

Cabinet – 15 July 2009

How is the Council performing?

Portfolio: Councillor Arif, Business support services

Service: Corporate Performance Management

Wards: All

Key decision: No

Forward plan: No

1. Summary of report

The report sets out the latest version of the Walsall Performance Framework (formally the Corporate Integrated Planning and Performance Framework). The Framework details the way in which various performance management processes interlink and demonstrates how services and resources are managed. In addition this report summarises how the council performed up to 31 March 2009 through three key monitoring processes; the Beacon Index, the National Indicator Set and the strategic project register.

2. Recommendations

- (1) That Cabinet endorse the Walsall Performance Framework and champion its use in all performance management activity (**Appendix 1**).
- (2) That Cabinet note the quarter four out-turn position of the Beacon Index as detailed in **Appendix 2**.
- (3) That Cabinet note the latest position in terms of data available within the National Indicator Set.
- (4) That Cabinet note the quarterly review and update of the strategic project register in **Appendix 3**.
- (5) That Cabinet members continue to work with relevant executive directors to implement any necessary corrective action instigated through these monitoring processes.

3. Background information

Walsall Performance Framework

- 3.1 Formerly the Corporate Integrated Planning and Performance Framework (CIPFF), a corporate approach to performance management has been in place for 7 years and is updated every year to reflect changes to the national and local context.
- 3.2 Regular review and development of the framework is good practice. This year's review has taken into account of the introduction of Comprehensive Area Assessment (CAA) as well as internal work carried out reviewing performance management processes in consultation with managers across the authority and the main changes for this edition are:
- A simpler, more user friendly name; an email poll of participants revealed that the preferred name was the 'Walsall Performance Framework.'
 - A new chapter on our stakeholders (Chapter 4)
 - Greater integration with the Sustainable Community Strategy (Table 1 and Diagram 2).

Beacon Index

- 3.3 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 monitoring of the council's delivery of its vision, pledges and corporate health indicators. It is designed around the seven citizen outcomes and three internal drivers that make up the vision of Walsall Council for the borough.
- 3.4 Several of the measures used to monitor delivery of outcomes within the Beacon Index are taken from the National Indicator Set (NIS). The NIS are designed to underpin the new Comprehensive Area Assessment (CAA) performance framework introduced in April 2009 and are more outcome orientated, focusing on the difference public sector organisations make to the lives of local residents.
- 3.5 In order to make the Beacon Index more reflective of the outcome based focus of the new CAA framework, and to increase the opportunity to share and celebrate service delivery achievements the council has made against each of the pledges, the style of the Beacon Index is being reviewed for 2009/10.
- 3.6 To support the transition to a more narrative style of reporting, this end of year analysis for 2008/09 Beacon Index has been developed to provide more information about the actual achievements made against each of the measures used to monitor performance against the delivery of all three levels of the Index. This provides more detail of council activity which has been undertaken during the year to deliver against the priorities identified through the Beacon Index and improve services for local citizens.
- 3.7 **Appendix 2** contains out-turn information for all measures included within the Beacon Index for 2008/09.

National Indicator Set (NIS)

- 3.8 In April 2008 the NIS replaced Best Value Performance Indicators (BVPIs) as the statutory range of measures Central Government uses to performance manage outcomes delivered by local government working alone or in partnerships.

- 3.9 The task of reporting progress against the 188 NIS measures is nationally very challenging due to the complex nature of this new set of indicators. Previously all BVPIs were all aligned to allow reporting on a financial year, had developed a wealth of historic evidence and were council led. In comparison the NIS out-turn at various stages within the year (financial, calendar, academic and ad-hoc cycles), have little or no historic performance evidence and involve multi-partner delivery with shared accountability.
- 3.10 While knowledge and understanding of the NIS increases nationally, work locally continues with partners to obtain a sound understanding of these measures and also of the impact their performance has on the lives of local residents. Robust performance management of these measures continues to take place through appropriate forums such as directorate performance boards.
- 3.11 A RAG (red, amber, green) rating is not yet possible on all of the 68 NIS measures that were scheduled to out-turn at the end the 2008/09 financial year. This is due to either a lack of comparable historic data or baseline, or to time lags in the availability of current data. Of those measures currently given a RAG rating for 2008/09 out-turn, 34 are green, 11 are amber and 5 are red. A full breakdown of the information available for all 188 NIS measures has been posted at the following link (press control and left click to open)
http://www.walsallpartnership.org.uk/nis_quarter_update_all_measures_31032009-3.xls

Strategic Project Monitoring

- 3.12 The strategic project monitoring report was considered by the Corporate Management Team (CMT) on 18 June 2009 where CMT noted the current monitoring of strategic projects which showed a RAG status of 3% red, 26% amber and 71% green. The full register of strategic projects is attached as **Appendix 3**.
- 3.13 Projects which are red are deemed to be off target and at risk; projects which have an amber rating are deemed to be slightly off target / or not on target but entirely recoverable. There is currently 1 project on the register with a red status and 8 which are amber. The number of projects which are given a red status has decreased from 2 to 1 and amber ratings have decreased from 10 to 8 since the last report. The red and amber status projects are detailed below:

Status	Project No.	Project title
Red	R-ECON-06-0002	Think Walsall
Amber	C-DIRE-07-0001	Pay and Grading Review
Amber	N-BEET-05-0003	Highways Maintenance Procurement Strategy
Amber	N-BEET-05-0009	Decriminalisation of Parking
Amber	N-PART-08-0001	Transfer of Community Buildings
Amber	PEFP	People First Programme
Amber	R-ECON-08-0002	Sustainable Urban Development (SUD) Programme
Amber	TPPCP	People and Change Programme
Amber	TB050025	Finance Direct Programme

- 3.14 Cabinet members are asked to continue to work with the executive director assigned responsibility for the delivery of these projects to ensure that corrective action has been identified and is being undertaken.

4. Resource considerations

4.1 Financial

Effective performance management is key to efficient service delivery and effective allocation of resources. The performance framework informs the medium term financial strategy and vice versa. Officers from within finance were engaged in consultation activity on the framework.

There are no direct financial implications arising from the Beacon Index or NIS elements of this report, although consideration should be given to any resulting corrective action which may highlight potential financial implications.

In terms of projects, the Walsall Project Approach (WPA) ensures that all projects are undertaken within relevant legislation, corporate policies and guidelines (e.g. financial and contract procedure rules), approved budgets and that proper authorisation is sought from the appropriate champion to start a project when all elements are in place. This should guarantee that no project starts without proper authorisation and approved funding.

There are associated costs with the development of the software system. A sum of £50,000 was approved in the 2008/09 budget to accommodate these costs. Due to supplier capacity issues and the tight deadline to deliver enhancements to the system before the end of the financial year 2008/09 the phase 2 enhancements have been refined and delivered at a cost of only £9,839, the remaining development is expected to be undertaken in 2009/10.

4.2 Legal

None related to this report.

4.3 Staffing

Workforce planning is integrated into this framework and performance management impacts on all staff through the IPM process. Whilst much of performance management activity takes place at a strategic level, real changes will only be made by individuals changing the way they work; this framework integrates all this activity to demonstrate and promote the 'golden thread'.

5. Citizen impact

- 5.1 The Walsall Performance Framework supports the delivery of SCS and Corporate Plan. Effective performance management arrangements are essential to the delivery of improved outcomes for our citizens

- 5.2 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.
- 5.3 Any project should be undertaken with the purpose of providing a better service and/or environment for the people of Walsall. The delivery of such projects on time and to budget should have the impact of improving the quality of life for all those who live, do business or work in Walsall.

6. Community safety

Effective performance management arrangements help support the delivery of this outcome. Three Beacon Index measures relate to community safety issues and are reported under the 'Citizens are safe and secure' outcome. These are:

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

7. Environmental impact

Effective performance management arrangements help support the delivery of this outcome. Several performance measures relate to key environmental issues affecting the community and council. In the Beacon Index they are reported under the outcome 'Citizens are enjoying a high quality of life – clean, green, and mobile'. These are:

- Overall/general satisfaction with the area (NI005)
- Spend £2.5 million on regeneration and improvement projects focussed on Walsall town centre, district and neighbourhood centres and strategic corridors
- Implementation of new recycling scheme
- Complete the town centre transport package
- Invest £0.5m capital budget in energy management

8. Performance and risk management issues

8.1 Risk

Risk management underpins effective planning and performance management. The management of risk and opportunity is an integral part of every planning process within the framework.

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.

The risks to the organisation of not having a robust approach to project management would be serious and far reaching especially in relation to large projects, which would compromise improvement and investment agendas.

A majority of these issues are picked up in a number of risks contained within the Corporate Risk Register (CRR) which are monitored via CMT and directorate performance boards.

8.2 Performance management:

The Walsall Performance Framework underlines our approach to performance management in Walsall and provides clarity to our members, staff, partners and regulators. The document itself does not change any of our individual performance related policies but brings them all together in a framework that promotes best practices and aligns approaches across the Council. Regular review and development of the framework is good practice.

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, CMT and directorate performance boards. The Beacon 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 of Beacon Index, NIS measures and strategic projects is a key part of our approach to performance management. The Beacon Index and NIS include performance indicators (PIs) counted for CAA purposes. Improvement in these PIs contributes to positive evidence for inclusion in our CAA assessment which is scheduled to take place in 2009 (report due November 2009) and in the delivery of the wider excellence agenda.

9. Equality implications

9.1 The Performance Management Framework helps ensure the delivery of all the Council's core values, including equalities. Free from discrimination and harassment is one of the 7 citizen outcomes identified in the Corporate Plan and the performance framework links this into everything we do; through a thorough understanding of the needs of our diverse communities and robust action planning to close identified gaps we can help delivery of this outcome. Equalities is also a key theme with the new Comprehensive Area Assessment which the performance framework supports.

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

- % of local people who believe people from different backgrounds get on well together in their local area (NI001)

- Perceptions that people in the area treat one another with respect and consideration (NI023)
- Hold community event in each Local Neighbourhood Partnership area to celebrate their cultural diversity
- % of top 5% of earners that are women
- % of top 5% of earners from black and minority ethnic communities
- % of council employees who are disabled
- % of council employees from minority ethnic communities

10. Consultation

10.1 Managers across all services and partners were consulted as part of activity to review performance management processes which has informed the revisions to the Walsall Performance Framework. In addition the Audit Committee have considered the framework at their meeting on 25 June 2009.

10.2 All directorates have been involved with these monitoring processes. Accountable officers have provided the data and information associated with this report.

Background papers

- Reports to CMT and Audit Committee and previous Cabinet reports on performance management arrangements.
- CMT Performance Board report – 18 June 2009
- Beacon Index revision for 2008/09 – reported to Cabinet on 16 April 2008

<http://www2.walsall.gov.uk/CMISWebPublic/Binary.ashx?Document=5509>

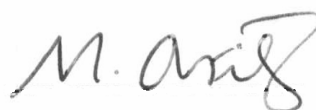
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Rory Borealis
Executive Director

23 June 2009



Councillor Mohammed Arif
Portfolio holder

23 June 2009

Walsall Performance Framework

(Cover being designed)

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1. Introduction

The Walsall Performance Framework replaces the document previously known as the Corporate Integrated Planning and Performance Framework (CIPPF). The main objectives of the Performance Framework are to set out how the council structures and manages its performance now and for the future and to ensure that this approach facilitates the delivery of the council's vision, aims and objectives, and secures effective outcomes that benefit our customers.

The Walsall Performance Framework and its component parts are integral to the council's business operations and inextricably linked to other strategic and operational activities. Robust and comprehensive performance management is recognised as essential to delivering continuous improvement and operational and corporate excellence. This process helps to raise and maintain, at a high level, the performance levels of individuals, services and the authority as a whole to ensure the delivery of high quality, cost effective services. Performance management continues to make a significant contribution to delivering the council's improvement vision and transformation agenda. Service transformation sits at the heart of our 2009-12 Corporate Plan. Performance management arrangements scored 3 out of 4 as part of the 2008 corporate assessment.

The starting point for delivering good services in Walsall is ensuring a clear understanding of our borough, its communities and the challenges that lie ahead. The Walsall Partnership (WP) continues to use partners as a key source of data for this and other purposes. In addition, the council continues to use a wide variety of similar data in planning and delivering its services. Key aspects are contained in the document "People and Place Perspectives; A Picture of Our Community".

The council's service delivery takes place within the context provided by the Sustainable Community Strategy (SCS) which sets out the broad objectives and vision for the community to 2021. The SCS reflects the contribution that Walsall Council and its partners expect to make to improve the social, economic and environmental well-being of our area; both immediate and longer-term. The Local Area Agreement (LAA) is the delivery plan for the SCS and is consequently aligned to various other plans: joint partnership plans, council plans and individual partner organisations' plans. The council's contribution and commitment towards the delivery of the SCS, the LAA and the shared vision for the borough is set out in the Corporate Plan and in the priorities and outcomes framework contained within it. Increasingly council services work in partnership with other organisations to deliver quality services. To do this effectively we need to be sensitive to the priorities and objectives of our partners and align these with ours as much as possible. Our Performance

Framework supports this requirement, and the influence, importance and role of partners are all acknowledged within this document.

The council has also established a set of five core values – respect, integrity, equality, listening and excellence - which set out the expected behavioural characteristics for the organisation and which shape our unique culture. These have been developed further by drafting a set of core corporate customer care competencies as part of our project to Improve Customer Experience (ICE). All services are committed within the ICE project to developing and sustaining service standards and ensuring the needs of all our service users are considered and provided for. The council is providing customer care training for all our front line staff, placing the customer at the heart of our approach to service delivery.

Ultimate responsibility and accountability for the performance of the council rests with elected members. Political leadership is key to ensuring effective performance management through clear vision and focus on improvement, with personal and collective accountability. All councillors play a vital role in managing performance and delivering services that meet the needs of our communities - as do all employees.

Managing performance effectively requires a commitment to data quality alongside co-ordinated planning and review systems. The diagrams throughout the document are intended to present key elements of the process clearly and simply. This framework will continue to be refined and developed to reflect the evolving organisation, our partners and the environment within which we operate in the spirit of continuous improvement. The transition to the national indicator set (NIS) and the move from the Comprehensive Performance Assessment (CPA) to the Comprehensive Area Assessment (CAA) is having a significant impact currently. Whilst we recognise the need to work effectively with partners to collectively bring improved services to the community that we serve, the CAA brings fresh challenges to all providers of public services. We will continually monitor the impact of the CAA framework and process and review this information so it is reflected in our performance framework, ensuring that it remains fit for purpose and a recognised tool for supporting the delivery of our services.

All staff should have an understanding of how the Performance Framework works and how their individual efforts contribute to the planning, implementing and monitoring of service delivery. Service planning, a key aspect of this framework represents the way in which the overall strategy, objectives and resources are allocated and translated into detailed targets and actions. This then informs the individual performance management (IPM) meetings held with all staff. Managers and elected members need an understanding of the Performance Framework to enable them to exercise their leadership role in relation to all its aspects and are

supported in doing this by the performance management training modules that have been developed.

Ensuring the framework continues to live and breathe is vital to its success so we welcome feedback and practical ideas. **If you would like to share your views please contact Helen Dudson on 01922 653524.**

Paul Sheehan Chief Executive

2. Vision

Vision:

The council is fully committed to the vision of the borough developed jointly with our partners through the Walsall Partnership, and published in the **Sustainable Community Strategy** (SCS) based on the shared knowledge of all local partners of the borough, its localities, and of its people, and on the views of our communities expressed through consultation.

Our vision is that Walsall will be a great place to live, work and invest, where

- people get on well with each other
- growing up is as good as it can be and young people fulfil their potential
- people are our strength and have the skills and attitude required by employers
- people consider the impact of what we do now on future generations
- people feel proud to live, having high quality distinctive design of buildings and spaces
- there is a wide range of facilities for people to use and enjoy
- everyone has the chance to live in a home fit for their purpose and for the future
- people can get around easily and safely
- there are more and better jobs for local people
- people support and look after each other
- people can live an independent and healthy life.

We are a key player in the Walsall Partnership, and central to the achievement of our shared vision, to 2021, and of the priority actions set out within the SCS and the Local Area Agreement (LAA).

Delivering our commitment to the shared vision – the Walsall Outcomes Framework

To ensure that our own five directorates, and the services, teams, and individual members of staff working within them, all focus their resources, their energy and their attention in this direction – on the things that matter most to

local people, the things that will take forward our common agenda to achieve our shared vision, the council has adopted a ten-strand outcomes framework which forms a key part of our **Corporate Plan**.

This framework is reflective of the five outcomes of the Every Child Matters agenda – being healthy, staying safe, enjoying and achieving, making a positive contribution, and achieving economic well-being, and the seven outcomes developed by the Commission for Social Care Inspection for the assessment of adult social care: improved health, improved quality of life, making a positive contribution, economic well-being, freedom from discrimination or harassment, personal dignity and respect, and the exercise of choice and control. However, the council sees our Walsall Outcomes Framework as one which reflects the whole spectrum of our activity, and all our services and functions.

This framework is built around **seven citizen outcomes**, each focussed on action to ensure that citizens are:

- Healthy
- Safe and secure
- Aspiring and achieving
- Enjoying a high quality of life – clean, green, and mobile
- Active - contributing to their communities
- Financially and materially secure - achieving economic well-being
- Free from discrimination or harassment

These citizen outcomes are customer facing, and are backed up by **three internal drivers** to provide the momentum to deliver the council's commitment to the SCS, the shared vision, and our citizen outcomes. These are:

- Effective use of resources
- Delivering quality services and meeting customer expectations
- Taking forward the transformation agenda

These provide a clear focus on the key issues, priorities and outcomes for the people of our borough, and also ensure that there is a focus on our own internal systems and processes.

Together with the shared vision, this ten part outcomes framework provides clarity of purpose to our directorates, services, teams and to individuals working for the council, whether in front-line services or back office functions. Building on practice in previous years, our citizen outcomes and internal drivers are 'made real' by a set of **pledges**, key actions which the council promises to deliver during the year ahead, to provide clear evidence of our commitment. These pledges are delivered via directorate plans and service action plans and are monitored by Cabinet throughout the year via the Beacon Index, a tailored scorecard

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used to track pledge delivery.

The table below shows how our Council Outcomes align to the partnership vision.

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Table 1: Alignment of Outcomes

SCS vision <i>Walsall will be a great place to live, work and invest where</i>	The Council's citizen outcomes	SCS Outcomes	SCS Perspectives – People, Places, Prosperity
People get on well with each other	Citizens are free from discrimination or harassment Citizens are active - contributing to their communities*	Developing strong and dynamic communities Feeling safe and being healthy	People People
Growing up is as good as it can be and young people fulfil their potential	Citizens are aspiring and achieving	Creating opportunity and potential Education, knowledge and skills Working with employers to create jobs and opportunities	People Prosperity Prosperity
People are our strength and have the skills and attitude required by employers	Citizens are financially and materially secure - achieving economic well-being	Working with employers to create jobs and opportunities Research and development Education, knowledge and skills	Places Prosperity Prosperity
People consider the impact of what we do now on future generations	Citizens are enjoying a high quality of life – clean, green and mobile	Accessible and sustainable places for business	Prosperity
People feel proud to live, having high quality distinctive design of buildings and spaces	Citizens are enjoying a high quality of life – clean, green and mobile	Vibrant town and neighbourhood centres	Prosperity
There is a wide range of facilities for people to use and enjoy	Citizens are enjoying a high quality of life – clean, green and mobile	Improving the quality of our environment	Places

		Improving access to employment, services and facilities Vibrant town and neighbourhood centres and neighbourhoods	Places Prosperity
Everyone has the chance to live in a home fit for their purpose and for the future	Citizens are enjoying a high quality of life – clean, green and mobile	Improving housing choice	Places
People can get around easily and safely	Citizens are safe and secure Citizens are enjoying a high quality of life – clean, green and mobile	Feeling safe and being healthy Improving access to employment, services and facilities Accessible and sustainable places for business	People Places Prosperity
There are more and better jobs for local people	Citizens are financially and materially secure - achieving economic well-being	Research and development Vibrant town and neighbourhood centres Working with employers to create jobs and opportunities	Prosperity Prosperity Prosperity
People support and look after each other	Citizens are healthy	Developing strong and dynamic communities Feeling safe and being healthy Feeling safe and being healthy	People People People
People can live an independent and healthy life	Citizens are healthy	Improving housing choice	Places

3. What is Performance Management?

Effective performance management ensures delivery of the organisation's aims and objectives, and drives forward service improvements. Performance management provides the framework that turns our ambitions into delivery; it is about:

- Understanding the impact and outcomes of our activities
- Accurately collecting, recording, analysing and reporting measures which deliver those outcomes, ensuring information is reliable, consistent and comparable
- Understanding what needs to be done to improve these outcomes
- Taking the necessary actions
- Checking and measuring that the actions lead to improvement
- Learning from what has or has not gone well and making changes where necessary

Or in its simplest form, Performance Management is about identifying and taking action to make things better than they would otherwise be.

Performance management is a key component of delivering the council's vision, priorities, pledges and the new outcomes framework. The Performance Framework provides a robust process to monitor, review and take appropriate corrective action that will constantly drive performance forward. It is about achieving the objectives and vision of the council and the communities it serves, whilst incorporating national performance management systems introduced by government (e.g. CAA) and being responsive to changes in these systems.

Co-ordinated planning and review systems are key to managing performance effectively and the Performance Framework sets out how our various planning processes interlink and demonstrates how services and resources are managed. It sets out the minimum "must do" within which the council will operate and is underpinned by functional frameworks and processes that provide further guidance and protocols. A variety of tools are available to all services to support their achievement of continuous improvement in service delivery so that ultimately the council achieves optimum customer satisfaction.

Understanding customer feedback in all forms is key to ensuring services provide customers with the highest standards and performance management plays a fundamental role in this. In addition to taking steps to engage hard to reach groups (e.g. vulnerable groups, BME communities), analysing the future needs of customers will also ensure the council is responsive to and able to meet changes in demands for council services and that it adapts accordingly. We work closely with

partners to analyse information, run regular citizen panel consultations and engage various stakeholder groups when developing policies. For example, our green spaces strategy and the development of the annual budget setting process involved discussions with representative groups such as business sector representatives, the disability forum, friends of parks groups and members of Local Neighbourhood Partnerships (LNPs).

The Performance Framework outlines the council-wide mandatory processes that are in place to drive forward continuous improvement. These may be built on by individual directorates to address specific issues. The performance boards at directorate and strategic level ensure that the minimum requirements are delivered and that any additional processes will support and compliment this corporate approach to performance management.

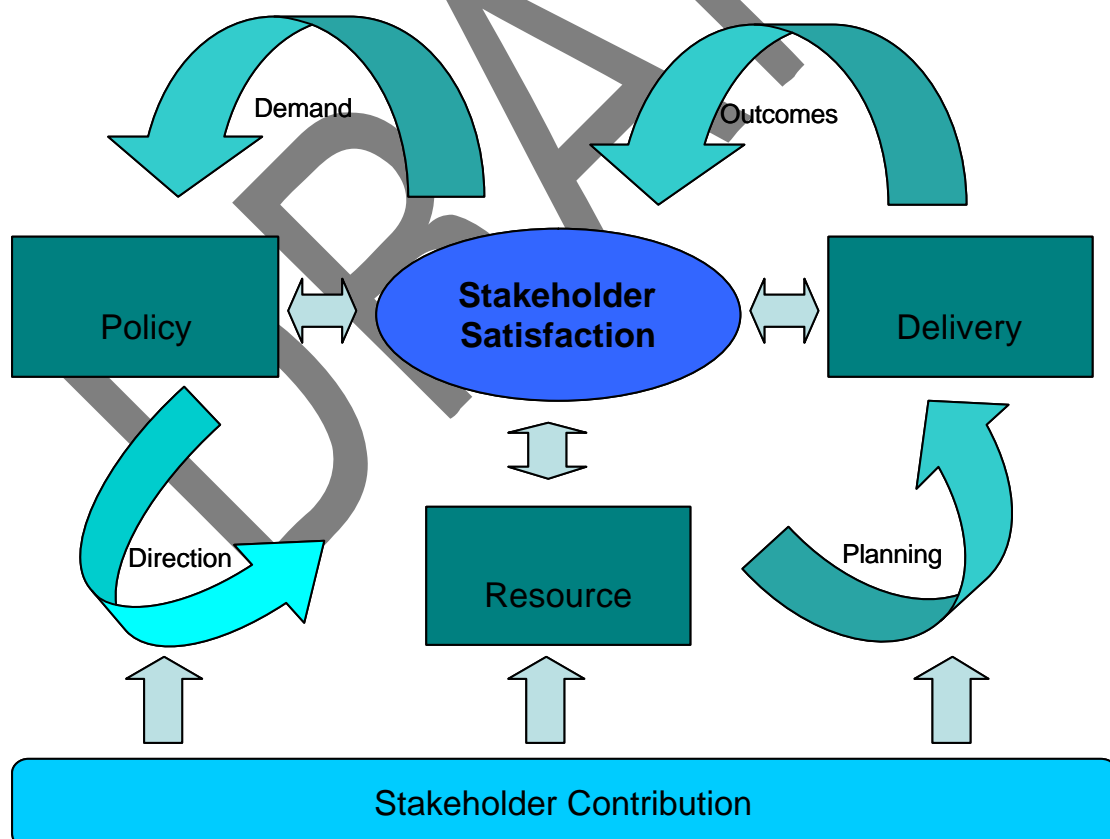
The project office sits within the transformation and performance management service as effective programme and project management is key to the delivery of transformation and service improvements. We have developed a corporate approach to programme and project management that is based on best practice and has been adapted to meet the needs of the organisation. Projects are monitored via performance boards, with strategic projects being reported to cabinet on a quarterly basis.

4. Our Stakeholders

A stakeholder is anyone who can affect, or can be affected by an organisation's actions. A thorough understanding of who our stakeholders are, what they need and what they can contribute is therefore essential.

Diagram 1 below explains how Walsall Council puts stakeholder satisfaction at the heart of its operations; as the starting point for understanding what we need to deliver and as the end point for measuring the success of that delivery.

Diagram 1



Listening to what people want, analysing their needs and plotting trends for future requirements (e.g. population changes) helps the council, through its elected members, set the policy framework within which we operate.

This in turn informs our resourcing requirements (e.g. money, staff, skills, technology, buildings etc.) which set the boundaries for activity planning by services.

The delivery of services shaped by stakeholder input should result in increased stakeholder satisfaction which will then affect future demand and so on.

It is also important to note that stakeholders, as well as driving our activity are also contributors to the success of that delivery with roles and responsibilities within it.

Stakeholders have varied and often conflicting needs and wishes, and also contribute and engage in different ways. In addition, an individual could fit into a number of different stakeholder categories that have a degree of overlap between them. The council is required to balance the expectations of different interests in the most appropriate way but in order to do this we first need to understand what those expectations are.

Listed below are different categories of stakeholder, along with a brief summary of their impact.

People- Ultimately all services delivered by the Council are for people but within this there are a number of different ways that individuals engage with the Council:

- Resident - Anyone living within the boundaries of Walsall is a resident of Walsall Council and relies on the council for things such as street cleaning, road maintenance, public lighting etc. These are things that impact on everybody in the borough but which people expect to be done rather than ask to be done at a specific point.
- Citizen - Whilst formed of the same group as residents (anyone living within the Walsall boundary), it is useful to separate out citizens from residents due to the role they play when acting as citizens, with specific civic responsibilities. These responsibilities are around democratic engagement and compliance with laws and bye-laws.
- Customer - A customer may be both a resident and a citizen but in this role they are actively seeking out a council service they wish to use. Customers could be seeking advice from the First Stop Shop or using a leisure centre or library. The important difference from someone acting as just a resident is that they choose to use this service and the standard of that service will impact on whether they continue to use it or seek other means and on their overall satisfaction with the council.
- Service-User - A service-user, like a customer, seeks a council service but the distinction here is circumstances mean they are reliant on that service and the council has a statutory obligation to provide it. Vulnerable Adults needing support from social care or children in need are the clearest examples. The move towards a more 'personalised'

social care system, given individuals greater choice in how to receive their care is making service-users into a role more like a customer.

Partner agencies- Organisations such as the Police or the NHS are part of part of Walsall's Local Strategic Partnership and have jointly agreed with the council to work together towards a shared vision, as set out in the Sustainable Community Strategy and delivered through the Local Area Agreement.

Community groups- These are groups who represent a particular community with the borough, either based on locality or on common factors such as ethnicity, religion, age or disability. As representative groups they exert influence over council policy on behalf of their members and have a duty to proactively engage in support of their interests.

Lobby Groups- Similar to community groups but these groups represent a particular issue rather than a group of people and may operate at a local, regional or national level.

Contracted agencies- These organisations deliver services on the council's behalf through a contract awarded via a competitive procurement process. They have contractual obligations to fulfil and are answerable to the council for those but they also exert their own influence over service direction and expect the council to honour its side of the contract. The largest example of this currently operating is the Education Contract with Serco to run the schools in the borough.

Workforce- Employees are the council's most valuable resource and recruiting and retaining the right people with the right skills and keeping them motivated and working together towards the same vision is essential to the delivery of that vision.

Unions- As representatives of the workforce, the council works closely with Unions on staffing issues

European and central government- The council operates within the legislative framework laid out by European and central government who via enactments can dictate what we must do, and what we can do and cannot do.

Regulatory bodies- Inspection bodies such as the Audit Commission or the Care Quality Commission will assess the council's performance and make recommendations for improvement. Feedback from these bodies forms an important part of our future planning as we seek continuous improvement and better outcomes.

Voluntary sector- A number of charities operate within the area and their work overlaps with the services provided by the council. The Council has signed up to a Local Compact; an agreement between Walsall Council, the local NHS, the Strategic Partnership and the Voluntary and Community Sector to inform effective joint working with this sector.

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Local business- As employees of our residents, payers of non-domestic rates and providers of services and manufacturers of goods, local businesses are essential to the economic welfare of our residents and the regeneration of the borough.

Neighbouring authorities- Issues do not always conform to the artificial boundaries of local government authorities, nor can we operate in isolation from our neighbours; their actions impact on us and our actions impact on them so we need to be aware of what each other is doing.

Utility companies- These organisations provide essential services to our residents. Cooperation is needed with things like road resurfacing or regeneration projects as well as close working over issues such as climate change or fuel poverty.

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5. The Performance Framework

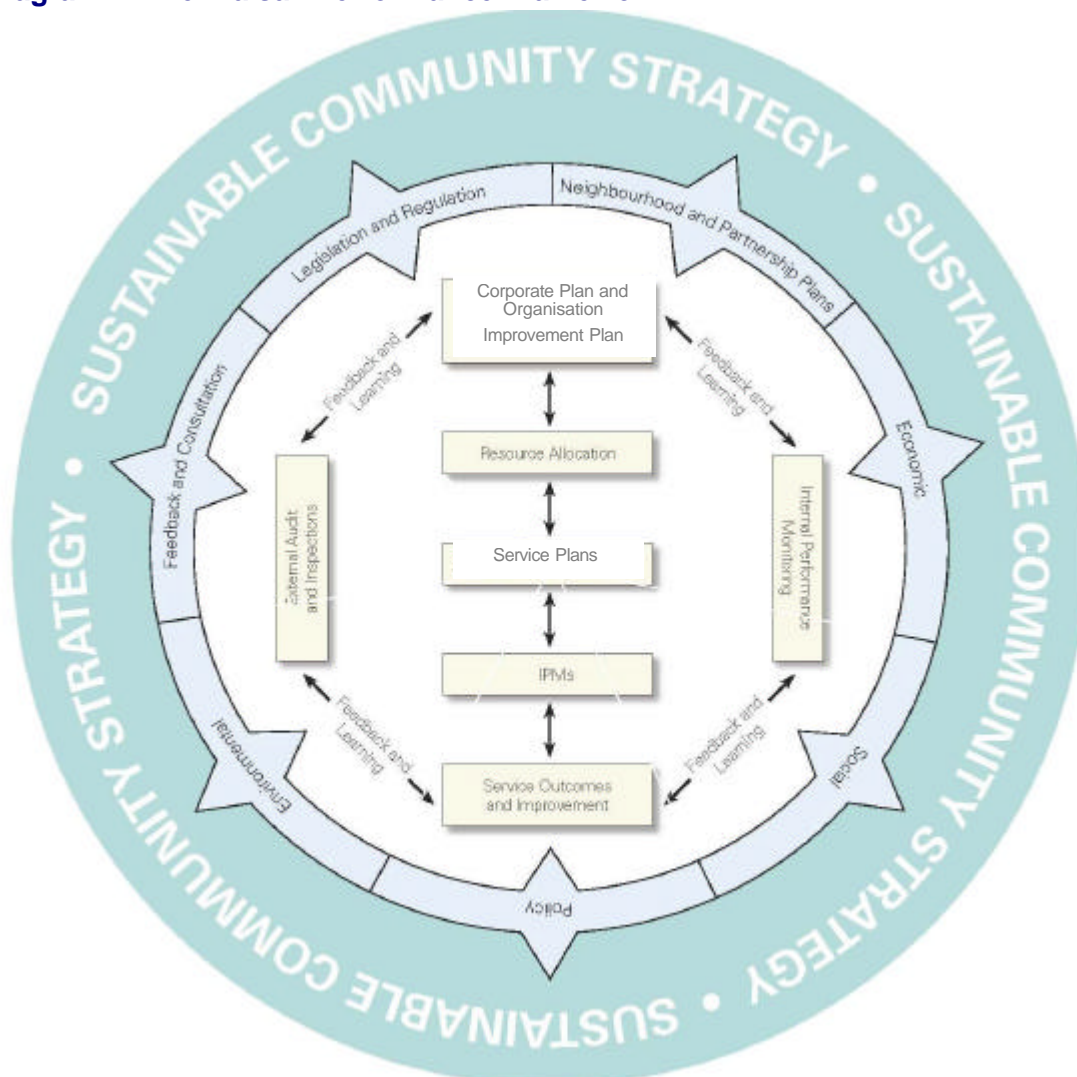
Working with all elements in the Performance Framework ensures performance management and continuous improvement are embedded into the Walsall Council culture. This framework sets out the links between all activities as illustrated in Diagram 2 below.

This illustrates the relationship between the various elements which, when jointly managed, ensure continuous improvement and effective service delivery. Behind these key components lies a variety of data sources that services access to ensure service outcomes and improvement are achieved.

The information used to effectively manage performance needs to be reliable, consistent and comparable, both over time and between different authorities. In order to secure robust data quality we have developed a corporate quality assurance policy which outlines our approach to data quality and provides support to services to ensure their data collection processes are fit for purpose. Our approach to quality assurance was developed through our work with the Audit Commission and is now recognised as good practice.

The management of risk at all levels within the organisation is an integral part of seizing opportunities, delivering excellent services and achieving continuous improvement. It is recognised that strategic risk management, as a corporate self diagnostic tool, provides demonstrable evidence of the organisation's capacity to improve and enables us to seize and maximise our opportunities. Hence risk and opportunity management is an integral part of every planning process within this framework.

Diagram 1- The Walsall Performance Framework



Surrounding our framework, and providing the overarching strategic direction, is the Sustainable Community Strategy (SCS). Developed in partnership, the SCS sets out a shared vision of the borough that by 2021 Walsall is a great place to live, work and invest.

Informing the SCS are a number of drivers that in turn also directly affect our internal council planning processes.

Legislation and Regulation There are a number of legislative and regulatory requirements that inform the way we have to work as a council. Much of what we must do and what we cannot do is set in statute whilst government and government bodies have regulatory powers to either

determine or influence the level of service provided or the way in which it is delivered.

Neighbourhood and Partnership Plans Partnership working has significantly increased in recent years and will have to become even stronger in the new era of CAA. The priorities and plans of our partners inform and are informed by the SCS and they also impact on our own plans. At a local neighbourhood level, each of the 9 LNPs develop plans to address local issues and needs. These are intrinsically linked to the SCS and the council's plans as they represent the aspirations and priorities of local areas

Economic conditions have a large bearing on the services the council needs and is able to deliver. It affects the levels of regeneration and investment coming into the borough and the financial well-being of residents and as such the levels of support they require from the council.

Social and demographic factors, linked to economic factors, influence the type and level of support the council needs to supply to its residents. These factors can also impact on community cohesion and health inequalities.

Environmental factors impact on what the council and its partners do now and how it plans for the future. The cleanliness of the borough is important to its residents and the international challenge of climate change and reduction of carbon emissions in particular requires local as well as global responses. Considering the impact of what we do now on future generations therefore has an important part to play in our planning processes.

Feedback and consultation The SCS was informed by the wishes, needs and aspirations of the people of Walsall and, as a listening organisation, the council too relies on what people tell us to inform what we do. Proactive consultation on priorities as well as formal and informal feedback through comments, compliments and complaints help us to prioritise our work as well as monitor and, where necessary, change what we do.

Policy As a democratically and accountable body, the council has a role in acting as a place-shaper for the borough. Whilst this role is heavily informed by the other factors described above it is also necessarily informed by the political beliefs of the elected members through the mandate given to them by the election process. Similarly the politics of national and European government influences how and what we do as an organisation.

The Council's Performance Management Processes

Within the centre of the circle in the above diagram are the council's own internal processes which are informed by the all things on the outside of the circle.

1. Corporate Plan and Organisation Improvement Plan

The council's own Corporate Plan, which is published each year, sets out, at a strategic level, the council's commitment to deliver its own contribution to the work of the wider partnership to take forward and implement the SCS, and achieve our shared vision for the borough of Walsall. Details of this can be found in section 2 above. The delivery arm of our Corporate Plan is the Organisation Improvement Plan which sets out what we plan to do to continue to move forward as an organisation.

2. Resource Allocation

This encompasses all financial decision making processes from the medium term financial strategy, decision conferences, and strategic choices exercises through to the formal annual budget setting process and the individual management of budgets at service level. The various elements that jointly inform and deliver our financial planning and management are illustrated below in Table 2.

Table 2: Key aspects of financial management

The Financial Framework Within The CIPPF					
Category	Overall	Revenue	Capital	Treasury Management	Risk Management
Strategies	MTFS				
			Capital Strategy	Treasury Management Strategy	Risk Management Strategy
Guidance	CIPFA and technical guidance	Budget Guidelines	Capital Guidelines	CIPFA Code of Practice for TM	Risk Management Toolkit
Plans	MTEP	Annual Budget	Capital Programme and AMP	Treasury Policy Statement	Risk Management Action Plans
Governance	Constitution	Budget Management and Control Manual and Annual Governance Statement		Prudential Indicators and Annual Report	Risk Register reporting and regular review
	Contract and Finance Procedure Rules				Audit Cttee Reports and annual report
	Internal and External Audit Plans and our response to inspection and audit				

3. Service Plans

These detail the actions being taken by services to deliver the council's priorities. They are detailed plans for individual council services and teams, setting out specific targets and improvements to be achieved over a three year period but focusing on the current year. They also incorporate other planning requirements, such as workforce planning, equalities, health and safety and risk management, which are a common thread throughout all levels of planning but have a particular focus at this stage as specific actions are detailed.

Workforce Planning

Major improvements in performance come when the right people with the right knowledge, skills and behaviours are deployed appropriately. Workforce planning is the process of analysing the future skills and competencies that are needed to deliver new and improved services, and assessing the strengths and development needs of our current workforce against these requirements. This element is informed by the IPM process and includes both corporate and directorate workforce development plans and training programmes. It is closely linked to the council's

organisational development and human resources strategies and is influenced by external and internal factors in the same way as the rest of the planning process.

Equalities

Equality is one of the council's core values and a desire to ensure equity in service delivery and in the workplace is embedded into every stage of our performance processes, including those with partners. Equality Impact Assessments help identify any areas of inequality in our policies or service delivery and put in place steps to rectify these. Corporate and Directorate Equalities Boards help monitor and champion equalities issues within service areas. There is a recognition that equality does not mean 'the same for everyone' but is about respecting differences and ensuring no-one is unfairly discriminated against based on their age, gender, race, religion, sexuality or disability.

Health and Safety

The council has a duty to ensure adequate systems are in place to keep people safe and to comply with legislative requirements. Each service should have a health and safety action plan in place and any implications for health and safety coming out of other priorities (e.g. office moves) should be flagged up through this process.

4. Individual Performance Management (IPM)

The IPM process provides a framework for managers and staff to meet and discuss work performance for the previous year, and agree targets and personal development needs for the coming year. It allows managers to give constructive feedback on employee performance and is the forum through which priorities are translated from service and team plans into individual actions. IPM is an integral element of the Performance Framework and applies to all employees. More information can be found on the intranet under service information.

5. External audit and inspection

Audit and inspections are key processes for assessing the performance of a service or function and for identifying ways improvements can be made. External inspections (e.g. CAA and service based inspections) also provide an opportunity to benchmark the performance of the council and its functions against other authorities in order to share best practice and learn from good examples.

6. Internal monitoring, review and corrective action

The continual monitoring, review and implementation of required corrective action is vital to ensure continuous improvement and is undertaken at every level of the financial, service and individual planning processes. In addition, this ensures that we take action in response to actual performance to make outcomes better than they would have otherwise been, for example ensuring budgets are not overspent, that pledges are delivered or that individual targets are met. It is recognised that both officers and elected members play key roles in the delivery of effective performance management to deliver continuous improvement. Key to this is the way services react and learn from the monitoring they undertake whether it is in the form of customer feedback or as part of a performance action plan. Internal monitoring is conducted by monitoring performance against targets, and as such, effective target setting and the use of benchmarking data is of fundamental importance.

7. Feedback and learning

In order to continually build on the progress we are making, we constantly strive to capture the feedback from users and other stakeholders to enable us to learn from the outputs that we deliver. Improving outcomes for our residents matters most, and their feedback through formal consultation, inspection, periodic surveys or simple ad hoc remarks help us improve our way of working and ultimately deliver improved services. This information is constantly being sought and fed back into the organisation in order to help us prioritise our resources around the needs of our users. Walsall Viewfinder simplifies this process by providing an electronic, web-based system for recording, monitoring and storing consultation activity across the partnership.

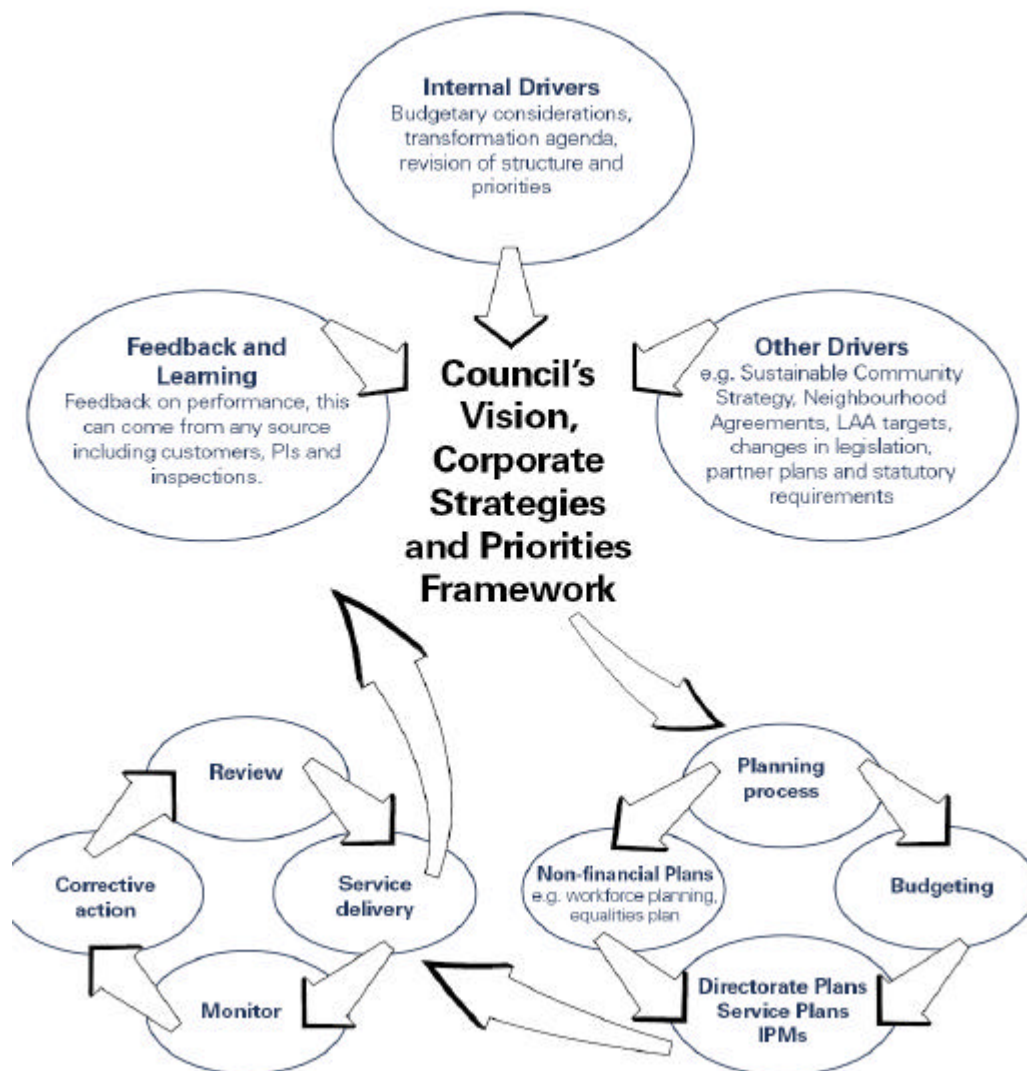
Performance Framework Process

The framework is intended to enable the council to balance the different needs of the people it serves against available resources and to manage change in a coherent way. It supports our medium term, policy-led approach to resource management.

The Performance Framework Process (Diagram 3) illustrates the relationship between a variety of influences. The relationships illustrated by this diagram should not be viewed in isolation. For example, some influences such as partner plans or LAA targets may directly influence the planning process at either directorate or service level. It is important that due recognition is given to the influence of external factors such as partner plans or statutory returns e.g. library standard, Self Assessment

for Adults Social Care, Annual Performance Assessment (APA) and statutory annual monitoring report strategic planning policy. Within this, reflection upon, and changes in the community we serve are taken into account, and appropriate action is taken to respond positively to ensure services maintain their customer focus and continue to meet the needs of the community.

Diagram 3



Timetable (example activity)				
	Quarter One (April-June)	Quarter Two (July-Sept)	Quarter Three (Oct-Dec)	Quarter Four (Jan- Mar)
SCS, LAA and other partnership plans	Monitoring of LAA targets through scrutiny and LSP Monitoring of LNP neighbourhood agreements	Monitoring of LAA targets through scrutiny and LSP Monitoring of LNP neighbourhood agreements	Monitoring of LAA targets through scrutiny and LSP Monitoring of LNP neighbourhood agreements	Monitoring of LAA targets through scrutiny and LSP Monitoring of LNP neighbourhood agreements
Corporate Plan, Priorities and Pledges	Previous years pledges reviewed New pledges go live as corporate plan is published. Outturn data for previous year is approved and published.	Next years pledges and corporate plan start to be developed Pledges monitored by CMT and Cabinet	Pledges monitored by Cabinet and CMT. Consultation on next years pledges	Pledges monitored by Cabinet and CMT. Draft Corporate Plan and new pledges to Cabinet and Council for approval
Financial Planning	Refreshed financial plans go live. Estimated outturn to CMT and Cabinet. Monthly current year budget monitoring. Draft statement of accounts produced.	Monthly current year budget monitoring Comprehensive Spending Review evaluated and budget guidelines published Medium Term Financial Plan reviewed and reported to CMT Budget consultation with residents for following year	Monthly current year budget monitoring. Annual financial settlement reviewed. Draft budget to Scrutiny\CMT and Cabinet	Monthly current year budget monitoring. Final budget report to CMT\Cabinet 5 year MTFP to CMT\Cabinet Budget set by Council
Working Planning and Training	Workforce and training plans revised to reflect updated service plans and feedback. Current year training programme commence.	Issues input into workforce review. Training attendance and feedback monitored.	Mid year review of workforce plans Training attendance and feedback monitored.	Launch and publication of corporate and service specific training programmes
Service Planning. Other Plans and IPMs	All plans become 'live' Service team targets agreed and cascaded to teams and individuals IPMs completed for all staff	Quarter 1 review of service plans. Commence development and consultation of priorities for following year	Quarter 2 review of service plans. Continue development and consultation of priorities for following year IPM 6 month reviews carried out for all staff	Draft service plans for following year finalised following consultation and sign off.

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7. Delivering performance management

High quality council services rely on strong corporate governance from their political and administrative leaders and it is the responsibility of these leaders to ensure there is an emphasis on providing quality services and meeting community needs. Judging the effectiveness of the council is a process of measuring performance and assessing it against desired outcomes and for this reason managing performance is part of everyone's day-job. The key role of the leaders of the council regarding performance management is detailed below.

Role of councillors

Full Council is ultimately responsible for the performance of the council and is the only body that can deal with strategic framework policy issues.

Cabinet members are accountable for the performance of services within their portfolios by setting targets and ensuring that targets are met. They work closely with executive directors to monitor the performance of services within their individual portfolios and then jointly as Cabinet to receive quarterly monitoring reports e.g. the Beacon Index. They know, and are responsible for, what services are doing in order to maximise, improve or turn around poor performance. The performance of the council as a whole is monitored by the specific cabinet member responsible for performance management.

Audit Committee, through its delegated powers, contributes to the council's governance by ensuring an effective internal control environment is maintained. In addition it reviews mechanisms for the assessment and management of risk and considers arrangements for and the merits of operating quality assurance and performance management processes. It has delegated power to consider the arrangements for performance management processes.

Scrutiny and Performance Panels are involved in performance management in a variety of ways. This includes involvement in the development, monitoring and review of policies, a role in the completion of performance reviews and monitoring the implementation of improvements identified. Scrutiny panels are responsible for holding Cabinet to account for the delivery of the council's strategic goals and individual portfolio targets. Each panel develops its own approach to performance management and there is an opportunity each year for panels to share their experience and reflect on the approach used. Scrutiny panels also carry out Value for Money service reviews which benchmark services against economy, efficiency and effectiveness indicators and help develop recommendations for improvement. They also have a role in considering the performance of partnership organisations,

chiefly through the LAA targets.

Ward Councillors, as community leaders and representatives of specific geographical areas, play a key role in consulting the community they serve and in championing the concerns and priorities of residents. This in turn influences and informs corporate priorities. Ward councillors play a significant role within the Local Neighbourhood Partnership (LNP) for their area in shaping local service delivery and defining local priorities. The role of the ward councillor has been strengthened with the implementation of the Local Government and Public Involvement in Health Act 2007 which places a statutory duty on partners who now have a "duty to co-operate" and gives councillors greater powers through Councillor Call for Action.

Officers work to support councillors in fulfilling their various roles and this is largely achieved via the appropriate performance board.

Performance Boards at Walsall

Performance boards are the agreed way in which Corporate Management Team (CMT) and directorates exercise their leadership role in respect of performance management and improvement. The overall role of the performance boards is to provide leadership of performance management activity in the particular directorate and to co-ordinate this within the corporate performance planning and reporting cycle. The format and content of performance boards is continually reviewed so they continue to meet the organisations needs and support continuous improvement and share learning. The information below provides a broad outline of the performance board process.

Aims Activities at performance board should be outcome focused, drive performance improvement and identify and implement remedial corrective action as soon as required. They should make a difference to performance.

Frequency This in part depends on the organisational level but the most successful performance boards meet monthly, either separately to other management meetings or as specific dedicated time to enable absolute focus on service improvement and delivery.

Delegates In terms of Directorate Level Performance Boards, Executive directors and their line reports should be in attendance. They should be supported by the nominated performance management professional for that directorate. Heads of Finance and HRD should also attend to provide advice and support on financial management and workforce related items. Directorates are free to invite others either routinely or as and when required.

Core agenda Each performance board should have a yearly work programme, identifying what needs to be done, and ensuring 100% coverage over an annual cycle. The focus is on analysing data and taking action. Accountability, both individual and collective, is at the heart of successful performance management and an effective and successful performance board.

As an integral element of an effective performance management approach, performance boards should provide an opportunity for targets to be reviewed and challenged, ensuring they are stretching yet realistic. Effective benchmarking against comparator groups and national performance data should be undertaken to assist in this process.

Performance boards should, as a minimum, cover the following over the year, each item does not need to be looked at every month, and examples of frequency are indicated in brackets.

Customer Satisfaction – planning for and undertaking surveys using the corporate Service Measurement Tool (SMT) approach; evaluating and understanding the results of surveys and using that to shape services and respond accordingly. Ensuring that comments, complaints and compliments are collected, summarised, understood, used and responded to promptly and appropriately (at least bi-annually at performance boards). Provides an opportunity for services to share learning and informs the service planning process.

In addition, the development of Walsall's Viewfinder helps services and directorates to make better use of customer information to improve service delivery.

Service Planning – finalisation of plans and monitoring progress against them (quarterly.) It is important that service plans are widely consulted upon and well communicated, particularly with support services so they can adequately resource the support required. Performance boards provide the perfect opportunity for this to happen and for the plan to be approved.

Performance Information – Current, trend and predicted performance on Performance Indicators (PI) and other performance data including Statutory PIs, delivery of pledges, inspection improvement plan actions, etc. (Varied) This should include verification of the accuracy and robustness of data and that processes are aligned to the corporate quality assurance policy.

Programme and Project Management – the latest project register is reviewed to ensure that all projects are accurately reported and progressing according to plan. This allows overall management for all

projects and ensures project management arrangements are in place and identifies further actions to address red/amber projects, and when new projects need to be established to help deliver priorities (monthly).

Financial Management – finalising the directorate’s budget setting, regular monitoring against budget and evaluating forecasts, tracking implementation of savings and investment, tracking performance against Gershon targets, maximising income. Ensuring the directorate delivers its targets within budget (monthly financial monitoring, quarterly Gershon tracking).

Workforce Planning – finalisation of workforce plans and on-going monitoring of progress (quarterly). Corrective action allows issues to be addressed and managed.

Risk Management – reviewing the risk register, updating it, ensuring new risk assessments are done for emerging risks, ensuring risk management action plans are in place and being implemented. Ensuring partnership risks are identified and managed/controlled and that the partnership is delivering the agreed outcomes. Consideration of how the sustainability agenda is being developed within the directorate and that the Climate Change Strategy is considered with the priority risks identified. Opportunity management is considered and key opportunities are seized enabling benefits to be exploited to the advantage of the organisation (quarterly).

Value for Money – identifying benchmarking activity and reviewing the results to inform service activity and considering the findings of Scrutiny VFM assessments (as required).

Inspection – overview preparation for upcoming inspections, finalisation of action plans and ensuring implementation thereof (as required).

Service showcase – focus on a particular service, perhaps because performance is disappointing (i.e. to understand and take remedial action) or has improved (i.e. to celebrate and share the learning) (as required or on a cyclical basis).

Directorate specific – performance management issues including ‘Hot Issues’ (as required).

Equalities and Health and Safety – These issues will be primarily considered through the Directorate Equalities and Health and Safety Boards but performance boards may need to consider outcomes from these meetings that impact on performance or conversely refer issues to them where performance information highlights a concern.

8. Looking Forward

One of the purposes of regulation and inspection is to act as a catalyst for improvement. The Comprehensive Area Assessment (CAA) that came into effect on 1 April 2009 is designed to examine how effectively local public services are performing and how well they are working together, to meet the needs of the people they serve.

The first CAA reports are published in November 2009 and may identify areas where the council and its' partners have to do something different or additional to help improve outcomes for local people. The first year builds a baseline against which future progress can be tracked. Of course, inspectorates are not starting from scratch and existing assessments will be an important source of information. For practical reasons, not everything needed to support CAA will be in place for the first year, so some aspects of the assessment will build up over time.

The joint inspectorate bodies involved with the CAA plan to commence a review of the initial process at the start of 2010. This will ensure that the ongoing process of CAA effectively enables regular discussions with inspectorates throughout the year, so that any problems can be tackled immediately.

Additionally, the priorities identified through resident consultation in the Sustainable Community Strategy (SCS) are unlikely to remain constant over time. There are many factors that can influence local priorities and these will need to be reviewed regularly to make sure they remain reflective of local needs.

The Walsall Performance Framework is designed to adapt to all these potentially changing requirements. This flexibility allows our performance management processes to continually evolve and incorporate the changes in national performance frameworks and those of our partners. We will continue to enhance our partnership relationships in order to deliver better services to the people of Walsall. Performance against the National Indicator Set (NIS) will continue be monitored and managed through our existing performance boards within the council and in conjunction with the Walsall Partnership for partner based measures.

The corporate quality assurance policy, which outlines our approach to data quality, is in the process of being reviewed. This is to ensure that it remains fit for purpose not just for the council, but also that it aligns to wider activity around data sharing between partner organisations.

Delivery of our pledges for 2008/09

Citizens are healthy

Our Aims	Our Achievements
Set reported measure of peoples overall health and wellbeing - % of respondents who say their health has been good or fairly good (NI 119)	This is a new measure and the Place Survey result of 69.7% is in line with Black Country authorities but is slightly lower than available national comparisons
What we pledged to do during 2008/09	
We will adapt the homes of 200 people with a disability so they can live independently	We succeeded in adapting 250 homes during the year, partly through securing additional funding
We will increase the number of people carrying out regular physical activity to 100,349	<p>During 2008/09 the council has provided numerous opportunities for people to raise their physical activity levels. In total this involved 102,811 people, including:</p> <ul style="list-style-type: none"> • 10,159 people involved in organised health walks, • 541 referrals to the 'Time to Change' initiative, • 5996 Walsall Active Youth attendances, and • 14,955 mint condition memberships

Citizens are safe and secure

Our Aims	Our Achievements
60 % of residents feel fairly or very safe after dark (Feel the Difference Survey)	74% of residents stated that they feel fairly or very safe after dark
93% of residents feel fairly or very safe during daytime (Feel the Difference Survey)	99% of residents stated that they feel safe or very safe during the daytime
What we pledged to do during 2008/09	
We will take firm action against nuisance drinking in public places by putting in place a borough wide Designated Public Place Order (DPPO).	<p>Walsall Council adopted the DPPO on the 19th December 2008 following extensive consultation with key stakeholders.</p> <p>DPPOs allow police to use their confiscation powers to enforce the</p>

	drinking restrictions
We will ensure more parks staff are present and visible in public places	The Countryside Service has been restructured substantially increasing on site presence and staff visibility within this operational area
We will increase our action to tackle graffiti, anti-social behaviour and fly-tipping	<p>In quarter 4, 9 prosecutions were brought before the courts around fly tipping, waste, noise nuisance, and litter resulting in total fines and costs of £13,312.82.</p> <p>Various initiatives were set up to tackle environmental crime such as;</p> <ul style="list-style-type: none"> • Improved reporting and removal of graffiti on street furniture, • A project to tackle certain vacant properties that were attracting fly-tipping, graffiti and anti-social behaviour • Pupils at a Willenhall school caught dropping litter were involved in an after school litter pick with parental consent
We will improve support to families so that the number of looked after children is reduced to the median of similar councils (443)	<p>We ended the reporting year with 462 looked after children.</p> <p>The target of 443 was set in early 2008, later that year our detailed analysis of more recent deprivation data showed that there had been a substantial increase in Walsall such that we would need to provide care for around 450 - 460 to ensure safety. This has been compounded by the substantial increase in unemployment (80% increase May 08 to Feb 09) which, due to higher levels of family stress, results in more admissions to care</p>

Citizens are aspiring and achieving

Our Aims	Our Achievements
58% of children and young people enjoy school always or most of the time as reported through the TellUs survey	<p>The survey result was 47%. This measure is subject to fluctuation as it is based on different schools and different cohorts.</p> <p>It is a top priority in our new Children and young people's plan. A Corrective Action Plan has been written to carry out further investigation as to why there is a reduction compared to the previous</p>

	year
What we pledged to do during 2008/09	
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)	During 2008/09 the gap was reduced to 3%, exceeding the target of reducing the gap to less than 5%
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%	During 2008/09 attainment was increased to 49%, significantly exceeding the target of 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%	During 2008/09 attainment was increased to 59%, significantly exceeding the target of 38%

Citizens are enjoying a high quality of life – clean, green and mobile

Our Aims	Our Achievements
Improve overall/general satisfaction with the area (NI 005)	71.1% of residents are satisfied with their neighbourhood (2008/09 Place survey); this is an improvement on the corresponding BVPI satisfaction score of 66% in 2006/07
What we pledged to do during 2008/09	
We will improve services to children with a disability by increasing the number of respite foster care breaks by 10% to 339	340 respite foster care breaks were provided during 2008/09
We will spend £2.5 million on regeneration and improving projects focusing on Walsall town centre, district and neighbourhood centres and strategic corridors	A total of £3,238,485 was spent on regeneration and improvement projects during 2008/09
We will maintain weekly waste collections for all households and begin kerbside collection of plastic and cardboard - implementation of new recycling scheme	During 2008/09 the council has successfully implemented the new household waste management scheme. Implementation of the new waste collection arrangements have ensured that a weekly waste collection service has been maintained and that a kerbside collection of additional recyclables, plastic and cardboard, has been introduced
We will complete the town centre transport package to ease congestion and improve the environment in Walsall town centre	Although completion of this pledge was 15th May 2009, the main section between Arboretum and Blue Lane West was opened early in March 2009

Citizens are active – contributing to their communities

Our Aims	Our Achievements
Civic participation in local area (NI 003)	This is a new measure and the Place Survey result of 14.4% is in-line with available national comparisons
Participation in regular volunteering (NI 006)	This is a new measure and the Place Survey result of 18.7% is in line with Black Country authorities but is slightly lower than available national comparisons
What we pledged to do during 2008/09	
We will actively promote opportunities for volunteering in Walsall, including opportunities within the council via Walsall Pride	<p>During 2008/9, the Local Neighbourhood Partnership (LNP) team have facilitated a number of local volunteering opportunities through a range of events and activities supported by LNPs. This includes;</p> <ul style="list-style-type: none"> • several estate tidy up ‘skip days’; • walking buses helping children travel to school, • Bloxwich Carnival, • Leckie Road Plantation clean up, • Ready Steady Summer project <p>In addition, the Council has advertised opportunities for volunteering in the community through Walsall Pride and is planning to participate in the National Give and Gain initiative which will see Council staff undertaking community projects in each LNP area</p>
We will support at least 60 community and voluntary groups through our community cash scheme	<p>During 2008/9 a total of 71 groups have received support through the community cash scheme such as;</p> <ul style="list-style-type: none"> • Community Associations • Scout groups • Neighbourhood watch schemes • Friendship groups • Residents associations • Friends of local park groups • Sports clubs

Citizens are financially & materially secure - achieving economic well-being

Our Aims	Our Achievements
No more than 16.2% of working age people on out of work benefits (NI152)	The most recently data reports a figure of 16.01%. However, this data is time lagged by about 8 months and it is anticipated that the impact of the recession will increase this figure during the next year
What we pledged to do during 2008/09	
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 by 2% (Baseline 79.4%)	Results from the January 2009 School Census show that the percentage of eligible pupils taking a free school meal rose to 82.8%. This showed good improvement from the previous figure of 79.4% and exceeded the target set of 81.4%
We will implement 'Think Walsall' by December 2008 to generate more training and employment opportunities for Walsall people	The 'Think Walsall' project stalled during 2008/09 due to a lack of resources (financial and personnel). In March 2009 we secured WNF (Working Neighbourhoods Fund) resources to support the delivery of the programme
We will reduce the average time it takes to process benefit claims to 28 days	The average processing time for benefit claims during 2008/09 was 29.25 days. This fell marginally short of the target set due to an increase in the volume of benefit claims that were made as a result of the current global economic downturn

Citizens are free from discrimination or harassment

Our Aims	Our Achievements
76 % of local people believe people from different backgrounds get on well together in their local area (NI 001)	Although the result of 71% shows a decline from 2006/07 (74%), it is similar to the current Black Country average. This measure is targeted in the LAA to improve to 75.1% by 2010/11 with a delivery plan in place to achieve this
Improve perceptions that people in the area treat one another with respect and consideration. NI 023 monitors the percentage of residents who think this is a problem locally	This is a new measure and the Place Survey result of 37.7% is broadly in line with both the available Black Country average and national comparisons

What we pledged to do during 2008/09	
We will hold a community event in each Local Neighbourhood Partnership area to celebrate the cultural diversity	<p>During 2008/09 the council held events celebrating cultural diversity across all LNP areas. Some examples from each LNP include;</p> <ul style="list-style-type: none"> • Aldridge over 50's event, • Blakenall Women's Walk, • Brownhills canal festival, • Darlaston community cohesion event, • Walsall football club family day, • Pelsall and Rushall church Christmas fayres, • 'Chuckery Framed' digital photography competition and awards, • Caldmore Green workshop • Celebrate Willenhall event <p>An ongoing programme of similar events continues to take place</p>

Effective Use of Resources

Our Aims	Our Achievements
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	£7,396,814 value for money gains have impacted since the start of the 2008/09 financial year
What we pledged to do during 2008/09	
We will increase the in year collection of Council tax to 97.3%	<p>The final collection figure for 2008/09 was 96.9%. The target has not been achieved for a number of reasons;</p> <ul style="list-style-type: none"> • Credit crunch - rising unemployment, reduced overtime, reduced agency work etc • Back log of benefit claims awaiting processing – To avoid unnecessary hardship we hold recovery action where we know benefit claims are waiting to be processed. There is direct correlation between the number of claims outstanding and the amount of unpaid council tax • Increased number of attachment of benefits – People on benefits can have their council tax arrears deducted direct from their benefits. The amounts taken are prescribed and tend to be

	<p>small values based on the amount of benefit claimed. Whilst such payments are guaranteed and are a good source of income for the authority, it does mean that the debt takes longer to clear which has a negative impact on in year collection</p> <ul style="list-style-type: none"> • The SPD (Single Person Discount) review undertaken in November permitted the authority to maximise the benefit of cancelled SPD's, but left only 4 months remaining in the financial year for people to pay back discounts incorrectly claimed. Over £750,000 was claimed back
<p>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</p>	<p>In 2008/09, the council invested £500k on various energy efficiency conservation schemes for non-education buildings e.g.</p> <ul style="list-style-type: none"> • energy efficient lighting, heating and hot water systems, • water conservation appliances, • loft insulation, • plate heat exchanger for pool water heating, • refurbishment of pool air handling unit, • replacement of air conditioning system and heating controls. <p>We have an ongoing year on year target to reduce energy consumption; we will not know the outcome for 2008/9 until early summer 2009 once all the relevant analysis is undertaken</p>

Delivering quality services and meeting customer expectations

Our Aims	Our Achievements
<p>The extent to which local public services act on the concerns of local people (Place Survey)</p>	<p>This question was not researched through the Citizen's Panel during 2008/09. However, as a result of feedback the council is taking steps to develop Walsall Viewfinder; its consultation planner and finder web database system. Viewfinder is now being used to feedback to the community how issues raised are being tackled. This will help demonstrate how we act on concerns raised through consultation. The 2008/9 Place Survey indicates that whilst perceptions of this issue across local public services are broadly in line with current benchmarks the issue remains an area for improvement.</p>

What we pledged to do during 2008/09	
We will increase by 25% the number of letters sent out to citizens informing them of planning applications for neighbouring properties	Although the number of planning applications being submitted in 2008/9 has declined, the proportion of letters sent out to inform neighbouring properties of applications that have been acknowledged this year has been increased in-line with our pledge. So in 2008/09 the council send out 32 letters per application on average; compared to 23 in 2007/8; representing just over 40% more letters. The aim was to keep more people informed about planning proposals in their local area
Introduce a new tailored service of building inspections for domestic extensions	Building control have successfully introduced, with effect from 01 September 2008, the new tailored service of building inspections for domestic extensions
We will extend the range of services available through our contact centre	Following successful implementation of a new reporting system; Health & Disinfestations (pest control) calls were transferred to the contact centre in June 2008. We have also developed a 3 year rolling programme for the migration of other additional services into the contact centre. A satellite contact centre is to be developed at Streets Corner Walsall Wood, to provide a specialist response service for adult social care customers. In January 2009 a new service line was opened to handle all calls relating to the new waste implementation policy. It has proved invaluable in supporting the introduction of the new service. A new call management system was piloted in the autumn with street pride calls and since then been procured and implemented for all general enquiries in March 2009. This system will enable us to collect call handling data; showing detailed customer demand and hence identifies resources required to manage them, which will be critical in identifying and transferring services across to the contact centre in future
We will increase the number of places in Walsall where civil ceremonies take place	Against a target of 8 venues, there are now nine approved venues in Walsall for civil ceremonies; this includes six local hotels, Bank's Stadium at Walsall Football Club and Calderfields Golf Club. In addition and following recent refurbishment; the council has applied for Darlaston Town Hall to become a civic ceremony venue and that application is currently being processed meaning that service provision

	in the west of the borough is enhanced
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Taking forward the transformation agenda

Our Aims	Our Achievements
To ensure that 75% of the benefits outlined for strategic transformation projects are delivered against defined profiles	At the end of 2008/09, 78% of the benefits identified through strategic transformation projects were delivered
Commence plans for the refurbishment of Bloxwich Library	As at end March 2009, following stakeholder consultation; plans for the refurbishment are well progressed and currently in the final stages of agreement with the programme of work now also agreed with the Big Lottery funders and key partners. Building work will commence in September 2009 and completion is expected to be mid summer of 2010
Complete refurbishment of Pleck, Streetly, South Walsall, Pheasey, Beechdale and Darlaston Libraries	Aldridge, Streetly and Pleck libraries have received significant remodelling and refurbishment, whilst in Pheasey, Darlaston, South Walsall and Beechdale libraries the work involved varying levels of refurbishment. This work marks the end of the library modernisation programme and has significantly improved the library environment for local residents
We will deliver £2m savings through a sharpened approach to procurement	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. Whilst the reduction in interest rates and short term energy cost reduction has stabilised the current position to some extent, the longer term uncertainty and recession will make their ability to deliver further efficiencies under these circumstances severely restricted

Corporate Health Measures

People

Our Aims	Our Achievements
Equality Standard overall level 3 achieved	Level 3 of the Equality Standard was achieved during a peer assessment during December 2008 and January 2009
Employ 10.5% of council employees from minority ethnic communities	At the end of 2008/09, 13.29% of council employees were from minority ethnic communities
Ensure that 43% of the top 5% of earners in the council are women	At the end of 2008/09, 39.27% of the top 5% of earners in the council were women*
Ensure that 11.75% of the top 5% of earners in the council are from black and minority ethnic communities	At the end of 2008/09, 8.9% of the top 5% of earners in the council were from black and minority ethnic communities*
*Targeted work to increase percentages of under-represented groups in senior management was restricted by the recruitment freeze during the latter part of the year. Work is also being undertaken through CEG (Corporate Equality Group) to review the appropriateness of these indicators as measures of equality and a longer term strategy will be implemented to achieve future targets on a wider range of equality performance indicators	
Reduce the number of working days/shifts lost due to sickness absence per FTE to 11.01 days	At the end of 2008/09, 12.9 working days/shifts were lost to sickness absence per FTE. While focussed work on long term sickness absence has had a positive impact on the overall figure, this has been more than offset by the increase in short term sickness absence. This is mostly explained by increased reporting of sickness absence, improved accuracy and processing of data

Money

Our Aims	Our Achievements
The council will outturn within budget and with general reserves intact, in line with the levels provided for in the budget and medium term financial strategy i.e. between 2.25 and 4%	At the end of 2008/09 general reserves stood at 2.5% subject to audit
Pay creditor invoices within 30 days of receipt to the authority	At the end of 2008/09, 90.79% of creditor invoices were paid within 30

	days of receipt. This is an improvement against the 89.94% achieved during the previous year
Collect 85% of sundry debt over one month old	At the end of 2008/09, the target of 85% for this measure was overachieved with 91.08% of sundry debt over one month old being collected
Collect 97.8% of non-domestic rates during the year (LPI10)	At the end of 2008/09, the target of 97.8% for this measure was overachieved with 98.1% of non-domestic business rates being collected
Process all Housing Benefit/Council Tax Benefit new claims and change events within 20 days (NI181)	At the end of 2008/09, the target of 20 days for this measure was overachieved with the average new claim or change event for housing benefit/council tax benefit being processed in 17.5 days

Buildings

Our Aims	Our Achievements
Ensure 100% of council buildings accessible to people with a disability	At the end of 2008/09, 100% of council buildings were accessible to people with a disability

Service Delivery

Our Aims	Our Achievements
Delivering requirements of the National Indicator Set (NIS) and associated processes	Work continues to ensure the council is effectively monitoring and managing the National Indicator Set of performance measures. All measure that were required to be submitted were done so by deadlines set
Manage the transition to Comprehensive Area Assessment (CAA)	Work continues to ensure the council works effectively with partners to manage the transition to this new performance assessment framework, with the first assessment expected to be reported in November 2009. During 2008/09 this work included various awareness sessions and a council hosted partnership event to increase awareness across the borough

[illegible]

Programme Reference	Project No	Programme/ Project Name	Project Champion	Project Manager	Start Date	Completion date	Overall RAG Status
	N-LIBH-06-0003	Library Modernisation Plan	Sue Grainger	Chris Cordes	01 April 2006	31 January 2010	G
Walsall Partnerships							
	N-WPAR-08-0002	Target Action Planning	Tim Ferguson	Jo Lowndes	01 April 2008	31 March 2010	G
Social Care and Inclusion – David Martin							
Adult Services							
	S-ADSV-07-0001	Reprovision of Hollybank House [ASCAP 3]	John Greensill	Tony Barnett	01 December 2007	TBC	G
	S-DIRE-07-0001	Residential and Nursing Care Procurement [ASCAP 7]	Margaret Willcox	Andrew Flood	01 October 2007	30 September 2009	G
PEFP		People First Programme	Margaret Willcox	Elaine Carolan	01 February 2008	31 March 2010	A
Housing Services							
	S-HOUS-08-0001	Supporting People Inspection 2009	Sue Byard	Tracy Simcox	01 August 2008	01 July 2009	G
Childrens and Young Persons - Pauline Pilkington							
Childrens Services							
	CYP-CHSV-08-0005	Reducing Child Poverty Strategy	Darrell Harman	Bruce M Kirk	01 August 2008	06 May 2011	G
Regeneration - Tim Johnson							
Directorate Projects							

Programme Reference	Project No	Programme/ Project Name	Project Champion	Project Manager	Start Date	Completion date	Overall RAG Status
	R-DIRE-08-0001	Transforming Learning in Walsall - BSF/PCP	Tim Johnson	Karen Adderley	02 June 2008	31 December 2013	G
Walsall Town Centre/WRC							
	R-PHYS-05-0014	Walsall Waterfront.	Paul Nicholson	Richard Chadwick	01 January 2003	31 March 2010	G
	R-WTCW-08-0001	St Matthew's Quarter	Paul Nicholson	Richard Chadwick	02 January 2008	31 December 2009	G
Walsall Town Centre/WRC							
	R-ECON-06-0002	Think Walsall	Mark Lavender	Louise Powell	4th September 2006	31 December 2009	R
	R-ECON-08-0002	Sustainable Urban Development (SUD) Programme	Mark Lavender	Louise Powell	20 June 2008	31 December 2013	A
	R-ECON-08-0003	Redundancy Support	Danny Edwards	Zoe Slattery	01 January 2009	29 January 2010	G

[illegible]

Appendix 3

Programme Reference	Project No	Programme/ Project Name	Project Champion	Project Manager	Start Date	Completion date	Overall RAG Status
TB050025		Finance Direct Programme	James Walsh	Carol Williams	08 September 2008	01 April 2010	A

Status Statement
<p>May 09: JE Analyst & Panel Chair attrition has delayed completion of the job evaluation phase of the project, along with the sluggish return of School Support Staff JDQs - 58% of forms have been returned. School Support Staff panels in progress. 9 Panel Chairs put forward by ADs to facilitate the process have been trained. The Appeals Procedure was put forward for ratification at May JNCC – no agreement was reached – feedback on proposed wording was sort from the unions and the proposal put to June Steering Group for a decision. The Unions proposed that officers currently paid an honorarium in place of a regrade have their posts regarded. The proposal was put to June Steering Group for a decision.</p>
<p>May 2009. Street Pride are liaising with ISS to develop the Bartec system.</p>
<p>May 09 update: Practical completion 17/05/09, current claims assessment underway with specialist advisor, Board mtg planned w/c 22/06/09 to involve new portfolio holder - Cllr Ansell. Post completion traffic assessment to be organised - Dft/DMT. Other town centre bus priorities to be reviewed. CCF to be completed.</p>
<p>May 09 update: Board mtg for lessons learned planned, strategic board met on 01/06/09, currently reviewing statement of intent to present key messages to staff & selected operatives on 05/06/09. Independent review of procurement process to be reported to board. EPR to be produced and LLR to follow.</p>
<p>May 09 update: New legislation introduced 01/06/09 decided on watching brief implementation. Regional mtg to be arranged to understand implications. Issue in Caldmore with friday preys which have been resolved, pland in place. EPR/LLR to be produced.</p>
<p>May 09 The Co-Financing Programme is now complete. The Article 10 inspection was successfully concluded in March 2007, and the Programme has now made such adjustments as were necessary to trigger the final payments on the remaining Dossiers. The possibility remains that the Co-Financing Plan may be re-inspected at a higher level from now until at least 2014. Project partners and Walsall MBC need to be aware that they should retain all records in an accessible and auditable condition until notified by the Government Office that it is possible to destroy the archive.</p>
<p>May 09 - Project closure report being finalised.</p>
<p>May 09 - Awaiting funding to be agreed to complete condition surveys.</p>

Status Statement
March 09: Final phase of scheme for Darlaston Pheasey, South Walsall & Beechdale Libraries, largely cosmetic, all should be fully completed by early April when project will close.
MAY 09: the following TAPs have been completed: NI 1 / 4, NI 116, NI 117, NI 120, NI 141, NI 152, NI 156, NI 163, NI 172, NI 187, NI 186, NI 188, NI 191, NI 198.
May 09: April 09: Project remains ON HOLD, awaiting a response from senior management as to next steps.
May 09: Phase 1 tenders continue to be evaluated with anticipated completion on 19 June. Phases 2 and 3 Invitation To Tender documents issued on 29 May (key milestone). Cabinet report completed, with appropriate consultation, for meeting on 24 June.
May 09: Overall status remains at amber. Scope of the brokerage project now needs to be extended from the development of what is currently a primarily administrative function to encompass a long term vision for the role & provision of the service. Next steps being considered. HR issues in relation to the access service are now being addressed through an overall HR plan which is being reviewed weekly. The adults' social care workforce planning group has also been re-formed to discuss the new skills sets required to implement the personalisation agenda. Development of the third sector is agreed to be a Borough Partnership-wide issue that urgently needs to be addressed as it will impact on the implementation of Individual Budgets and the personalisation agenda. Health check report produced by User Involvement & Third Sector Manager, which was positively received by ED and is now to be taken forward to Corporate Management Team for further discussion. Project Initiation Documents for Access and Response Centre, Brokerage, and Public Information / Website projects approved at the Board meeting on 20 May.
May 09: Re-Inspection report released on 21 May showing an improved score from original inspection, with the SP Service being awarded 1 star. EPR and LLR completed; project now closed.
May 09: Invitation to tender Advert has gone out. Tenders will be sent out 17th June. All is progressing on target.

Status Statement
<p>May 09: Currently awaiting date for remit from Partnership for Schools (PfS). All actions required by PfS have been completed. Currently finalising PID. SfC1 submitted to PfS. Launch of SfC2 on 17 June. Project plan being developed. Capital Budget not yet released. Investment released upon agreement of Outline Business Case - 12 months on. Council identified Project revenue budget. Spend profile on target.</p>
<p>May 2009: Urban Splash gap funding application approved by AWM and planning application granted. Skate park demolished. Relocation of Boxing Club in long term being pursued with NDC and partners as part of Green Rivers project, consultants have produced preferred option and Fastrack bid to Myplace approved. In the interim, lease agreed to retain on site until March 2011. Disposal of Council land completed. Application for hotel as part of Waterfront north development approved in January 2009. Next Steps: Need to continue working with Urban Splash on combined public realm issues, canal bridges, CHP and urban sculpture park. Despite the current economic situation, work on the south landscaping scheme commenced in May 2009. The development of other elements of Waterfront north are anticipated to commence in late 2009, and Urban Splash are in discussions with the HCA. Need to continue working with Jessup Developments on the Waterfront south scheme, in particular on the appointment of an RSL partner. Considering interim uses for the Lex site with AWM, WRC, Urban Splash and British Waterways.</p>
<p>May 2009 Update: Discussions continue with the two main landowners in the St Matthew's Quarter, and progress with both proposals are dependent upon the relocation of the market. Next steps: The planning permission for the temporary relocation of the market to the Bridge has been revoked following the threat of judicial review by Threadneedle. Cabinet is expected to endorse a review of all the management options for the market at its June meeting.</p>
<p>May 09 - We have drafted job descriptions for the new virtual team for Think Walsall. Once these are recruited to we will seek to re-establish the corporate working group and we should be able to move the project forward. A CMT report is due on 18th June.</p>
<p>May 09- Update - The SUD Package Plan and management plan have been approved. Partners now working to submit proposals and work through the process for approval to deliver- programme at Amber as time delays on overall ERDF programme means we are a year behind- this is due to AWM structure issues and mechanisms for delivery. We are also delayed due to changing instructions on the process of applications from AWM and a halt in all commitments of expenditure by AWM, they have also recently indicated no single pot match funding will be available which may impact on our ability to submit projects and draw down the ERDF without match.</p>
<p>May 09 update: Event at Crossing successful. Next steps: Brownhills support roadshow.</p>

Status Statement
<p>April 09: Project part of the regional requirements and will be reported on through the regional IMPREST system. This is a requirement and could effect future funding. Concerns around duplication of information in IMPREST and EAS (councils system). IMPREST goes live at the start of April 09 a meeting is to be arranged between PMO and Stuart Everton once the system has gone live and is working to link both systems with the EAS lifting the information required from IMPREST to meet the councils requirements on reporting of status.</p>
<p>May 09: Customer Experience - work is proceeding well on the collation of a revised project portfolio. This should be finalised at the next board meeting in July 09. Adaptive Working - a communications session has taken place with senior management regarding the purpose of this programme. The gathering of data through an accommodation survey is proceeding. People & Change - 2 specialist agencies from the RIEP select list have been interviewed. A final selection interview will take place in the next few weeks. £200k has been secured from the RIEP for ICT infrastructure to support the Adaptive Working programme. Similarly, £175k has been secured for People & Change. Business cases are to be submitted to enable draw down of the funding.</p>
<p>May 09 - Programme has reached the end of a tranche of work. Redefinition of Programme is ongoing - developing ideas on workstreams and potential projects to deliver the required benefits - Emerging workstreams are: Quality of service, Design of Service, Access to Service and Data and Measurables.</p>
<p>May 09 - Corporate Contact Centre is suffering due to problems with the Philips Call Management Solution. Walsall ICT are in discussions with Philips to address the issues and develop solutions. Walsall ICT have recommended that no changes to the system (and hence service migrations) are made until the Philips issues are resolved. Background work for migrations continues.</p>
<p>May 09 - Forms being completed and signed off to close down the project.</p>
<p>May 09 - FSE is live. Team reviewing measurable benefits. Project to be reviewed and closed down.</p>
<p>May 09: All documentation now submitted, project is now closed.</p>
<p>May 09: Two of the five potential suppliers have been short listed for the final stage of evaluation. This stage will begin within the next couple of weeks pending the Leader's return.</p>
<p>May 09 - Background research into Adaptive Working has continued. Scoping out some pilots in Adaptive Working to test concepts - currently in discussion with Revs and Bens (Homeworking) and Communications Team (Homeworking and Hotdesking). Programme Documentation being worked up.</p>

Status Statement
<p>May 09 - Definition phase of the programme now closing with the team moving into the Initiation phase. Discussions with Unions (via JNCC) due to commence in July providing the initial communication for the Programme and its effect on the organisation. Intranet dedicated for Finance Direct also under development and will aid further communication across the organisation. The "AS IS" analysis work has also completed where mapping of processes, roles and costs have been undertaken. This demonstrates areas where efficiency savings can be made and will be used to assist in the "TO BE" model. ICT procurement has commenced for infrastructure with a further tender for implementation partner (Oracle expert) being developed. Budget position remains a little unclear, with the Programme Manager in discussions with the Programme accountant.</p>