

Cabinet – 16 December 2009

Beacon Index 2009/10 (period ending 30 September 2009)

Portfolio: Councillor Arif, Business support services

Service: Corporate Performance Management

Wards: All

Key decision: No

Forward plan: No

1. Summary of report

This report sets out the monitoring position of the Beacon Index 2009/10 as of 30 September 2009.

2. Recommendations

- 2.1 That Cabinet note the performance position for the council's priorities and pledges as of 30 September 2009 as detailed in **Appendix 1**.
- 2.2 To agree the proposed change to target for Beacon Index measure CFI05 (% Tellus comments, compliments, complaints (non-statutory) responded to within timescales (includes: Chief Execs, Neighbourhoods, Regeneration, Resources and Strategic Housing)).

3. Background information

- 3.1 This report provides an update on the Beacon Index as at 30 September 2009. The Beacon Index tracks delivery of the council's priorities and pledges and organisational health. All measures requiring corrective action to ensure the delivery of targets have been identified and detailed within the report.
- 3.2 The Beacon Index reflects the outcome focus of the new Comprehensive Area Assessment (CAA) framework and allows for the opportunity to share and celebrate service delivery achievements the council has made against each of the pledges.
- 3.3 In total 39 measures have been selected to form the Beacon Index for 2009/10 and where possible these measures will be reported to the Corporate Management Team (CMT) and Cabinet on a quarterly basis. The full content of the Beacon Index is detailed in **Appendix 1** which also illustrates the priority and

pledge the measure delivers against, whether the indicator is part of the LAA and a comment, where available from the service regarding the performance to date.

- 3.4 Historically performance monitoring with Best Value Performance Indicators (BVPIs) was substantially aligned to the finance year. The measures from the National Indicator Set (NIS) do not neatly align with measures out-turning in same way but in the majority of cases performance can be monitored on a minimum of a quarterly basis. For the purpose of this report the quarter period referred to is in relation to the operational year 2009/10 and information will therefore be comprised of out-turn and quarterly performance data. It must be stressed that the measures have been selected as they reflect the council's vision priorities and pledges and therefore provide an indication of delivery against these priorities and pledges. At this stage in the year there is no overly concern that current red and amber ragged measures cannot be improved. In the context of this report the following definitions of rag ratings is applied:

R	Not on track to achieve target
A	Requires close monitoring
G	On track to achieve year end target

- 3.5 Table 1 below summarises the performance of the 39 measures, 49% have a green status, 26% amber and 20% red. There are 2 measures (5%) that have not been able to receive a rag rating. OH04 is an annual measure and will not be reported until after 31 March 2010 and NI185a cannot be ragged until we receive confirmation of the data that has been submitted to DEFRA.

Table 1 Performance Summary for period ending 30 September 2009

Unable to rag		Red		Amber		Green		Total	
No.	%	No.	%	No.	%	No.	%	No.	%
2	5	8	20	10	26	19	49	39	100

- 3.6 A large proportion of the 8 red measures this quarter are HRD measures. These are organisational health measures and do not reflect our performance towards the National Indicator Set of which only 3 measures were ragged as red this quarter or our delivery of the pledges. The new style performance action plans are attached at **Appendix 2** for all 8 red measures.
- 3.7 In the previous report to Cabinet on 16 September 2009, measure HRD 13.1 (Number of apprenticeship appointments) was reported as having a target for 2009/10 of 90. This was reported incorrectly. The target for 2009/10 is 30. This data has been amended for this and future reporting.
- 3.8 Table 2 provides details of all amber and red measures for the period ending 30 September 2009 as they appear in the full Beacon Index. Proactive corrective action alongside close monitoring by the relevant performance boards is required for these measures to secure continuous improvement towards the year end target. PAPs for all 8 red measures are attached at **Appendix 2**.

Table 2 – Amber and red measures for period ending 30 September 2009

Beacon Index measure	Accountable Officer	Q1 RAG	Q2 RAG
01 - Citizens are healthy			
NI008 Adult participation in sport (DCMS DSO)	Ben Percival	R	R
NI198 Children aged 5-10 years travelling to school by car (inc. vans and taxis)	Mark Rickard	A	R
03 - Citizens are aspiring and achieving			
NI100 Children in care reaching level 4 in Maths at Key Stage 2 (PSA 11)	Karen Dainty – Serco	G	A
NI117 16-18 year olds who are not in education, training or employment (NEET) (PSA 14)	Vanessa Holding	A	A
05 - Citizens contributing to their communities			
NI004 % of people who feel they can influence decisions in their locality (PSA 21) (place survey)	Vanessa Holding	R	R
NI005 Overall/general satisfaction with local area (GLG DSO) (place survey)	Vanessa Holding	A	A
07 - Citizens are free from discrimination or harassment			
NI001 % of people who believe people from different backgrounds get on well together in their local area (PSA 21) (place survey)	Vanessa Holding	A	A
NI002 % of people who feel that they belong to their neighbourhood (PSA 21) (place survey)	Vanessa Holding	A	A
09 - Delivering quality services and meeting customer expectations			
CFI05 % Tellus comments, compliments, complaints (non-statutory) responded to within timescales (includes: Chief Execs, Neighbourhoods, Regeneration, Resources and Strategic Housing)	John Pryce-Jones	R	A
10 - Taking forward the transformation agenda and Organisational Health			
OH05 Payment of creditor invoices within 30 days of receipt to the authority (FASSMT002)	Iain Horan	A	A
HRD2.2 Vacancy %	Julian Mellor	G	A
HRD 6.12 Number of working days lost due to short term sickness absence	Julian Mellor	n/a	A
HRD 9.12 % of leadership positions occupied by women	Julian Mellor	R	R
HRD 9.14 % of leadership positions occupied by employees from BME communities	Julian Mellor	R	R
HRD 12.1 Number of work experience and work placement appointments	Julian Mellor	A	R
HRD 13.1 Number of apprenticeships appointments	Julian Mellor	G	R

OH01 Diversity Challenge Improvement Plan	Irena Hergottova	G	A
OH02 % of council employees declaring they meet the Disability Discrimination Act 1995 disability definition	Julian Mellor	R	R

- 3.9 A target change has been requested for the measures CF105 (% Tellus comments, compliments, complaints (non-statutory) responded to within timescales (includes: Chief Execs, Neighbourhoods, Regeneration, Resources and Strategic Housing). The target for this measure for 2009/10 will reduce from 100% to 84%. A proforma detailing the reasons behind this request is attached at **Appendix 3**.

4. Resource considerations

The Beacon Index provides a focussed overview of the council's performance to enable continuous improvement and good service provision. It contains a selection of performance indicators that have been specifically chosen to enable monitoring of the councils delivery of its vision, pledges and corporate health whilst still reflecting the outcome based focus of the new CAA framework.

There are no direct financial implications arising from this report.

5. Citizen impact

The Beacon Index, which is reported quarterly to cabinet and the corporate management team (CMT), contains some of the most important performance indicators in terms of improving services to citizens. Seven of the Council's priorities are directly citizen focussed and this report provides information relating to how the council is performing in relation to these priorities. 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 agreed at the start of each reporting year.

6. Community safety

Within the Beacon Index for 2009/10 there are 2 measures which specifically relate to community safety issues and are reported under the 'Citizens are safe and secure' outcome. These are:

- NI136 People supported to live independently through social services (all ages) (PSA 18)
- NI141 Number of vulnerable people achieving independent living (CLG DSO)

7. Environmental impact

Impact on the environment relates to both the Council's priority outcome 'Citizens are enjoying a high quality of life – clean, green, and mobile' and also the internal outcome 'Effective Use of Resources'. Measures included in the Beacon Index relating to this are:

- NI191 Residual household waste per head (DEFRA DSO)
- NI195a Improved street and environmental cleanliness - levels of litter (DEFRA DSO)
- NI185a CO2 reduction from local authority operations - % reduction
- NI185b CO2 reduction from local authority operations – total tonnage

8. Performance and risk management issues

8.1 Risk:

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

A majority of these issues are picked up in a number of risks adopted throughout the Strategic Risk Register (SRR) which are monitored via CMT and Directorate Performance Boards and corrective action is agreed and planned for any targets that have a red (RAG) status.

8.2 Performance management:

The Beacon Index is reported quarterly to cabinet and CMT. This is the seventh 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.

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

9. Equality implications

Several measures within the Beacon Index monitor the organisations health in terms of equality issues. This ensures there continues to be a focus on the development of a workforce that is reflective of the communities we serve.

10. Consultation

All directorates have been involved with agreeing the changes to the Beacon Index and have been consulted up on the delivery of the vision and annual pledges for 2009/10. Accountable officers have provided the data for targets detailed within the appendix to this report

Background papers

Walsall Council Corporate Plan 2009/10 – reported to Cabinet on 18 March 2009
<http://www2.walsall.gov.uk/CMISWebPublic/Binary.ashx?Document=6846>

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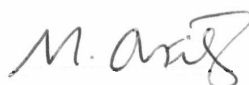
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Rory Borealis
Executive Director
7 December 2009



Councillor Mohammed Arif
Portfolio holder
7 December 2009

Priority Outcomes

Appendix 1

Indicator updates for period 01 July 2009 - 30 September 2009

Priority Outcome	Pledge	LAA Measure	Pledge delivery tracker	Measure ref	Measure description	Lead Officer	Q1 RAG	Q2 2009-10 Update	Q2 Planned	Q2 RAG	Target 2009/10	Comments
01 - Citizens are healthy	We will raise the levels of physical activity	~	~	NI008	Adult participation in sport (DCMS DSO)	Ben Percival	R	18.9%	19.10%	R	19.1%*	Please refer to the Performance Action Plan for details
01 - Citizens are healthy	We will raise the levels of physical activity	~	~	NI198	Children aged 5 -10 years travelling to school by car (inc. vans and taxis)	Mark Rickard	G	30.5%	30.40%	R	29.4%*	Please refer to the Performance Action Plan for details
02 - Citizens are safe and secure	We will assist more vulnerable adult people to live safe and independent lives within the community	~	~	NI136	People supported to live independently through social services (all ages) (PSA 18)	Julie Metcalf	G	2603	2600	G	2600*	
02 - Citizens are safe and secure	We will assist more vulnerable adult people to live safe and independent lives within the community	~	~	NI141	Number of vulnerable people achieving independent living (CLG DSO)	Tracy Simcox	G	82.69	78	G	78*	We work closely with Providers to improve performance issues with improvement/action plans for those under performing.
03 - Citizens are aspiring and achieving	We will improve the aspirations and attainment of underperforming groups, in particular white boys, LAC and Pakistani / Bangladeshi	~		NI099	Children in care reaching level 4 in English at Key Stage 2 (PSA 11)	Karen Dainty - Serco	G	45	44	G	target setting deferred - source CLG HuB	
03 - Citizens are aspiring and achieving	We will improve the aspirations and attainment of underperforming groups, in particular white boys, LAC and Pakistani / Bangladeshi	~		NI100	Children in care reaching level 4 in Maths at Key Stage 2 (PSA 11)	Tony Stephens - Serco	G	45	50	A	target setting deferred - source CLG HuB	
03 - Citizens are aspiring and achieving	We will improve the aspirations and attainment of underperforming groups, in particular white boys, LAC and Pakistani / Bangladeshi	~	~	NI117	16-18 year olds who are not in education, training or employment (NEET) (PSA 14)	Vanessa Holding	A	9.1%	8.90%	A	8.9%*	At quarter 2; the out-turn for 16-18 year olds not in employment, education or training (NEET) was 9.1%; showing that 769 young people entered NEET (NB adjusted NEET score based on average for the quarter). Quarter 2 out-turn usually shows an increase on qtr 1 as it takes account of recent school leavers but this year it has remained the same proportion as at qtr 1. This is a positive sign, however as this years qtr 2 out-turn is slightly higher than the same period last year and there remains a slight risk that the 2009/10 target might not be achieved NI 117 continues to rag amber. 2009/10 out-turn will be based on Nov 2009 – Jan 2010 NEET average and so the next update will confirm whether or not the Local Area Agreement target has been achieved. A Target Action Plan informed by

*Target information provide via CLG HuB

**Target used relates to 2010/11. Baeline data being established during 09/10

*** All Mets Average

Indicator updates for period 01 July 2009 - 30 September 2009

Priority Outcome	Pledge	LAA Measure	Pledge delivery tracker	Measure ref	Measure description	Lead Officer	Q1 RAG	Q2 2009-10 Update	Q2 Planned	Q2 RAG	Target 2009/10	Comments
04 - Citizens are clean, green and mobile	We will increase household recycling	~	~	NI191	Residual household waste per head (DEFRA DSO)	Mark Holden / Dave Roberts	G	273.36	370	G	739*	Qtr 2 2009/10 update - 137kg (cumulative 276.36kg) is a draft Q2 out-turn figure for residual waste per household and is subject to change. Less residual waste than forecast has been collected in quarter 2. This is in line with national waste minimisation strategies, the diversion of waste from landfill and the avoidance of LATs penalties and so the indicator is green.
04 - Citizens are clean, green and mobile	We will increase household recycling		~	NI195a	Improved street and environmental cleanliness - levels of litter (DEFRA DSO)	Mark Holden / Andy Ody	G	4.0%	9.50%	G	9.5%	Qtr 2 2009/10 update - 1st survey results were confirmed in August at 4% for levels of litter, this rags green at Q2 against the annual target of 9.5%. This indicator measures out-turn through three surveys a year; Survey 1 has been completed and currently survey 2 is being undertaken and as yet there is no update
05 - Citizens contributing to their communities	We are committed to supporting residents in being actively involved in their communities	~	~	NI004	% of people who feel they can influence decisions in their locality (PSA 21) (place survey)	Vanessa Holding	R	22.70%	25.60%	R	25.60% **	Please refer to the Performance Action Plan for details
05 - Citizens contributing to their communities	We are committed to supporting residents in being actively involved in their communities	~	~	NI005	Overall/general satisfaction with local area (GLG DSO) (place survey)	Vanessa Holding	A	71.40%	74.40%	A	74.40% **	Qtr 2 update (2009/10) - At 71.4% (June 09 confirmed out-turn) Walsall performs below average for All mets. Hence we rag this Amber. Future ragging will reflect progress towards delivering the LAA target action plan.
06 - Citizens achieving economic well-being	We will actively support local businesses and local people, with the aims of sustaining / creating employment and training opportunities	~	~	NI110	Young people's participation in positive activities (PSA 14)	Mark Halliwell	G	71.3	74	G	74*	Annual update will be derived from the September - November 2009 school pupil 'Tell Us' survey. The current rating is based on last year's out-turn; which provided the baseline for this indicator (71.3%) based on performance being better than all Eng and Statistical Neighbour average. Annual update will be available from tell us 4 survey which is being carried out in September 2009; results will be available in Jan 2010.
06 - Citizens achieving economic well-being	We will actively support local businesses and local people, with the aims of sustaining / creating employment and training opportunities	~	~	NI163	Working age population qualified to at least level 2 or higher	Department for Innovation, University & Skills	A	60.1%	57.30%	G	57.30%	Qtr 2 update 2009/10 - As at December 2008 NI 163 out-turned 60.1%. Whilst this performs below regional (65.4%) and national averages (69.1%) as performance has achieved LAA target for 2008/9 of 57.3%; it currently rags Green pending an update in December 2009 of the 2009/10 confirmed out-turn for which the target is 59.3%.

*Target information provide via CLG HuB

**Target used relates to 2010/11. Baeline data being established during 09/10

*** All Mets Average

Indicator updates for period 01 July 2009 - 30 September 2009

Priority Outcome	Pledge	LAA Measure	Pledge delivery tracker	Measure ref	Measure description	Lead Officer	Q1 RAG	Q2 2009-10 Update	Q2 Planned	Q2 RAG	Target 2009/10	Comments
06 - Citizens achieving economic well-being	We will actively support local businesses and local people, with the aims of sustaining / creating employment and training opportunities	~	~	NI172	% of small businesses in an area showing employment growth (BERR DSO)	Louise Powell	G	12.69%	10.25%	G	10.25%*	Qtr 2 update (2009/10) - Currently, based on the 2007/08 out-turn, 12.69% of small businesses in the area are showing growth. This is only slightly below the national average of 12.8% and regional average of 13%. Hence we rag this indicator green pending release of the 2008/09 out-turn will be confirmed December 2009.
07 - Citizens are free from discrimination or harassment	We will address discrimination and harassment through our approach to community cohesion	~	~	NI001	% of people who believe people from different backgrounds get on well together in their local area (PSA 21) (place survey)	Vanessa Holding	A	70.90%	75.10%	A	75.10% **	Qtr 2 update (2009/10) - At 70.9% (June 09 confirmed out-turn) Walsall performs below average for All mets. Hence we rag this Amber. Future ragging will reflect progress towards delivering the LAA target action plan. 75.1% is the target for 2010/11. No target for 09/10 as baseline year.
07 - Citizens are free from discrimination or harassment	We will address discrimination and harassment through our approach to community cohesion		~	NI002	% of people who feel that they belong to their neighbourhood (PSA 21) (place survey)	Vanessa Holding	A	55.80%	58.20%	A	58.2% ***	Qtr 2 update (2009/10) - At 55.8% (June 09 confirmed out-turn) Walsall performs below average for All mets (58.2%). Hence we rag this indicator Amber; future ragging will track delivery of the 'corrective action plan' which is being developed for all Place survey measures.
08 - Effective use of resources	We will do more to reduce our energy use and town centre office accommodation footprint		~	NI185a	CO2 reduction from local authority operations - % reduction	Kevin Kendall	NA	NA	NA	NA	not available	Data has been submitted to DEFRA in August. We await confirmation of the data which will then confirm the baseline we have established. We can not RAG this indicator currently as it is based on a year on year reduction
08 - Effective use of resources	We will do more to reduce our energy use and town centre office accommodation footprint		~	NI185b	CO2 reduction from local authority operations - total tonnage	Kevin Kendall	NA	46,567,645	NA	G	43,075,072 tonnes	The data has been submitted to Defra in August and confirmation is now awaited. This will establish our baseline and enable targets to be set for future reductions.
09 - Delivering quality services and meeting customer expectations	We will respond to complaints more quickly (reducing the time scale for handling complaints across all services)		~	CFI05	% Tellus comments, compliments, complaints (non-statutory) responded to within timescales (includes: Chief Execs, Neighbourhoods, Regeneration, Resources and Strategic Housing)	John Pryce-Jones	R	82.0%	84%	A	84%	Whilst the council's service standards for complaints handling indicate that complaints should be responded to promptly, and within set timescales, it is inevitable that in some circumstances services will need longer than 20 working days to provide a full response, particularly in the case of complex complaints or complaints relating to a number of different services. The target set out in quarter 1, to respond to 100% of tellus complaints, comments and compliments within set timescales remains our aim. However, a performance target of 84% has been set for 2009/10, representing a 5% improvement on 2008/09, when 79% received a response within set timescales. This target is a challenging one,

*Target information provide via CLG HuB

**Target used relates to 2010/11. Baeline data being established during 09/10

*** All Mets Average

Indicator updates for period 01 July 2009 - 30 September 2009

Priority Outcome	Pledge	LAA Measure	Pledge delivery tracker	Measure ref	Measure description	Lead Officer	Q1 RAG	Q2 2009-10 Update	Q2 Planned	Q2 RAG	Target 2009/10	Comments
09 - Delivering quality services and meeting customer expectations	We will respond to complaints more quickly (reducing the time scale for handling complaints across all services)		~	NI014	Avoidable contact: The average number, of customer contacts per received customer request	Jez Holding	G	28.3	28.3	G	not available	Qtr 2 2009/10 update - This indicator is difficult to compare year on year because out-turn will fluctuate depending on what services are being measured. However, tracking of services measured in the baseline year continues; the aim is to reduce avoidable contact across those services. It is difficult to draw comparisons with the 08/09 data and the Q2 09/10 data as last years data collection did not start fully until after Quarter 2. But progress has been made in the Revs & Bens service since year end, though we await revised out-turn for this service. Progress with delivering the action plan will continue to inform ragging as monitoring continues. Qtr 2 performance reflects NI 14 reduction across the First Stop Shop only. NI014 rags green on the basis that an action plan is in place to reduce avoidable contact in the services scoped during 2008/09, and that there is slight measured improvement across some services.
09 - Delivering quality services and meeting customer expectations	We will respond to complaints more quickly (reducing the time scale for handling complaints across all services)		~	NI157a	Processing of planning applications - Major	David Elrington	A	75.0%	72%	G	72%	Quarter 2 2009/10 update - based on actual Q2 figure of 75% we rag this green against a yearly target of 72%. Draft figure subject to quality checks.
10 - Taking forward the transformation agenda and Organisational Health	We will reduce the council's operating costs.		~	NI179	VFM - total net value of on-going cash-releasing value for money gains that have impacted since the start of the 2009-10 financial year (CLG DSO)	Dan Mortiboys	NA	£14,124,082	NA	G	No target set - aim to get as high as possible every year	Figure submitted to the CLG Hub on 23 October 2009.
10 - Taking forward the transformation agenda and Organisational Health	We will reduce the council's operating costs.		~	OH04	The Council will establish opening general reserves of between 2.25% and 5.00% of the total net general fund revenue budget each year.	Jennie Collier	NA	NA	NA	NA	2.25 - 5%	This is an annual measure
10 - Taking forward the transformation agenda and Organisational Health	We will reduce the council's operating costs.		~	OH05	Payment of creditor invoices within 30 days of receipt to the authority (FASSMT002)	Iain Horan	A	89	96%	A	96%	

*Target information provide via CLG HuB

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*** All Mets Average

Priority Outcomes

Appendix 1

Indicator updates for period 01 July 2009 - 30 September 2009

Priority Outcome	Pledge	LAA Measure	Pledge delivery tracker	Measure ref	Measure description	Lead Officer	Q1 RAG	Q2 2009-10 Update	Q2 Planned	Q2 RAG	Target 2009/10	Comments
10 - Taking forward the transformation agenda and Organisational Health	We will reduce the council's operating costs.		☺	OH06	Actual income collected against total debt raised for rolling 12 month period (FASSMT001)	Debbie Bicker	G	89	87%	G	87%	
10 - Taking forward the transformation agenda and Organisational Health	We will reduce the council's operating costs.		☺	OH07	% of non-domestic rates collected by the authority in the year (LPI10)	Sharon Tait (Karl Dipple)	G	60.12%	60.00%	G	97.80%	
10 - Taking forward the transformation agenda and Organisational Health	We will reduce the council's operating costs.		☺	OH08	% Council Tax collection rate	Sharon Tait (Karl Dipple)	G	55.00%	54.50%	G	97.30%	
10 - Taking forward the transformation agenda and Organisational Health	Organisational Health		☺	HRD 2.2	Vacancy %	Julian Mellor	G	13.86%	12.00%	A	12.00%	
10 - Taking forward the transformation agenda and Organisational Health	Organisational Health		☺	HRD 5.2	Leavers as a % of the total employees (turnover)	Julian Mellor	G	5.2%	9.50%	G	9.50%	

*Target information provide via CLG HuB

**Target used relates to 2010/11. Baeline data being established during 09/10

*** All Mets Average

Priority Outcomes

Appendix 1

Indicator updates for period 01 July 2009 - 30 September 2009

Priority Outcome	Pledge	LAA Measure	Pledge delivery tracker	Measure ref	Measure description	Lead Officer	Q1 RAG	Q2 2009-10 Update	Q2 Planned	Q2 RAG	Target 2009/10	Comments
10 - Taking forward the transformation agenda and Organisational Health	Organisational Health		☹	HRD 6.12	Number of working days lost due to short term sickness absence	Julian Mellor	NA	10,862	8,687.5	A	34,750 days (38,613)	
10 - Taking forward the transformation agenda and Organisational Health	Organisational Health		☹	HRD 6.17	Number of working days lost due to long term sickness absence	Julian Mellor	NA	9,754	13,587.5	G	54,350 days (60,391)	
10 - Taking forward the transformation agenda and Organisational Health	Organisational Health		☹	HRD 9.12	% of leadership positions occupied by women	Julian Mellor	R	36.73%	45%	R	45%	Please refer to the Performance Action Plan for details
10 - Taking forward the transformation agenda and Organisational Health	Organisational Health		☹	HRD 9.13	% of leadership positions occupied by employees considered disabled	Julian Mellor	G	6.12%	3.50%	G	3.50%	
10 - Taking forward the transformation agenda and Organisational Health	Organisational Health		☹	HRD 9.14	% of leadership positions occupied by employees from BME communities	Julian Mellor	R	6.12%	12.25%	R	12.25%	Please refer to the Performance Action Plan for details
10 - Taking forward the transformation agenda and Organisational Health	Organisational Health		☹	HRD 12.1	Number of work experience and work placement appointments	Julian Mellor	A	22	na	R	260 (200 & 60)	Please refer to the Performance Action Plan for details
10 - Taking forward the transformation agenda and Organisational Health	Organisational Health		☹	HRD 13.1	Number of apprenticeships appointments	Julian Mellor	G	0	30	R	30	Please refer to the Performance Action Plan for details. Please also note the target for this measure for 2009/10 is 30. This was previously reported as 90. This was an error, target has always been 30.

*Target information provide via CLG HuB

**Target used relates to 2010/11. Baeline data being established during 09/10

*** All Mets Average

Indicator updates for period 01 July 2009 - 30 September 2009

Priority Outcome	Pledge	LAA Measure	Pledge delivery tracker	Measure ref	Measure description	Lead Officer	Q1 RAG	Q2 2009-10 Update	Q2 Planned	Q2 RAG	Target 2009/10	Comments
10 - Taking forward the transformation agenda and Organisational Health	Organisational Health		☺	OH01	Diversity Challenge Improvement Plan	Irena Hergottova	G	see comment	see comment	A	To be delivered by 31 March 2010	We have published examples of good practice to improve our image-celebrating achievements. We have consulted on and are currently proposing a new focus and structure for the E&D groups in the council (employee networks, Equality Boards). We have started to organise an equality mapping exercise with our partners in the borough. We are little bit behind on employment and training actions, due to restructure ongoing at HRD. Some actions, e.g. staff survey can not be carried out this year as funding for this has been stopped. Other actions, e.g. improving staff confidence in HRD policies will be carried out through the new focus of employee networks. All actions are recoverable and can be on green soon.
10 - Taking forward the transformation agenda and Organisational Health	Organisational Health		☺	OH02	% of council employees declaring they meet the Disability Discrimination Act 1995 disability definition	Julian Mellor	R	2.72%	4%	R	4%	Please refer to the Performance Action Plan for details
10 - Taking forward the transformation agenda and Organisational Health	Organisational Health		☺	OH03	% of council employees from minority ethnic communities	Julian Mellor	G	13.61%	10.75%	G	10.75%	

*Target information provide via CLG HuB

**Target used relates to 2010/11. Baeline data being established during 09/10

*** All Mets Average

Performance Action Plans for the Neighbourhoods Directorate (for the period ending 30 September 2009)

Quarter end date: 30 September 2009									
Directorate: Neighbourhoods									
Priority Outcome: 01. Citizens are healthy									
Measure Reference : NI008 Adult Participation in sport (DCMS DSO)									
Portfolio: Leisure and Culture									
Lead Officer: Ben Percival									
2008/09 Out-turn	June 2009 Actual	June 2009 Target	Sept 2009 Actual	Sept 2009 Target	Dec 2009 Actual	Dec 2009 Target	2009/10 Out-turn	2009/10 Target	Est. Out-turn (if different from 09/10 Target)
14%	18.9%	19.1%	18.9%	19.1%		19.1%		19.1%	
If measure is red, what is going wrong and why?									
<p>The proportion of adults aged 16+ who are participating in moderate intensity sport and active recreation in Walsall was first established in October 2006 at 16.1%; through the nationally conducted Active People Survey. At this point participation rates in Walsall sat 5th worst nationally. The national target is to achieve a statistically significant change of 3% pts over three years. Each yearly out-turn is based on an accumulated sample of 1,000 residents. The 2009/10 out-turn will be confirmed in Dec 2009, based on results from a completely refreshed sample (Oct 08 to Oct 09) but in the meantime we have received an April 08-April 09 interim estimate. It shows that participation has increased from 16.1% to 18.9%, but unfortunately this does not represent a statistically significant change at this stage. It is slightly off LAA target of 19.1%. Walsall still performs within the bottom quartile, however, our position has improved by 62 places and we are amongst 19 improving councils. Given our position remains off target this indicator rags RED pending the December refreshed sample out-turn for 2009/10.</p>									
What Is Being Done? (identify risks and opportunities)									
<p>This indicator (NI 8) is a targeted priority in Walsall's Local Area Agreement (LAA) and hence has a developed Target Action Plan (TAP) in place setting out existing and proposed new activity aimed at achieving the target. This has been informed by a review of the Active People Survey in order to establish areas of low participation and understand barriers to participation. The TAP includes an ongoing audit of provision aiming to continue to identify gaps and informs future commissioning. This has included a range of new activities including; adult free swimming, meet and greet team to support and retain new attendees, borough wide pedometer</p>									

challenge to promote independent walking and a marketing campaign to ensure awareness of activities. The TAP includes risks and opportunities; the chief risk being that because the indicator is based on a sample survey of residents the final out-turn fails to reflect the increase of enough new participants to achieve the target by 2011.

One key activity has been the establishment of the Walsall Community Activity Network (CANdo Partnership). This comprises the Council, NHS Walsall, Wolverhampton University, WHG, Walsall College and School Sports Partnerships, and officially launched September 2008; charged with changing the sporting and leisure environment to drive up participation across Walsall. This group secured £493,000 from Sport England to implement a portfolio of projects specifically designed to raise levels of physical activity; highlights include dance festivals, jogging & walking projects, a marketing & promotions fund and installation of interactive dance mats at 5 community venues. These will work alongside existing award-winning schemes such as the “Time to Change” exercise on referral programme and our “Walk On” Community Health Walks. In 2010 the partnership is looking to commission a jointly owned Sport and Active Recreation Strategy across the partners to identify future work and delivery, including roles and responsibilities in driving participation increases across Walsall. In tandem with this we are reviewing our provision of sport & leisure facilities acknowledging that a key factor in physical activity and sports participation is having appropriate sports venues. We have also merged Sport & Leisure (Development & Management) within the Council into a single service to provide a drive and focus on increasing sports participation.

Direct delivery by Sport & Leisure Services has increased by 130% in the last 4 years, however the current financial constraints make the continuation of this trend increasingly challenging. This makes innovative partnership approaches through the TAP essential if we are to materially impact on NI8.

Measure Reference : NI198 Children aged 5 -10 years travelling to school by car (inc. vans and taxis)									
Portfolio: Transport									
Lead Officer: Mark Rickard									
2008/09 Out-turn	June 2009 Actual	June 2009 Target	Sept 2009 Actual	Sept 2009 Target	Dec 2009 Actual	Dec 2009 Target	2009/10 Out-turn	2009/10 Target	Est. Out-turn (if different from 09/10 Target)
30.5% (Amber)	30.5% (Amber)	29.4%	30.5%	29.4%		30.4%		30.4%	
If measure is red, what is going wrong and why?									

Early indications in our raw data gave the target as 27.6%, DfT smoothed data changed the figure to 30.5% which was greater than the LAA target of 30.4%.

The data in previous years figures excluded taxis, however, this year taxi journeys were included in the outturn figure, the DfT figure excluding taxis was 30.12% which would be on target. Due to the success of School Travel Plans, the data set is becoming more accurate which means that small deviations can affect performance levels.

A detailed look at the data highlights the main increase in car usage with secondary education. The development of academies may be contributing towards this as pupils travel further to attend their chosen school. Additionally the schools closure programme may also be contributing towards longer journeys hence increased car usage e.g. Sneyd. The development of the Building Schools for the Future programme and the extended schools agenda may also contribute towards an increased number of journeys, some of which may be by car. An in depth study of the data would be required to assess these trends further. The ABG decision- making process for ABG funded posts does not provide sufficient resilience in staffing terms – we do not know whether funding will continue into the next financial year until a month or so before. Therefore, we can make no allowance for forward planning of campaigns or initiatives, which can have the necessary impact on travel patterns and behaviour.

Whilst the Sustainable School Travel duty under the Education Inspections Act 2006 enabled grant funding via Serco (now subsumed into ABG) to support a post, this has not resulted in the level of partnership working anticipated. Further work is required to explore the joint opportunities that should exist between the two areas.

What Is Being Done? (identify risks and opportunities)

We have recently been granted access to the DfT's school level data, which will enable a light review for anomalies.

A successful Target Action Plan workshop was held to inform the development of the revised Target Action Plan for 2010 to provide continuation of funding for officers. Several of our key partners were involved in this, most notably NHS Walsall and Serco. We continue to work with partner agencies to explore new funding opportunities and shared initiatives. A recent example of this would be the AStars project, which is a joint initiative between Walsall Council and NHS Walsall to investigate the link between School travel and childhood obesity.

Further opportunities exist with Serco and other internal and external agencies as part of the emerging strategies such as Local Transport Plan 3, Sustainable cities, Sustainable Schools, Climate Bill, Carbon Management in Schools, Child health and well being programme, and Every Child Matters agenda. Through the integration into the planning process, we have been able to develop a more robust approach to managing and developing School Travel Plans. Since the completion of the school census a further 22 schools have completed School Travel Plans taking us to 95% of all schools now compliant. This further increase allows us to target more schools to support and implement new travel initiatives that will continue to challenge travel choice and support modal shift.

Failure to secure ABG funding timely may lead to the loss of key experienced staff, which in turn will lead to failed delivery of initiatives. This could potentially destroy relationships that have been developed with schools to deliver plans and initiatives or partner agencies were we fail to meet delivery expectations on shared initiatives. The withdrawal of the future funding of regional School Travel Advisor post will curtail the existing, excellent communication channels that exist between DCSF, DfT, Government Office and each local authority. This will reduce the support and guidance available to officers in the delivery of the service.

Priority Outcome: 05. Citizens are active - contributing to their communities

Measure Reference : NI004 - % of people who feel they can influence decisions in their locality (PSA 21) (place survey)

Portfolio: Communities and Partnerships

Lead Officer: Julie Gethin

2008/09 Out-turn	June 2009 Actual	June 2009 Target	Sept 2009 Actual	Sept 2009 Target	Dec 2009 Actual	Dec 2009 Target	2009/10 Out-turn	2009/10 Target	Est. Out-turn (if different from 09/10 Target)
22.7%	22.7%	26.9%	22.7%	26.9%		25.6%		25%	

If measure is red, what is going wrong and why?

According to this indicator; only one in five residents feel able to influence decisions in their area. Putting this into context and interestingly; on national indicator 3 (civic participation) residents are positive about having engagement opportunities; suggesting that whilst residents feel there are opportunities available they fail to see how their involvement has influenced decisions. Negative perceptions on value for money and fair treatment by public services also influence NI 4, and notably the extent to which they feel informed where in Walsall a majority (69%) feel uninformed about local public services. The correlation between the extent to which residents are informed about local services influences their level of neighbourhood satisfaction and this is the case in Walsall. This is why improvement on this indicator is seen as a key priority. Based on these key messages, it appears that whilst we are good at seeking views, we are not effectively communicating with residents and keeping people informed of decisions and how people have influenced them. Hence not closing the consultation/communication loop to include 'We asked, you said, we did'. In simple terms we believe this gap to be the essence of the problem. On further analysis we are clear that some groups in particular feel more inclined to feel that they aren't able to influence than others, although generally speaking this is a community wide issue and hence why overall the council is the second worst performer in the country on this indicator.

What Is Being Done? (identify risks and opportunities)

This indicator is a priority for Walsall Partnership in the Local Area Agreement; and hence there is a target action plan in place which sets out the general strategy for improvement. As explained within 'what's going wrong' the key strategy will include improved communication and a clear commitment to telling people what we have done in response to them giving us their feedback, how the partnership is working together to improve key outcomes. This together with proposals for neighbourhood management and neighbourhood policing will help demonstrate that we are more responsive to residents needs. We have spent a lot of time raising awareness of the issue across the Partnership so that public services can implement changes. We are especially working on improving partnership communications. As is the case for all poor performing Place Survey indicators, the council, on behalf of the Walsall Partnership, is leading the development of a detailed 'corrective action plan'. This will detail the key strategic actions being taken across the Partnership and will be in place by end Oct 2008. The opportunities are clear, improving NI 4 will impact on improved satisfaction on a number of other issues; however, the key risk lies in our potential inability to influence a significant shift in perception between now and the time of the next Place survey takes place in autumn 2010 because perceptions often take a long time to improve.

I confirm I have read and agreed the actions being taken against these red measures

A handwritten signature in black ink, appearing to read 'Jamie Morris', with a stylized, cursive script.

Jamie Morris

Date: 02/11/2009

Performance Action Plans for the Resources Directorate

(for the period ending 30 September 2009)

Quarter end date: 30 September 2009									
Directorate: Resources									
Priority Outcome: 10. Taking forward the transformation agenda & Organisational health									
Measure Reference : HRD 12.1 - Number of work experience and work placement appointments									
Portfolio: Organisational Health									
Lead Officer: Julian Mellor									
2008/09 Out-turn	June 2009 Actual	June 2009 Target	Sept 2009 Actual	Sept 2009 Target	Dec 2009 Actual	Dec 2009 Target	2009/10 Out-turn	2009/10 Target	Est. Out-turn (if different from 09/10 Target)
	27 (Amber)	65	85	130		195		260	
If measure is red, what is going wrong and why?									
<p>63 work experience and 22 work placements have been arranged during the first six months of 2009/10. This currently falls short of the respective targets of 200 and 60 placements for 2009/10 and largely reflects the fact that:</p> <ul style="list-style-type: none"> • The highest demand for work experience placements from schools and colleges is during the early summer months. • This is a new initiative in 2009/10 and the co-ordinator for work placements did not commence in post until July 2009. • There have been fewer referrals from Job Centre Plus for work placements for adults • Future targets will need to be aligned more appropriately with the academic year to better reflect the demand for placements. 									
What Is Being Done? (identify risks and opportunities)									
<p>Future targets for work experience will be realigned to reflect the seasonal nature of demand for work experience placements within the academic year. This will also allow the 2009/10 shortfall to be made up in Q1 2010/11, during the early summer months when demand for placements is highest.</p> <p>Discussions are continuing with job centre plus to increase the number of requests for work placements for adults. Application forms for placements have also been handed out at redundancy events and flyers sent to adult education institutions, colleges, universities and disability groups to maximise take-up.</p>									

Measure Reference : HRD 13.1 - Number of apprenticeships appointments									
Portfolio: Organisational Health									
Lead Officer: Julian Mellor									
2008/09 Out-turn	June 2009 Actual	June 2009 Target	Sept 2009 Actual	Sept 2009 Target	Dec 2009 Actual	Dec 2009 Target	2009/10 Out-turn	2009/10 Target	Est. Out-turn (if different from 09/10 Target)
	1	0.5	0	30		30		30	
If measure is red, what is going wrong and why?									
<p>Following commitment by directorates to provide the agreed target number of 30 apprenticeships by the end of March 10, this new apprenticeship scheme was launched in July 2009. An initial cohort of 16 apprentices started in post in November and recruitment is ongoing for 2 more. None of these had started during the Q2 reporting period. Recent budget restrictions and delays to the availability of the Future Jobs Fund to support apprenticeships have resulted in commitments to 12 opportunities failing to materialise.</p> <p>The Future Jobs Fund has been slow to develop nationally following delays in the release of the Grant Letters by DWP and a lack of clarity from DWP on details of the grant rules. Measures are being put in place to ensure that the Walsall part of the City Region bid can be delivered as soon as these issues are resolved. No Local Authorities within the City Region were have been able to fill any new jobs during Quarter 2.</p>									
What Is Being Done? (identify risks and opportunities)									
Work to encourage further take up will continue, including 6 supported by the Future Jobs Fund and a second cohort, will be recruited during the latter part of the year to commence in early 2010/11.									

Measure Reference : HRD 9.12 - % of leadership positions occupied by women									
Portfolio: Organisational Health									
Lead Officer: Julian Mellor									
2008/09 Out-turn	June 2009 Actual	June 2009 Target	Sept 2009 Actual	Sept 2009 Target	Dec 2009 Actual	Dec 2009 Target	2009/10 Out-turn	2009/10 Target	Est. Out-turn (if different from 09/10 Target)

Appendix 2

39.27%	37.7%	45%	36.73%	45%		45%		45%	
<p>If measure is red, what is going wrong and why?</p> <p>While the workforce as a whole comprises 76.1% women the number of women in leadership roles lags significantly behind this figure. There has been no improvement in the representation of women in senior management. With the recent senior management restructure, the overall number of occupied leadership posts has reduced by from 61 in Quarter 1 to 49 in Quarter 2, the number of women has also fallen 23 to 18 in the same period. This measure that does not respond quickly to interventions and requires a longer term strategic approach. In the short term, opportunities for progression have been limited by recruitment controls, removing the potential for improvement in this indicator, which is likely to remain below target in the short term.</p>									
<p>What Is Being Done? (identify risks and opportunities)</p> <p>An initial report to address these issues as part of a longer term strategy on equality and diversity in employment has been drafted for CMT.</p>									

Measure Reference : HRD 9.14 - % of leadership positions occupied by employees from BME communities									
Portfolio: Organisational Health									
Lead Officer: Julian Mellor									
2008/09 Out-turn	June 2009 Actual	June 2009 Target	Sept 2009 Actual	Sept 2009 Target	Dec 2009 Actual	Dec 2009 Target	2009/10 Out-turn	2009/10 Target	Est. Out-turn (if different from 09/10 Target)
8.9%	6.56%	12.25%	6.12%	12.25%		12.25%		12.25%	
If measure is red, what is going wrong and why?									
<p>The workforce as a whole is broadly reflective of the communities we serve and 13.61% of employees are from BME communities. BME managers, however, remain under-represented in senior management.</p> <p>With the recent senior management restructure, the overall number of occupied leadership posts has reduced by from 61 in Quarter 1 to 49 in Quarter 2, the number of BME Managers has also fallen from 4 to 3 during the same period.</p> <p>This is a measure that does not respond quickly to interventions and requires a longer term strategic approach.</p> <p>In the short term, opportunities for progression have been limited by recruitment controls, removing the potential for improvement in this indicator, which is likely to remain below target in the short term.</p>									
What Is Being Done? (identify risks and opportunities)									
An initial report to address these issues as part of a longer term strategy on equality and diversity in employment has been drafted for									

CMT.

Measure Reference : OH02 - % of council employees declaring they meet the Disability Discrimination Act 1995 disability definition

Portfolio: Organisational Health

Lead Officer: Julian Mellor

2008/09 Out-turn	June 2009 Actual	June 2009 Target	Sept 2009 Actual	Sept 2009 Target	Dec 2009 Actual	Dec 2009 Target	2009/10 Out-turn	2009/10 Target	Est. Out-turn (if different from 09/10 Target)
2.62%	2.79%	4%	2.72%	4%		4%		4%	

If measure is red, what is going wrong and why?

The number of people with disabilities has fallen from 284 to 272 and represents only 2.72% of the workforce against the target of 4%. In addition, the restructure of Links to Work is likely to adversely impact on the percentage of employees with disabilities. 11 employees with a disability have been placed at risk of redundancy and processes are in place to maximise suitable alternative employment options. There continues to be a low level of declaration of disability among existing staff in many areas of the Council and, due to recruitment controls, limited opportunities to improve overall performance on this indicator through the introduction of new staff.

What Is Being Done? (identify risks and opportunities)

Personal details verification exercise being undertaken with schools to collect this data from school based staff. Strategies are also being developed for recruiting and retaining people with disabilities, including extension of the recruitability scheme with Future Jobs Fund support.

I confirm I have read and agreed the actions being taken against these red measures

Rory B

Rory Borealis – Executive Director

13 November 2009

APPENDIX 3

Proposals for Amendment/Alteration

Document: Beacon Index 2009/10

Date: Cabinet Meeting 16 December 2009

Measure Ref	Description	Reason for amendment/alteration	Recommended By	Agreed By
CFI05	% Tellus comments, compliments, complaints (non-statutory) responded to within timescales (includes: Chief Execs, Neighbourhoods, Regeneration, Resources and Strategic Housing)	Whilst the council's service standards for complaints handling indicate that complaints should be responded to promptly, and within set timescales, it is inevitable that in some circumstances services will need longer than 20 working days to provide a full response, particularly in the case of complex complaints or complaints relating to a number of different services. The target set out in quarter 1, to respond to 100% of 'tellus' complaints, comments and compliments within set timescales remains our aim. However, a performance target of 84% has been set for 2009/10, representing a 5% improvement on 2008/09, when 79% received a response within set timescales. This target is a challenging one, which services are working to address.	John Pryce-Jones	Rory Borealis

Rory Borealis

Agreed: Rory Borealis - Executive Director (Resources)

Date: 13 November 2009