

BRIEFING NOTE

TO: Neighbourhoods Scrutiny and Performance Panel
DATE: 14 November 2007

RE: Performance Management 6-month Update

Purpose

To provide Members with a 6 month update on how the services within their remit are performing against priorities, performance indicators and customer satisfaction.

Background

Members have been provided with a considerable amount of information within the first 6 months of the municipal year. This started with the presentation from lead officers at the first panel meeting outlining priorities and hot issues and has been carried through with various reports and information coming to subsequent panels.

The attached report provides a more detailed picture of performance of the areas for the Neighbourhoods Scrutiny and Performance Panel. This report has been split into sections to help provide a more holistic overview of performance for the panel to consider. These sections will include a review of progress against priorities within the directorate plan, any corrective actions and key performance data. The report will be presented by officers at the panel meeting who will be able to respond to any questions raised.

Recommendations

That subject to any comments Members may wish to make, the Neighbourhoods Scrutiny and Performance Panel note the report.

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BVPI's			Previous Performance			07/08 Quarter Update			
PI Ref	Contact	PI Description	2005-06 Out-turn	2006-07 Out-turn	2007/8 Target	Quarter 2 Profile	Quarter 2 Intervention	Quarter 2 Performance	RAG
Corporate Health									
BV 2a	Abida Akram (Brian Fitzgerald)	The level of the Equality Standard for local government to which the Authority conforms in respect of gender, race and disability	2	2	3	2	2	2	Green
BV 2b	Abida Akram (Brian Fitzgerald)	The quality of an Authority's Race Equality Scheme (RES) and the improvements resulting from its application	89%	95%	100%	95%	95%	95%	Green
BV 156	Julian Gibbons	The percentage of authority buildings open to the public in which all public areas are suitable for, and accessible to, disabled people	31.50%	83.67%	100.00%	89.00%	87.76%	89.30%	Green
Waste and cleanliness									
BV 82a(i) (CPA) (Beacon Index)	Joanne Cockbill	Percentage of household waste arisings which have been sent by the Authority for recycling	11.73%	14.56% TBC	15.14%	13.45%	12.80%	16.19%	Green
BV 82a(ii)	Joanne Cockbill	Total tonnage of household waste arisings which have been sent by Authority for recycling	15,058.14 tonnes	18336.55 TBC	18,873.00	9,345.00	8,700.00	10,637.25	Green
BV 82b(i) (CPA) (Beacon Index)	Joanne Cockbill	The percentage of household waste sent by the Authority for composting or treatment by anaerobic digestion	12.45%	12.14% TBC	13.11%	17.50%	16.70%	18.29%	Green
BV 82b(ii)	Joanne Cockbill	The tonnage of household waste sent by the Authority for composting or treatment by anaerobic digestion	15,975.56 tonnes	15280.92 TBC	16,342.00	12,166.00	11,700.00	12,023.17	Amber
BV 82c (i)	Joanne Cockbill	Percentage of the total tonnage of household waste arisings which have been used to recover heat, power and other energy sources	3.47%	10.62% TBC	12.00%	8.35%	8.00%	27.80%	Green
BV 82c (ii)	Joanne Cockbill	Tonnage of household waste arisings which have been used to recover heat, power and other energy sources	4,452.39 tonnes	13372.01 TBC	15,000.00	5,800.00	5,600.00	18,271.08	Green

BVPI's			Previous Performance		07/08 Quarter Update				
PI Ref	Contact	PI Description	2005-06 Out-turn	2006-07 Out-turn	2007/8 Target	Quarter 2 Profile	Quarter 2 Intervention	Quarter 2 Performance	RAG
Waste and cleanliness									
BV 82d (i)	Joanne Cockbill	Percentage of household waste arisings which have been landfilled	72.36%	62.68% TBC	59.75%	60.70%	62.20%	37.54%	Green
BV 82d (ii)	Joanne Cockbill	The tonnage of household waste arisings which have been landfilled	92,879.59 tonnes	78926.31 TBC	74,443.00	42,189.00	42,600.00	24,674.86	Green
BV 84a	Joanne Cockbill	Number of kilograms of household waste collected per head of the population	507.8kg	496.78kg TBC	493kg	277.00	278.00	258.97	Green
BV 91a (CPA)	Joanne Cockbill	Percentage of households resident in the authority's area served by kerbside collection of recyclables	95.5%	97.0%	97.5%	97.0%	96.5%	97.1%	Green
BV 91b	Joanne Cockbill	Percentage of households resident in the authority's area served by kerbside collection of at least two recyclables	95.5%	97.0%	97.5%	97.0%	96.5%	97.1%	Green
BV 199a (CPA)	Joanne Cockbill	The proportion of relevant land and highways (expressed as a %) that is assessed as having combined deposits of litter and detritus that fall below an acceptable level	23.4%	13.0%	12.5%	13.0%	15.0%	17.0%	Red
BV 199b	Joanne Cockbill	The proportion of relevant land and highways (expressed as a %) from which unacceptable levels of graffiti are visible	10%	5%	5%	4.5%	5.5%	4%	Green
BV 199c	Joanne Cockbill	The proportion of relevant land and highways (expressed as a %) from which unacceptable levels of fly posting are visible	1%	0%	1%	0.5%	1.0%	0%	Green
BV 199d (Beacon Index)	Joanne Cockbill	The year-on-year reductions in total number of incidents and increase in total number of enforcement actions taken to deal with 'fly tipping'	Grade 2	Grade 3 (Good)	Grade 3 (Good)	Good	Poor	Effective	Green
Transport									
BV 100	Janet Crawley	Number of days of temporary traffic controls, or road closure, on traffic sensitive roads, caused by roadworks, per km of traffic sensitive road	0.0	0.10	0.20	0.30	0.50	0.00	Green
BV 165 (CPA)	Paul Leighton	The percentage of pedestrian crossings with facilities for disabled people, as a proportion of all crossings in the Local Authority area	100.0%	94.2%	95.0%	Vanessa to provide verbal update			
BV 178a (CPA)	Jo Whiting	The percentage of the total length of rights of way in the Local Authority area, that are easy to use by the general public	36.1%	67.8%	67.0%	Next survey scheduled for November. Final outturn to be reported at 3rd Quarter			Green
BV 215a	Elizabeth Thomas	The average number of days taken to repair a street lighting fault, which is under the control of the Local Authority	2.90	2.26	4.50	4.5	5	1.89	Green
BV 215b	Elizabeth Thomas	The average number of days taken to repair a street lighting fault, where response time is under the control of a DNO	26.66	24.73	25.00	25	25.5	32.59	Red

BVPI's			Previous Performance			07/08 Quarter Update			
PI Ref	Contact	PI Description	2005-06 Out-turn	2006-07 Out-turn	2007/8 Target	Quarter 2 Profile	Quarter 2 Intervention	Quarter 2 Performance	RAG
Environment and Environmental Health									
BV 166a (CPA)	David Elrington	Score against a checklist of best practice for environmental health	98.5%	100%	100%	100%	99%	100%	Green
BV 166b (CPA)	Lorraine Boothman	Score against a checklist of best practice for trading standards	100.0%	100%	100%	100%	99%	100%	Green
BV 216b	John Roseblade	Number of sites for which sufficient detailed information is available to decide whether remediation of the land is necessary, as a percentage of all sites of potential concern	3%	5%	6%	5.5%	5.2%	3%	Green
BV 217	John Roseblade	Percentage of pollution control improvements to existing installations completed on time	78%	95%	90%	57%	53%	59%	Green
BV 218a	Jo Cockbill	Percentage of new reports of abandoned vehicles investigated within 24 hours of notification	87.59%	90.29%	93.00%	92.00%	90.00%	97.77%	Green
BV 218b	Jo Cockbill	Percentage of abandoned vehicles removed within 24 hours from the point at which the Authority is legally entitled to removed the vehicle	94.32%	82.18%	93.00%	87.00%	85.00%	85.71%	Amber
Community Safety									
BV 126	Katie McMeekin	Domestic burglaries per 1,000 households in the Local Authority area	13.9	14.0	13.3	6.3	6.4	6.6	Red
BV 127a	Katie McMeekin	Violent crime per year, per 1000 population in the Local Authority area	25.4	22.9	21.7	10.9	10.9	12.6	Red
BV 127b	Katie McMeekin	Robberies per year, per 1,000 population	1.8	1.8	1.7	0.8	0.8	0.9	Red
BV 128	Katie McMeekin	The number of vehicle crimes per year, per 1,000 population in the Local Authority area	15.3	14.6	13.8	6.9	7 (2%)	6.5	Green
BV 174	Abida Akram (Brian Fitzgerald)	The number of racial incidents reported to the Local Authority, and subsequently recorded, per 100,000 population (NB: no preferred performance)	80.69	87.58	90.74	39.06	35.15	33.22	No Preferred performance
BV 175 (CPA)	Abida Akram (Brian Fitzgerald)	The percentage of racial incidents reported to the Local Authority that resulted in further action	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	Green
BV 225	Nozmul Hussain	The percentage of 'yes' responses the Local Authority can give to the 11 Actions Against Domestic Violence questions	81.8%	91.0%	91.0%	90.9%	81.8%	91.0%	Green

BVPI's			Previous Performance			07/08 Quarter Update			
PI Ref	Contact	PI Description	2005-06 Out-turn	2006-07 Out-turn	2007/8 Target	Quarter 2 Profile	Quarter 2 Intervention	Quarter 2 Performance	RAG
Culture									
BV 170a	Mike Glasson / Jennifer Thomas/ Mark Clancy	The number of visits to/usages of local authority funded or part-funded museums per 1,000 population	1473	1592	1694	816	784	942	Green
BV 170b	Mike Glasson / Jennifer Thomas/ Mark Clancy	The number of visits to/usages of local authority funded or part-funded museums that were in person per 1,000 population	598	618	625	311	298	456	Green
BV 170c	Mike Glasson / Jennifer Thomas/ Mark Clancy	The number of pupils visiting museums and galleries in organised school groups	13851	12532	13318	5668	5441	5601	Amber

Level 2 - Pledge Delivery

2007/08 Beacon Index

No.	Description	Accountable officer	07/08 Q2 Update	Q2 Profile	Q2 Intervention	2nd Quarter 2007/08 performance compared to		RAG
						2nd Qtr 2006/07	1st Qtr 2007/08	
2.1 - Ensure a clean and green borough								
2.1.1	We will introduce clear standards of quality and service in the 25 major parks in Walsall and we will publish these standards for residents and visitors							
	a) Clear standards produced and published for the 25 major parks	Graham Hood	Standards produced and published	1	0.1	n/a		G
	b) Number of major parks where standards have been implemented	Graham Hood	25	0	-1	n/a		G
2.1.2	We will extend the garden waste collection service to a further 16,500 households across the borough	Mark Holden	16500 (achieved at Q1)	16500	16499	n/a		G
2.1.3	We will run at least one clean up campaign in each LNP	Andy Ody	3	3	1	n/a		G
2.2 - Make it easier for people to get around								
2.2.1	We will trial a taxi marshalling scheme and temporary taxi ranks so that visitors to Walsall town centre find it easier and safer to get home at busy times	Lorraine Boothman	Trial commenced end of April	1	0.1	n/a		G
A report on the success of the trial was submitted to PEG and approval granted to run the scheme until the end of March 2008								
2.2.2	We will, working with our private sector partners, increase the number of publicly available car parking spaces in Walsall town centre by 1000 spaces	Glyn Oliver	1000 (target met at Q1)	1000	900	n/a		G
2.2.3	We will improve our public rights of way by tidying them up and improving signage							
	BVPI 178a % of total length of footpaths and other rights of way which are easy to use by members of the public	Jo Whiting	72.6% (May survey next survey scheduled for Nov)	67.00%	57.00%			G
2.3 - Ensure all people are safe and secure								
	We will provide information for local communities on crime in their area and how this is being tackled							

Level 2 - Pledge Delivery

2007/08 Beacon Index

No.	Description	Accountable officer	07/08 Q2 Update	Q2 Profile	Q2 Intervention	2nd Quarter 2007/08 performance compared to		RAG
						2nd Qtr 2006/07	1st Qtr 2007/08	
2.3.1	Number of Community Safety Bulletins produced and distributed	Nozmul Hussain	See update below	9	8	n/a		G
2.3.2	The partnership has distributed 1000 copies of our Community Safety Bulletin (published Sept 07), which contain information relating to each of the LNP areas. However, it is recognised that further work is required during the remainder of the year to ensure that this pledge is fully met.							
	Number of fixed penalties issued	Judith Sunley	62	150	140	n/a		R
2.6 - Encourage everyone to feel proud of Walsall								
2.6.2	We will implement a community cash scheme through our Local Neighbourhood Partnerships offering small grants of up to £400 to community and voluntary groups	Carol Mason	See update below	0	-1	n/a		
The closing date for all applications was 14/09/07. We are in the process of Selection Panel Meetings taking place for each LNP area, which are almost complete. The results will be presented to each LNP during November providing a list of successful applications. Successful applicants will be notified during the last week in October.								
2.7 - Make it easier to access services								
2.7.1	By March 2008 we will deliver a further seven Children's Centres across the borough, increasing the total to 16 such centres in all	Kevin Kendall	0	0	-1	n/a		G
2.7.2	We will refurbish libraries at Pleck, South Walsall, Streetly and Walsall Wood as part of our programme to deliver modern, locally based and customer focused services							
	Number of library modernisations completed this year	Sue Grainger	See update below	0	-1	n/a		G
Walsall Wood - building work is well underway and should be completed before the end of 2007. Streetly, South Walsall, Pleck - these projects are in the planning stage. We are working with Building Design to build a specification for the work. The new library at New Invention is due to open on 15th October and discussions are taking place to develop a new library at Pelsall as part of a new health centre. The architectural competition to design a new library for Bentley has also been launched.								

Level 2 - Pledge Delivery

2007/08 Beacon Index

No.	Description	Accountable officer	07/08 Q2 Update	Q2 Profile	Q2 Intervention	2nd Quarter 2007/08 performance compared to		RAG
						2nd Qtr 2006/07	1st Qtr 2007/08	
2.7.3	We will improve local access to council services by introducing a mobile access point that will visit neighbourhoods and communities across the borough	Tim Challans	Do not expect delivery until early next financial year. See PAP.	0.5	0.01	n/a		R
2.10 - Transform Walsall into an excellent authority								
2.10.1	We will reduce the amount of office space we use by 20% over a five year period by making better use of accomodation we have in the town centre	Kevin Kendall	See update below			n/a		
Office strategy working group is now in place. Informal discussions with Cabinet to take place in November 2007 outlining the strategy. Tameway moves pro commence this month.								

07/08 Target
30/09/2007
25
16,500
9 campaigns
Trial to commence by 31 May 2007
1000
65%

07/08 Target
9 (1 per each LNP)
NPs individually.
300
5 grants awarded per LNP
plete. A report ber.
7
er focussed library
4
anning stage, staff aking place to

07/08 Target
31/03/2008
Target for 07/08 to be set approx August 07 upon completion of office accomodation strategy
bject design to

Neighbourhood Services

Directorate Plan 2007/8 ~ Mid year review

November 2007 (For review at Senior Managers Forum 30 Nov 07)

Better Neighbourhoods

Our Mission

We will work to improve the quality of life of local residents and to ensure that our local neighbourhoods are clean, green and safe places that people enjoy and value. We will do this by working with partners, customers and local communities to identify local concerns and build local solutions and local pride.

Qtr 1-2 Achievements 2007/8

Built Environment

Public Protection

- Recruited four new officers funded through the local Area Agreement and a government counterfeiting grant to carry out Environmental Enforcement of Fly Tipping, Litter and Dog Fouling laws, and Anti –counterfeiting enforcement for Trading Standards.
 - Completed restructuring within Licensing and Bereavement and Registration Services
 - Obtained planning permission and funding to implement a £300k extension at Streetly cemetery to address future burial requirements. Work is now in progress for it's completion by early 2008.
 - Introduced new celebration services including Baby Naming, individual Citizenship ceremonies and Marriage Vow renewal
 - Implemented a revised Service Level Agreement with the Manor Hospital for Coroner mortuary provision which offers the Council better value.
 - Obtained approval for the pilot taxi marshal scheme introduced with Local Area Agreement funding to run until the end of March 08.
 - Carried out annual safety checks on the fitting of child safety seats and also electric blankets
- Completed under-age sales test purchasing across a range of products, and worked as part of the government funded national campaign **TUSAC** (Tackling Under Age Sales of Alcohol Campaign) - to target premises with problems of selling alcohol to the under 18's.
 - Successfully implemented new Licensing reviews suspending one licence for a period of 28 days in Aldridge and changing the hours of operation for another premise in Darlaston
 - Carried out advisory visits, education and promotional activities around the new smokefree legislation across the Borough enabling Walsall's promotional trailer to be used across the region. More than 450 traders were targeted with information at trader seminars and from 1st July there have been more than 300 enforcement visits to monitor compliance
 - Completed a range of educational activities around health and safety in the workplace, in partnership with the Health and Safety Executive to hold a Safety and Health Advisory Day for Steel stock-holders to promote safety in this high risk industry; and ran a series of low cost staff training seminars across the West Midlands about Accident investigation, Forklift safety, Hazardous substances, and Smoke free legislation.

- Participated in a joint exercise with other unitary authorities and shire counties for Foot and Mouth Disease scenario.
- Managed the Shannons Mill emergency and produced a post incident report for SLT and responded to a wide range of other incidents
- Worked with partners around anti-terrorism plans and with community groups around community cohesion

Highways & Transportation

- Good progress continues to be made on the new ring road between the Arboretum and Pleck Road with very little impact on traffic flows in the area.
- The Department for Transport has assessed Walsall and the wider West Midlands as 'excellent' in relation to its highways network management duty with our arrangements for traffic management being singled out for special praise.

Street Pride

- Expansion of garden waste collection scheme to an additional 16,500 properties.
- 18,000 tonnes of waste diverted from landfill and used to recover energy from waste. The target for 2006/7 is 10,000 tonnes.

- Consultation about changes to refuse collections completed and cabinet decision obtained about future service provision.
- LNP Clean Ups completed in St Matthews / Birchills / Leamore and Palfrey / Pleck.
- Updated and published service standards on the Internet as part of the ICE project.
- Addressed immediate issues arising from HSE improvement notices (Depot & HAV).
- Review of Norfolk Place stores facility completed.
- Review of gulley cleansing service completed.
- Number of staff in Highways Maintenance reviewed and reduction in staffing levels achieved.

Property services

- Management Team 4/5ths now in place full time
- Restructure of all teams now complete except FM
- IT AMP database tenders to be returned shortly
- Significant progress on framework development
- Completion of the new £4.5M Fibbersley Primary school on time, on cost
- Start of site of the new £7M Mary Elliot special school
- Evidence of improved customer satisfaction

Safer Walsall Borough Strategic Partnership

- Commissioned specialist treatment services for adults and young people commenced
- Developed a Domestic Violence Strategy
- Established Domestic Abuse Response Team Service
- Established DV Steering group
- Established Business Retail Radio
- Commenced Parenting Programme
- Developing multi agency plan to address issues in crime hotspots
- Street Champions Scheme established in 6 LNP areas
- Alcohol Arrest Referral Scheme established
- Annual Strategic Assessment completed

Neighbourhood Partnerships & programmes

- Successful Co-Financing Seminar
- Consultation on lease arrangements and asset transfer with Scrutiny and Walsall Federation of Community Organisations
- Successful joint working between the Community Development Team and Green Spaces leading to submission of Play Strategy bid to The Lottery

- Implemented LNP community cash scheme offering small grants to voluntary groups across the borough
- LNP newsletter and neighbourhood agreements published
- LNP self assessments completed as part of their continued development
- Further development of Community Action Groups which has led to increased community involvement
- Expanded LNP team by recruiting an additional 3 staff
- Joint working with Social Care and Inclusion and the tPCT to procure translation and interpretation services
- Produced Gender and Age Equality Schemes
- External audit on equality standard to move forward on achieving Level 3
- Reasonable adjustments transferred to HRD
- Successful negotiations with UMO re secondment
- Re-launch of the employee networks has begun with SLT and Cabinet support
- Successful outturn of Safer and Stronger Communities pillar
- Successful GO Local Government Award Launch involving union learning reps and the College of Continuing Education
- Publication of Directorate Learning Strategy

Leisure Culture & Lifelong learning

Libraries

- Box Office introduced at the Central Library
- Visitor Information Centre launched at the Central Library
- Supervisors post at the Local History Centre agreed
- Joint talking book initiative between Walsall and Staffordshire County Council
- Ordnance Survey satellite office at the Central Library
- Active borrowers project group set up
- Computers @ Home project (computer training in peoples home)
- 'Where I live' digital photography for young people
- Wi-fi enabled at the Central Library

Catering

- Commencement of Trial Service Development Coordinator post to work with schools and the Walsall NHS trust on developing a healthier service and attracting parents and customers to use it
- Family Service introduced at Walsall Wood and New Invention Infants schools where children sit around the table and serve themselves from placed on the table

- Exceeded the targets on Government spending per head on ingredients
- Worked closely with Head to get new Fibbersley school open on time in September
- Completed three very successful healthy eating initiatives at Blackwood, Palfrey and Delves whereby children came into the kitchen for a week and helped prepare the food for lunch. At Delves and Palfrey the company catch media were involved and recorded a DVD of the initiative and associated activities within the school.

Greenspace

- Green Flag award achieved at Palfrey Park
- Allotments Strategy produced
- Childrens Play Strategy produced
- Arboretum HLF bid submitted to BIG Lottery
- Developed "Minimum standards" for the Council's 25 Premier Parks
- Installation of the Highfield Road / Leylands Farm play area development
- Establishment of the new Countryside Service Team

Marketing & Development

- Production of "Ready Steady Summer" brochure and sell out of all courses
- Marketing plans agreed

- Integration of Box Office into service team
- Commencement of high street Box Offices at New Art Gallery and Central Library

Sport & Leisure development

- Stage 1 approval for £493,000 towards "CANdo" Community Sports Hubs, in conjunction with Director of Childrens' Services
- Bryntysilio Outdoor Education Centre restructured & transferred to Sport & Leisure Development
- Walsall win 2007 Black Country Youth Games for first time in competition's history
- Retained Quest accreditation with an improved score of 81% (up from 71%) classifying us as "Highly Commended" and placing Walsall in the top 25% of sports development teams in the UK
- 656 sports coaching sessions were delivered across 82 schools with 2,060 children benefited from the coaching. 27 schools received free NRF coaching.
- 39 families attending Fun 4 Life- specialist weight management clinic for overweight and obese children
- 35 schools (approximately 2,000 pupils) attended Sneyd Water Activities Centre & Aldridge Airport Outdoor Activities Centre
- Introduced Way 4ward programme providing exercise advice & support to young people

Sport & leisure management

- Approved training centre status (National Pool Lifeguard) has been maintained

Arts & Events

- Formal Opening of the Forest Arts Centre on Wednesday 17th October 2007

Safety & technical development

- Creation of the Technical & Safety Development post
- Greater co-ordination of Health & Safety planning across L&C
- Specific management meetings relating to H&S
- Service managers having one-to-ones specific to H&S

Customer Contact

- Customer satisfaction survey shows 94% overall satisfaction with the first stop shop service, 95% satisfaction with how well the advisor dealt with them and 90% that their information needs were met as a result of their visit
- Held a successful assessment centre with the recruitment team to recruit new staff for the

contact centre and introduced a career progression scheme

- Implemented call recording and commenced liaison meetings with street pride managers to help tackle issues and improve the quality service
- Commenced pilot with libraries to develop library information points
- Completed design specification for the customer service bus
- Launched customer contact service standards
- Took part in customer service week
- Introduced a new system (Latitude) for the production of OS maps in the first stop shop
- Developed joint training programme with Dudley and Sandwell as part of black country network
- Re-launch of FLAG (front line assistants group) providing a forum for feedback and communication with front line customer service staff which supports the customer experience programme

New Art Gallery

- Attendance figures up 31% on same 6 month period last year
- New staff structure, with re-graded posts, marketing review complete and operations staff in post
- Review of signage throughout building being phased in
- Costa Coffee opened and improved customer service and menu offer
- Short-listed for Art Fund International Award
- Successful and extensive Audience Development events and activities are taking place with an emphasis on reaching first time visitors from Walsall's diverse communities and retaining them
- Integration of Box Office into reception desk
- Changes to entrance, lobby, foyer creating better access and navigation for the visitor
- Eight temporary exhibitions and Star Portrait series started
- Over 2000 school children visited NAG for workshops and activities

College of continuing education

- Achievement of best performance across Black Country provider performance for 05/06 this is the third year running
- Achievement of funding targets for 06/07
- Successful first lottery bid for ALICE project
- Successful acceptance on to E-tendering list of approved contractors
- Successful major sponsorship deal with Walsall Football Club
- Successful first joint prospectus for two organisations
- Successful development of Family Learning Network

Strategic objective No 1 (Improve the customer experience)

We aim to improve the customer experience – by listening to our users, designing service standards around what they want, improving the accessibility of service channels, ensuring we treat all people fairly and equipping staff with the professional skills to deal with all customers.

Priorities for 2007/8	Progress to date	Outstanding issues
Extend the contact centre to provide a wider range of telephone call handling	<ul style="list-style-type: none">• Implemented a revised structure and new staff recruited via an assessment centre.• Call recording implemented.• Business case prepared and solution identified for transfer of pest control calls.• Scoping of requirements for call management solution	<ul style="list-style-type: none">• Co-location of social care adult team targeted for April 08• Procurement of call management solution• Transfer of calls for disabled parking permit scheme delayed due to lack of IT resource• Transfer of pest control May 08
Introduce a Customer Service Bus to provide local access to council services in neighbourhoods	<ul style="list-style-type: none">• Design specification agreed and tender documents drafted• Scoping of potential route carried out and a shortlist of potential stopping points has been drafted and tested for wi-fi connectivity	<ul style="list-style-type: none">• Tender process to commence and preferred supplier identified• Bus route and time table to be finalised• Agree and finalise services to be provided• Recruit and train customer service driver and develop existing customer service staff to operate the service• Marketing and communication of service to the public

Extend customer care competencies and training to customer facing staff	<ul style="list-style-type: none"> • Draft training programme prepared and presented to SLT 	<ul style="list-style-type: none"> • Membership of ICS to be confirmed
Establish, for all our services, the standards which customers can expect to receive	<ul style="list-style-type: none"> • As part of the ICE programme, all services within Neighbourhoods posted their Service Specific Standards onto the Council's website on October 1st 2007. 	<ul style="list-style-type: none"> • Service Specific Standards will be reviewed in January 2008 along with the inclusion of a revised set of corporate Customer Care Values.
Introduce a refreshed and redesigned Walsall Illuminations 2007	<ul style="list-style-type: none"> • Walsall Illuminations 2007 was launched to the press on October 16th and to the public on the 19th. A new range of displays, shows and events, along with improved publicity, comics and PR has been delivered. Lichfield Street lighting has been included as well as a free bus service from all LNP areas. 	<ul style="list-style-type: none"> • The event runs from October 19th to December 2nd 2007 inclusive.
Support the council to achieve level 3 of the Equalities Standard	<ul style="list-style-type: none"> • Work has begun to investigate the <u>ES@t</u> method for electronically filing equality evidence, and Board members will be assisting in identifying and transferring key evidence from existing service evidence folders into this new format. 	<ul style="list-style-type: none"> • More support is needed in some service areas to improve attendance at Board meetings and presentation of evidence of their commitment to equality

Strategic objective No 2 (Focus on neighbourhoods)		
We aim to strengthen the way we engage local people in matters affecting their neighbourhood, improve partnership working at a local level and develop a more localised approach to service delivery		
Priorities for 2007/8	Progress to date	Outstanding issues
Deliver the LAA plan for safer stronger communities utilising all available resources	<ul style="list-style-type: none"> • Safer and stronger communities targets all on track to deliver as at quarter two with 1 exception. All available funding allocated. 	<ul style="list-style-type: none"> • Corrective action plans for business crime to be considered following change in definition.
Deliver the LNP development plan and undertake LNP self assessments in each area	<ul style="list-style-type: none"> • Self assessments completed for each LNP. Improvement/action plans to be taken to November/December meetings 	<ul style="list-style-type: none"> • Confirmation of strategic direction from WBSP
Publish neighbourhood charters for each LNP, which set out service standards in neighbourhoods	<ul style="list-style-type: none"> • Neighbourhood agreements produced for each LNP. To be published in November. 	<ul style="list-style-type: none"> • Piloting of monitoring of service standards in Birchills.
Implement the greenspaces strategy, driving up standards in our parks	<ul style="list-style-type: none"> • Delivery of the Green Spaces Strategy is on-going. Palfrey Park was successfully awarded Green Flag status. New staff are being appointed to key positions within the Countryside service and other improvements are currently under consideration. 	<ul style="list-style-type: none"> • Work is on-going
Deliver phase 2 of the Children's Centres programme	<ul style="list-style-type: none"> • The delivery is on schedule for 6 out of 7 projects by the end of March 2008 	<ul style="list-style-type: none"> • One project has experienced a 2 month delay, this change of programme will shortly be agreed with the funding body and client
Continue the Town Centre	<ul style="list-style-type: none"> • Considerable progress to date 	<ul style="list-style-type: none"> • Statutory undertaker works

Transport Package	<p>ongoing liaison with dft regarding financial implications.</p> <ul style="list-style-type: none"> • Cabinet member briefed. • Had stakeholder forum (3rd held Sept 07) • Ongoing reporting to West Mids regional monitor 	<p>delaying contractor in meeting approved programme.</p>
Join up enforcement to tackle environmental crime and provide public reassurance.	<ul style="list-style-type: none"> • Joint tasking operations with council service areas and other agencies to address environmental problems continue to progress. • Newly appointed LAA funded environmental crime officers have provided a major boost to the scope and number of activities underway. 	<ul style="list-style-type: none"> • More work at the strategic/tactical level is needed to focus efforts to the maximum effect. An Environmental Enforcement improvement plan has been prepared for consideration by Cabinet. This will assist in managing progress against targets. • The total of Fixed Penalty Notices issued is below the original target, despite application of additional resources due to a change of policy direction by DEFRA.

Strategic objective No 3 (Improve use of resources)		
We aim to improve demonstrably the management of human, financial and property resources, by ensuring clear accountabilities, robust systems and management information and skills development		
Priorities for 2007/8	Progress to date	Outstanding issues
Implement new lease arrangements for Community Associations and Neighbourhood Resource Centres	<ul style="list-style-type: none"> Positive input from Scrutiny Working Group and Walsall Federation of Community Organisations. Quirk Review and impact on our approach explored. 	<ul style="list-style-type: none"> Timelines for Lottery Funding prevented submission to Community Asset Fund. Bid to be prepared for future round. Original plan of 25 year lease arrangements to be pursued.
Address the legacy of under investment in the local highways	<ul style="list-style-type: none"> Highways repairs and maintenance procurement underway to deliver improved and effective highways maintenance. 	<ul style="list-style-type: none"> Input into W Mids regional concern over lack of investment in highways maintenance for the region
Address the legacy of under investment in public buildings	<ul style="list-style-type: none"> Within the available budget maintenance issues have been addressed 	<ul style="list-style-type: none"> There is still a £7.5m backlog in priority repairs and a capital bid has been made for 08/09
Strengthen the management of the capital programme	<ul style="list-style-type: none"> Greater use is being made of WPA and a staff development is being arranged for Project Managers 	<ul style="list-style-type: none">
Develop a long term corporate strategy for council office accommodation	<ul style="list-style-type: none"> An office visioning workshop has been held in November 2007 	<ul style="list-style-type: none"> Informal briefing to cabinet in December 07 and then role out of the strategy
Continue to reduce sickness absence in our workforce	<ul style="list-style-type: none"> Unlikely to meet NS target reduction of 1.5 days (looking at out-turn prediction of approx 20 	<ul style="list-style-type: none"> Looking at more effective recording of multiple contracts on RTW forms

	<p>days)</p> <ul style="list-style-type: none"> • Corporate sickness group set up to review policy • LT sickness days lost to Q2 is 12,000 days • ST sickness days lost to Q2 is 6000 days • case by case review being undertaken with HR (property services) 	<ul style="list-style-type: none"> • Monitoring of LT cases at DMT-managers need to check regularly actions on this report • Monitoring of compliance (currently approx 50%)
Develop a programme of efficiency measures to assist longer term financial planning	<ul style="list-style-type: none"> • Efficiency measures for the 3 year budget process beginning 2008/9 have been proposed. Longer term plans are in place within certain areas, e.g. Property Services and sports leisure management. 	<ul style="list-style-type: none"> • The Medium term financial plan requires efficiencies to be identified on a 3 yr rolling basis – work will continue to meet these commitments.
Increase the take up of school meals and ensure the financial sustainability of the service	<ul style="list-style-type: none"> • Considerable work has been undertaken to address the on-going problems of encouraging youngsters to buy school meals and eat healthily. Whilst a Management Action Plan has been implemented for 2007/8, a strategic review of the service's operation will lead to further changes from April 2008. These are being discussed with the various Schools' Forums, Portfolio Members and Executive Directors. 	<ul style="list-style-type: none"> • Work is on-going

Strategic objective No 4 (Improve performance)		
We aim to improve the performance of directorate services overall, particularly addressing areas of under performance which could impact on our overall CPA rating.		
Priorities for 2007/8	Progress to date	Outstanding issues
Improve participation in recycling, reduce waste to landfill, increase energy from waste and improve street cleanliness	<ul style="list-style-type: none"> Percentage of waste recycled at Qtr 2 2007/8 is 16.19%. At this point in 2006/7 the figure was 12.6%, an increase of 3.59%. Total waste arisings are down from 68893 tonnes at the end of 2nd quarter 2006/7 to 65722 tonnes at the end of 2nd quarter 2007/8 The tonnes sent to landfill are down from 48743 at the end of 2nd quarter 2006/7 to 24674 at the end of 2nd quarter 2007/8. Percentage of waste used to recover energy from waste at Qtr 2 2007/8 is 27.8%. At this point in 2006/7 the figure was 1.65%, an increase of 26.15%. 	<ul style="list-style-type: none"> The indicator for street cleanliness (BVPI 199a) is 17% at the end of quarter 2, against a target of 13%, making it a red indicator. This is mainly because of problems experienced on the main arterial routes and an associated knock on effect in other areas. These issues are being addressed by Grounds & Street Cleansing.
Develop a range of programmes with partners to reduce overall crime, domestic violence, fire in public buildings, anti social behaviour, drugs & alcohol and re-offending rates	<ul style="list-style-type: none"> A new multi agency Partnership and Performance Working group has been established comprising senior officers from all responsible authorities to work collectively to deliver on these priorities. 	<ul style="list-style-type: none"> Develop an alcohol strategy. Commission alcohol services. Coordinate alcohol service into a national service framework of delivery Respect Action Plan Organising Face the People Session.

		<ul style="list-style-type: none"> • ASB procedure & strategy • Councillors Call for Action guidelines • Periodic crime data collection from all key partners. • Annual Community Safety Plan development & review • Community Safety Strategy Group
Develop and implement a plan to improve the health of the borough's residents through increased participation in sport, recreation and volunteering activities.	<ul style="list-style-type: none"> • Through Sport & Leisure Development, Sport England and the Black Country Sports Partnership, Walsall has formed a Community Activity Network as a "CANdo" brand. CANdo will become the delivery and monitoring mechanism to increase participation in sport, recreation and volunteering activities. • Several Members of Scrutiny are looking at the Leisure Centre provision from the obesity angle and this will add another set of useful information. 	<ul style="list-style-type: none"> • Work is on-going
Implement new arrangements for voluntary sector grants and work with WBSP to align activities to the LAA.	<ul style="list-style-type: none"> • Community Cash scheme for LNPs successfully implemented. 2 year SLAs in place for WVA and CAB. 	<ul style="list-style-type: none"> • Alignment of borough wide grants to be scoped by the end of 2007.
Retain at least a 2 rating for culture block for CPA 2007 and work towards a 3 rating for CPA	<ul style="list-style-type: none"> • Leisure & Culture are on track to retain a score of 2 for CPA 2007 based on performance during 	<ul style="list-style-type: none"> • CPA modelling and performance indicator monitoring is ongoing.

2008	<p>2006/7 financial year and 2007 calendar year.</p> <ul style="list-style-type: none"> • In terms of CPA 2008 which relates to performance during 2007/8 and 2008 calendar year in order to score 3 no more measures can perform below lower threshold and one measure needs to be improved above lower threshold. Hence active library book borrowing is currently being improved with an action plan developed to achieve required improvement by end Dec 2007. In addition all other measures are being monitored closely to ensure there is no slippage of performance across existing measure positions. 	<ul style="list-style-type: none"> • Culture block score for 2007 will be confirmed Feb 2008 against confirmed CPA 2007 methodology. • Culture block score for 2008 will be confirmed Feb 2009 against still yet to be confirmed CPA 2008 methodology which won't be received until summer 2008.
Retain at 4 rating for environment block for CPA 2007 and work towards a nothing less than score of 3 rating for CPA 2008	<ul style="list-style-type: none"> • Environmental services including some services within regeneration directorate continued to perform well during 2006/7 and therefore are on track with retaining a score of 4 for CPA 2007. They are working towards retaining score of 4 for CPA 2008. • In terms of CPA 2008; scoring 4 hinges on our outturns for BV 165 and potentially 199a litter and 	<ul style="list-style-type: none"> • CPA modelling and performance indicator monitoring is ongoing. • Environment block score for 2007 will be confirmed Feb 2008 against confirmed CPA 2007 methodology. • Environment block score for 2008 will be confirmed Feb 2009 against still yet to be confirmed CPA 2008 methodology which won't be received until summer 2008. • Corrective action planning is

	detritus 3 rd survey. Action planning in light of Q2 results and the impact of this will be monitored closely and reviewed again at Q3.	underway for indicators where CPA 2008 modelling indicates potentially worsening performance.
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Performance Indicator monitoring in more detail

Neighbourhood directorate monitors performance across all key measures through its performance board process. Key measures include Best Value Performance Indicators (BVPI), Comprehensive Performance Assessment (CPA) measures and Beacon Index measures. Below is a summary of mid year (quarter 2 performance) across these key measures. More detailed information for each of the key measures is provided in **Appendix 1**.

BVPIs

Table 1 provides a summary of the 38 BVPIs that we are able to monitor quarterly. (NB: This analysis excludes all annual measures i.e. cost, road condition etc.) It shows that of the 38 BVPI measures reported on 76% (29) were on track to achieve target, 8% (3) were slightly off target and 13% (5) were significantly off track with achieving their target.

Table 1: BVPI qtr 2 performance

BVPI Theme	RED		AMBER		GREEN		NO UPDATE		TOTAL
	No	%	No	%	No	%	No	%	
Corporate Health	0	0%	0	0%	3	100%	0	0%	3
Waste and cleanliness	1	7%	1	7%	13	87%	0	0%	15
Transportation	1	20%	0	0%	3	60%	1	20%	5
Environment & Environmental Health	0	0%	1	17%	5	83%	0	0%	6
Community Safety	3	50%	0	0%	3	50%	0	0%	6
Culture	0	0%	1	33%	2	67%	0	0%	3
TOTAL	5	13%	3	8%	29	76%	1	3%	38

Ones to watch

These are the red BVPIs at Qtr 2

- **BV 199a** - Cleanliness (Litter and Detritus)
- **BV 215a** – Street lighting under the control of a DNO
- **BV 126** – Domestic burglaries
- **BV 127a** – Violent Crime
- **BV 127b** - Robberies

These are the amber BVPIs at Qtr 2

- **BV 82b(i)** – Household waste (composting or treatment by anaerobic digestion)
- **BV 218b** – Removal of abandoned vehicles (PAP included for information only)
- **BV170c** – Pupils visiting museums and galleries in organised school groups

Beacon Index Measures

Table 2 includes a summary of the 14 Beacon Index measures that we are able to monitor quarterly. It shows that of the 14 beacon index measures reported on 72% (10) were on track to be delivered and 14% (2) were not on track to be delivered.

Table 2: Beacon Index quarter 2 performance

Vision Priority	RED		AMBER		GREEN		NO UPDATE		TOTAL
	No	%	No	%	No	%	No	%	
Ensure a Clean and Green Borough	0	0%	0	0%	4	100%	0	0%	4
Make it easier for people to get around	0	0%	0	0%	3	100%	0	0%	3
Ensure all people are safe and secure	1	50%	0	0%	0	0%	1	50%	2
Encourage everyone to feel proud of Walsall	0	0%	0	0%	1	100%	0	0%	1
Make it easier to access services	1	33%	0	0%	2	67%	0	0%	3
Transform Walsall into an excellent authority	0	0%	0	0%	0	0%	1	100%	1
TOTAL	2	14%	0	0%	10	72%	2	14%	14

Ones to watch

These are the Red Beacon Index Measures at Qtr 1

- **2.3.2** Number of fixed penalty notices.
- **2.7.3** Mobile access point that will visit neighbourhoods and communities across the borough

Environment and culture block CPA 2007 and 2008 scorecards

See updates on environment and culture blocks provided on pages 15-16.

Strategic objective No 5 (Transform key services)

We aim to transform key services in order to change fundamentally the effectiveness of the service and customer experience. This work will be part of, and complementary to the council's wider transformation programme.

Priorities for 2007/8	Progress update	Outstanding issues
Continue modernisation of the libraries with improvements at Forest Gate, Aldridge and Walsall Wood	<ul style="list-style-type: none">• New library opened at New Invention.• Relocation of Walsall Wood to be completed in December 07.• Remodelling of Aldridge Library completed in December 07.• Architectural competition in progress for design a new library for Bentley.	<ul style="list-style-type: none">• Work ongoing
Agree strategic options for the future development of leisure centres	<ul style="list-style-type: none">• An outline strategy has been produced and agreed with SLT and key Cabinet members (Cllrs. Harrison and Andrew)• Discussions have been held with Alliance Leisure about a private sector partnership at Bloxwich and Darlaston Leisure Centres. This will help us upgrade the centres and provided up to date gym facilities.	<ul style="list-style-type: none">• Further work needs undertaking on the costs of the project prior to taking a report to Cabinet.• Will require political approval once the package has been defined.
Implement new partnership arrangements for highways	<ul style="list-style-type: none">• PQQ stage of procurement completed.	<ul style="list-style-type: none">• Shortlisted companies to be invited to tender in early December. Aim

maintenance	<ul style="list-style-type: none"> • Nine interested parties. Tender documentation almost complete. Workforce being kept advised through newsletters and employee meetings. Scrutiny Panel being presented with regular updates. 	remains to have a contract start date of 1 st April 2008 though contingency plans are being prepared in the event that this is not possible.
Continue to modernise how the council manages its land and property assets focusing on client service, efficiency and energy management.	<ul style="list-style-type: none"> • Work taking place in CPG and Property Boards • Completion of updated Corporate Asset Management plan in Dec 07 	<ul style="list-style-type: none"> • Review of the operation of the boards needs to take place, together with the development of a land working group
Actively contribute to the outcomes of Every Child Matters, particularly staying safe, enjoying and achieving and making a positive contribution	<ul style="list-style-type: none"> • Leisure' Culture and Lifelong Learning plays a significant role towards this priority: contributions to the Looked After Children agenda, diversionary activities, as well as training, volunteering and coaching sessions. Opportunities are created for sport, art, health and creative interests. Work is also being developed by the service within the "Integrated Youth Services" agenda, as well as the JAR. • L,C and LL have contributed to the revised C and YPs plan, the JAR process and the evaluation of the new education contract • It is an active member of CHEG 	<ul style="list-style-type: none"> • Ongoing input from L&C • Public Protection has attended events around the "Integrated Youth Services" agenda, highlighting the additional work which is done that contributes to health education, financial management, and citizenship aspects of personal and social education, which go beyond their enforcement role in safeguarding children through Licensing controls and under-age sales test purchasing of alcohol, tobacco, knives, solvents videos etc.

	<p>and the Children's trust Partnership.</p> <ul style="list-style-type: none"> • The Play Strategy (lead by L,C and LL) was agreed by Cabinet in October following consultation through CHEG • Successful locality events held in each LNP area. LNP Chairs Forum briefed on outcomes. Priorities identified by children and young people to be highlighted in LNP publications. Briefing packs for LNPs specific to their areas to be produced by Children's Services • ECM scorecard measures are being reviewed at CHEG for 2nd qtr. ECM outcome measures are being updated through ECM PIMS scorecard including contributions from Neighbourhoods for example, pupil visitor figures to arts/museums/galleries, participation in widening opportunities (music making), school sports participation, standards of play areas, community safety etc. 	
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Strategic objective No 6 (Promote learning)

We aim to develop a learning community within the directorate where learning, from others, from colleagues and from experience, is embedded as a day to day activity – something that is valued and central to our progress.

Priorities for 2007/8	Progress update	Outstanding issues
Agree and implement a plan for the integration of adult education provision into a single institution	<ul style="list-style-type: none">• The draft governance arrangements have been agreed by the two governing bodies and discussions between them have been scheduled.	<ul style="list-style-type: none">• Report to Cabinet in December• Due Diligence process to commence in the New Year• TUPE of WCC staff into the Council
Complete the improvement plan for the College of Continuing Education, establishing stronger links with other council activity	<ul style="list-style-type: none">• Improvement plan is now almost complete, all actions have been taken.	<ul style="list-style-type: none">• NVQ centre transfer remains problematic and is the cause of ongoing concern• Still issues in recognising the College as a provider of education and training for the Council
Introduce a programme of basic skills learning for targeted services	<ul style="list-style-type: none">• Successful launch of GO Local Government Award in October 2007. Basic skills programme designed and support of COCE and union learning reps secured.	<ul style="list-style-type: none">• Basic skills pilot to run in January 2008.
Implement a strategy for consultation and engagement with the local communities	<ul style="list-style-type: none">• Plan has been drafted amongst a core group across neighbourhoods with Keith Stone taking lead responsibility. Draft presented to SMF Oct 2007 for final comment.	<ul style="list-style-type: none">• Strategy will be presented to DMT before the end of the year for final approval.

Path to excellence		
Priorities for 2007/8	Progress update	Outstanding issues
Assessment		
The immediate priorities are to implement action plans to sustain our 4* rating for environment service, move from 2* to 3* in cultural services and progress key areas to support the forthcoming Corporate Assessment	See update on Strategic objective No 4 (Improve performance) pages 15-17	
We have achieved virtually all the year 1 targets for the Local Area Agreement and will now focus on year 2 targets	<ul style="list-style-type: none"> As at end Nov 07 and for measures where quarterly updates are available; Qtr 2 scorecard for Safer and stronger communities indicates that of the 53 measures in this pillar one measure is red and 3 measures are amber; <p>Red</p> <ul style="list-style-type: none"> Business related crimes. <p>Amber</p> <ul style="list-style-type: none"> Total BSC comparator crime Number of arson fires in buildings (not dwellings) Repeat domestic violence 	<ul style="list-style-type: none"> Performance action plans are in place for red measures. The process of negotiating the new LAA has commenced with an event hosted by WBSP (20/11/07) involving a wide range of partners; from which a draft long list has resulted for further consideration.
Customer experience		
We will develop and publish service standards for all directorate services using the new	<ul style="list-style-type: none"> 80+ Service Specific Standards across the Council were published on the Intranet and/or Internet on 	<ul style="list-style-type: none"> An update (with revised Customer care Values) will take place in January 2008.

national customer service standards (NeSDS) as a basis	<p>October 1st.</p> <ul style="list-style-type: none"> • NeSDS Improvement Plans are being developed across a wide range of services. These will be the basis of step-by-step improvements across the Council. 	<ul style="list-style-type: none"> • A number of other services are yet to complete their NeSDS assessment.
We will consult with service users as part of our plans for equality impact assessments	<ul style="list-style-type: none"> • Progress against the programme of Equality Impact Assessments (EIAs) is monitored at Equality Board meetings, which also showcase lessons learned in completed EIAs. • Services are also extending the range of baseline monitoring of service take-up and satisfaction carried out. 	<ul style="list-style-type: none"> • Guidance is awaited from the Equality and Diversity Team and Core Consultation group to assist service in implementing monitoring of the new equality strands of sexual orientation, religion./ belief and age.
Customer service training is a priority and we will roll out ICS or NVQ level training to customer facing staff	<ul style="list-style-type: none"> • Draft programme has been designed and presented to SLT. • Agreed that this need to be prioritised in HRD (OD) training and development programme. 	<ul style="list-style-type: none"> • Decision still awaited on continued membership ICS.
<ul style="list-style-type: none"> • Performance management 		
Because of the diverse nature of the directorate we need to adapt the corporate performance management framework to suit some of our outplaced staff. This needs to be implemented and embedded early in the year to	<ul style="list-style-type: none"> • Considerable effort has gone into ensuring IPM delivery. Core team set up of relevant managers where IPM roll out is seen as an issue. Streetpride (MH et al), cleaning/caretaking and school crossing patrol (BG), leisure 	<ul style="list-style-type: none"> • Await results of the qualitative research on effectiveness of the approach used and this will be rolled out over the next few weeks. Results in the New Year.

<p>ensure that fit-for-purpose performance management arrangements are in place for all directorate employees.</p>	<p>centres (PJ), catering (KW).</p> <ul style="list-style-type: none"> • In association with Corporate Performance Mgt issues were scoped and IPM roll out on a one to one basis furthered as far as practicable. • In areas of hard to reach staff; notably cleaning, caretaking, school crossing and catering services IPMs have been rolled out on a one to one basis as far as immediately possible. Additional group IPM processes have been trialled including new group IPM forms, an annual meeting for school crossing patrol which served as a group IPM and a IPM newsletter approach. • This activity has led to a significant improvement of IPM roll out (to 90%). 	<ul style="list-style-type: none"> • To test out effectiveness of this 100 Nhoods staff are being targeted through qualitative research.
<p>We will also embark on development work to promote a stronger performance culture in individual teams.</p>	<ul style="list-style-type: none"> • 'Creating performance culture' paper has helped trigger a debate earlier this year through SMF. • Currently Oct/Nov discussions with a wide range of staff groups are taking place. 	<ul style="list-style-type: none"> • Feedback from current discussions will be presented to SMF on Nov 30th and an improvement action plan produced subsequently.

Communication and consultation		
We have agreed a plan to strengthen all directorate communications which will be implemented during the year	<ul style="list-style-type: none"> • NS internal Workforce Plan completed and communicated. • First 6 monthly review has taken place, additional communication methods being used to get to hard to reach groups 	<ul style="list-style-type: none"> • Further review at end of year following feedback from staff survey on communications
An equivalent plan is being prepared on external engagement where the priorities will be co-ordination, learning from good practice and use of consultation learning to aid forward planning	See also Strategic objective No 6 (Promote learning) see page 26	<ul style="list-style-type: none"> • Strategy will be presented to DMT before the end of the year for final approval. • The directorate learning and development plan is also a key document for demonstrating commitment to equality, in setting out across the directorate the essential training to be completed at all levels in service areas.
We will monitor the impact of our communications and consultations on different equalities groups in the community	<ul style="list-style-type: none"> • Neighbourhood Services has a programme of Equality Impact Assessments (EAs) specified through our Equality Action Plan (EAP), and this provides a systematic process for carrying out consultation and equality monitoring around service delivery in the specified areas. • The Equality Board has directed that services should also carry out 	

	<p>baseline monitoring of take-up and service satisfaction across customer facing services to enable routine analysis of any equality implications, and to provide evidence for any Equality Impact Assessments planned for the future.</p> <ul style="list-style-type: none"> • Progress against actions in the EAP and delivery of EIAs is monitored by the Equality Board • In addition, service areas carry out planned consultation as set out within the "consultation intention" section of their respective service plans. This work is coordinated across the council and considered by the corporate consultation group to determine any areas where joint consultations might be more effective. • Walsall View finder goes live November 07 and this will include Nhoods annual consultation intentions, live consultation, reports of survey and resulting 	<ul style="list-style-type: none"> • Nhoods annual intentions needs to be mapped into Walsall Viewfinder; including reports of survey and action plans for past consultation. Requires input from across directorate – to be completed by end Dec 07. • The new national indicator set will
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	<p>actions. This should take account of equalities issues. Guidance on which will be explicit in the consultation toolkit.</p> <ul style="list-style-type: none"> • Use of SMT has been promoted also across nhoods and this is ideal for measuring service delivery standards (recently published) and included equalities monitoring. 	<p>require all measures to include equalities monitoring (where practicable).</p> <ul style="list-style-type: none"> • This includes a new set of perception measures which will be collected via the New Place Survey – to commence Autumn 2008.
Quality services		
<p>All our sports and leisure facilities have now achieved the prestigious Chartermark accreditation. We will now develop a programme to roll this out to other services in the directorate with a view that all services are accredited within 3 years.</p>	<ul style="list-style-type: none"> • Sport & Leisure Management have already been awarded Quest • Sport & Leisure Development have just (October) been awarded Quest (81%) 	<ul style="list-style-type: none"> • Charter mark programme still to be developed
<p>Most parts of the directorate have had Investors in People (IiP) accreditation in the past and we will renew this, aiming to have the whole directorate accredited during 2007/8 years.</p>		<ul style="list-style-type: none"> • Review of current IIP coverage needed to identify current gaps.
<p>Many of the our services have separate accreditation schemes and these will be supported</p>	<ul style="list-style-type: none"> • Sport & Leisure Management and Sport & Leisure Development both use Quest, the leisure industry standard. Leisure & Culture are 	<ul style="list-style-type: none"> • On-going

	<p>currently working through a "Towards an Excellent Service" self assessment.</p> <ul style="list-style-type: none"> • Palfrey Park achieved 'Green Flag' 	
Local working		
<p>Excellence in our service means being closer to the customer. We will continue our emphasis on neighbourhood working by engaging with LNPs, ensuring services are responsive to LNPs and using local information and intelligence</p>	<ul style="list-style-type: none"> • The LNP neighbourhood agreements reflect the priorities of local communities and the current response from services. Intelligence from the best value survey, local road shows and networking events has produced a set of local priorities. 	<ul style="list-style-type: none"> • Role of neighbourhood teams to be further developed.
Equality		
<p>The directorate has made excellent progress in equalities and is operating at level 3 of the Equalities Standard. There is now an ambitious programme of equality impact assessments (EIAs) for completion during 2007/8. The priority for the directorate's equality board, as set out in our directorate equality plan, is to ensure we meet the new requirements for level 3 (with the additional equality categories)</p>	<ul style="list-style-type: none"> • The level of commitment is being maintained to progress activities set out in the Equality Action Plan (EAP) in most service areas across the directorate. However, extra consideration is needed across all service areas to address the recent changes introduced around the various equality schemes for all six equality aspects, i.e. beyond the delivery of the programme of EIAs, and completion of self assessment questions. 	<ul style="list-style-type: none"> • More support is needed for the Safer Walsall Borough Partnership to improve the range of evidence collected and attendance at Board meetings • All services need to embed consideration of equality implications in all decision making, and when carrying out policy and strategy reviews

<p>and that these processes are embedded. We need to ensure these assessments are improving services.</p>	<ul style="list-style-type: none">• More work will be needed to select the best evidence for populating the proposed <u>ES@t</u> method for electronically filing equality evidence, and to address any gaps in evidence identified.	
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Workforce priorities		
Priorities for 2007/8	Progress update	Outstanding issues
Tackle under representation in the workforce	<ul style="list-style-type: none"> Staffing profiles have been shared with all service areas. A Senior Mgrs Forum session on workforce planning/equalities communicated the areas of concern for the directorate with focus on specific service areas 	<ul style="list-style-type: none"> Workshops are being organised with services following the WP session at the SMF to look at actions
Reducing sickness absence.	<ul style="list-style-type: none"> As already mentioned 	
Address recruitment and retention issues (reviewing pay, rewards and jobs).	<ul style="list-style-type: none"> This was completed for Engineering and Transportation Covered in workforce planning session 	<ul style="list-style-type: none"> Workshops on WP will address the RR issue for specific services
Transform to become a more customer led and learning based organisation. By doing this.....		
<ul style="list-style-type: none"> Training and development of staff, particularly customer facing staff. 	<ul style="list-style-type: none"> ICE budget paper submitted to SLT on October 18th ~ decision awaited before Customer Care training programme can be implemented. 	<ul style="list-style-type: none"> Decision on funding
<ul style="list-style-type: none"> Providing induction and core skills learning for all services 	<ul style="list-style-type: none"> Directorate learning strategy and action plan produced identifying core skills for managers and aspiring managers, and essential 	<ul style="list-style-type: none"> Baselining of current position around key and core skills to be undertaken.

	<p>training for all staff.</p> <ul style="list-style-type: none"> • Induction has been designed and regular sessions are being run • Core learning plan has been agreed with DMT 	<ul style="list-style-type: none"> • To implement and look at resources and monitoring of the core learning plan
<ul style="list-style-type: none"> • Having a relevant learning and development plan which has real meaning and can be applied on a practical level 	<ul style="list-style-type: none"> • As above JB leading • Visioning session done on this at SMF 	
<ul style="list-style-type: none"> • Focussing on organisation change through workforce re-modelling in areas such as Highways Maintenance where we are seeking partnering opportunities. We will look at how jobs will change and resource will be reconfigured 	<ul style="list-style-type: none"> • The project is behind schedule and scope is still being agreed, though consultation has commenced 	<ul style="list-style-type: none"> • Re-modelling will commence when the scope and partner have been agreed.
<ul style="list-style-type: none"> • Reviewing use of the people resource including managing of agency staff 	<ul style="list-style-type: none"> • Regular agency staff report circulated to DMT/JNCC 	<ul style="list-style-type: none"> • Reduction in agency staff and LT interims
<ul style="list-style-type: none"> • Charter marks and IIP accreditation- developing action plans for services to achieve this 	<p>Cross ref path 2 excellence (Quality services) See Page 32</p>	

<ul style="list-style-type: none"> • Ensure managers are competent and good leaders across the directorate. 	<p>Cross ref core competences – Strategic objective No 6 (Promote learning) Page 26</p> <ul style="list-style-type: none"> • Core learning identifies core competency areas for managers/good leaders • Strengthening line management group set up (led by Ben Percival). Feedback on first phase discussions will be presented to Neighbourhoods Conference on 23/11/07. 	<ul style="list-style-type: none"> • The working group will develop this further
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Learning & Development

We will use a variety of methods and approaches to develop and sustain a learning community in this Directorate. Our aim is to create a place in which learning is as ordinary and everyday as going to the shops or taking the bus to work. It recognises the importance of what people already know and builds on it in ways that develop new insights, understanding and skills. Learning is something that we celebrate and share with others. Our learning community celebrates the various and often hidden knowledge of our staff and finds imaginative and creative ways to harness it for the common good of the Directorate and the Council.

Priorities for 2007/8	Progress update	Outstanding issues
Our priority areas for training and development in 2007/08 are:		
Dealing with and managing change at different levels	<ul style="list-style-type: none"> • Change management best practice for restructures communicated 	<ul style="list-style-type: none"> • General change management skills/tools being developed by HRD
Training for frontline staff to continue improving the customer experience	<ul style="list-style-type: none"> • ICE budget paper submitted to SLT on October 18th ~ decision awaited before Customer Care training programme can be implemented. 	<ul style="list-style-type: none"> • Decision on funding
Implementing core and mandatory training plans for all managers	<ul style="list-style-type: none"> • As mentioned above- core learning agreed 	<ul style="list-style-type: none"> • Core training to link into the corporate license to manage
Introducing shadowing and mentoring schemes across different service areas	<ul style="list-style-type: none"> • Addressed in workforce planning session and learning charter 	<ul style="list-style-type: none"> • To be reviewed as actions in Workforce planning
Improving our understanding of employment issues as well as training to support industrial relations	<ul style="list-style-type: none"> • Sickness training for all managers • Dismissing officer training for all heads of service and above • Encouraging/rotating attendance 	<ul style="list-style-type: none"> • Grievance/disciplinary training to be undertaken before March 08

	at NS JNCC/ERF/Local JNCC's	
Introducing a whole systems approach to individual performance management	Cross reference IPM update (see page28/29)	
Enabling continued professional development	<ul style="list-style-type: none"> Covered as part of the workforce planning sessions 	<ul style="list-style-type: none"> Reviewing in WP action plans
Valuing partnership working and working with others	<ul style="list-style-type: none"> Learning Plan 	<ul style="list-style-type: none"> Resources to be identified
Communication and marketing skills	<ul style="list-style-type: none"> Learning plan 	<ul style="list-style-type: none"> Resources to be identified
Strengthening knowledge and understanding of equalities	<ul style="list-style-type: none"> Equality is included as an agenda item on routine service management team meetings and regular updates on progress are presented to the Neighbourhood services managers Forum and the Directorate Management team 	<ul style="list-style-type: none"> Representation at Equality Board meetings is patchy in some service areas, which limits the channels of communication of key issues.
<ul style="list-style-type: none"> We will develop specific programmes and responses through the following mediums supported by Human Resources and Development: 		
Creating a Charter or Bill of Rights. A Learners' Charter to provide evidence of our commitment to consultation and good practice	<ul style="list-style-type: none"> A learners charter has been produced as part of the Directorate Learning Strategy, launched earlier in the year and published on the web. 	<ul style="list-style-type: none"> Copies of learning charter to be included in the Directorate induction packs
Listening Campaigns. To find out what people feel strongly about, in the belief that they are more likely	<ul style="list-style-type: none"> JB covered in Learning Strategy 	

<p>to take action or get involved in things that concern them</p>		
<p>Surveys and Questionnaires. Asking staff about what they need and want to learn to raise awareness about existing opportunities and to identify and respond to their needs.</p>	<ul style="list-style-type: none"> • This original training needs analysis workshop was undertaken at the SMF 	<ul style="list-style-type: none"> • Still to look at resources to meet needs
<p>Learners' Forums. A way to involve learners, learning champions or learning reps in regular discussions about their experiences. They will also be used to generate ideas and to produce recommendations about future provision.</p>	<ul style="list-style-type: none"> • Part of the Learning strategy • First learners forum held with union learning reps discussing needs around basic skills and how they can be addressed. Pilot approach to be run in January 2008. Learning reps agreed 	<ul style="list-style-type: none"> • Generation of additional learners forum with targeted staff groups identified as having specific needs. • Launch of the learning strategy and wider communication
<p>Participatory Action Research (PAR). Enabling people to participate who would normally be the subjects of traditional research methods. It will involve three interconnected activities: research, education and collective action. The focus will be on the process (how you do it) as well as the outcomes (what happens as a</p>	<ul style="list-style-type: none"> • To be developed as the next phase of work for the learning project team. • Will be covered in learning strategy 	

result).		
Focus Groups Focus groups (of 8-10 people) or smaller buzz sessions (maximum 6 participants) to help to sound out learners' views about courses, the learning environment and the support services.	<ul style="list-style-type: none"> • Will be covered in learning strategy 	
Creative Outreach. To complement and build on the skills and knowledge developed through PAR. Community arts will be utilised for this element.	<ul style="list-style-type: none"> • Covered in learning strategy 	

Our community update

For the 2007/8 service planning year, in total there are 136 consultation intentions across neighbourhoods. Details as follows:

Service area	No. of planned Consultation Intentions
Creative development team	4
Customer contact	2
Engineering & Transportation	24
Leisure & Culture	4
Libraries & heritage	12
Neighbourhood Partnerships & Programmes	14
New Art Gallery	14
Property services	19
Public Protection	28
StreetPride	15
Total	136

A detailed record of all intentions has been included in the directorate consultation and engagement plan. These intentions are varied in nature, ranging from written feedback, email surveys, focus groups, 'Tell Us' forms to larger scale surveys. Collectively NS will engage with a variety of stakeholders; service users and non-users, businesses, partner agencies, colleagues, members and trade unions.

By the end of December 2007 all the intentions will be input into the new corporate consultation database called 'Walsall Viewfinder'. This will include the status of all intentions, open/closed etc and once closed will include the results as well as being a key vehicle for communicating what changes as a result.