

Cabinet – 17 December 2008

Beacon Index Quarter 2 2008/09

Portfolio:	Councillor Arif, Procurement, transformation and performance management
Service:	Corporate Performance Management
Wards:	All
Key decision:	No
Forward plan:	No

1. Summary of report

This report sets out the quarter two position as at 30 September 2008 and identifies all measures that require action to ensure targets are fully delivered. These measures, their first quarter performance and annual targets are shown in **Appendix 1**.

2. Recommendations

- 2.1 That Cabinet note the quarter one position of the Beacon Index as detailed in **Appendix 1**.
- 2.2 That Cabinet approve the target change request for the performance indicator 2.2.2 (We will take firm action against nuisance drinking in public places) as detailed in **Appendix 3**.

3. Background information

- 3.1 The Beacon Index was revised to incorporate the new service pledges for 2008/09 and was approved by cabinet on 16 April 2008. The Index closely monitors the council's delivery of its vision (level 1), pledges (level 2) and corporate health indicators (level 3).
- 3.2 This report sets out actual performance on all Beacon Index measures as at the quarter ending 30 September 2008. These measures, their second quarter performance and annual targets are shown in **Appendix 1**. Measures, which can only be reported annually, have been excluded from the analysis shown below. 61.1% of performance indicators (PIs) are on track (green), 27.8% need close monitoring to ensure performance remains on track (amber), and 11.1% require corrective action. This is summarised in table 1 below along with quarter 1 performance for comparative purposes. Due to availability of data there are 7 more reported measures at quarter 2 than there were at quarter 1.

Table 1 – Q2 2008/09 Performance Summary

	Red		Amber		Green		Total	
	No	%	No	%	No	%	No	%
Level 1	All annually reported						0	0%
Level 2	1	4%	5	21%	18	75%	24	100%
Level 3	3	25.0%	5	41.7%	4	33.3%	12	100%
Total Q2	4	11.1%	10	27.8%	22	61.1%	36	100%
Total Q1	3	10%	9	31%	17	59%	29	100%

- 3.3 At level 1, measures are reported annually and will be included in future reports as they become available.
- 3.4 At level 2 performance is on track for most measures to meet their targets (75% green). The PI 2.6.2 (We will implement 'Think Walsall' by December 2008 to generate more training and employment opportunities for Walsall people) is the only red status PI at level 2, this is a corporate project which is currently on hold, hence the red status. The Performance Action Plan (PAP) for this measure is attached at **Appendix 2 (to follow)**.
- 3.5 A target change request for the PI 2.2.2 (We will take firm action against nuisance drinking in public places) is submitted to Cabinet for approval. The original target of 30 September 2008 was not achievable due to the legal processes required to implement the Designated Public Place Order (DPPO) and therefore the request is to amend the target to the more realistic 31 March 2009 deadline. This change request is attached at **Appendix 3**.
- 3.6 At level 3, a total of 75% of PI's have an amber or green status, with 25% having a red status. The Performance Action Plans for the 3 red PI's ((3.1.4) - Number of working days/shifts lost due to sickness absence per FTE, (3.2.2a) - Payment of creditor invoices within 30 days of receipt to the authority, and (3.3.1) – Buildings accessible to people with a disability)) are included at **Appendix 2 (to follow)**.
- 3.7 Table 2 shows all amber and red measures at Quarter 2. These must be monitored closely by the relevant performance boards alongside proactive corrective action to recover the position.

Table 2 – Quarter 2 2008/09 Red and Amber Beacon Index Measures

Ref.	PI Description	Accountable Officer	Q2 RAG	Q1 RAG
Level 2 Red Measures:				
2.6.2	We will implement 'Think Walsall' by December 2008 to generate more training and employment opportunities for Walsall people	Mark Lavender	R	A
Level 3 Red Measures:				
3.1.4	Number of working days/shifts lost due to sickness absence per FTE	Paul Smith	R	R
3.2.2	a) Payment of creditor invoices within 30 days of receipt to the authority	Steve Phipps	R	R

3.3.1	Buildings accessible to people with a disability	Keith Stone	R	G
Level 2 Amber Measures:				
2.1.1	We will adapt the homes of 200 people with a disability so they can live independently	Mark Wade	A	A
2.2.1	We will improve support to families so that the number of looked after children is reduced to the median of similar councils	Pauline Pilkington	A	R
2.4.1	We will improve services to children with a disability by increasing the number of respite foster care breaks by 10%	Pauline Pilkington	A	G
2.6.1	We will reduce the impact of child poverty by increasing the take-up of free school meals - Increase overall take-up of free school meals by eligible pupils (in schools with a catering contract 2% (Baseline 79.4%))	Kathryn Waite	A	N/A
2.9.2	We will extend the range of services available through our contact centre PI - Delivery of Corporate Contact Centre Project (ref: C-TRAN-06-0002)	Jez Holding	A	A
Level 3 Amber Measures:				
3.1.2	% of top 5% of earners that are women	Paul Smith	A	A
3.1.3	% of top 5% of earners from black and minority ethnic communities	Paul Smith	A	A
3.1.5	% of council employees declaring they meet the Disability Discrimination Act 1995 disability definition	Paul Smith	A	G
3.2.2	b) % of sundry debt collected relating to sundry debt over one month old	Steve Phipps	A	A
3.4.1	Project RHDAF080001 - Delivering requirements of the National Indicator Set (NIS) and associated processes - Ensure that the council is fully prepared for reporting upon the NIS measures within the new Comprehensive Area Assessment (CAA) reporting framework	Andy Field	A	N/A

4. Resource considerations

The Beacon Index provides a focussed overview of the council's performance to enable continuous improvement and good service provision. It examines performance at three levels; level 1 – vision delivery; level 2 – pledge delivery and level 3 – corporate health. The information produced will assist in the council's budget process.

There are no direct financial implications arising from this report.

5. Citizen impact

The Beacon Index, which is reported quarterly to cabinet and the Corporate Management Team (CMT), contains some of the most important performance indicators in terms of improving services to citizens. These reports are a public demonstration of how the council seeks to ensure continuous service improvement, in particular through the monitoring of progress towards the Council's "Pledges" for citizens of the borough, which are made at the start of each reporting year.

6. Community safety

Three measures relate to community safety issues and are reported under the 'Citizens are safe and secure' outcome. These are:

- 1.2.1 a) % of residents who feel fairly or very safe after dark
- 1.2.1 b) % of residents who feel fairly or very safe during daytime
- 2.2.2 Implementation of a borough wide Designated Public Place Order (DPPO)

7. Environmental impact

Several measures relate to key environmental issues affecting the community and council and are reported under the outcome 'Citizens are enjoying a high quality of life – clean, green, and mobile'. These are:

- 1.4.1 Overall/general satisfaction with the area (NI5)
- 2.4.2 Spend £2.5 million on regeneration and improvement projects focussed on Walsall town centre, district and neighbourhood centres and strategic corridors
- 2.4.3 Implementation of new recycling scheme
- 2.4.4 Complete the town centre transport package
- 2.8.2 Invest £0.5m capital budget in energy management

8. Performance and risk management issues

8.1 Risk:

Regular performance monitoring and reporting is used to proactively measure progress towards achieving targets throughout the year. The Beacon Index is monitored via the service plan review process, the corporate management team (CMT) and directorate performance boards. All appropriate action is taken to minimise the risk of services not achieving their targets or meeting Government performance standards within specified timeframes.

The implications of the above could have an onerous and far reaching effect on the council's ability to maintain its hard earned status of a 3★ organisation if the risks are not thoroughly managed. A majority of these issues are picked up in a number of risks adopted throughout the Strategic Risk Register (SRR) which are monitored via CMT and Directorate Performance Boards and performance action plans are developed for any targets that have a red (RAG) status.

8.2 Performance management:

The Index is reported quarterly to cabinet and CMT. This is the sixth year in which key indicators have been reported to provide a corporate overview of performance. For optimum success the focus must be on action not monitoring.

Regular performance monitoring is a key part of the CIPPF. This Index includes PIs counted for CAA purposes and improvement in these PIs contributes to positive evidence for inclusion in our CAA assessment which is scheduled to take place in 2009 and in the delivery of the wider excellence agenda.

All appropriate action must be taken to minimise the risk of services not achieving their annual service targets or meeting Government performance standards within specified timeframes. Regular performance monitoring and reporting minimises this risk and allows services to take corrective action where necessary.

9. Equality implications

Several measures monitor equality issues and are reported under the outcome 'Citizens are free from discrimination and harassment'. These are:

- 1.7.1 a) % of local people who believe people from different backgrounds get on well together in their local area (NI001)
- 1.7.1 b) Perceptions that people in the area treat one another with respect and consideration (NI023)
- 2.7.1 Hold community event in each Local Neighbourhood Partnership area to celebrate their cultural diversity
- 3.1.2 % of top 5% of earners that are women
- 3.1.1 % of top 5% of earners from black and minority ethnic communities
- 3.1.5 % of council employees who are disabled
- 3.1.6 % of council employees from minority ethnic communities

10. Consultation

All directorates have been involved with agreeing the changes to the Beacon Index. Accountable officers have provided the data for targets detailed within the appendix to this report

Background papers

Walsall Council Corporate Plan 2008/09 – reported to Cabinet on 6 February 2008
<http://www2.walsall.gov.uk/CMISWebPublic/Binary.ashx?Document=5307>

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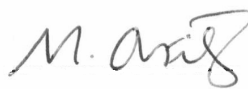
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Tim Johnson
Executive Director

8 December 2008



Councillor Mohammed Arif
Portfolio holder

8 December 2008

Beacon Index Ref.	Description	Accountable Officer	2008-09 Q2 Update	RAG	08-09 annual Target
1.1 - Citizens are healthy					
1.1.1	Set reported measure of peoples overall health and wellbeing - % of respondents who say their health has been good or fairly good (NI 119)	Vanessa Holding	Annual Measure		Target to be confirmed in Jan '09 when baseline data is released
1.2 - Citizens are safe and secure					
1.2.1	a) % of residents who feel fairly or very safe after dark (Place Survey)	Anna Sansom	Annual Measure		60%
	b) % of residents who feel fairly or very safe during daytime (Place Survey)		Annual Measure		93%
1.3 - Citizens are aspiring and achieving					
1.3.1	Children and young people who enjoy school always or most of the time (Tell Us survey)	Jacqui Reid	Annual Measure		58%
1.4 - Citizens are enjoying a high quality of life - clean, green and mobile					
1.4.1	Overall/general satisfaction with the area (NI 005)	Vanessa Holding	Annual Measure		Target to be confirmed in Jan '09 when baseline data is released
1.5 - Citizens are active - contributing to their communities					
1.5.1	a) Civic participation in local area (NI 003)	Vanessa Holding	Annual Measure		70%
	b) Participation in regular volunteering (NI 006)		Annual Measure		40%
1.6 - Citizens are financially & materially secure - achieving economic well-being					
1.6.1	Working age people on out of work benefits (NI152)	Louise Powell (Jane Kaur-Gill)	Annual Measure		16.20%
1.7 - Citizens are free from discrimination or harassment					
1.7.1	a) % of local people who believe people from different backgrounds get on well together in their local area (NI 001)	Vanessa Holding	Annual Measure		76%
	b) Perceptions that people in the area treat one another with respect and consideration (NI 023)	Vanessa Holding	Annual Measure		Target to be confirmed in Jan '09 when baseline data is released
1.8 - Effective use of resources					
1.8.1	Value for money - total net value of on-going cash releasing value for money gains that have impacted since the start of 2008/09 financial year	Dan Mortiboys	Annual Measure		£7,396,814
1.9 - Delivering quality services and meeting customer expectations					
1.9.1	Extent to which residents feel the council listens to the concerns of local residents (citizens panel)	Anna Sansom	Annual Measure		60-65%
1.10 - Taking forward the transformation agenda					
1.10.1	The percentage of benefits for strategic transformation projects delivered against defined profiles	Sarah Homer	Annual Measure		75%

Beacon Index Ref.	Description	Accountable Officer	Quarter 1 2008-09 Profile	Quarter 1 2008-09 Intervention	Q1 2008-09 Update	Quarter 2 2008-09 Profile	Quarter 2 2008-09 Intervention	Q2 2008-09 Update	2nd Quarter 2008/09	RAG	2008-09 Target
									1st Qtr 2008/09		
2.1 - Citizens are healthy											
2.1.1	We will adapt the homes of 200 people with a disability so they can live independently	Mark Wade	n/a	n/a	34			88	↑	A	200
2.1.2	We will increase the number of people carrying out regular physical activity	Peter Jeffrey/ Ben Percival	n/a	n/a	26544			50795	↑	G	100,349
2.2 - Citizens are safe and secure											
2.2.1	We will improve support to families so that the number of looked after children is reduced to the median of similar councils	Pauline Pilkington	443	444	453	443	465	462	↑	A	443
2.2.2	We will take firm action against nuisance drinking in public places	Nozmul Hussain	n/a	n/a	see comment			See comment	n/a	G	See appendix 3 - new target proposed as 31 March 2009
	To date all landlords and relevant persons that the Designated Public Place Order (DPPO) will affect have been contacted. The chief police officers have all given their consents to the DPPO. Adjoining boroughs have been identified, the next stage is press publicity, there will be a waiting time for any significant objections (to date there have been none). Signage is currently being erected. It is anticipated that the order will be in place by the beginning of the new calendar year.										
2.2.3	We will ensure more parks staff are present and visible in public places	Graham Hood	n/a	n/a	see comment			See comment	n/a	G	31.03.09
	Provisional evaluations have been completed on all job descriptions. Reorganisation has been halted while the Grounds Maintenance operation re-alignment is undertaken with Street Pride as this will impact on the restructure. Alterations on the ranger terms and conditions are now being discussed with HR. A special Joint Negotiating and Consultation Committee is being arranged by HR.										
2.2.4	We will increase our action to tackle graffiti, anti-social behaviour and fly-tipping (PI - Undertake a pilot project to achieve a step change in one area of the borough)	Judith Sunley	Annual Measure					On track - see comment	n/a	G	31.03.2009
A cross-service Graffiti Group has been established to consider joint working to tackle graffiti to facilitate the effective enforcement of legislation relating to graffiti. There has been an increase in the number of successful prosecutions taken in respect of fly tipping/litter.											
2.3 - Citizens are aspiring and achieving											
2.3.1	We will reduce the gap between Walsall and other similar councils to less than five percentage points for pupils achieving 5 A*-C GCSEs (including English & Maths)	David Brown	Annual Measure			-5	-6	-3%	n/a	G	less than 5% gap
2.3.2	We will increase the attainment of Pakistani and Bangladeshi pupils at key stage 4: an increase of 12% for 5 GCSEs A*-C for Pakistani pupils rising to 35%	David Brown	Annual Measure			35	35	49%	n/a	G	12% increase to 35%
	We will increase the attainment of Pakistani and Bangladeshi pupils at key stage 4: an increase of 10% for 5 A*-C for Bangladeshi pupils rising to 38%	David Brown	Annual Measure			38	38	59%	n/a	G	10% increase to 38%
2.4 - Citizens are enjoying a high quality of life - clean, green and mobile											
2.4.1	We will improve services to children with a disability by increasing the number of respite foster care breaks by 10%	Pauline Pilkington	n/a	n/a	120	169	120	155	↑	A	339

Beacon Index Ref.	Description	Accountable Officer	Quarter 1 2008-09 Profile	Quarter 1 2008-09 Intervention	Q1 2008-09 Update	Quarter 2 2008-09 Profile	Quarter 2 2008-09 Intervention	Q2 2008-09 Update	2nd Quarter 2008/09	RAG	2008-09 Target
									1st Qtr 2008/09		
2.4.2	We will spend £2.5 million on regeneration and improving projects focusing on Walsall town centre, district and neighbourhood centres and strategic corridors	Paul Nicholson	n/a	n/a	£172,822.48	£1,135,000.00		£1,135,074.00	↑	G	£2.5m
2.4.3	We will maintain weekly waste collections for all households and begin kerbside collection of plastic and cardboard - implementation of new recycling scheme	Mark Holden	n/a	n/a	see comment			On track - see comment	n/a	G	31.03.09
	On target. Changes to collection days from 10/11/08. Phase 1 of new collection scheme to commence February 2009										
2.4.4	We will complete the town centre transport package to ease congestion and improve the environment in Walsall town centre	Steve Pretty	n/a	n/a	see comment			On track - see comment	n/a	G	31.03.09
	Substantial progress towards completion by Christmas 2008, final completion March 2009										
2.5 - Citizens are active - contributing to their communities											
2.5.1	We will actively promote opportunities for volunteering in Walsall, including opportunities within the council - Produce and publish a list of volunteering opportunities in the community and within the council via Walsall Pride	Julie Gethin	Annual Measure			Annual Measure				N/A	31.03.08
2.5.2	We will support at least 60 community and voluntary groups through our community cash scheme	Carol Mason	Annual Measure			Annual Measure				N/A	60
	The deadline for applications was 3/10/08 which has now passed and the selection process commences week commencing 13/10/08 with successful applicants being informed week commencing 20/10/08. We are on target with our timeline set at the beginning of the year and anticipate reaching at least 60 groups.										
2.6 - Citizens are financially & materially secure - achieving economic well-being											
2.6.1	We will reduce the impact of child poverty by increasing the take-up of free school meals - Increase overall take-up of free school meals by eligible pupils (in schools with a catering contract 2% (Baseline 79.4%))	Kathryn Waite	Annual Measure			81.40%		80.10%	n/a	A	81.4%
2.6.2	We will implement 'Think Walsall' by December 2008 to generate more training and employment opportunities for Walsall people	Mark Lavender	n/a	n/a	see comment			See comment	n/a	R	31.12.2008
	Tracked via Project No. R-ECON-06-0003. This project has a "red" status as it has been halted whilst waiting for legal input and due to lack of corporate capacity to roll the programme out. The next step is a report to the Corporate Management Team to explain the issues and options to move forward, which will require corporate resourcing. External legal input is being sought through the large transport contract										
2.6.3	We will reduce the average time it takes to process benefit claims to 28 days	Lynn Hall	30 days	35	28.35	30 days	35 days	26.67 days	↑	G	28 days
2.7 - Citizens are free from discrimination or harassment											
2.7.1	We will hold a community event in each Local Neighbourhood Partnership area to celebrate the cultural diversity	Julie Ball	3	3	3			6	↑	G	9 (1 in each LNP)
Pheasey and Paddock held an awards event for the Chuckery Framed digital photo competition. Darlaston and Bloxwich have both hosted Carnival Events. An event has been planned for Aldridge South and Streetly for the next quarter.											

Beacon Index Ref.	Description	Accountable Officer	Quarter 1 2008-09 Profile	Quarter 1 2008-09 Intervention	Q1 2008-09 Update	Quarter 2 2008-09 Profile	Quarter 2 2008-09 Intervention	Q2 2008-09 Update	2nd Quarter 2008/09 1st Qtr 2008/09	RAG	2008-09 Target
2.8 - Effective use of resources											
2.8.1	We will increase the in year collection of Council tax to 97.3%	Sharon Tait	27.75%	25%	28.37%	54.5		55.34%	↑	G	97.3%
2.8.2	We will promote reduction of energy consumption across the borough and reduce energy use in council buildings through investment in improved energy management and better housekeeping - Invest £0.5m capital budget in energy management PI - 2.5% reduction in energy consumption	Kevin Kendall	Annual Measure			Annual Measure				N/A	2.5% reduction
2.9 - Delivering quality services and meeting customer expectations											
2.9.1	a) We will increase by 25% the number of letters sent out to citizens informing them of planning applications for neighbouring properties	David Elsworthy	25%	23%	25%			25%	↔	G	25% above baseline
	b) Introduce a new tailored service of building inspections for domestic extensions	Mark Skidmore	Annual Measure					Complete	n/a	G	30.09.08
	Building control have successfully introduced, with effect from 01/09/08, the new tailored service of building inspections for domestic extensions. Hence this pledge has successfully been delivered										
2.9.2	We will extend the range of services available through our contact centre PI - Delivery of Corporate Contact Centre Project (ref: C-TRAN-06-0002)	Jez Holding	n/a	n/a	see comment			See comment	n/a	A	31.03.08
	New call management solution procured/ Discussions ongoing re location of Social care out of hours team/ Business Improvement Techniques (LEAN) action plan produced to reduce failure demand calls										
2.9.3	We will increase the number of places in Walsall where civil ceremonies take place - Number of packs issued to promote additional premises for civil ceremonies	Steve Billings	2	1	2	2	1	2	↔	G	8
2.10 - Taking forward the transformation agenda											
2.10.1	a) Commence refurbishment of Bloxwich Library	Sue Grainger	n/a	n/a	see comment			See comment	n/a	G	31.12.2008
	Planning for the interior is being undertaken and community are involved through the Bloxwich Library Forum and the Young Advisors Group. The scheme has been set back by delays in receiving final confirmation of the grant from the Big Lottery. This means that construction work will now commence in March 2009 and the library will be completed 2009/10.										
	b) Complete refurbishment of Pleck, Streetly, South Walsall, Pheasey, Beechdale and Darlaston Libraries	Sue Grainger	n/a	n/a	see comment			See comment	n/a	G	31.03.2008
	Tenders for work to Pleck and Streetly have now been agreed and work will start in November. The extent of decoration to Pheasey, Beechdale and Darlaston will depend on the budget remaining after this work.										
2.10.2	We will deliver £2m savings through a sharpened approach to procurement	Lawrence Brazier	£1,400,000		£1,323,595			outstanding			£2.6 million

[illegible]

PERFORMANCE ACTION PLAN

PI INFORMATION AND ACCOUNTABILITY			
PI NUMBER & TITLE Identify type of PI – Beacon Index		PI Number: Title: 2.6.2 - We will implement 'Think Walsall' by December 2008 to generate more training and employment opportunities for Walsall people.	
SERVICE		DIRECTORATE	Regeneration
OFFICER	Louise Powell	CABINET MEMBER	Cllr Adrian Andrews

PERFORMANCE DATA									
LAST YEAR			THIS YEAR						NEXT YR
Target	Outturn	Quartile	Target	Q1	Q2	Q3	Q4	Est'd outturn	Target

<p><i>Briefly explain the reasons. List the most significant reasons first. Be clear and up-front. Mention targets, resources, environment, change, other issues.</i></p> <p>This PI is being managed as a project on the project register. It is currently flagged as RED for two main reasons:</p> <ul style="list-style-type: none"> We need legal input into the policy to ensure it is legally compliant and have been unable to get internal legal input due to capacity constraints. The project team is a corporate team that has until now been led by regeneration. The project has got as far as it can being led by this department and now needs to be led by Procurement to be implemented after legal input but again there are capacity constraints.

PLEASE COMPLETE PAGE 2

<i>What has already been done? To what extent has it worked? What else is planned? What else needs to happen? Exactly how and why will these actions make a positive difference? When will we see a difference and by how much?</i>
<p>The project team have worked together to produce draft policy documentation but we need corporate legal input now to move this on. This will be raised at a CMT meeting in the near future in order to progress.</p> <p>In order to improve capacity to deliver this project once legal input has been gained we have put together a request to Working Neighbourhood Fund to resource an extra post in Procurement to lead on the implementation and a team of officers within Development Control and regeneration to facilitate support for implementation. This has been recommended for approval by the LSP and will go to Cabinet for approval in December.</p> <p>A CMT report is being drafted to raise the issues of underperformance and propose the solutions to move this forward it is expected that this report will go to CMT in December.</p>

<i>What issues/factors may adversely impact on performance and stop you achieving your targets? What are you doing to reduce this risk? What else needs to happen e.g. a change in council policy? Why? When? By whom?</i>
<ul style="list-style-type: none"> • The project needs legal input urgently or we cannot implement- we are taking this to CMT and there may also be resource to get external input if necessary. • The project needs to be led by corporate procurement and become council policy to be implemented this will be raised in the CMT report.

SIGN OFF			
YOUR NAME	Louise Powell	YOUR ☎	2571
ED's SIGNATURE		DATE	20/11/08

PLEASE EMAIL THIS FORM TO: Andy Field or Angela Walker

PERFORMANCE ACTION PLAN

PI INFORMATION AND ACCOUNTABILITY			
PI NUMBER & TITLE Identify type of PI – BV,CPA,PAF,Local, etc.		PI Number BVPI 12 Beacon Index 3.1.4 Title Number of working days/shifts lost due to sickness	
SERVICE	Human Resources & Development	DIRECTORATE	Regeneration
OFFICER	Sarah Homer, AD	CABINET MEMBER	Cllr Griffiths

PERFORMANCE DATA									
LAST YEAR			THIS YEAR (cumulative)						NEXT YR
Target	Outturn	Quartile	Target	Q1	Q2	Q3	Q4	Est'd outturn	Target
12.5	11.22	Not known at	11.01	3.30	6.18				11.01

WHY IS CURRENT/PROJECTED PERFORMANCE NOT ON TARGET?

Briefly explain the reasons. List the most significant reasons first. Be clear and up-front. Mention targets, resources, environment, change, other issues.

Walsall's absence levels of 11.22 days for 2008/09 compare favourably with comparator councils in the West Midlands (Coventry 12.04 days, Dudley 11.5 days for example). A comparison with quarter 1 shows a reduction in short term sickness days of 2,986 from 9,051 to 6,056 days in quarter 2, but the majority of this reduction (2,343 days) is in Children's Service (predominately schools). However, the trend for 2009/10 is upward with a predicted outturn of 15.45 seasonally adjusted based on previous performance that shows around 60% of all sickness falling in the last two quarters.

The effects of long term sickness on these figures is significant, with 31,395 days lost from a total of 46,511 to 30 September 2008. This reflects general patterns with a two-thirds / one-third split between long (20+ days) and short term absences.

Long term sickness absence remains a cause for concern. From the analysis of long term sickness cases across the Council three significant causes of delay have been noted:

- delays in obtaining external medical advice
- reluctance to move to dismissal where ill-health retirement remains a possibility
- reluctance to deal with DDA cases.

This has led to higher than satisfactory level of cases remaining. The key challenge facing the council relates to the management of these long term sickness absences, which are now being actively managed and will reduce as cases are resolved.

PLEASE COMPLETE PAGE 2

WHAT ARE YOU DOING TO IMPROVE PERFORMANCE?

What has already been done? To what extent has it worked? What else is planned? What else needs to happen? Exactly how and why will these actions make a positive difference? When will we see a difference and by how much?

The recent Audit of Sickness Absence returned a dual opinion with a finding of “significant assurance” for the system of internal control operating within HRD, but an overall finding of “limited assurance” on the basis of compliance with the sickness absence policy by managers for both long and short term absence. While many of these findings relate to inadequate paperwork and records this, in itself may indicate that the profile of absence management needs to be raised among managers. HRD will take a number of measures on this issue:

- Holding events for Heads of Service and Service Managers in managing long term sickness, including debunking certain myths, such as the inappropriateness of dismissal while early retirement on health grounds is a possibility, or unsubstantiated fears of decisions being overturned at appeal - Jan 09
- Reviewing practice in the best performing areas and disseminating good practice.
- Compiling and disseminating the lessons learned from the Corporate Task Group led by Executive Directors
- Establishing a new Task Group to replace the EDs’ group and the HRD Sickness Action Group. This group will:
 - Have an AD and a legal services representative present
 - Have core functions to include:
 - Review of policy and practice
 - Dissemination of information on best practice, etc
 - Review Red and Amber cases of long term sickness to remove barriers and capture learning

The group will be fully functional by April 09.
- Work will continue to improve the accuracy and usefulness of information used in the calculation of absence data

In addition, certain other measures will be put in place to address other aspects of sickness absence:


- A well-being strategy will be developed during 2009/10 with the intention of fostering positive approaches to employee well-being and encouraging attendance in the longer term
- Exploring the ways in which Occupational Health Advice can contribute to better outcomes, including advice on the capabilities of an employee to be redeployed into other types of work
- A review of codes used for reasons for absence to improve the accuracy of data and consequently understanding of the major reasons for absence.
- The presentation of Corporate sickness data will be reviewed with the intention of clarifying issues and focussing attention on key issues.
- The possibility of a “drop-in” event for employees on long term sickness to ask questions and receive information will be explored

WHAT ARE THE RISKS AND OPPORTUNITIES?

What issues/factors may adversely impact on performance and stop you achieving your targets? What are you doing to reduce this risk? What else needs to happen e.g. a change in council policy? Why? When? By whom?

The engagement of managers in bringing down absence rates in their own services by following procedures is vital – clear and sustained focus on the issue from senior management and middle management, supported by HRD will help to achieve this.

SIGN OFF

YOUR NAME	Paul Smith	YOUR 	X 5601
AD's SIGNATURE		DATE	

- PLEASE EMAIL THIS FORM TO: Andy Field or Angela Walker

PERFORMANCE ACTION PLAN

PI INFORMATION AND ACCOUNTABILITY			
PI NUMBER & TITLE Identify type of PI – Beacon Index measure		Pledge Number: 3.2.2a Title: Prompt Payment of Invoices	
SERVICE	Business Support	DIRECTORATE	Regeneration & Performance
OFFICER	Mark Blackburn / Iain Horan	CABINET MEMBER	Cllr M. Arif

PERFORMANCE DATA									
LAST YEAR (if applicable)			THIS YEAR						Next Year
Target	Outturn	Quartile	Target	Q1	Q2	Q3	Q4	Est'd outturn	Target
100%	89.2%		95%	87.3%	86.7%			93%	96%

WHY IS CURRENT/PROJECTED PERFORMANCE NOT ON TARGET?
<p><i>Briefly explain the reasons. List the most significant reasons first. Be clear and up-front. Mention targets, resources, environment, change, other issues.</i></p> <p>The month of September 2008 saw a reduction in performance by the majority of service areas. Education Services saw a significant reduction in performance of 10%, this was due in part to some resourcing issues which are currently being addressed. However the previous 2 months of this quarter has seen an average performance of 90.08% for this area.</p> <p>The overall outturn for the month of Sept was only 84.19%, but the previous overall average for the months of July and Aug for the Council was 88%. It is difficult to find an underlying reason for this “blip” in what tends to be an average month on month performance, based on the current processes of 87-89%</p> <p>This indicator is reliant upon invoices being received and duly authorised by the service areas in a timely manner which allows the 30 day payment terms to be achieved, historically there are delays in this process and this is being addressed as part of an action plan within Business Support.</p>

WHAT ARE YOU DOING TO IMPROVE PERFORMANCE?

What has already been done? To what extent has it worked? What else is planned? What else needs to happen? Exactly how and why will these actions make a positive difference? When will we see a difference and by how much?


- Working practices have now been standardised and implemented.
- Monitoring mechanisms are in place to identify services which consistently submit invoices late for payment. These areas will be visited in October and November, working with them to refine their processes and procedures to enable invoices to meet payment terms. Also explaining the implications corporately on submitting invoices late for payment.
- A recent initiative to increase the use of I-Proc within front line services will speed up the overall ordering process, but more importantly for this measure will mean that invoices are matched to orders raised at the point of delivery, which will in turn reduce the processing time required for invoice payments.
- A new process has been developed to improve the methodology for agency staff payments, this will involve all invoices being processed and validated centrally, thus mitigating the need for invoices to be returned to the commissioner in the majority of cases, again minimising the time between receipt of invoice by the authority and payment. This should commence from the 1st December 08
- These improvements should make a positive difference from December 2008, which will allow the overall target for 2008/2009 to be achieved.
- These actions are included within an action plan with monthly performance being scrutinised to ensure that these actions have a positive impact on performance.

WHAT ARE THE RISKS AND OPPORTUNITIES?

What issues/factors may adversely impact on performance and stop you achieving your targets? What are you doing to reduce this risk? What else needs to happen e.g. a change in council policy? Why? When? By whom?

- There may be reluctance within some services to comply with the improved use of I-Proc, non compliance will be reported via the management hierarchy.
- Service areas not submitting invoices in a timely manner, this is being monitored and corrective action will be targeted to those services who consistently submit invoices late.

SIGN OFF

YOUR NAME	Mark Blackburn / Iain Horan	YOUR ☎	Ext. 8215 / 2707
ED's SIGNATURE		DATE	

PLEASE EMAIL THIS FORM TO: Katherine Morris: morriskath@walsall.gov.uk

PERFORMANCE ACTION PLAN

PI NUMBER & TITLE Identify type of PI – Beacon Index		PI Number: 3.3.1 Title: Buildings accessible to people with a disability (to maintain 100%)	
SERVICE	Regeneration – Economic	DIRECTORATE	Regeneration
OFFICER	Julian Gibbons	CABINET MEMBER	Cllr Adrian Andrews

PERFORMANCE DATA									
LAST YEAR			THIS YEAR						NEXT YR
Target	Outturn	Quartile	Target	Q1	Q2	Q3	Q4	Est'd outturn	Target
			100%	98.7 %	98.7 %			100% (see comments)	100%

WHY IS CURRENT/PROJECTED PERFORMANCE NOT ON TARGET?

Briefly explain the reasons. List the most significant reasons first. Be clear and up-front. Mention targets, resources, environment, change, other issues.

The building that is not accessible to people with a disability is Street Corner Day Centre. This building is due to close as part of the housing 21 project.

PLEASE COMPLETE PAGE 2

WHAT ARE YOU DOING TO IMPROVE PERFORMANCE?

What has already been done? To what extent has it worked? What else is planned? What else needs to happen? Exactly how and why will these actions make a positive difference? When will we see a difference and by how much?

This building is due to close early 2009, but it has been identified as a place of work for Community Alarms (out of hours service). Currently waiting for a decision to be made in relation to the change of use and funding of refurbishment of the site, if funding is approved it will be refurbished to meet standards.

WHAT ARE THE RISKS AND OPPORTUNITIES?

What issues/factors may adversely impact on performance and stop you achieving your targets? What are you doing to reduce this risk? What else needs to happen e.g. a change in council policy? Why? When? By whom?

If funding can not be made available the premises will close early 2009.

SIGN OFF

YOUR NAME	Julian Gibbons	YOUR 	
ED's SIGNATURE		DATE	

PLEASE EMAIL THIS FORM TO: Andy Field or Angela Walker

APPENDIX 3

Proposals for Amendment/Alteration

Document: Beacon Index 2008/09

Date: Cabinet Meeting 17 December 2008

Ref	Issue	Recommendation	Recommended By	Agreed By
2.2.2	We will take firm action against nuisance drinking in public places	<ul style="list-style-type: none"> • Delivery of this pledge related to implementation of a borough wide Designated Public Place Order (DPPO). • The quarter 2 update shows continued good progress towards DPPO implementation as follows: <ul style="list-style-type: none"> ○ To date all landlords and relevant persons that the DPPO will affect have been contacted. The chief police officers have all given their consents to the DPPO. Adjoining boroughs have been notified and full advert has been placed in the local newspaper. Closing date for comments or to raise objections has been set for Friday 21 November 2008. ○ Signage will be erected, once the order becomes enforceable. It is anticipated that the order will be in place for Christmas. • DPPO implementation relies on a number of processes to be followed through. The initial assessment when the pledge was set was that DPPO implementation would take about 6 months. Hence we entered the pledge delivery target as 30/09/08. However, the legal process involved in implementation has slightly delayed the process. • Given that pledges relate to the financial year it seems appropriate to change the target date for implementation of the DPPO from 30/09/08 to 31/03/09. This means that the pledge can be reported as successfully delivered within the financial year rather than reported as not delivered by 30/09/08 and hence ragged RED when monitoring pledge delivery. • In turn this better reflects the hard work of staff implementing the DPPO; rewarding them for their hard work as opposed to criticising for unavoidable delays in implementation. 	Nozmul Hussain	Jamie Morris

Agreed:

Date