

Cabinet – 18 March 2009

Beacon Index Quarter 3 2008/09

Portfolio: Councillor M. 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 projected out-turn position for each of the Beacon Index indicators based on performance up to 31 December 2008 and identifies corrective action where necessary.

2. Recommendations

That Cabinet note the quarter three position of the Beacon Index as detailed in **Appendix 1**.

3. Background information

3.1 The Beacon Index was revised to incorporate the service pledges for 2008/09 and was approved by Cabinet on 16 April 2008. The Index enables close monitoring of 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 31 December 2008. These measures, their third 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. 52% of performance indicators (PIs) are on track (green), 36% need close monitoring to ensure performance remains on track (amber), and 12% require corrective action. This is summarised in table 1 below.

Table 1 – Q3 2008/09 Performance Summary

	Red		Amber		Green		Total	
	No	%	No	%	No	%	No	%
Level 1	All annually reported						0	0%
Level 2	3	11%	11	39%	14	50%	28	100%
Level 3	2	14%	4	29%	8	57%	14	100%
Total Q3	5	12%	15	36%	22	52%	42	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 just over half of all the measures to meet their targets (52% green). There are three measures (out of 28) that require corrective action. These are listed with a brief explanation in table 2 below. The Performance Action Plans (PAPs) for measures 2.1.2 and 2.10.2 are included at **Appendix 2**. The PAP for measure 2.6.2 takes the form of a project highlight report already completed as part of the Walsall Project Approach process and is also included at **Appendix 2**. PAPs provide more detail as to reasons for performance, actions planned to address these issues and the anticipated impact on end-of-year performance.
- 3.5 At level 3, a total of 86% of PI's have an amber or green status, with 14% having a red status. The PAPs for the 2 red PI's ((3.1.4) - Number of working days/shifts lost due to sickness absence per FTE, (3.3.1) - Buildings accessible to people with a disability)) are included at **Appendix 2**.
- 3.7 Table 2 shows all amber and red measures at Quarter 3. These must be monitored closely by the relevant performance boards alongside corrective action to recover the position.

Table 2 – Quarter 3 2008/09 Red and Amber Beacon Index Measures

Ref.	PI Description	Accountable Officer	Q3 RAG	Q2 RAG
Level 2 Red Measures:				
2.1.2	We will increase the number of people carrying out regular physical activity	Peter Jeffrey. Ben Percival	R	G
The reason for the lower performance is attributable to capacity in the sports coaching team where the bulk of the delivery is from 5 full-time officers. 2 officers left at the end of quarter 1 and a 3 rd became pregnant (and hence unable to actively coach) at the beginning of quarter 3. Due to the recruitment freeze / expenditure moratorium we have been unable to fill the vacancies or back-fill the pregnant officer. Consequently this team has operated on 40% staffing for much of the year.				
2.6.2	We will implement 'Think Walsall' by December 2008 to generate more training and employment opportunities for Walsall people	Mark Lavender	R	R
The Think Walsall project has stalled for a number of reasons with the main reason being lack of capacity. In order to address this we have put in a bid and secured funding for Think Walsall implementation from Working Neighbourhood Funding (WNF). This funding was approved by Cabinet in January and we are now revising the project to enable it to progress again.				
2.10.2	We will deliver £2m savings through a sharpened approach to procurement	Lawrence Brazier	R	No update provided

The significant and dramatic downturn in the economic climate coupled with the rapid increase in costs (fuel and energy) resulted in more difficult trading conditions for suppliers of the council. Their ability to deliver further efficiencies under these circumstances was severely restricted. Changes in circumstances within directorates delayed the implementation of some key projects that were intended to contribute to the savings targets.

Level 3 Red Measures:

3.1.4	Number of working days/shifts lost due to sickness absence per FTE	Paul Smith	R	R
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Walsall's absence levels of 11.22 days for 2007/08 compare favourably with comparator councils in the West Midlands (Coventry 12.04 days, Dudley 11.5 days for example).

The highest proportion of days lost continue to be due to long term sickness absence but the cumulative figure has reduced in Q3 to 62% from 65% in Q2.

Details of actions being undertaken to address sickness absence are contained in the PAP.

3.3.1	Buildings accessible to people with a disability	Keith Stone	R	R
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The building that is not accessible to people with a disability is Street Corner Day Centre. This building is now due to close September 2009 (Housing 21 project) and has been identified as a place of work for Community Alarms (out of hours service), therefore after this date it will not be accessible to the public and 100% compliance will have been achieved.

Level 2 Amber Measures:

2.1.1	We will adapt the homes of 200 people with a disability so they can live independently	David Lockwood	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	A
2.3.2 (a)	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	A	G
2.3.2 (b)	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	A	G
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	A
2.4.4	We will complete the town centre transport package to ease congestion and improve the environment in Walsall town centre	Steve Pretty	A	G
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	A	n/a as annual measure
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	A
2.8.2	We will promote reduction of energy consumption across the borough and reduce energy use in council buildings through investment in improved	Kevin Kendall	A	n/a as annual measure

	energy management and better housekeeping. Invest £0.5m capital budget in energy management, achieving a 2.5% reduction in energy consumption			
2.10.1 (a)	Commence refurbishment of Bloxwich Library	Sue Grainger	A	G
2.10.1 (b)	Complete refurbishment of Pleck, Streetly, South Walsall, Pheasey, Beechdale and Darlaston Libraries	Sue Grainger	A	G
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	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	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, although consideration should be given to the content of PAPs which may highlight potential financial implications. For example, the dip in performance under measure 2.1.2 (We will increase the number of people carrying out regular physical activity) is attributed to recent financial decisions made around recruitment.

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 (NI005)
- 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>

Author

Helen Dudson

Acting Manager of Corporate Performance Management

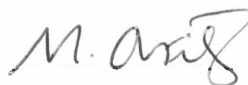
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Rory Borealis
Executive Director

9 March 2009



Councillor Mohammed Arif
Portfolio holder

9 March 2009

PERFORMANCE ACTION PLAN

PI INFORMATION AND ACCOUNTABILITY			
PI NUMBER & TITLE Identify type of PI –		Beacon Index: 2.1.2 Title: We will increase the number of people carrying out regular physical activity	
SERVICE	Leisure and Culture	DIRECTORATE	Neighbourhoods
OFFICER	Ben Percival/Peter Jeffrey	CABINET MEMBER	Cllr Louise Harrison

PERFORMANCE DATA									
LAST YEAR			THIS YEAR						NEXT YR
Target	Outturn	Quar tile	Target	Q1	Q2	Q3	Q4	Est'd outturn	Target
	97,794		100,349	28,983	50,795	70,359			n/a

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 pledge is made up of the following;

	2007/8 Outturn	2008/9 Target	Q1 2008/9	Q2 2008/9	Q3 2008/9	RAG	Cumulative Total
Mint condition membership	14258	14971	3659	3889	3690	G	11238
Take up of swimming lessons	5711	5997	2077	2463	2120	G	6660
Sports coaching	58710	59884	17691	10882	7064	R	35637
Outdoor adventure	4596	4688	1650	1446	1434	G	4530
Walsall active youth attendances	4728	4823	805	1087	2407	G	4299
Organised health walks	9388	9576	2951	2337	2270	G	7558
Referrals to 'Time to Change'	403	411	150	154	133	G	437
	97794	100349	28983	22258	19118		70359

Sports coaching are off target and are in danger of not meeting the target of 59,884.

The reason for the lower performance in the sports coaching team is that the bulk of the delivery is from 5 full-time officers. 2 officers left at the end of quarter 1 and a 3rd became pregnant (and hence unable to actively coach) at the beginning of quarter 3. Due to the recruitment freeze / expenditure moratorium we have been unable to fill the vacancies or back-fill the pregnant officer. Consequently this team has operated on 40% staffing for much of the year. In this context the performance is actually very strong.

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?

With specific regard to Sports Coaching we have attempted to back-fill some delivery with casual staffing, but this is of limited success due to the limited availability and quality of casual staff. Ultimately our ability to deliver this is fundamentally linked to the Council's financial position.

Pending the restructure of the Sport & Leisure Development and Sport & Leisure Management teams, the anticipated lifting of the recruitment freeze and expenditure moratorium and the 2009/10 budget setting process we will review the future of the Sports Coaching team and consider recruitment in April.

Assuming the above leads to restoring the delivery capacity within the Sports Coaching team, improvement should become apparent by Q2 2009/10 (allowing for recruitment timescales and re-establishing delivery arrangements).


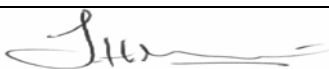
Alternatively we may need to re-profile this PI and achieve the required improvement from other service areas.

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 principal risks are our ability to re-establish delivery (clients may have found alternate suppliers / decided to discontinue delivery). As this is a charged service it is exposed to the same risks as other charged Council services in times of economic difficulty. As part of the restructuring of Sport & Leisure we will review this delivery to ensure it is as lean and efficient as possible and offers clients the best possible value for money.

SIGN OFF

YOUR NAME	JAMIE MORRIS	YOUR 	01922 653203
ED's SIGNATURE		DATE	05.02.09.

PLEASE EMAIL THIS FORM TO: Andy Field or Angela Walker

**1. Project identification**

Project Number:	Beacon Index 2.6.2	Date of this Report:	6/2/09
Project Title:	<i>Think Walsall</i>	Date of next Report:	
Project Champion:	Mark Lavender	Project Manager:	Louise Powell
Directorate:	Regeneration	Service Area:	Strategic Regeneration

2. Project Manager's Summary

a	<Brief text to summarise the current position.>
	<p>The Think Walsall project has stalled for a number of reasons with the main reason being lack of capacity. In order to address this we have put in a bid and secured funding for Think Walsall implementation from Working Neighbourhood Funding (WNF). This funding was approved by Cabinet in January and we are now revising the project to enable it to progress again.</p> <p>We are currently working with the Legal department to clarify some fundamental legal issues around whether the "Think Walsall Charter" stands up to legal challenge and how exactly we can implement the Think Walsall concept in our procurement and development briefs in a way that does not put the Council at risk of not complying with EU legislation.</p> <p>The Think Walsall resource secured through WNF should enable us to implement leadership for the project in the correct departments with some increased resource for Procurement and Development teams and increased resource in Regeneration to assist with the delivery side of the project.</p> <p>A detailed CMT report is being drafted and will be brought to CMT in the near future to outline the issues that we have had in more detail and propose recommendations on how we should move forward.</p>

3. Achievements and Exceptions this Period

a	Achieved: <What has been delivered (see the report for last period)>				
Milestone / Deliverable achieved		Status ¹	Planned	Actual	Comments
<Milestone 1>		<...>	dd mm yyyy	dd mm yyyy	<Comments>

b	Delayed: <What has not been delivered, why, the impact and new delivery date>.				
Milestone / Deliverable delayed		Status ¹	Planned	Actual	Comments
<Milestone 1>		<...>	dd mm yyyy	dd mm yyyy	<Comments>

4. Key items for Attention

¹ NS = Not started, IP = In Progress, OD = Overdue, CS = Completed (on schedule) CL = Completed (Late), X = No longer required.



	Type: <Detail, Information / Decision required / Action required / Resolved>
a	Completion of the CMT report
b	Agreement and recruitment to set up the new cross-cutting Think Walsall team.

5. Financial Summary

a	Summary Table					
Element	Forecast for period	Actual for period	Actual to date	Forecast at completion	Originally planned at completion	Variance (%-age)
Effort	<staff-days>	<staff-days>	<staff-days>	<staff-days>	<staff-days>	
Capital budget	<£>	<£>	<£>	<£>	<£>	
Revenue budget	<£>	<£>	<£>	<£>	<£>	

b	Comments: <explanations on Financial Summary>
	The project did not previously have committed budget or resource, WNF has now been secured.

6. Key Activities & Deliverables for next period

	<What should be delivered or milestones achieved next period>
a	CMT agreeing to proposed way forward with this Corporate project

7. Project Champion comments (Optional)

	< Any further comments from the Project Champion to explain project status, corrective actions, impact on other projects, etc.>
a	

¹ NS = Not started, IP = In Progress, OD = Overdue, CS = Completed (on schedule) CL = Completed (Late), X = No longer required.

PERFORMANCE ACTION PLAN

PI INFORMATION AND ACCOUNTABILITY			
PI NUMBER & TITLE Identify type of PI – Beacon Index measure		Pledge Number 2.10.2 Title: Procurement savings	
SERVICE	Procurement	DIRECTORATE	Children's ICT and Procurement
OFFICER	Lawrence Brazier	CABINET MEMBER	Councillor Arif

PERFORMANCE DATA									
LAST YEAR (if applicable)			THIS YEAR						Next Year
Target	Out turn	Quartile	Target	Q1	Q2	Q3	Q4	Est'd outturn	Target
870,000	870,173		2.66m	1.3m		1.45m		1.65m	
WHY IS CURRENT/PROJECTED PERFORMANCE NOT ON TARGET?									
<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>The significant and dramatic downturn in the economic climate coupled with the rapid increase in costs (fuel and energy) resulted in more difficult trading conditions for suppliers of the council. Their ability to deliver further efficiencies under these circumstances was severely restricted.</p> <p>Changes in circumstances within directorates delayed the implementation of some key projects that were intended to contribute to the savings targets.</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?

An opportunity analysis of potential efficiencies has been developed and discussed at CMT to assist in planning future procurements. Directorates have reviewed the opportunities and incorporated appropriate projects in to the budget proposals for 2009/10 and beyond.

Some key projects have already been commenced with plans to deliver short and longer term savings (e.g. residential and nursing)



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 complexities of the current procurement regulations and changes to the TUPE regulations make some projects more challenging to deliver and may take longer to implement. The opportunity exists to fundamentally review services and re-procure a different service that may deliver efficiencies. Simply tendering existing services will not guarantee that efficiencies will be achieved.

Alerting and engaging with the market more proactively will ensure that suppliers are more able to respond to the council's procurement opportunities and submit better quality proposals if they are properly briefed beforehand.

SIGN OFF

YOUR NAME	Lawrence Brazier	YOUR 	0990
ED's SIGNATURE		DATE	19 February 2009

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

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	9.54			11.01

PERFORMANCE ACTION PLAN

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 2007/08 compare favourably with comparator councils in the West Midlands (Coventry 12.04 days, Dudley 11.5 days for example).

Quarter 3 outturn for 08/09 (former BV12) is 3.36 (compares with 2.9 days in Q2 and 3.3 days in Q1). The cumulative figure for Q1, Q2 and Q3 is 9.54. The 2008/09 predicted outturn, without seasonal adjustment, would be 12.9. A seasonally adjusted outturn of 13.5 days has been reported against a target of 11.01.

The highest proportion of days lost continue to be due to long term sickness absence but the cumulative figure has reduced in Q3 to 62% from 65% in Q2. A comparison with the previous quarters shows that the number of short term sickness days for Q3 (9050) is at the same level as Q1 (9051) but much higher than in Q2 (6065). This is mainly explained by a reduction in short term absences in children's services (schools) during Q2.

Sickness levels will be further explored through the directorate and service performance boards. Long term sickness absence still remains a cause for concern. From the analysis of long term sickness cases across the Council the main issues are;

- delays in obtaining external medical advice
- reluctance to move to dismissal where ill-health retirement remains a possibility
- reluctance to deal with cases that have a DDA implication
- lack of co-operation from employees concerned

Although these are being monitored at senior level, the key challenge is that these cases are actively managed at the lowest level by the front line managers from the start. Clearly including targets on managing and reducing sickness in managers IPM targets may be a necessary action.

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 remain high among managers. HRD will continue to take a number of measures on this issue:

- Holding events for 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 - March 09
- Reviewing practice in the best performing areas and disseminating good practice.
- Disseminating the lessons learned report from the Corporate Task Group led by Executive Directors
- HRD Sickness Absence Group (with Tim Challans as the AD rep and a legal services representative) to continue with core functions of;
 1. Reviewing of policy and practice
 2. Monitoring data and trends
 3. Dissemination of information on best practice on absence management
 4. Reviewing Red and Amber cases of long term sickness to remove barriers and capture learning
- Work will continue to improve the accuracy and usefulness of information used in the calculation of absence data
- Monitoring the RTW compliance which has fallen corporately to 23% for quarter 3 and ensuring that non-compliance is communicated to senior managers and raised at management teams.


In addition, certain other actions are being taken to address other aspects of sickness absence:

- A ‘well-being and effectiveness’ strategy is being developed during 2009/10 with the intention of fostering positive approaches to employee well-being.
- Exploring sign up to Healthy workplace Award Scheme –focussing on health checks and assessments
- Ongoing monitoring on the way 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 (re-deployment policy also being revised to reflect learning from cases and improve the management of cases)
- 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 to be reviewed with the intention of clarifying issues and focussing attention on key issues.
- Bespoke training to suit managers/services on sickness management and difficult cases.

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	4/2/09

- 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 : 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 %	98.7 %		100% (see comments)	100%

WHY IS CURRENT/PROJECTED PERFORMANCE NOT ON TARGET?
<i>Briefly explain the reasons. List the most significant reasons first. Be clear and up-front. Mention targets, resources, environment, change, other issues.</i>
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?


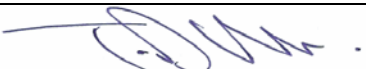
This building is now due to close September 2009 (Housing 21 project) and as been identified as a place of work for Community Alarms (out of hours service), therefore after this date it will not be accessible to the public and 100% compliance will have been achieved.

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?

None

SIGN OFF

YOUR NAME	Tim Johnson	YOUR 	2004
ED's SIGNATURE		DATE	11/02/09

PLEASE EMAIL THIS FORM TO: Andy Field or Angela Walker