	May	June	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Status / Corrective Action
12.1	Overview & Scrutiny														
12.1.1	Determine the 2010/11 work programme	CF													
12.1.2	Deliver specific Chairmanship training for Overview and Scrutiny Board Chairman	CF													
12.1.3	Agree and publish a policy for managing petitions, councillor calls for action, crime and disorder and public participation in overview and scrutiny topics	CF													

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Ref.	Action	Lead	Apr.	May	June	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Status / Corrective Action
12.2	Elections														
12.2.1	Deliver the actions within the year three Electoral Services Improvement Plan (replaced Charter mark)	CF													
12.2.2	Deliver 'Would Be Councillor Days'	CF													
12.2.3	Deliver recommendations from the Democracy Task Group	CF													
12.3	Modern Councillor Programme														
12.3.1	Identify all compulsory training elements for Boards and Committees	CF													
12.3.2	Deliver the pilot exercise for PDPs and roll out programme to volunteer members in advance of the District Elections in May 2011 when the programme will be rolled out to all members	CF													
12.4	Member Standards														
12.4.1	Review the Member complaint process and the Standards Committee	CF													
12.4.2	Deliver Member training on outside bodies and specific external responsibilities	CF													
12.4.3	Deliver Ombudsman training	CF													

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PR3: Shared Services					
13.	Expected Outcome	Improved services to the public			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
13.1	Transformation Team	Recruitment of team <i>Input of RIEP</i>	September 2010	DP KD	Head of Transformation Chief Executive RIEP
13.2	Programme Plan	CMT/SMT & Stakeholders Working Group Programme of Work	September 2010	DP	Transformation Team CMT/SMT

Ref.	Action	Lead	Apr.	May	June	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Status / Corrective Action
13.1	Transformation Team														
13.1.1	Draft job descriptions	DP													
13.1.2	Recruit team	DP													
13.2	Programme Plan														
13.2.1	Hold CMT workshops on Transformational thinking	KD													
13.2.2	Meet with RIEP to determine external support available	KD													
13.2.3	Finalise programme	KD													
13.2.4	Implement programme	KD													

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PR4: WETT					
14	Expected Outcome	Successful provision of the Regulatory Service across the County. Improved property and Internal Audit service provision through management of service level agreements with provider Authorities			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
14.1	Property Services	Project Plan	June 2010	JP	Transformation Team
14.2	Regulatory Services	Project Plan	June 2010	JP	Transformation Team
14.3	Internal Audit	Project Plan	June 2010	JP	Transformation Team

Ref.	Action	Lead	Apr.	May	June	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Status / Corrective Action
14.1	Regulatory Services														
14.1.1	Mapping of posts to structure	KD													
14.1.2	Deliver ICT improvements and access as detailed in project plan	KD													
14.1.3	Manage governance arrangements	KD													
14.1.4	Agree new structure with staff and implement	KD													
14.1.5	Monitor financial arrangements	KD													
14.1.6	Deliver actions as identified within project plan	KD													
14.2	Property Services														
14.2.1	Agree SLA with	TK													

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Ref.	Action	Lead	Apr.	May	June	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Status / Corrective Action
	Worcestershire CC														
14.2.2	Monitor SLA to ensure service provision met as agreed	TK													
14.2.3	Review other property service provision across the Council for potential transfer to County	TK													
14.3	Internal Audit														
14.3.1	Agree SLA with Worcester City Council	TK													
14.3.2	Monitor SLA to ensure service provision met as agreed	TK													
14.3.3	Review Use Of Resources judgement to ensure improvements delivered as agreed	TK													

PR5: Strategic Planning					
15.	Expected Outcome	Improved Planning Service and Balanced Development of District			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
15.1	Core Strategy	Evidence collection and Strategy development	November 2010	JS	Strategic Planning Manager Strategic Planning Team

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PR5: Strategic Planning					
15.	Expected Outcome	Improved Planning Service and Balanced Development of District			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
15.2	AAP Town Centre	Town Centre Project Plan	31 st March 2011	JS	Senior Project Manager (Bromsgrove Town Centre Regeneration) Strategic Planning Team Additional resource
15.3	IDeA Peer Review	Peer review action plan	June 2010	JS	Strategic Planning Team Additional resource
15.4	Longbridge	Resolution of infrastructure tariff for East Works and determine planning application.	October 2010	JS	Strategic Planning Team External legal support Birmingham City Council

Ref.	Action	Lead	Apr.	May	June	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Status / Corrective Action
15.1	Core Strategy														
15.1.1	Prepare Evidence Bases to support Core Strategy	MD													
15.1.2	Engage with ATLAS to support strategic allocations	MD													
15.1.3	Prepared revised draft Core Strategy	MD													
15.1.4	Consult on revised Draft	MD													

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Ref.	Action	Lead	Apr.	May	June	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Status / Corrective Action
	Core strategy														
15.1.5	Consider Consultation responses	MD													
15.2	AAP Town Centre														
15.2.1	Prepare evidence base to support the Town Centre AAP	MD													
15.2.2	Prepared Draft Town Centre AAP	MD													
15.2.3	Consult on Draft Town Centre AAP	MD													
15.2.4	Consider Consultation responses	MD													
15.3	IDeA Peer Review														
15.3.1	Receive final report	RB													
15.3.2	Final report presented to scrutiny	RB													
15.3.3	Produce & implement action plan	RB													
15.4	Longbridge														
15.4.1	Cabinet approval for Memorandum of understanding and project plan	MD													
15.4.2	Engagement with St Modwen over East works planning application	MD													
15.4.3	Determine planning application	MD													

HR & OD1: Learning and Development

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16	Expected Outcome	Improved Employee Skills and Capacity			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
16.1	Improved Employee skills & capacity	Service-level data, analysis & plans	November 2010	DP	Learning & Organisational Development Manager
16.2	Effective & consistent people management & development processes	Review & deliver IIP action plan Create new joint appraisals scheme	April 2011 December 2010	DP	Learning & Organisational Development Manager

Ref	Action	Lead	Apr.	May	June	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Status / Corrective Action
16.1	Investors in People														
16.1.1	Carryout BDC spot check	HP													
16.1.2	Implement recovery actions at BDC	HP													
16.1.3	Prepare for BDC accreditation inspection	HP													
16.1.4	Prepare for RBC spot check	HP													
16.2	Effective & consistent people management & development processes														
16.2.1	Prepare shared appraisal scheme	HP													
16.2.2	Draft to CMT	HP													
16.2.3	Consultation	HP													
16.2.4	Launch new scheme	HP													

HR&OD2: Modernisation

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17	Expected Outcome	RBC and BDC staff to be employed under harmonised terms and conditions where appropriate within an improved payroll service			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
17.1	Harmonisation Project (Policies / Terms & Conditions)	Production of policy proposal package for consultation Consultation exercise	September 2010 December 2010(<i>subject to Union agreement</i>)	TK	HR Teams (Bromsgrove & Redditch) Unions

Ref.	Action	Lead	Apr.	May	June	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Status / Corrective Action
17.1	Harmonisation Project (Policies / Terms & Conditions)														
17.1.1	Identify terms and conditions to be reviewed														
17.1.2	Undertake mapping of T&C across the Councils														
17.1.3	Discuss proposals with unions for consideration and negotiation														
17.1.4	Implement changes in consultation with staff														

HR& OD 3: Positive Employee Climate					
18	Expected Outcome	Positive employee climate			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
18.1	Improved Employee Engagement	Creation of employee engagement programme	March 2011	DP	Learning & Organisational Development Manager Communication & Customer First Manager

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Ref.	Action	Lead	Apr.	May	June	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Status / Corrective Action
18.1	Improved Employee Engagement														
18.1.1	BDC employee survey	HP													
18.1.2	Submit quick wins proposals to CMT in response to the survey	HP													
18.1.3	Implement quick wins	HP													
18.1.4	Develop proposals for shared and separate engagement programme	HP/AMD													
18.1.5	Submit proposals for shared and separate engagement activities to CMT	HP/AMD													