



**Quarterly Corporate Performance Management Report
Summary for
Select Committee on Children's Services
Quarter 3 (October to December 2009)**

Quarterly Corporate Performance Management Report

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Section 1

Introduction

This Summary is taken from the third Quarterly Corporate Performance Management Report of 2009/10 highlighting performance for the period October to December 2009.

Following consideration by Corporate Board, the Cabinet Performance Management Sub-Group and Cabinet, the full report is made available to the public via the internet.

The main body of the report focuses on the six key themes contained in the Council Plan and progress against the key performance indicators and activities used to determine our delivery of Council priorities is included in **Section 3**. Following the recent revision of the Risk Management Guidance, risk monitoring aligned to Council Plan priorities, will be on an exception basis only. Council Plan risks will be included only when they show a 'major' risk rating.

A performance summary, incorporating the key service achievements and issues affecting Dudley MBC during quarter 3, is included in **Section 2**.

Section 4 provides latest performance information on the LPSA 2 stretch targets attracting reward grant.

Section 5 gives a progress report on the Council's partnership working.

Section 6 provides an overview of current Major Net Risks across the Authority.

To view copies of all Quarterly Corporate Performance Management Reports please use the link below:

<http://www.dudley.gov.uk/council--democracy/performance-matters-in-dudley/performance-reporting>

Section 2

Performance Summary

Quarter 3 2009/10

This section summarises the performance information and key achievements and issues affecting children's services in Dudley that are addressed in detail in the main body of the report.

Dudley MBC was judged the best performing local authority in the West Midlands in the organisational assessments published in December 2009. Across scored categories of the organisational assessment, the Council performed 'well' in four and 'adequately' in the remaining one. The organisational assessment, along with those of partner agencies, contributes to the Comprehensive Area Assessment (CAA) which judges services delivered to people across the Borough.

The CAA gave a positive assessment of services received by people in Dudley and there were no areas for concern. We have been advised by the Audit Commission that focus for the CAA in 2010-11 will be on the contribution of partners in the areas of jobs, skills and regeneration, health inequalities and the public perception of services. Work has already started to consider our response.

Further performance highlights this quarter include the confirmed results showing a four year trend in improvement in the percentage of our pupils gaining 5 A*-C at GCSE (including English and maths), comparing well with the national average. Mainstream schools have collectively recorded their highest ever result at 49.7%.

There follows a brief summary of performance for each Council Plan theme, including significant achievements and challenges and updates on the Major Projects programme. The detail behind these headlines is included in Section 3 of the report.

Caring Matters

Performance Review – Quarter 3

Achievements:

- Progress in the Healthy Schools agenda continues with 44 schools having achieved accreditation in a local theme and a further 19 currently engaged in local accreditation.

22 schools are completing the Annual Review tool for the National Healthy Schools Status Enhancement Model.

(See page 10).

Challenges:

- Tackling the issue of teenage pregnancy continues to challenge partner agencies in the Borough.

A targeted approach is now fully underway with the development of the DEPAR tool and the identification of champions within Children's Specialist Services. An early intervention approach will now be taken through universal and targeted services across the Borough.

The 13-19 youth partnership has made teenage pregnancy a priority and through this a universal tool has been developed to target "at risk" young people. Local data is continually informing the work developed.

(See pages 10 and 11).

Learning Matters

Performance Review – Quarter 3

Achievements:

- Confirmed results show a four year trend in improvement in the percentage of our pupils gaining 5 A*-C at GCSE (including English and maths).

In 2006 our result was 43.0% and in 2009 this has risen by 5.8% to 48.8% for all mainstream and special schools. This compares with the national average of 50.4%.

Mainstream schools have collectively recorded their highest ever result at 49.7%.

(See page 18).

Progress on the Major Projects:

Building Schools for the Future & Children's Centres

No update available this quarter.

Safety Matters

Performance Review – Quarter 3

Achievements:

- The Safe & Sound initiative “Operation Staysafe” has shown to be an effective tool in reducing anti-social behaviour and in addressing the reassurance and trust and confidence agenda in Dudley. Staysafe has been implemented in Dudley since 3rd July 2009, and uses the 1989 Children Act to remove young people judged by agreed criteria to be vulnerable to a designated place of safety. Within Dudley the criteria include being in possession of, or having consumed, alcohol, being judged to be too young to be out on the streets at night, being involved in anti-social behaviour but not necessarily committing a criminal offence and being out in the company of known adult offenders.

The scheme has been piloted across the North Dudley township area. Young people are brought to the safe centre and assessments are made by Children’s Services’ staff. The emphasis is on the parents having to travel to collect their child and meet the specialist workers at the centre.

The overall consensus amongst police officers on Dudley North sector is that it has been a positive experience and that it had a massive impact on the key anti-social behaviour hotspot areas on Friday nights. Anti-social behaviour involving young people on Friday nights has reduced in the key hotspots by up to 90%. Options are now being explored for implementing Staysafe across different parts of the Borough during 2010-2011.

Section 3




Reporting on Council Action Plan Priorities for 2009-10

The 2009 review of the Council Action Plan 2010 sets out the Authority's priorities for 2009-10. It outlines how we are planning to meet the aspirations of the Community Strategy and the challenges of the Next Generation Local Area Agreement.

This section provides a detailed review of the progress of the key performance indicators and activities contained within the Council Action Plan, plus an assessment of the risks to the delivery of the Council's priorities where the net rating is 'major'.




Traffic light status indicators are used to denote performance as follows:

In terms of the **key activities** they represent the following progress:

-  Good (ahead of schedule)
-  Fair (on schedule)
-  Poor (behind schedule)

NB: The Directorate of Children's Services provide narrative only and do not apply a performance alert.

For **key performance indicators** they represent performance as:




-  Better than target limits
-  Within target limits
-  Worse than target limits

NB: A zero tolerance has been set for the target limits of key performance indicators with a stretch target.

Comments are included for key performance indicators where performance is below target limits or where additional intelligence is available.

Comparator data against all England councils and Metropolitan councils is included where available. The figures were taken from Oneplace, the website launched to provide information to the public on the Comprehensive Area Assessments published in December 2009.

Direction of travel arrows compare performance for the latest year with the previous year:

-  Improving
-  No change
-  Deteriorating

Dudley is also **ranked** against all England and Metropolitan councils. The rank calculation uses the Microsoft excel method of working out percentiles. It orders the data from highest to lowest value and assigns a percentage to each value.

The **average** figures are also shown for all England and Metropolitan councils for information. This represents the mean unless otherwise stated. The calculation is arrived at by adding up all areas' values for the performance indicator and dividing by the number of values available. Where an area does not have data in the range (that is; if the value is missing or not available) it is not used as part of this calculation.

For further information visit the Oneplace website at:

<http://oneplace.direct.gov.uk/infobyarea/region/area/Pages/areaoverview.aspx?region=55&area=340>

Use the link below to view the Council Action Plan 2010 and the 2009 review:

<http://www.dudley.gov.uk/council--democracy/plans-policies--strategies/councilplan>

Caring Matters Priority CM1 – To improve people’s health, well-being and quality of life


Outcome 3 Children and young people be healthy

Key Activities							
Direct.	Ref.	Description	Status @ Q1	Status @ Q2	Status @ Q3	Update	Lead Officer
DCS	C1.3a	Work in partnership with key agencies to develop and implement an obesity prevention programme incorporating Change 4 Life and Healthy Towns with children, parents/carer and communities in a range of settings	-	-	-	<ul style="list-style-type: none"> Partnership work to promote healthy lifestyles amongst young people recognised as good within Comprehensive Area Assessment and Strategic Review Meeting with Government Office. Main partnership activities and projects continue to progress in satisfactory manner. Performance indicator is on target. Best practice guidelines completed and out for consultation. Action plan in place for implementation from January 2010. Pilot programme now being implemented. 	Ian McGuff PCT
DCS	C1.3b	All schools and Pupil Referral Units (PRU) to maintain/ enhance their Healthy School Status, with 50 achieving an additional locally accredited theme	-	-	-	<ul style="list-style-type: none"> 44 schools have achieved accreditation in a local theme; a further 19 are currently engaged in local accreditation. 22 schools completing the Annual Review tool for the National Healthy Schools Status Enhancement Model. 	Julia Simmons
DCS	C1.3c	Reduce rates of teenage conception	-	-	-	<ul style="list-style-type: none"> A targeted approach is now fully underway with the development of the DEPAR tool and the identification of champions within Children's Specialist Services. An early intervention approach will now be taken through universal and targeted services across the Borough. The 13-19 youth partnership has made teenage pregnancy a priority and through this a universal tool has been developed to target "at risk" young people. Local data is continually informing the work developed. 	Rachel Allen Ellen Phillips PCT


Key Performance Indicators – quarterly reported

Direct.	Ref.	Definition	09/10 Target	Q1 YTD Actual	Q1 YTD Status	Q2 YTD Actual	Q2 YTD Status	Q3 YTD Target	Q3 YTD Actual	Q3 YTD Status	All England Average	Met Councils Average	Direction of Travel
DCS	DCS Local PI	Number of schools achieving accreditation in a local theme	50	27	★	32	★	-	44	★	n/a – local PI		

Key Performance Indicators – annually reported

Direct.	Ref.	Definition	09/10 Target	Latest Actual Sept '09	Latest Comment	All England Average 2007/08	Met Councils Average 2007/08	Direction of Travel
DCS/ PCT	NI 56i NGLAA	% of children in year 6 with height and weight recorded who are obese	22.9%	20.8%	<ul style="list-style-type: none"> Data collected in September 2009. Height and weight recorded for 3363 Year 6 children, 699 of these recorded as obese. 	18.88%	19.46%	
						Average	Average	

Direct.	Ref.	Definition	09/10 Target	Latest Actual Dec '09	Latest Comment	All England Average	Met Councils Average	Direction of Travel
DCS	DCS Local PI	Number of schools and PRUs engaged with the enhancement of National Healthy School Status	18	35	<ul style="list-style-type: none"> 35 schools enlisted on initial training – due to start March 2010. 	n/a – local PI		

Direct.	Ref.	Definition	09/10 Target	Latest Actual Dec '07	Latest Comment	All England Average 2007	Met Councils Average 2007	Direction of Travel
DCS	NI 112	% change in the rate of under-18 conceptions per 1000 girls aged 15-17 years resident in the area for the current calendar year, (as compared with the 1998 baseline rate of 54.7 per 1000 girls aged 15-17)	See comment	-9.5%	<ul style="list-style-type: none"> The national target by 2010 is a rate of 27.3 per 1000 female population aged 15-17 and would require a rate change of -50% from the 1998 rate. 	-9.41%	-7.43%	
						Average	Average	

Outcome 4 Quality service management

Key Activities							
Direct.	Ref.	Description	Status @ Q1	Status @ Q2	Status @ Q3	Update	Lead Officer
DCS	C1.4a	Work with partners in the Children's Trust to improve the effectiveness of our early intervention and prevention of underperformance, harm and neglect	-	-	-	<ul style="list-style-type: none"> Overall progress in this respect continues to be satisfactory with some good features. Parenting strategy, development of extended services, implementation of CAF, and work in the area of community cohesion are all gaining ground. However continuing high rate of referrals to children's social care indicates that much more remains to be done. 	Ian McGuff

Key Performance Indicators – quarterly reported													
Direct.	Ref.	Definition	09/10 Target	Q1 YTD Actual	Q1 YTD Status	Q2 YTD Actual	Q2 YTD Status	Q3 YTD Target	Q3 YTD Actual	Q3 YTD Status	All England Average	Met Councils Average	Direction of Travel
DCS	DCS Local PI	Number of children and young people supported through the use of Common Assessment Framework (CAF)	400	81	●	175	●	-	283	●	n/a – local PI		

Environment Matters Priority EM2 – Reducing our impact on the environment

Outcome 2 Reduced impact on climate change

Key Activities							
Direct.	Ref.	Description	Status @ Q1	Status @ Q2	Status @ Q3	Update	Lead Officer
DUE	E2.2b	Encourage parents to use more sustainable modes of transport for home to school journeys	●	●	●	<ul style="list-style-type: none"> School Travel Action plans - 37 schools are now signed up to School TravelWise website. Cycle and pedestrian training schemes to provide skills to encourage active travel to school. Safer routes schemes to make the infrastructure more conducive to walking and cycling. Campaigns like Walk to School and Bike Week to focus on active travel modes. 	Peter Vangeersdaele

Key Performance Indicators – annually reported								
Direct.	Ref.	Definition	09/10 Target	Latest Actual 2008/09	Latest Comment	All England Average 2008/09	Met Councils Average 2008/09	Direction of Travel
DCS	NI 198 NGLAA	% of children usually travelling to school by car (including vans and taxis)	34%	35%	<ul style="list-style-type: none"> 102 schools (89% of DCSF listed schools) now have approved Travel Plans and have received their School Travel Grant. This brings the total monies received in grants from the DCSF by Dudley to £646,487 since 2004. The School Travel Adviser works with partners from Health Promoting Schools/PCT/Connexions/DCSF/DfT/GO/Eco Schools to encourage more active travel to school and with CENTRO to encourage and support the use of public transport. 			Not calculated

Learning Matters Priority LM1 – Safeguarding children and young people




Outcome 1 Improved outcomes for children and young people with learning difficulties and disabilities

Key Activities							
Direct.	Ref.	Description	Status @ Q1	Status @ Q2	Status @ Q3	Update	Lead Officer
DCS	L1.1b	Increase range of effective provision for children and young people with disabilities and additional needs	-	-	-	<ul style="list-style-type: none"> The work is underway to develop the service level agreements for new specialist provision. Revenue from the play pathfinder is committed with capital programme being developed. Further work with PCT on joint commissioning arrangements. 	Su Roxburgh Joanne Tasker

Key Performance Indicators – annually reported								
Direct.	Ref.	Definition	09/10 Target	Latest Actual	Latest Comment	All England Average	Met Councils Average	Direction of Travel
DCS	NI 54	% of survey respondents who indicated an acceptable level of services for disabled children (DCSF survey of parents of disabled children)	-	-	<ul style="list-style-type: none"> Provisional results of survey published. Dudley appears mid-table. 		Not calculated	

Outcome 2 Quality service management

Key Activities							
Direct.	Ref.	Description	Status @ Q1	Status @ Q2	Status @ Q3	Update	Lead Officer
DCS	L1.2a	Implement effective strategies to promote equality and diversity	-	-	-	<ul style="list-style-type: none"> Action planning and reporting activities are generally in place. Directorate actively involved in strategies to promote community cohesion. There is evidence of positive impact on outcomes for some groups but more consistent progress across wider range of groups is required and this was identified as an important area for development within the Comprehensive Area Assessment. 	Ian McGuff



Key Performance Indicators – annually reported								
Direct.	Ref.	Definition	09/10 Target	Latest Actual 2008/09	Latest Comment	All England Average 2007/08	Met Councils Average 2007/08	Direction of Travel
DCS	NI 102i	% point gap between pupils eligible for free school meals and their peers achieving the expected level at Key Stage 2	-	All pupils – 23% Boys – 23% Girls – 22%	<ul style="list-style-type: none"> KS2 gap wider for all pupils in 2009 compared with 2008, but gap for boys has narrowed. Schools and LA School Improvement Teams are all implementing strategies to close these gaps. 	23.03%	21.94%	
						In worst 25%	In worst 20%	
DCS	NI 102ii	% point gap between pupils eligible for free school meals and their peers achieving the expected level at Key Stage 4	-	All pupils – 28% Boys – 33% Girls – 23%	<ul style="list-style-type: none"> KS4 gap narrowed in 2009 compared with 2008 for both boys and girls. 	27.63%	28.34%	
						Average	Average	
DCS	NI 105	% point gap between pupils identified as having special educational needs and their peers achieving 5 A*-C GCSE grades or equivalent including English and Maths	-	All pupils – 42% Boys – 43% Girls – 42%	<ul style="list-style-type: none"> This is provisional data provided by the DCSF. The gap appears to have narrowed slightly from 2008 but is wider than 2006. 	44.87%	43.54%	
						Average	Average	

Key Performance Indicators – annually reported								
Direct.	Ref.	Definition	09/10 Target	Latest Actual 2008/09	Latest Comment	All England Average 2007/08	Met Councils Average 2007/08	Direction of Travel
DCS	NI 108	% point gap between pupils in low attaining minority ethnic groups and their peers achieving the expected level at Key Stage 4	-	Pakistani – 40.7% White & Black Caribbean – 39.7% White & Asian – 45.2% Any Other Mixed Background – 46.7%	<ul style="list-style-type: none"> There was a gradual improvement in performance at GCSE up to 2008, but results in 2009 were disappointing, with less than 30% of Black Caribbean pupils obtaining 5 A*-C at GCSE including English and mathematics. (29.3%). Yemeni children are the weakest group with the gap widening in KS3. However, improvement is evidenced in KS4. It is the academic language that they are lacking. Though the performance for Pakistani pupils is below the Dudley average the gap between Pakistani pupils and Dudley average is closing. 			Not calculated

Learning Matters Priority LM2 – Children and young people enjoy and achieve

Outcome 1 Achieve stretching national educational standards at primary schools


Key Activities							
Direct.	Ref.	Description	Status @ Q1	Status @ Q2	Status @ Q3	Update	Lead Officer
DCS	L2.1a	Improve outcomes across the Foundation Stage	-	-	-	<ul style="list-style-type: none"> On target to improve outcomes across the Foundation Stage. 	Denise Jarrett
DCS	L2.1b	Increase the percentage of children achieving level 4 by the end of Key Stage 2 in both English and maths	-	-	-	<ul style="list-style-type: none"> Targets being set with primary schools for 2011 cohort by December 2009. 	Trish Brittain

Key Performance Indicators – annually reported								
Direct.	Ref.	Definition	09/10 Target	Latest Actual Sep '08 – Aug '09	Latest Comment	All England Average Sep '08 – Aug '09	Met Councils Average Sep '08 – Aug '09	Direction of Travel
DCS	NI 72	% of children assessed against the Early Years Foundation Stage Profile (FSP) achieving 78 points (with at least 6 in each of the scales in personal, social and emotional development and communication, language and literacy)	45%	43%	<ul style="list-style-type: none"> There has been a 5% increase from 38% in 2008 to 43% in 2009 against this target. The Personal, Social, Emotional Development (PSED) outcome at 6+ increased by 2.9% (64.5% in 2008 to 67.4% in 2009). Communication, Language & Literacy Development (CLLD) at 6+ scale points on FSP increased by 5.7% to 46.9% (from 41.2% in 2008), almost hitting the aspirational target of 47%. LA % gap between the median and the lowest achieving 20% improved by 3.9% from 39.5% in 2008 to 35.6% in 2009 exceeding the target of 36.6% by 1%. The 78 points across all areas ensure a broad and balanced curriculum. Dudley improved by 4.2% in this area. There has been a steady increase – 60.2% in 2007, 63.2% 2008 and 67.4% 2009 (1% is roughly 35 children). 	51.35%	50.5%	
						In worst 5%	In worst 5%	
DCS	NI 73	% of pupils achieving level 4 or above in both English and maths at Key Stage 2	79%	71%	<ul style="list-style-type: none"> School Improvement Partners participating in target setting this term in all primary schools, agreeing targets for 2011 and challenging schools about how they are supporting pupils to achieve current targets. 1:1 tuition available to all schools for any pupil in Key Stage 2 – high take-up except from 4 schools. Training for all primary schools offered in targeted areas of literacy and mathematics and for some clusters of schools with similar issues. 	71.85%	71.81%	
						Average	Average	

Outcome 2 Achieve stretching national educational standards at secondary schools

Key Activities							
Direct.	Ref.	Description	Status @ Q1	Status @ Q2	Status @ Q3	Update	Lead Officer
DCS	L2.2a	Improve the percentage of pupils achieving 5+ A*- C GCSEs including English & maths	-	-	-	<ul style="list-style-type: none"> On track to sustain improvements in five secondary schools. Dudley LA is working with the Black Country Challenge, where all 4 authorities provide support and training for teachers and specific programmes for the lowest performing pupils. Dudley schools are well engaged with these programmes. Two schools have received significant support from their School Improvement Partner, the Local Authority Secondary Strategy team and Black Country Challenge Advisers and Consultants. Summer 2009 results evidence sustained improvement in four of the five schools. One school recording a significant, and expected, improvement. Two schools remain below the 30% floor target for 5 A*-C including English and mathematics. However, one of these schools has improved by 8 percentage points on that achieved in 2008 while the other school has maintained 28%. Another school demonstrates that it can sustain the improvements made in 2007-08 while another has recorded its best result over the last four years, after a steady decline 2006 – 2008. 	Steve Lockwood
DCS	L2.2b	Increase the percentage of young people leaving care aged 16 or over with at least one GCSE at grade A*-G or a GNVQ	-	-	-	<ul style="list-style-type: none"> Performance is not improving quickly enough. 	Pat Finegan

Key Performance Indicators – annually reported								
Direct.	Ref.	Definition	09/10 Target	Latest Actual 08/09	Latest Comment	All England Average	Met Councils Average	Direction of Travel
DCS	NI 101	% of looked after children in care for at least one year who were in year 11 and achieved at least 5 A*-C GCSEs or equivalent including English and Maths	22.2%	7.7%	<ul style="list-style-type: none"> For academic year 08/09 - actual of 7.7% set against a target of 16.7% - 3 of 39 care leavers. 	Not calculated		

Key Performance Indicators – annually reported								
Direct.	Ref.	Definition	09/10 Target	Latest Actual 2008/09	Latest Comment	All England Average 2008/09	Met Councils Average 2008/09	Direction of Travel
DCS	NI 75	% of pupils achieving 5 or more A* to C grades at GCSE or equivalent including English and Maths at Key Stage 4	55.7%	48.8%	<ul style="list-style-type: none"> Summer 2009 saw another increase in the percentage of pupils gaining 5 A*-C including English and mathematics and there has been a four year trend in improvement. In 2006 43.0%; in 2009 this has risen by 5.8 percentage points to 48.8% for all mainstream and special schools. This compares with a national average of 50.4% in 2009. Mainstream schools have collectively recorded their highest ever percentage, 49.7%. These results are now confirmed. 	50.4%	46.87%	
						Average	In best third	
DCS	NI 84	% of pupils achieving 2 or more A*-C grades at GCSE or equivalent in Science	No target	48%	<ul style="list-style-type: none"> Confirmed results show that schools collectively improved by 2.3%. 	49.5%	47.63%	Not calculated
						Average	Average	




Outcome 3 Children and young people attend and enjoy school


Key Activities							
Direct.	Ref.	Description	Status @ Q1	Status @ Q2	Status @ Q3	Update	Lead Officer
DCS	L2.3a	Reduce rate of absence in primary schools	-	-	-	<ul style="list-style-type: none"> 5.76%, no new data available until the January 2010 Census. 	Keith Bates
DCS	L2.3b	Reduce rate of absence in secondary schools	-	-	-	<ul style="list-style-type: none"> Information from the DCSF statistical release (Oct 09) indicates that Dudley total absence across secondary schools is 7.49% only marginally above the national average of 7.28%. 	Keith Bates
DCS	L2.3c	Reduce rate of absence in special schools	-	-	-	<ul style="list-style-type: none"> 9.42% (half term 1 2009) returns from special schools. 	Keith Bates
L&P	L2.3d	To issue prosecutions for non-school attendance within 14 days of receipt of instruction	★	●	▲	<ul style="list-style-type: none"> 9 cases - below target. Significant increase in workload within the section. See performance indicator L&P LDS 129 below. 	Mohammed Farooq

Key Performance Indicators – quarterly reported

Direct.	Ref.	Definition	09/10 Target	Q1 YTD Actual	Q1 YTD Status	Q2 YTD Actual	Q2 YTD Status	Q3 YTD Target	Q3 YTD Actual	Q3 YTD Status	All England Average 2007/08	Met Councils Average 2007/08	Direction of Travel
L&P	L&P LDS 129	% of prosecutions for non-school attendance issued within 14 days of receipt of instruction	90%	100%	★	92%	●	90%	44%	▲ See comment below	n/a – local PI		
DCS	BV 045	% of half days missed due to TOTAL (that is authorised & unauthorised) absences in secondary schools maintained by the LEA	6.65%	7.3%	-	7.49%	▲	No new data available until January 2010 census.			n/a – local PI		
DCS	DCS Local PI	% of half days missed due to AUTHORISED absences in secondary schools maintained by the LEA	-	5.4%	-	5.50%	-	No new data available until January 2010 census.			n/a – local PI		
DCS	DCS Local PI	% of half days missed due to UNAUTHORISED absences in secondary schools maintained by the LEA	-	1.96%	-	1.99%	-	No new data available until January 2010 census.			n/a – local PI		
DCS	BV 046	% of half days missed due to TOTAL (that is authorised & unauthorised) absences in primary schools maintained by the LEA	5.53%	5.7%	-	5.76%	▲	No new data available until January 2010 census.			n/a – local PI		

Key Performance Indicators – quarterly reported

Direct.	Ref.	Definition	09/10 Target	Q1 YTD Actual	Q1 YTD Status	Q2 YTD Actual	Q2 YTD Status	Q3 YTD Target	Q3 YTD Actual	Q3 YTD Status	All England Average 2007/08	Met Councils Average 2007/08	Direction of Travel
DCS	DCS Local PI	% of half days missed due to AUTHORISED absences in primary schools maintained by the LEA	-	5.1%	-	5.11%	-	No new data available until January 2010 census.			n/a – local PI		
DCS	DCS Local PI	% of half days missed due to UNAUTHORISED absences in primary schools maintained by the LEA	-	0.6%	-	0.65%	-	No new data available until January 2010 census.			n/a – local PI		
DCS	NI 87	% of pupils persistently absent in secondary schools maintained by the LEA	5.9%	4.75%	-	6.3%	-	-	10.44% Sept – mid Oct 09/10	 See comment below	5.6% In worst third	6.33% Average	
DCS	DCS Local PI	Absence in special schools	9.42%	-	-	11.06%	-	9.42%	9.42%		n/a – local PI		

Direct.	Ref.	Definition	 Comment
L&P	L&P LDS 129	% of prosecutions for non-school attendance issued within 14 days of receipt of instruction	9 cases - below target. Significant increase in workload within the section.
DCS	NI 87	% of pupils persistently absent in secondary schools maintained by the LEA	Half-term 1, 2009-2010 Academic year, this is not unusual for this point in the year. The end of half-term 2 returns from schools will provide a better indication as to whether we are on track.

Learning Matters Priority LM3 – Achieve economic well-being

Outcome 1 Children and young people engage in further education, employment or training on leaving school

Key Activities							
Direct.	Ref.	Description	Status @ Q1	Status @ Q2	Status @ Q3	Update	Lead Officer
DCS	L3.1a	Reduce the proportion of 16-18 year olds not in education, employment or training	-	-	-	<ul style="list-style-type: none"> Activities have included supporting colleges with retention particularly with students on level 3 courses. Connexions have been busy working closely with schools identifying Year 11s who are at risk of becoming NEET next year. Personal Advisers have also been supporting Year 11s in making applications for college either on a one-to-one basis or in groups. The NEET Steering Group has also been actively supporting the NEET agenda. Kickstart Life doing well with both referrals and progression. Phase Trust feedback was really positive, approx 49 young people attended out of 75. Princes Trust in Halesowen had their first group start in November, again this was positive as 10 out of the 15 starts are aged 16 – 18 yrs and have all engaged except for 1 young person who is being supported intensively. 	Helen Ellis
DCS	L3.1b	Increase the proportion of looked after young people aged 19 who are engaged in education, employment or training	-	-	-	<ul style="list-style-type: none"> See performance indicator CYP 11.2a below. 	Helen Ellis Pat Finegan
DCS	L3.1c	Reduce the number of young people (16-19yrs) with learning difficulties or disabilities (LDD) who are not in education, employment or training	-	-	-	<ul style="list-style-type: none"> See performance indicator CYP 11.2b below. 	Helen Ellis
DCS	L3.1d	Increase the participation of young offenders in education, employment or training	-	-	-	<ul style="list-style-type: none"> 'Green Light' project developed and engaging post 16 NEETS. Evidence of success reflected in improved outturns. 	Helen Ellis Mike Galikowski

Key Performance Indicators – quarterly reported

Direct.	Ref.	Definition	09/10 Target	Q1 YTD Actual	Q1 YTD Status	Q2 YTD Actual	Q2 YTD Status	Q3 YTD Target	Q3 YTD Actual	Q3 YTD Status	All England Average 2008	Met Councils Average 2008	Direction of Travel
DCS	NI 117/ CVP 11.1 LPSA2	% 16-18 year olds who are not in education, employment or training (NEET)	4.3%	5.4%	▲	5.9%	▲	4.3%	5.4%	▲ See comment below	6.92%	8.76%	↗
											In best 25%	In best 5%	

Key Performance Indicators – quarterly reported

Direct.	Ref.	Definition	09/10 Target	Q1 YTD Actual	Q1 YTD Status	Q2 YTD Actual	Q2 YTD Status	Q3 YTD Target	Q3 YTD Actual	Q3 YTD Status	All England Average 2008	Met Councils Average 2008	Direction of Travel
DCS	CYP 11.2a LPSA2	Number of young people leaving care aged 16 who are in education, training or employment at 19	28 out of 35 (80%)	5	▲	5	▲	28 out of 35 (80%)	16 out of 26 (61.5%)	▲ See comment below	n/a – local PI		
DCS	DCS EYE 80/ CYP 11.2b LPSA2	Number of young people with learning difficulties or disabilities who are not in education, employment or training (NEET)	140	134	★	141	▲	140	128	★	n/a – local PI		
DCS	CYP 11.2c LPSA2	% young offenders in education, employment or training	87%	80.5%	▲	75%	▲	85.75%	84.6%	▲ See comment below	n/a – local PI		

Direct.	Ref.	Definition	▲ Comment
DCS	NI 117/ CVP 11.1 LPSA2	% 16-18 year olds who are not in education, employment or training (NEET)	Performance remains below our stretch target but has improved since quarter 2, returning to quarter 1 levels. The period for final measurement of this target is an average of the three months November, December 2009 and January 2010 so January's performance is critical. It is unlikely that we will reach the 60% threshold for reward (4.42%), however it is important that this target achieves a rate of at least 4.6% as this is a condition for target CYP 11.2b (see below). CYP11.1 reward is conditional on the borough percentage of young people whose destination is "not known" being less than 3.8% during the final counting period (i.e. Nov 09 – Jan 2010). This quarter this has not been achieved but it has improved from last quarter to 10.3%. See Key Activity L3.1a above for details of some of the initiatives in place.
DCS	CYP 11.2a LPSA2	Number of young people leaving care aged 16 who are in education, training or employment at 19	The cohort of this target increases through the year as young people reach age 19. There are currently only 16 young people in the cohort making the annual target of 28 in ETE impossible at this stage of the year. Current performance of 16 out of 26 young people equates to 61.5% which is significantly below 80% required to achieve 100% reward grant, however this is a significant improvement on the previous two quarters performance which averaged only 41%.
DCS	CYP 11.2c LPSA2	% young offenders in education, employment or training	Performance has improved this quarter and is only just below the 100% stretch target. 84.6% equates to 57.5 Young Offenders (YOs) out of 68 in education employment or training.

Safety Matters Priority SM2 – Anti-social behaviour and reassurance

Outcome 2 Children and young people stay safe

Key Activities							
Direct.	Ref.	Description	Status @ Q1	Status @ Q2	Status @ Q3	Update	Lead Officer
DCS	S2.2a	Secure effective implementation of Dudley Local Safeguarding Children Board principles and priorities	-	-	-	<p><i>Key Strategic Developments:</i></p> <ul style="list-style-type: none"> Secured (in principle) additional funding from PCT to enhance dedicated Quality Assurance support to the Board (6 months initially). Secured funding for Anti-Bullying Co-ordinator from Dudley Community Partnership to support development of policy, strategy and AB practice and to improve performance in relation to NI 69 and LAA Targets. <p><i>Key Operational Pressures:</i></p> <ul style="list-style-type: none"> Continued rise in referrals to social care (assessment) and numbers of children subject to a CP Plan and becoming looked after. Complexity of some cases particularly chronic neglect – appointed 2 additional agency social workers to help manage the demand. Appointed to Domestic Abuse Senior Practitioner post (DART). 	Graham Tilby
DCS	S2.2b	Ensure effective performance as a corporate parent	-	-	-	<ul style="list-style-type: none"> Children in Care Council continues under development. This is impeded by the lack of a dedicated LAC Participation post. Directorates identifying their specific contributions to LAC. Re-launching the Options Plus card for foster carers. Recent inspections of children's homes maintaining good performance. 	Roy Perrett
DCS	S2.2c	Reduce proportion of young people who report that they have been a victim of bullying in the TellUs Survey	-	-	-	<ul style="list-style-type: none"> See performance indicator NI 69 below. 	Ian McGuff

Key Performance Indicators – quarterly reported

Direct.	Ref.	Definition	09/10 Target	Q1 YTD Actual	Q1 YTD Status	Q2 YTD Actual	Q2 YTD Status	Q3 YTD Target	Q3 YTD Actual	Q3 YTD Status	All England Average 2008/09	Met Councils Average 2008/09	Direction of Travel
DCS	NI 59	% of initial assessments for children's social care carried out within 7 working days of referral	67%	65.2%		64.7%		67%	56.7%	 See comment below	72.79%	73.03%	
											In worst 25%	In worst 20%	

Key Performance Indicators – quarterly reported													
Direct.	Ref.	Definition	09/10 Target	Q1 YTD Actual	Q1 YTD Status	Q2 YTD Actual	Q2 YTD Status	Q3 YTD Target	Q3 YTD Actual	Q3 YTD Status	All England Average 2008/09	Met Councils Average 2008/09	Direction of Travel
DCS	NI 66	% of looked after children cases which should have been reviewed during the year ending 31 st March that were reviewed on time (within 28 days of placement, then within three months and six-monthly thereafter - subject to rescheduling if there are significant changes to the child's care plan)	90%	79.3%	▲	76.3%	▲	90%	79%	▲ See comment below	92.36%	91.68%	➡
											In worst 10%	In worst 10%	

Direct.	Ref.	Definition	▲ Comment
DCS	NI 59	% of initial assessments for children's social care carried out within 7 working days of referral	Trend seems to be levelling off, but continues at the rate of a 95% increase in referrals and a 58.2% increase in initial assessments compared to two years ago.
DCS	NI 66	% of looked after children cases which should have been reviewed during the year ending 31 st March that were reviewed on time (within 28 days of placement, then within three months and six-monthly thereafter - subject to rescheduling if there are significant changes to the child's care plan)	Small improvement made. Learning from the LACRIG has identified that whilst there are still areas where processes can be sharpened and quality improved, any further and significant performance indicator improvement can only be achieved with an appropriate match of resources to demand (i.e. more staff resource and/or less looked after children).

Key Performance Indicators – annually reported								
Direct.	Ref.	Definition	09/10 Target	Latest Actual 2008/09	Latest Comment	All England Average 2008/09	Met Councils Average 2008/09	Direction of Travel
DCS	NI 69 NGLAA	% of children surveyed who responded that they have experienced bullying in the last year (TellUs Survey)	45%	47%	• Results of TellUs 4 Survey will be published later in 2010.	47.25%	45.44%	No calculation
						Average	Average	

Outcome 3 Children and young people make a positive contribution

Key Activities							
Direct.	Ref.	Description	Status @ Q1	Status @ Q2	Status @ Q3	Update	Lead Officer
DCS	S2.3a	Work with children and young people to develop the range of opportunities available within Dudley for positive activities, recreation and education beyond school	-	-	-	<ul style="list-style-type: none"> Good performance is maintained including N2N. 	Mike Wood
DCS	S2.3b	Reduce rate of proven re-offending amongst young people aged 10- 17 years.	-	-	-	<ul style="list-style-type: none"> Outturn for Quarter 2 was a 30% reduction. Data relating to Qtr 3 is not available until the 31/01/10. 	Mike Galikowski

Key Performance Indicators – annually reported								
Direct.	Ref.	Definition	09/10 Target	Latest Actual 2008/09	Latest Comment	All England Average 2008/09	Met Councils Average 2008/09	Direction of Travel
DCS	NI 110	% of young people surveyed reporting participating in any group activity led by an adult outside of school lessons (such as sports, arts, music or youth group) (TellUs Survey)	65.7%	64.8%	• Results of TellUs 4 Survey will be published later in 2010.	69.09%	67.5%	Not calculated
						In worst 25%	In worst third	
DCS	NI 19	Rate of proven re-offending by young offenders (i.e. average number of offences per young person in the cohort committed during the 12 month tracking period) (Young people are those aged 10-17)	Reduction of 3.5%	Reduction of 32.1%	• Data not yet available.	Not calculated		

Safety Matters Priority SM3 – Substance misuse

Outcome 2 Reduction of young people using drugs and alcohol

Key Activities							
Direct.	Ref.	Description	Status @ Q1	Status @ Q2	Status @ Q3	Update	Lead Officer
CEX	S3.2a	Implement the actions of the Young People Harm Reduction Strategy and the Young People Substance Misuse Plan	●	●	●	<ul style="list-style-type: none"> Needs Assessment and Children and Young People's Substance Misuse Plan submitted to National Treatment Agency and Dept for Children, Schools and Families for input and feedback by regional stakeholders. Monthly meetings held with new service providers. Quarterly reports submitted to National Treatment Agency to monitor implementation of action plan. 	Audrey Heer
CEX	S3.2b	Ensure people working with children & young people are appropriately trained	●	●	●	<ul style="list-style-type: none"> 8 x 1 day basic and 2 x 2 day intervention courses and 1 x 1 day parental drug use courses undertaken. Discussions with fire service to provide discarded needle training in the new year. Discussions with Dudley CVS to develop training for voluntary youth groups around implementation of drug and alcohol policies. Training to two groups of St John's Ambulance cadets, young people attending Juniper Training and Princes Trust Group. Provided information and support at Sexual Health event at Wrens Nest Children's Centre. Completed refresher course programme. To be implemented in New Year. 1 'Getting Hammered' course implemented around young people and alcohol use. 	Audrey Heer

Key Performance Indicators – annually reported								
Direct.	Ref.	Definition	09/10 Target	Latest Actual 2008/09	Latest Comment	All England Average 2008/09	Met Councils Average 2008/09	Direction of Travel
CEX	NI 115 NGLAA	% of young people surveyed reporting frequent misuse of drugs/volatile substances or alcohol (TellUs Survey)	11.6%	12.8%	<ul style="list-style-type: none"> Results of TellUs 4 Survey will be published later in 2010. 	10.59%	12.61%	Not calculated
						In worst third	Average	

Section 4

Local Public Service Agreement 2

Stretch Targets

The 2007/10 Local Area Agreement (LAA) was superseded in May 2008 by the Next Generation Local Area Agreement (NGLAA). It has been confirmed by Government, however, that they will honour all commitments arising from the stretch targets negotiated as part of the 2007/10 LAA. As such, our existing 14 targets highlighted in the following tables will continue to attract the Performance Reward Grant (PRG) originally agreed and it is therefore important that we continue to resource, deliver and monitor their progress.

The 14 targets are supported by 28 indicators and they are distributed across thematic partnerships as follows:

- Health & Wellbeing Partnership – 1 target supported by 1 indicator
- Children's Trust – 5 targets supported by 9 indicators (5 reported on once a year, i.e. either financial or academic year)
- Stronger Group – 1 target supported by 5 indicators (all reported on annually)
- Economic Development & Regeneration Partnership – 2 targets supported by 4 indicators
- Safe & Sound Partnership – 5 targets supported by 9 indicators

Traffic light indicators denote latest performance as follows:-

★ Better than target limits

● Within target limits

▲ Worse than target limits

NB: A zero tolerance has been set for the target limits of these indicators.

Those marked **KPI** are Key Council Plan Performance Indicators included in **section 3**.

Use the link below to access further information on the 2007/10 LAA and current NGLAA:-

<http://www.dudleypsp.org/local-area-agreements>

2. Children's Trust

Indicator	Latest Performance Q3 09/10			Final 3 year Target	Final 3 year 60% Target
	Target	Actual	Status		
CYP 11.1 % of 16 – 18 year olds not in education, employment or training (NEET) KPI	4.3%	5.4%	▲	4.3%	4.42%

Performance remains below our stretch target but has improved since quarter 2, returning to quarter 1 levels. The period for final measurement of this target is an average of the three months November, December 2009 and January 2010 so January's performance is critical. It is unlikely that we will reach the 60% threshold for reward (4.42%), however it is important that this target achieves a rate of at least 4.6% as this is a condition for target CYP 11.2b (see below).

CYP11.1 reward is conditional on the Borough percentage of young people whose destination is "not known" being less than 3.8% during the final counting period (i.e. Nov 09 – Jan 2010). This quarter this has not been achieved but it has improved from last quarter to 10.3%. The total amount of PRG attached to this target is £710,000.

Indicator	Latest Performance Q3 09/10			Final 3 year Target	Final 3 year 60% Target
	Target	Actual	Status		
CYP11.2a Number of young people leaving care aged 16 who are in education training or employment (ETE) at 19. KPI	35 out of 28 (80%)	16 of 26 61.5%	▲	28 out of 35 (80%)	27 out of 35 (77%)

As explained in quarter 1 2009/10 the cohort of this target increases through the year as young people reach age 19. There are currently only 16 young people in the cohort making the annual target of 28 in ETE impossible at this stage of the year. Current performance of 16 out of 26 young people equates to 61.5% which is significantly below 80% required to achieve 100% PRG however this is a significant improvement on the previous two quarters performance which averaged only 41%. The total amount of PRG attached to this target is £123,500 and unless performance improves it is unlikely we will achieve the 60% threshold level for this target in March 2010.

Indicator	Latest Performance Q3 09/10			Final 3 year Target	Final 3 year 60% Target
	Target	Actual	Status		
CYP 11.2b Number of young people (16 – 19 year olds) with learning difficulties and disabilities NEET KPI	140	128	★	140	142

A huge amount of effort and hard work particularly by Black Country Connexions staff has resulted this quarter in this target moving back on track to achieve 100% of the reward i.e. £273,000, but payment of this element of the reward is dependant on the overall NEETs figure (i.e. CYP 11.1 see above) reaching an average rate of 4.6% during the period Nov 2009 & Jan 2010. This target is not currently achieving this level therefore; if current performance does not improve on CYP 11.1 we will not receive any PRG despite the achievements of this target.

Indicator	Latest Performance Q3 09/10			Final 3 year Target	Final 3 year 60% Target
	Target	Actual	Status		
CYP 11.2c % EETS (Education, Employment & Training) in Young Offenders (16 – 18 year olds) KPI	85.75%	84.6%	▲	87%	80.2%

Performance has improved this quarter and is only just below the 100% stretch target. 84.6% equates to 57.5 Young Offenders (YOs) out of 68 in education employment or training. The cumulative year to date position is 79.9%, (195 YOs out of 244 in education employment or training) which is just below the position required to achieve the 60% reward threshold of 80.2% as at 31 March 2010. The total amount of PRG attached to this target is £253,500; however on current performance we will not achieve any of it.

5. Targets Unchanged since last report.

No new information is available on the following targets since the Quarter 2 2009/10 report. They are repeated in this report for completeness and interest only.

Indicator	Latest Performance Year end 07/08			Final 3 year Target
	Target	Actual	Status	
CYP02.1 Number of conceptions to under 18s per thousand of the female population aged 15 -17	33.8	49.5	▲	Average rate over the 3 years 2007/08/09 of 32.7 per 1,000 females aged 15 -17.

No new data available since 2008/09 year end report which detailed the first year position i.e. as at December 2007. The second year achievement (i.e. December 2008 position) will not be available until March 2010 and the final data for this target will not be available until March 2011. Reaching the final 2009/10 stretch target of an average of 32.7 over the three years will be extremely demanding as, in order to achieve it, we will require a reduction to an average maximum rate of 21 per thousand in 2008 and 2009. A 60% of stretch achievement requires a reduction to an average of 31.7 over the three years and taking into account the performance in year 1 this would require us to achieve a reduction to an average maximum rate of 22.8 per thousand in 2008 and 2009. The total amount of PRG attached to this target is £750,000.

Indicator	Latest Performance Q1 09/10		
	Target	Actual	Status
CYP 03.2 % of schools achieving the National Healthy Schools Standards (NHSS)	100%	100%	★

No change since last report, this target has achieved its full stretch target as 100% of the schools in the Borough have achieved NHSS. In addition all four pupil referral units have also achieved this accreditation. This means that all schools in the borough have planned programmes in place to tackle pupils health issues identified in the health related behaviour questionnaire. This successful achievement will deliver £374,000 PRG.

Indicator	Latest Performance Year end 08/09		
	Target	Actual	Status
CYP 06.1a % of pupils at “target schools” (Pensnett School of Technology, Castle High School, Coseley School, Hillcrest School, Wordsley School) achieving level 5 or above at key stage 3 in English	61.66% Annual Academic	61.90%	★
CYP 06.1b % of pupils at “target schools” achieving level 5 or above at key stage 3 in Maths	61.66% Annual Academic	65.20%	★
CYP 06.1c % of pupils at “target schools” achieving level 5 or above at key stage 3 in Science	60% Annual Academic	61.60%	★

With the demise of the Key Stage 3 tests in 2008, Central Government have declared these targets as inoperable. Guidance issued by CLG regarding the assessment of these targets has stated that Ministerial agreement has been granted for Government Offices to seek “compromise payment”. Calculation of this payment will be based on the average of the reward monies across the whole agreement e.g. % of all targets achieved dictates % of inoperable target’s PRG received, for example:

- an LAA has 14 targets in total, 1 of which is deemed “inoperable”.
- PRG achieved on the 13 operable targets = 72% of the total PRG available on these 13 targets,
- therefore area will receive 72% of the PRG linked to the inoperable target.

It is suggested that providing we achieve over 66% of the PRG across our LAA (excluding the KS3 target) that this proposal is financially fair. If we achieve less than 66% of the PRG it is recommended that we may wish to try to gain more from this KS3 target using the argument that as we were on target to achieve our KS3 targets over 66% of the time of the agreement we should get 66% of the PRG that target would have achieved.

On this premise as a minimum the calculated reward we could receive from these targets is 66% of £650,000 or £429,000.

	Latest Performance Q2 09/10				
Indicator	Target	Actual	Status	Final 3 year Target	Final 3 year 60% Target
SSC06.3 % of children & young people registered on www.activemag.net reporting that in the previous 12 months they have undertaken:					
SSC06.3bi 25 hours in the past year	84.57%	57.89%	▲	84.57% (i.e. 6% point increase on baseline)	82.17%
SSC06.3bii 50 hours in the past year	19.29%	50.88%	★	19.29% (i.e. 5% point increase on baseline)	17.29%

	Latest Performance Q2 09/10				
Indicator	Target	Actual	Status	Final 3 year Target	Final 3 year 60% Target
SSC06.3 % of children & young people registered on www.activemag.net reporting that in the previous 12 months they have undertaken:					
SSC06.3biii 75 hours in the past year	10.14%	45.61%	★	10.14% (i.e. 3% point increase on baseline)	8.94%
SSC06.3biv 100 hours in the past year	9.14%	26.32%	★	9.14% (i.e. 2% point increase on baseline)	8.34%

The 2007/08 baseline established 17 young people recording a total of 616 volunteering hours. This rose to 37 young people recording a total of 2923.5 volunteering hours in 2008/09 with 16 young people entering more than the 100 hour upper level target. During quarters 1 & 2 2009/10 this has risen again to 57 young people recording a total of 3,739 hours which equates to an average of over 65 hours each. Targeted work will continue with groups for the next six months. It is important to note that as new users register, the hours recorded will be backdated to April 09 to fully reflect the volunteering undertaken during the year. This does however mean that Q1 & Q2 figures will continue to change until the final count is recorded.

The total amount of reward attached to achieving these targets is £272,000 and it is hoped we will achieve between 60 & 100% of this.

There has been considerable activity to increase both adult and young person volunteering within the borough, notable examples include:

- May 22nd. Event held to raise awareness of incoming mayor as Volunteering Champion, Event attracted good publicity; photo article in Dudley & Stourbridge News (front page) Chronicle & Express & Star
- Volunteers Week 1st – 7th June. Thousands of volunteers took part in activities all over the borough
 - Launch - tour of volunteer involving projects with borough Chief Execs – Publicity – Photo articles in Express & Star, Chronicle & Dudley / Stourbridge & Halesowen news
 - 7000 certificates presented to local volunteers – Articles in all local newspapers plus Dudley Together & Local newsletters including Oval & Tudor News
 - Disco bus! Supported by over 100 volunteers over the three days, great networking opportunities for volunteers & 2000 information packs distributed. Photo articles in all newspapers
 - Large high street banners hung in Stourbridge, Halesowen & Dudley promoting Volunteering Counts brand
 - DMBC Department of Adult Community Housing Service (DACHS) Volunteering Strategy press launch, with newspaper features & front page of Federation News distributed to Tenants & Residents Associations
- 3-5 July, Summer Festival, Himley Hall. Large 'Volunteering Counts' marquee promoting volunteering through creative interactive workshops and displays staffed by volunteers. 30,000 visitors during the three day event. Good media coverage with picture features in the Express & Star, News Group & Chronicle publications.
- Dudley Volunteer Awards launched in August with movie style poster campaign which attracted further media attention. All local newspapers carried picture features and ran follow up stories. This together with promotion through local newsletters and networks resulted in nominations for 84 individuals and groups to receive awards.

Section 5

Partnership Working Progress Report

February 2010

This section is intended to give an overall picture of developments with the Council's partnership working.

Partnership Evaluation

The Council's most significant partnerships have been engaged in the annual programme of self evaluation, and this has now been completed with the following results. 14 evaluations have resulted in the agreement of a green status or equivalent, 2 have resulted in amber, and in all cases improvement plans are being implemented to ensure that best practice is evident throughout or partnership working.

Partnership Strategy Development

The Council's Partnership Strategy was published in 2004, following which a number of revisions and updates have been made to parts thereof. Work is now underway to produce a comprehensive update of a number of elements of the strategy, namely:

- "Guide to Partnership working" document - to be revised to reflect the latest requirements of legislation and policy in relation to our partnership working. Also to reflect relevant updates to the constitution as they are published. We are looking to develop this in consultation with our major partners in order to facilitate a more joined up approach across the Borough.
- Partnership Evaluation Tool - to be revised to provide a greater emphasis on measuring effectiveness and efficiency, and the ongoing viability of every partnership on the database.
- Partnership Database - to be updated to provide the key current information on our significant partnerships.

Section 6

Current Major Net Risks

This section provides an overview of current Major Net Risks across the Authority. There are currently 21 risks in this category, of which 13 relate to children's services. These risks are shown in the table on the following pages.

Risk Rating is arrived at using the matrix below, and is shown assuming current controls (mitigating actions) are in place:

PROBABILITY (Over next 12 months)	Almost Certain > 90%	5	Minor (5)	Moderate (10)	Significant (15)	Major (20)	Major (25)
	Likely 50% - 90%	4	Minor (4)	Moderate (8)	Significant (12)	Major (16)	Major (20)
	Moderate 30% - 50%	3	Insignificant (3)	Minor (6)	Moderate (9)	Significant (12)	Significant (15)
	Unlikely 10% - 30%	2	Insignificant (2)	Minor (4)	Minor (6)	Moderate (8)	Moderate (10)
	Rare < 10%	1	Insignificant (1)	Insignificant (2)	Insignificant (3)	Minor (4)	Minor (5)
			1 Insignificant	2 Minor	3 Moderate	4 Significant	5 Major

Risk Assurance Protocol

In addition to these Major Net Risks, the Audit Committee recommended that for each quarter Directors should "sign off" a Risk Assurance Protocol (RAP) document in respect of all risks within their directorates, to assure Members that they have reviewed risks and mitigating actions on a regular basis and, if necessary, reported upon any changes or actions that may have occurred since the last quarter.

The final page of this section provides a review of the RAP documents signed off during the quarter, with exception comments where required.

For further information, contact **Sara McNally**, Risk Manager, on 01384 815346.

Major Net Risks (as per Risk Register) at Quarter 3 2009/10

JCAD Ref.	Risk	Assessment of Risk (assuming current controls in place)			Mitigating Actions	Owner
		Impact (Severity)	Likelihood (Probability)	Risk Rating		
CSCC0005	Failure to stay within budget for Children's Transport Service	Significant (4)	Almost Certain (5)	MAJOR (20)	<ul style="list-style-type: none"> Regular meetings with accountant and ensuring that invoices are up to date 	Tony Wells (DCS)
CSCJ0001	Inability to continue to deliver on, or sustain, the developments and contributions of Dudley's Short Breaks Pathfinder Pilot	Significant (4)	Likely (4)	MAJOR (16)		Roy Perrett (DCS)
CSC0044	Availability of ICT systems 24/7 - Inability of all services, especially EDT, to operate safely when ICT systems are unavailable due to maintenance or failure	Significant (4)	Likely (4)	MAJOR (16)	<ul style="list-style-type: none"> Review of business continuity by ICT Services Cancellation of ICT tasks that may cause failure or make systems unavailable out of hours 	Roy Perrett (DCS)
CSC0045	Failure of new and existing client based and performance reporting IT systems (e.g. ICS, Performance Plus, SWIFT) to be fit for purpose and/or support and deliver the intended and required efficiencies	Significant (4)	Likely (4)	MAJOR (16)		Pauline Sharratt (DCS)
CSC0050	Social Care Services failing to meet or respond to changing demand	Significant (4)	Likely (4)	MAJOR (16)	<ul style="list-style-type: none"> Following the Laming report and government response, audit has been undertaken of safeguarding arrangements 	Pauline Sharratt (DCS)
CSC0053	Failure to provide VFM Social Work services	Significant (4)	Likely (4)	MAJOR (16)	<ul style="list-style-type: none"> Progressing recruitment and retention strategy, including developing of in-house sponsorship to social worker courses To develop a preferred agency supplier list to control costs 	Roy Perrett (DCS)
CSBG0002	The future of the managed service for ICT in schools (DGfL3) was predicated on DMBC being accepted into wave 7 of the BSF programme, however no longer seeking inclusion in BSF Wave 7 so cannot call on support from PFS on a time scale which meets our requirements See Cabinet report dated 19th March 2008. The risk is that Dudley fails to gain inclusion in BSF Wave 7. This would leave the DGfL Client Team needing to secure appropriate internal support and engage external consultancy to undertake an OJEU	Major (5)	Almost Certain (5)	MAJOR (25)	<ul style="list-style-type: none"> Informal Principal Accountant (RC) of need to build procurement and legal consultancy costs into 2009/10 budget plan 	Geoff Baker (DCS)

JCAD Ref.	Risk	Assessment of Risk (assuming current controls in place)			Mitigating Actions	Owner
		Impact (Severity)	Likelihood (Probability)	Risk Rating		
	compliant ICT. Managed Service Tender starting mid 2009 with new agreements commencing Feb 2011. This would involve stand alone procurement costs estimated as being up to £250,000. Inclusion in BSF wave 7 would see such costs significantly reduced as financial, legal and technical advice could be provided as part of the overall BSF procurement support					
CSCE0001	High numbers of LAC	Significant (4)	Almost Certain (5)	MAJOR (20)	<ul style="list-style-type: none"> Many partnerships with voluntary sector There is increased in-house investment in place There is a monitoring and reviewing service in place Strategies to reduce numbers of looked after children e.g. Dartington Project and prevention and intervention initiative 	Pauline Sharratt (DCS)
CSE0017	There is a risk that opportunities to meet the needs of families will be missed because most partners in the Children's Trust have not started to roll out the common assessment framework (CAF).	Significant (4)	Likely (4)	MAJOR (16)	<ul style="list-style-type: none"> Identify stage 1 partners and start roll out Project manage the roll out of CAF – develop strategy Endorse strategy at the Children's Trust Executive Board 	Mike Wood (DCS)
CSCA0002	Failure to adequately assess and then provide services to children and young people and their families who are newly arrived (NRPF, UASC, Refugees and Asylum Seekers children).	Significant (4)	Likely (4)	MAJOR (16)		Pauline Sharratt (DCS)
CSCL0001	Inability to provide appropriate levels of training and development to key staff	Significant (4)	Likely (4)	MAJOR (16)	<ul style="list-style-type: none"> Review Training and Development Strategy and prioritise allocation of funding to groups providing frontline services 	Pauline Sharratt (DCS)
CSCL0002	Insufficient qualified social care staff to meet demands and ensure safe workload levels places service users and staff and the Council at risk	Major (5)	Likely (4)	MAJOR (20)	<ul style="list-style-type: none"> See details 	Pauline Sharratt (DCS)
CSCL0004	Insufficient succession planning	Significant (4)	Likely (4)	MAJOR (16)	<ul style="list-style-type: none"> Review of Training and Development Strategy Provide opportunities for staff to develop management and leadership skills 	Pauline Sharratt (DCS)

Risk Assurance Protocol Exception Report

Quarter 3 2009/10

Review criteria	DUE	CS	DACHS	Finance	CE	L&P
1. Have any objectives for your Directorate changed, e.g. new services or projects? (Should this be the case, please ensure that new significant risks and corresponding mitigating actions are identified).	N	N	N	N	N	N
2. Have risks been clearly identified and adequately described?	Y	Y	Y	Y	Y	Y
3. Are the risk owners still valid? (e.g. the most appropriate / still in post?).	Y	Y	Y	Y	Y	Y
4. Are the risks still valid? (e.g. still current or have they now past?).	Y	Y	Y	Y	Y	Y
5. Are review dates still valid? (dependant on risk status in accordance with the separate guidance notes).	Y	Y	Y	Y	Y	Y
6. Have all mitigating actions been identified and are they operating as intended?	Y	Y	Y	Y	Y	Y
7. Is the assessment of each mitigating action in reducing the likelihood and/or impact still correct?	Y	Y	Y	Y	Y	Y
8. Is the CURRENT risk rating of the risk still valid? i.e. in accordance with the standard impact/probability guidance.	Y	Y	Y	Y	Y	Y
9. Have there been any significant worsening of risks since last review?	N	N	N	N	N	N

Key:

Green – no issues

Red – Exceptions reported (detailed below)

Exception Comments:

None this quarter.