



**Quarterly Corporate Performance Management Report
Summary for
Select Committee on Children's Services
Quarter 2 (July to September 2008)**

Quarterly Corporate Performance Management Report

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Section 1

Introduction

This Summary is taken from the second Quarterly Corporate Performance Management Report of 2008/09 highlighting performance for the period July to September 2008.

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**. Risk monitoring, aligned to Council Plan priorities, is also included in this section. A summary of performance, with an at a glance view of the key performance indicators for each Council Plan theme, together with an overview of some of the key service achievements and issues affecting Dudley MBC during quarter 2, is included in **Section 2**.

Section 4 highlights current progress in the delivery of the Major Projects Programme.

Section 5 provides latest performance information on the LPSA stretch targets attracting reward grant.

Section 6 gives a progress report on the Council's Partnership working.

Section 7 provides an overview of current Major Net Risks across the Authority.

Section 8 gives more detailed Directorate reporting, including issues relating to the delivery of Directorate Strategic Plans.

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 2 2008/09

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.

The OfSTED *Tellus 3 Survey* results show that 36% of Dudley children and young people say they have been asked their views on their local area over the last twelve months. This is an 11% improvement on 2007 and 7% above the 2008 national average.

Section 8 includes many more good news stories from around the authority during quarter 2.

There are 108 key performance indicators that are reported on by Council Plan Priority in **Section 3**. 52 of these are either annually or biennially reported. Quarter 2 year to date target and actual data is available for 50 of the remaining indicators and their performance can be summarised as follows:-

23	(46% of reported indicators)	Indicators are exceeding target	★
11	(22% of reported indicators)	Indicators are performing on target or within agreed limits	●
16	(32% of reported indicators)	Indicators are performing below target	▲

Year to date performance by Council Plan matter at quarter 2 is:-

	★	●	▲	Total
Caring Matters	7	4	2	13
Environment Matters	5	1	1	7
Learning Matters	0	0	11	11
Regeneration Matters	1	2	0	3
Safety Matters	7	1	0	8
Quality Service Matters	3	3	2	8
Total	23	11	16	50

There are 37 risks that are reported on by Council Plan Priority in **Section 3**. The quarter 2 net status is known for all of these:-

1	3%	Insignificant
19	51%	Minor
10	27%	Moderate
6	16%	Significant
1	3%	Major

Net risk status by Council Plan matter at quarter 2 is:-

	Insignificant	Minor	Moderate	Significant	Major	Total
Caring Matters	1	5	3	1	0	10
Environment Matters	0	5	0	3	0	8
Learning Matters	0	3	2	0	0	5
Regeneration Matters	0	0	2	1	1	4
Safety Matters	0	4	1	0	0	5
Quality Service Matters	0	2	2	1	0	5
Total	1	19	10	6	1	37

Learning Matters Areas for Concern

We are below target in all Learning Matters performance indicators at the end of quarter 2.

A summary of the key performance indicators for Children's Services by Council Plan theme is shown in the following tables.

Caring Matters Key Performance Indicators 2008/09

Council Plan Priority	Direct.	Ref.	Definition	08/09 Target	Q1 YTD Actual	Q1 YTD Status	Q2 YTD Target	Q2 YTD Actual	Q2 YTD Status	Comments	Met Av 06/07	Top Quart 06/07	Bottom Quart 06/07
Priority CM1	PCT	NI 50	Emotional health of children (TellUs Survey) (%)	New PI	Annually reported						-	-	-
	DCS / PCT	NI 51	Effectiveness of child and adolescent mental health services (CAMHS) (Score between 4 and 16)	New PI	Annually reported						-	-	-
	DCS	NI 52i	Take up of school lunches (Primary) (%)	New PI	Annually reported						-	-	-
	DCS	NI 52ii	Take up of school lunches (Secondary) (%)	New PI	Annually reported						-	-	-
	PCT	NI 56i NGLAA	Percentage of children in year 6 with height and weight recorded who are obese	23%	Annually reported						-	-	-
	PCT	NI 56ii NGLAA	Percentage of children in year 6 with height and weight recorded	New PI	Annually reported						-	-	-
	DCS	CYP 03.2	(Stretch) % of schools achieving the National Healthy School Standards (NHSS)	100% Stretch	Annually reported						-	-	-
	DCS / PCT	NI 112	Under age conception rate	New PI	Annually reported						-	-	-

Environment Matters Key Performance Indicators 2008/09

Council Plan Priority	Direct.	Ref.	Definition	08/09 Target	Q1 YTD Actual	Q1 YTD Status	Q2 YTD Target	Q2 YTD Actual	Q2 YTD Status	Comments	Met Av 06/07	Top Quart 06/07	Bottom Quart 06/07
Priority EM2	DUE	NI 198 NGLAA	Children travelling to school – mode of travel usually used	35%	Annually reported						-	-	-

Learning Matters Key Performance Indicators 2008/09

Council Plan Priority	Direct.	Ref.	Definition	08/09 Target	Q1 YTD Actual	Q1 YTD Status	Q2 YTD Target	Q2 YTD Actual	Q2 YTD Status	Comments	Met Av 06/07	Top Quart 06/07	Bottom Quart 06/07
Priority LM1	DCS	DCS EYYE 17	% of Looked After Children having a current up to date Personal Education Plan (PEP)	85%	75.6%	▲	85%	78.5%	▲	Steady improvement continues through the application of a systems approach	-	-	-
	DCS	BV 049 / PAF A1	% of children looked after at 31 st March with three or more placements during the year	11%	13.1%	▲	11%	13.7%	▲	We are slightly over our predicted target for end of year. Cohort will be examined in order to assess what the issues are. We remain top banding for performance	-	-	-
	DCS	BV 050 / PAF A2	% of young people leaving care aged 16 or over with at least 1 GCSE at A*- G or GNVQ	72%	44.7%	▲	72%	46.3%	▲		55.43%	59.32%	46.25%
	DCS	BV 161 / PAF A4	Ratio of looked after children in employment, education and training for care leavers	0.91	0.63	▲	0.91	0.69	▲	The Learning Care Forum has agreed to adopt an outcomes based accountability performance framework to ensure a partnership approach to performance improvement	0.78	0.91	0.65
	DCS	BV 163 / PAF C23	Number of Looked after children adopted during the year as % of looked after children	6.8%	5.4%	▲	6.8%	5.1%	▲	Relatively small cohort and is expressed as a % of looked after children which are rising as adoption orders are made throughout the year – quarterly figures are not a good predictor of the final outcome. We are still estimating 22 adoption orders, which is less than last year	8.02%	9.51%	5.6%
	DCS	CYP 11.2b	(Stretch) Number of young people with learning difficulties and disabilities not in education, employment or training (NEET)	144 Stretch	138	★	144 Stretch	150	▲	Our figures are consistently better than the national average and those of statistical neighbours, and have improved steadily in the last 3 years. We have an action plan to reduce our figures further. This is a very challenging stretch target	-	-	-
Priority LM2	DCS	NI 73	Achievement at level 4 or above in both English and Maths at Keys Stage 2	New PI	Annually reported						-	-	-

Learning Matters Key Performance Indicators 2008/09

Council Plan Priority	Direct.	Ref.	Definition	08/09 Target	Q1 YTD Actual	Q1 YTD Status	Q2 YTD Target	Q2 YTD Actual	Q2 YTD Status	Comments	Met Av 06/07	Top Quart 06/07	Bottom Quart 06/07
Priority LM2	DCS	DCS EYYE 15	% of schools being placed in OfSTED serious weakness/improvement notices	0	1	▲	0	1	▲	Only one school remains in this category. The school is well prepared and awaiting notice from OfSTED regarding its reinspection. Indicators are that it should be removed from the category at next inspection	-	-	-
	DCS	NI 75	Achievement of 5 or more A* to C grades at GCSE or equivalent including English and Maths	New PI	Annually reported						-	-	-
	DCS	BV 045	% of half days missed due to total (that is authorised & unauthorised) absences in secondary schools maintained by LEA	7.18%	7.48%	▲	7.18%	7.47%	▲	Attendance figures in both primary and secondary schools are the best they have been for 10 years. We have an action plan to achieve further improvement. This focuses our resources on priority schools, targeted families with a history of persistent absence, and a range of reforms to ensure that the school curriculum is more closely tailored to the needs of young people	8.32%	7.4%	8.39%
	DCS	BV 046	% of half days missed due to total (that is authorised & unauthorised) absences in primary schools maintained by LEA	5%	5.7%	▲	5%	5.53%	▲		5.86%	5.34%	6.2%
	L&P	L&P LDS 129	Percentage of Court Proceedings issued within 14 days	90%	91%	●	90%	53%	▲	19 matters - 10 issued in time, 9 issued outside due to incomplete instructions from Client Directorate and workload	-	-	-
Priority LM3	DCS	NI 110	Young people's participation in positive activities (TellUs Survey) (%)	New PI	Annually reported						-	-	-
Priority LM4	DCS	CYP 11.1	(Stretch) % 16-18 year olds not in education, employment or training (NEET)	4.6% Stretch	5.7%	▲	4.6% Stretch	6%	▲		-	-	-
	DCS	NI 79	Achievement of level 2 qualification by the age of 19 (%)	New PI	Annually reported						-	-	-

Safety Matters Key Performance Indicators 2008/09

Council Plan Priority	Direct.	Ref.	Definition	08/09 Target	Q1 YTD Actual	Q1 YTD Status	Q2 YTD Target	Q2 YTD Actual	Q2 YTD Status	Comments	Met Av 06/07	Top Quart 06/07	Bottom Quart 06/07
Priority SM2	DCS	NI 69 NGLAA	Percentage of children who have experienced bullying	32%	Annually reported						-	-	-

Section 3

Reporting on Council Action Plan Priorities for 2008-09

The 2008 review of the Council Action Plan 2010 sets out the Authority's priorities for 2008-09. 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.

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 do not allocate a status to their key activities, providing a progress report only.

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.

Exception comments are included for key performance indicators where performance is below target limits.

Where available, Audit Commission All England Top and Bottom Quartile and Metropolitan Average data for 2006/07 is included for comparator purposes. The quartiles are presented with the best performance being in the top quartile.

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

Use the link below to view the Council Action Plan 2010 and the 2008 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 stay healthy					
Key Activities					
Direct.	Ref.	Description	Lead Officer	Update	Status @ Q2
DCS / PCT	C1.3a	Children and young people mentally and emotionally healthy; Improve access to Children & Adolescent Mental Health Service (CAMHS)	Su Roxburgh	We have implemented a primary care screening provision. This is a multi-agency team which screens referrals to CAMHS and sign-posts service users appropriately. This has enabled us to reduce waiting times for a Tier 3 CAMHS service for which there is no longer a waiting list	n/a
DCS / PCT	C1.3b	Children and young people sexually healthy; Reduce rates of teenage pregnancy and the incidence of sexually transmitted infections	Rachel Allen	-11.8% reduction in teenage conceptions rates since 1998 baseline to 2006 ONS data; Baseline for schools now written developing a menu for schools so aware of what support is available in this area. Development and resources identified by April 2009. Trail blaze to schools over next 12 months launch in September 2009; Workforce training now fully developed and being delivered on an annual basis; 2% young people through the Chlamydia screening programme – 6 agencies on board 5 more awaiting training; 2749 young people on condom distribution scheme to date; 3 clinic in a boxes up and running 1 more due to start in January 2009; Working alongside PCT to develop work with midwifery and termination providers to ensure that contraception is being offered and provided to young women after birth/primary termination; All 4 colleges now have a peer education programme in schools this has been labelled FISH (free information in sexual health); Bus campaign Nov – Dec 2008 - Secondary prevention campaign with DGOH and PCT; Launch of e-shot – Oct 2008; Midwifery leaflet – Oct 2008; Young people’s services card – ongoing; Some youth settings are now distributing condoms; The Youth Service is looking into adopting a Condom-Card distribution system by April 2009 in partnership with PCT	n/a
DCS	C1.3c	Children and young people Healthy Life styles; Encourage children and young people to follow healthy lifestyles <ul style="list-style-type: none"> All school meal menus are nutritionally analysed Healthy eating is promoted at lunchtime 	Penny Rushen	Appointment of School Obesity Prevention Advisor (PCT funded); All menus adhere to current National Food Standards. Menus produced using a Nutritional Computer Package, which ensures meals are well balanced and nutritionally sound.; All primary school menus sent to parents on a termly basis illustrating the healthy options available. Menus are also available via the Dudley Website, the Dudley Portal and Inside Dudley. Promotional posters and leaflets produced and displayed within schools throughout the year, particularly to promote ‘theme days’	n/a
DCS	C1.3d	Tackle the harm caused by alcohol and reduce the prevalence of binge drinking	Julia Simmons	‘Glug’ road shows run in Key Stage 2	n/a
DCS	C.1.3e	Promote positive choices not to take illegal drugs or to smoke	Julia Simmons	‘Quit Because’ Theatre in Education run for secondary schools to tackle smoking issues; Needs assessment carried out with pupils and staff in primary, secondary and special schools; Teenage parent data now collected for smoking	n/a
DCS	C.1.3f	Increase the number of schools achieving Healthy Schools Status	Julia Simmons	The total number of schools achieving National Healthy School Status is 96. This means the Service has already exceeded the September stretch target	n/a

Key Performance Indicators												
Direct.	Ref.	Definition	08/09 Target	Q1 YTD Actual	Q1 YTD Status	Q2 YTD Target	Q2 YTD Actual	Q2 YTD Status	Comments	Met Av 06/07	Top Quart 06/07	Bottom Quart 06/07
PCT	NI 50	Emotional health of children (TellUs Survey) (%)	New PI	Annually reported						-	-	-
DCS / PCT	NI 51	Effectiveness of child and adolescent mental health services (CAMHS) (Score between 4 and 16)	New PI	Annually reported						-	-	-
DCS	NI 52i	Take up of school lunches (Primary) (%)	New PI	Annually reported						-	-	-
DCS	NI 52ii	Take up of school lunches (Secondary) (%)	New PI	Annually reported						-	-	-
PCT	NI 56i NGLAA	Percentage of children in year 6 with height and weight recorded who are obese	23%	Annually reported						-	-	-
PCT	NI 56ii NGLAA	Percentage of children in year 6 with height and weight recorded	New PI	Annually reported						-	-	-
DCS	CYP 03.2	(Stretch) % of schools achieving the National Healthy School Standards (NHSS)	100% <i>Stretch</i>	Annually reported						-	-	-
DCS / PCT	NI 112	Under age conception rate	New PI	Annually reported						-	-	-

Risks					
Direct.	JCAD Ref.	Description	Risk Owner	Q1 Net Risk Status	Q2 Net Risk Status
DCS	CS0001	Failure to support the successful implementation of the Childcare Act 2006	Pauline Sharratt	Minor (4)	Minor (4)

Environment Matters Priority EM2 – Reducing our impact on the environment

Outcome 2 Reduced impact on climate change

Key Activities

Direct.	Ref.	Description	Lead Officer	Update	Status @ Q2
DUE	E2.2b	Encourage parents to use more sustainable modes of transport for home to school journeys	Peter Vangeersdaele	Continue to encourage more schools to write a School Travel Plan to achieve 100% of maintained schools by 2010. Continue to assist with encouraging more students to walk and cycle to school by providing 3 levels of cycle training and 3 levels of pedestrian training. Encourage all schools with Travel Plans to sign up to the Dudley 'Schools TravelWise' web site portal which enables parents and students to plan safer sustainable routes to school	●

Key Performance Indicators

Direct.	Ref.	Definition	08/09 Target	Q1 YTD Actual	Q1 YTD Status	Q2 YTD Target	Q2 YTD Actual	Q2 YTD Status	Comments	Met Av 06/07	Top Quart 06/07	Bottom Quart 06/07
DUE	NI 198 NGLAA	Children travelling to school – mode of travel usually used	35%	Annually reported						-	-	-

Risks

Direct.	JCAD Ref.	Description	Risk Owner	Q1 Net Risk Status	Q2 Net Risk Status
DUE	UEDBK0026	Children do not walk, cycle or use public transport for home to school journeys	Don MacDougall	Significant (12)	Significant (12)

Learning Matters Priority LM1 – Improve outcomes for children and young people

Outcome 1 Improved outcomes for children and young people in the care of the council

Key Activities

Direct.	Ref.	Description	Lead Officer	Update	Status @ Q2
DCS	L1.1a	Develop protocols to ensure that all Looked after Children are entered for an appropriate examination, coursework and attend formal examinations	Ruth Tykiff Brian Roberts	To be reported in quarter 4	-
DCS	L1.1b	Provide all Looked After Children in Year 5 with mobile learning devices and internet connectivity	Jane Prasher	To be reported in quarter 4	-

Key Performance Indicators

Direct.	Ref.	Definition	08/09 Target	Q1 YTD Actual	Q1 YTD Status	Q2 YTD Target	Q2 YTD Actual	Q2 YTD Status	Comments	Met Av 06/07	Top Quart 06/07	Bottom Quart 06/07
DCS	DCS EYYE 17	% of Looked After Children having a current up to date Personal Education Plan (PEP)	85%	75.6%	▲	85%	78.5%	▲	Steady progress and improvement continues through the application of a systems approach	-	-	-
DCS	BV 049 / PAF A1	% of children looked after at 31 st March with three or more placements during the year	11%	13.1%	▲	11%	13.7%	▲	Cohort will be examined in order to assess what the issues are. We remain top banding for performance	-	-	-
DCS	BV 050 / PAF A2	% of young people leaving care aged 16 or over with at least 1 GCSE at A*- G or GNVQ	72%	44.7%	▲	72%	46.3%	▲		55.43%	59.32%	46.25%
DCS	BV 161 / PAF A4	Ratio of looked after children in employment, education and training for care leavers	0.91	0.63	▲	0.91	0.69	▲	The Learning Care Forum has agreed to adopt an outcomes based accountability performance framework to ensure a partnership approach to performance improvement	0.78	0.91	0.65
DCS	BV 163 / PAF C23	Number of Looked after children adopted during the year as % of looked after children	6.8%	5.4%	▲	6.8%	5.1%	▲	Relatively small cohort, expressed as % of looked after children which are rising as adoption orders are made throughout the year – qtlly figures not a good predictor of the final outcome. Still estimating 22 adoption orders	8.02%	9.51%	5.6%

Outcome 2 Improved outcomes for children with learning difficulties and disabilities

Key Activities

Direct.	Ref.	Description	Lead Officer	Update	Status @ Q2
DCS	L1.2a	Suitable ICT provision and software supporting raising achievement of pupils with Special Educational Needs	Geoff Baker	To be reported in quarter 4	-

Key Performance Indicators

Direct.	Ref.	Definition	08/09 Target	Q1 YTD Actual	Q1 YTD Status	Q2 YTD Target	Q2 YTD Actual	Q2 YTD Status	Comments	Met Av 06/07	Top Quart 06/07	Bottom Quart 06/07
DCS	CYP 11.2b	(Stretch) Number of young people with learning difficulties and disabilities not in education, employment or training (NEET)	144 <i>Stretch</i>	138	★	144 <i>Stretch</i>	150	▲	Our figures are consistently better than the national average and those of statistical neighbours, and have improved steadily in the last 3 years. We have an action plan to reduce our figures further. This is a very challenging stretch target	-	-	-

Risks

Direct.	JCAD Ref.	Description	Risk Owner	Q1 Net Risk Status	Q2 Net Risk Status
DCS	CS0001	Failure to support the successful implementation of the Childcare Act 2006	Pauline Sharratt	Minor (4)	Minor (4)

Learning Matters Priority LM2 – Enjoy and achieve

Outcome 1 Achieve stretching national educational standards at primary schools

Key Activities

Direct.	Ref.	Description	Lead Officer	Update	Status @ Q2
DCS	L2.1a	Raise achievement at Key Stage 1 and Key Stage 2	Trish Brittain	Appropriate support plans have been developed to secure improvement particularly in English and maths. These have recently been implemented at the start of the school year. Monitoring systems are in place and work will be reviewed on a regular basis and adapted if appropriate. Plans are being implemented to develop the Communication Language and Literacy programme and the Every Child a Reader programme in a number of schools. This work has also been linked to and supported by the Black Country Challenge. Personal Social Emotional Development matters has been a priority for training. The training gap has narrowed for the 3rd year running. Almost all Dudley schools are now signed up to the DGfL contract extension to ensure high quality support. Packages are available for the core subjects	n/a
DCS	L2.1b	Raise achievement in Maths at Key Stage 1 and Key Stage 2	Trish Brittain		
DCS	L2.1c	Provide target support for governing bodies of schools causing concern (primary schools)	Dave Perrett Pat Brockman	The initial version of the governance impact plan has been developed. Discussions are currently in hand in order to be proactive in identifying and delivering support. This cannot effectively be done in isolation from the whole school support. The current focus is on one particular school whose needs are urgent	n/a
DCS	L2.1d	Implement the actions of the Foundation Stage Plan & Primary National Strategy Plan for primary schools	Denise Jarrett Trish Brittain	To be reported in quarter 4	-

Key Performance Indicators

Direct.	Ref.	Definition	08/09 Target	Q1 YTD Actual	Q1 YTD Status	Q2 YTD Target	Q2 YTD Actual	Q2 YTD Status	Comments	Met Av 06/07	Top Quart 06/07	Bottom Quart 06/07
DCS	NI 73	Achievement at level 4 or above in both English and Maths at Keys Stage 2	New PI	Annually reported						-	-	-

Outcome 2 Achieve stretching national educational standards at secondary schools

Key Activities

Direct.	Ref.	Description	Lead Officer	Update	Status @ Q2
DCS	L2.2a	Raise achievement at Key Stage 3	Pat Brockman	Support plans have only recently been implemented at the start of the school year. Monitoring systems are in place and work will be reviewed on a regular basis	n/a
DCS	L2.2b	Raise achievement in Maths at Key Stage 3	Pat Brockman		
DCS	L2.2c	Provide targeted support for governing bodies of schools causing concerns (secondary schools)	Pat Brockman	The introduction of the National Challenge for four secondary schools in Dudley and the prospective development of Academies has put this on hold until these issues are clearer	n/a

Key Performance Indicators

Direct.	Ref.	Definition	08/09 Target	Q1 YTD Actual	Q1 YTD Status	Q2 YTD Target	Q2 YTD Actual	Q2 YTD Status	Comments	Met Av 06/07	Top Quart 06/07	Bottom Quart 06/07
DCS	DCS EYYE 15	% of schools being placed in OfSTED serious weakness/improvement notices	0	1	▲	0	1	▲	Only one school remains in this category. The school is well prepared and awaiting notice from OfSTED regarding its reinspection. All the indicators are that it should be removed from the category at its next inspection	-	-	-
DCS	NI 75	Achievement of 5 or more A* to C grades at GCSE or equivalent including English and Maths	New PI	Annually reported						-	-	-

Outcome 3 Improved school attendance

Key Activities

Direct.	Ref.	Description	Lead Officer	Update	Status @ Q2
L&P	L2.3a	To issue prosecutions for non-school attendance within 14 days of receipt of instruction	Mohammed Farooq	See Key Performance Indicator L&P LDS 129 below	▲

Key Performance Indicators

Direct.	Ref.	Definition	08/09 Target	Q1 YTD Actual	Q1 YTD Status	Q2 YTD Target	Q2 YTD Actual	Q2 YTD Status	Comments	Met Av 06/07	Top Quart 06/07	Bottom Quart 06/07
DCS	BV 045	% of half days missed due to total (that is authorised & unauthorised) absences in secondary schools maintained by LEA	7.18%	7.48%	▲	7.18%	7.47%	▲	Attendance figures in both primary and secondary schools are the best they have been for 10 years. We have an action plan to achieve further improvement. This focuses our resources on priority schools, targeted families with a history of persistent absence, and a range of reforms to ensure that the school curriculum is more closely tailored to the needs of young people	8.32%	7.4%	8.39%
DCS	BV 046	% of half days missed due to total (that is authorised & unauthorised) absences in primary schools maintained by LEA	5%	5.7%	▲	5%	5.53%	▲		5.86%	5.34%	6.2%
L&P	L&P LDS 129	Percentage of Court Proceedings issued within 14 days	90%	91%	●	90%	53%	▲	19 matters - 10 issued in time, 9 issued outside due to incomplete instructions from Client Directorate and workload	-	-	-

Risks

Direct.	JCAD Ref.	Description	Risk Owner	Q1 Net Risk Status	Q2 Net Risk Status
L&P	LP0001	Failure to issue proceedings in relation to pupil non-attendance cases	Mohammed Farooq	Minor (4)	Minor (4)
DCS	CS0002	Increase in pupil non-attendance	John Freeman	Minor (4)	Minor (4)

Learning Matters Priority LM3 – Make a positive contribution

Outcome 1 Engage in law abiding and positive behaviour in and out of school					
Key Activities					
Direct.	Ref.	Description	Lead Officer	Update	Status @ Q2
DCS	L3.1a	Reduce the number of first time offenders	Trevor Brown	During the period 2007/08 the Youth Offending Service (YOS) continued its good progress in reducing the number of first-time entrants into the criminal justice system by achieving a reduction of -21.6% against a target of 5% reduction. The target for 2008/09 remains at 5%, the first quarter year-to-date figure has registered a -24.5% reduction. This achievement far exceeds both regional and national performance and is a testament of the good partnership working within the authority. YOS Crime Prevention Strategy continues to be implemented across the borough and comprises of two primary delivery agents in the form of the YISP (Youth Inclusion Support Programme) and the Circles Project	n/a

Outcome 2 Engage in decision making and support the community and environment					
Key Activities					
Direct.	Ref.	Description	Lead Officer	Update	Status @ Q2
DCS	L3.2a	Increase the impact of children and young people's views being heard. Support development systems to enable children and young people to contribute to the planning processes within schools, PRUs and the wider community	Lindsay Newton	Excellent progress with the Dudley Play Strategy; National exemplar for involving children and young people in decision making; All schools have received Health Related Behaviour Questionnaire results; One Secondary Schools Council Conference run	n/a

Key Performance Indicators												
Direct.	Ref.	Definition	08/09 Target	Q1 YTD Actual	Q1 YTD Status	Q2 YTD Target	Q2 YTD Actual	Q2 YTD Status	Comments	Met Av 06/07	Top Quart 06/07	Bottom Quart 06/07
DCS	NI 110	Young people's participation in positive activities (TellUs Survey) (%)	New PI	Annually reported						-	-	-

Learning Matters Priority LM4 – Achieve economic well-being

Outcome 1 Engage in further education, employment or training on leaving school

Key Activities

Direct.	Ref.	Description	Lead Officer	Update	Status @ Q2
DCS	L4.1a	Reduce the number of young people not in education, employment or training (NEET)	Ian Curnow Peter Cox	The initial NEET figures for children in alternative provision are the best since records were kept. Implemented a new facility to track children placed in schools. There are 179 teenage mothers known to Connexions who are at risk of becoming NEET. 38.5% of teenage mothers are already included in NEET figures	n/a
DCS	L4.1b	Develop more resilience in the labour market through better work readiness/ preparation through 14-19 and Education Business Partnership	Ian Curnow Peter Cox	The percentage of 17 year olds participating in education and work based learning has risen from 69.5% in 2006 to 72.1% in 2007. The proportion of 16-18 year olds who are NEET has fallen from 7.9% in 2004 to 5.6% in 2007	n/a

Key Performance Indicators

Direct.	Ref.	Definition	08/09 Target	Q1 YTD Actual	Q1 YTD Status	Q2 YTD Target	Q2 YTD Actual	Q2 YTD Status	Comments	Met Av 06/07	Top Quart 06/07	Bottom Quart 06/07
DCS	CYP 11.1	(Stretch) % 16-18 year olds not in education, employment or training (NEET)	4.6% <i>Stretch</i>	5.7%	▲	4.6% <i>Stretch</i>	6%	▲		-	-	-
DCS	NI 79	Achievement of level 2 qualification by the age of 19 (%)	New PI	Annually reported						-	-	

Safety Matters Priority SM2 – Anti-social behaviour and reassurance

Outcome 2 Young people stay safe; and reduce perceptions held by the community

Key Activities

Direct.	Ref.	Description	Lead Officer	Update	Status @ Q2
CEX	S2.2a	Reduce perceptions and build respect; development of youth PACTs across the Borough	Katriona Lafferty	Work with St Andrews youth PACT continues – the group was short listed for a community award at Dudley Youth Awards. Due to unforeseen circumstances no further progress on Castle and Priory and St. James Ward youth PACTs to date. Work with Amblecote Christian Centre continues, a DVD has been produced that will be shown to up to 70 senior citizens from the area and the local PACT meetings. A proposal for engaging communities in youth PACTs has been presented to CRIG. Young people from the Youth Council attended the Older People's Conference and feedback from the bridging the gap workshop was extremely positive	●
CEX	S2.2b	Increase safety of young people; produce material / resources to communicate community safety issues to young people	Katriona Lafferty	Internet Safety leaflet and posters now ready to be distributed across the Borough. Young People pages of the Safe and Sound website updated. Internet Safety Drama completed. Amblecote Christian Centre Drama (bullying and peer pressure) temporarily postponed	●
CEX	S2.2c	Tackle youth related anti-social behaviour by working with agencies in hotspot and dispersal areas	Katriona Lafferty	A fireworks leaflet has been produced by young people at Pensnett Youth Centre (identified hotspot) and is currently with Marketing. Work currently ongoing with the Pensnett / Brierley Hill Youth Team to plan community safety elements of enrichment days at both Pensnett High School and Thorns Community College. ABCs are taking off through work with WMP, Housing and integrated services among others, with a positive response to date	●

Key Performance Indicators

Direct.	Ref.	Definition	08/09 Target	Q1 YTD Actual	Q1 YTD Status	Q2 YTD Target	Q2 YTD Actual	Q2 YTD Status	Comments	Met Av 06/07	Top Quart 06/07	Bottom Quart 06/07
DCS	NI 111	First time entrants to the youth justice system aged 10-17	5%	-24.5%	★	5%	Data not available until Nov 2008		The first quarter year-to-date figure far exceeds both regional and national performance and is a testament of the good partnership working within the authority	-	-	-

Outcome 3 Children and young people safe from bullying and discrimination

Key Activities

Direct.	Ref.	Description	Lead Officer	Update	Status @ Q2
DCS	S2.3a	Reduce perception and fear of bullying	Lindsay Newton	Safe to Play strategy in development; Play Rangers working in public parks; Just Enjoy Road show in schools and public parks; 'Cinders' Theatre in Education production running in primary schools	n/a

Key Performance Indicators

Direct.	Ref.	Definition	08/09 Target	Q1 YTD Actual	Q1 YTD Status	Q2 YTD Target	Q2 YTD Actual	Q2 YTD Status	Comments	Met Av 06/07	Top Quart 06/07	Bottom Quart 06/07
DCS	NI 69 NGLAA	Percentage of children who have experienced bullying	32%						Annually reported	-	-	-


Risks

Direct.	JCAD Ref.	Description	Risk Owner	Q1 Net Risk Status	Q2 Net Risk Status
DCS	CE0002	Failure to impact upon anti-social behaviour	Andy Winning	Minor (4)	Minor (4)

Safety Matters Priority SM3 – Substance misuse

Outcome 2 Reduction of young people using drugs and alcohol

Key Activities

Direct.	Ref.	Description	Lead Officer	Update	Status @ Q2
CEX	S3.2c	Ensure people working with children & young people are appropriately trained	Audrey Heer	'Gone to Pot' training programme for staff working with young people delivered September 2008. Parental substance misuse programme piloted. After some minor alterations discussions taking place for this to be implemented through Safeguarding Children's Board training programme. Multi-agency resource for use with young people in the areas of substance use, sex and relationships and crime education has commenced development. Agreement reached with police to train all PCSOs in at least basic awareness	

Key Performance Indicators

Direct.	Ref.	Definition	08/09 Target	Q1 YTD Actual	Q1 YTD Status	Q2 YTD Target	Q2 YTD Actual	Q2 YTD Status	Comments	Met Av 06/07	Top Quart 06/07	Bottom Quart 06/07
CEX	NI 115 NGLAA	Substance misuse by young people (TellUS Survey) (%)	19%	Annually reported						-	-	-

Section 4

Major Projects Programme Progress

The Major Projects Programme details the long-term initiatives which contribute to the core of the place shaping strategy in Dudley.

Through successful delivery of these projects the Council aims to transform the environment, provide opportunity and continuously improve services offered to local people.

This section provides a progress report on each project at the half year stage 2008/09. For further information on the programme refer to the Council Action Plan 2010 and 2008 Review via the link below:-

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

Major Projects Programme Update

Major Project	Lead Directorate	Update @ Quarter 2 2008/09
Building Schools for the Future and Children's Centres	DCS	<p>In early 2008 the Directorate made a proposal for accelerated entry into the BSF programme – in September 2008 this proposal was unsuccessful. Useful feedback has been received and we are now well advanced with preparations for entry into BSF Wave 7 from April 2009. A report is going to Cabinet in October 2008.</p> <p>The Children's Centres programme continues and is on track.</p>

Section 5

Local Public Sector Agreement

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 **sections 2** and **3**.

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

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

Children's Trust Stretch Targets

Direct./ Agency	Thematic P'ship	Ref.	Definition	08/09 Stretch Target	Q2 YTD Actual	Q2 YTD Status	09/10 Stretch Target	Performance Reward Grant (PRG)
DCP	CYP	CYP02.1	Number of conceptions under 18 (number per 1000)	30.4	Annually reported		27.4	£750,000
DCS	CYP	CYP03.2 KPI	% of schools achieving the National Healthy Schools Standards (NHSS)	100%	Annually reported		100%	£374,000
DCS	CYP	CYP06.1a	% 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%	Annually reported		65%	£650,000
DCS	CYP	CYP06.1b	% 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 Maths	61.66%	Annually reported		65%	
DCS	CYP	CYP06.1c	% 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 Science	60%	Annually reported		62%	
Black Country Connexions	CYP	CYP11.1 KPI	% of 16 – 18 year olds not in education, employment or training (NEET)	4.6%	6% against target of 4.6%	▲	4.3%	£710,000
DCS	CYP	CYP11.2a	% of care leavers in EET (19yrs)	78.4%	57.9% against a target of 78.4%	▲	80%	£650,000
Black Country Connexions	CYP	CYP11.2b KPI	Number of young people with learning difficulties and disabilities NEETS	144	150 against a target of 144	▲	140	
DCS	CYP	CYP11.2c	% EETS (Education, Employment & Training) in Young Offenders	82%	70.9% against a target of 79% @ 30/06/08	▲	87%	

Stronger Group Stretch Targets

Direct./ Agency	Thematic P'ship	Ref.	Definition	08/09 Stretch Target	Q2 YTD Actual	Q2 YTD Status	09/10 Stretch Target	Performance Reward Grant (PRG)
DCS	Stronger	SSC06.3bi	% of children & young people registered on www.activemag.net reporting they have undertaken 25 hours or more formal volunteering in the previous 12 months		Information awaited			£680,000
DCS	Stronger	SSC06.3bii	% of children & young people registered on www.activemag.net reporting they have undertaken 50 hours or more formal volunteering in the previous 12 months					
DCS	Stronger	SSC06.3biii	% of children & young people registered on www.activemag.net reporting they have undertaken 100 hours or more formal volunteering in the previous 12 months					
DCS	Stronger	SSC06.3biv	% of children & young people registered on www.activemag.net reporting they have undertaken 200 hours or more formal volunteering in the previous 12 months					

Section 6

Partnership Working Progress Report

November 2008

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

Partnership Database

Work on the partnership database has now been completed and we have a database containing information in respect of our 88 significant partnerships. This is an update of the 2004 database which contained over 400 entries, which has been refined by the tightening of criteria so that we can concentrate on priority partnerships. This database has been further refined to identify the 18 major partnerships that we plan to evaluate formally before 31st March 2009.

Partnership Evaluation

Annual evaluation of our major partnerships is necessary in order to ensure that we continue to work effectively in partnerships that meet the needs of the people of the Borough and the organisation. The partnerships identified for this process in 2008/9 are:

- Black Country Consortium
- Black Country Partnership for Care
- Brierley Hill Regeneration Partnership
- Brierley Hill Strategic Access Network
- Children's Trust
- Children & Young People's Implementation Group
- Dudley Community Partnership
- Dudley Health & Wellbeing Partnership
- Learning Disability Partnership Board
- Older People's Board
- Physical and Sensory Disability Board
- Economic Development and Regeneration Partnership
- Safe & Sound Partnership
- Crime Reduction Implementation Group
- Substance Misuse Implementation Group
- Strategic Housing & Environment Partnership
- Stronger Communities Steering Group
- Supporting People Commissioning Body

Members will be kept updated on progress with the evaluation programme.

Section 7

Current Major Net Risks

This section provides an overview of current Major Net Risks across the authority. There are currently 12 risks in this category, 1 of which relates to Children's Services. This risk is shown in the table on the following page.

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 and the Council Plan specific risks included in **Section 3** of this report, 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 1st October 2008

JCAD Ref.	Risk	Assessment of Risk (assuming current controls in place)			Mitigating Actions	Owner
		Impact (Severity)	Likelihood (Probability)	Risk Rating		
CSC0044	Failure of ICT systems out of hours	Major (5)	Likely (4)	MAJOR (20)	<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)

Risk Assurance Protocol Exception Report

Quarter 2 2008/09

Review criteria	DUE	CS	DACHS	Finance	CE	L&P
1. Have any objectives for your Directorate changed, e.g. new services or projects? If so, have new significant risks been identified along with corresponding mitigating actions?	N	Y	N	N	N	N
2. Have risks been clearly identified and adequately described?	Y	N	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	N
5. Are review dates still valid? (dependant on risk status in accordance with the separate guidance notes)	Y	N	Y	Y	Y	Y
6. Have all mitigating actions been identified and are they operating as intended?	Y	N	Y	Y	Y	Y
7. Is the assessment of each mitigating action in reducing the likelihood and/or impact still correct?	Y	N	Y	Y	Y	Y
8. Is the CURRENT ASSESSMENT of the risk still valid?	Y	Y	Y	Y	Y	Y

Key:

Green – no issues

Red – Exceptions reported (detailed below)

Exception Comments:

Children's Services (Questions 1, 2, 5, 6 & 7)

The Directorate is currently undertaking an exercise to review and update all of its risks following the training provided by the Risk management Team, with a completion date of the 31st October 2008.

Law & Property (Question 4)

Risk owner altered to reflect recent retirement.

Section 8

Directorate Reporting

This section provides detailed reporting on Directorate progress towards Directorate Strategic Plan objectives and exception reporting on national and local performance indicators not included in the Council Action Plan reporting.

In particular, Directorates are asked to report on any significant variation from anticipated progress, new pressures arising within the Directorate having implications for performance and to advise on proposed actions to be taken.

Directorates also report on any significant achievements of note during the period, such as any external accreditation, nomination for awards or positive publicity.

Quarterly Directorate Issues Report

Directorate: Directorate of Adult, Community and Housing Services	2008-09 Quarter 2
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1. KEY ISSUES RELATING TO DIRECTORATE STRATEGIC PLANS

Directorate Strategic Plan Priority	Comment and Proposed Action
LM 4.5 Support the development and implementation of the parenting support and family learning strategy (CP L5.1b)	Parenting Strategy out for consultation

Quarterly Directorate Issues Report

Directorate: Children's Services	2008-09 Quarter 2
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1. KEY ISSUES RELATING TO DIRECTORATE STRATEGIC PLANS

Directorate Strategic Plan Priority	Comment and Proposed Action
Improve (all) outcomes for children and young people in the care of the council LM1	<p>There are currently 514 Looked After Children (LAC) which is showing a downward trend in the last 2 quarters. The Children's Trust has agreed a partnership strategy for reducing numbers of LAC and preventing the need for children to become looked after. Children's Social Care Permanency Policy has been reviewed with an emphasis on prevention; this will be supported with the appointment of 2 reunification workers, the introduction of family group conferencing and strengthening parenting support across all agencies. We are showing good performance on placement stability and have been successful in extending placement choice through additional grants to develop treatment fostering across all age ranges.</p> <p>Following a fostering inspection, we have diverted resource to support carers aiding recruitment and retention. We have reviewed and strengthened our support to relative carers.</p> <p>All of our children's homes inspected to date have had good and outstanding OfSTED inspections.</p> <p>LAC have been identified as a vulnerable group in our targeted youth plan.</p> <p>'Get Going, Keep Going' is a programme that has been established to support healthy lifestyles for LAC and operates in conjunction with leisure services during school holidays.</p> <p>A 'Children in Care' pledge is being developed.</p> <p>Completion of Personal Education Plans is showing sustained improvement.</p>
Improve (all) outcomes for children and young people with learning difficulties and disabilities LM1	<p>Dudley has been successful in attracting grant funding as a 'Short Breaks' Pathfinder for children with disabilities which will extend the range of opportunities for support for children and their families.</p>

Directorate Strategic Plan Priority	Comment and Proposed Action
	<p>The pooled budget for children with disabilities has been effective in re-focussing provision towards early intervention allowing the development of intensive family support services.</p> <p>Secondary BESD provision has been located and expanded reducing reliance on external provision.</p> <p>Home and Hospital Service has relocated to provide an improved environment and curriculum delivery. A review of Pupil Referral Units has been completed.</p> <p>Phase one of Language Unit reconfiguration has been completed to provide more effective and flexible services to young people with speech and language difficulties.</p> <p>64 young people aged 13-19 who have classed themselves as having a disability have accessed youth provision. 18 of these have gained a recorded outcome.</p>

2. ADDITIONAL KEY ISSUES FOR THE DIRECTORATE

Key Issue	Comment and Proposed Action
Dudley Property Consultancy (DPC) Capacity	<p>Buildings & Estates Team have set up processes to enable project management services for the procurement of major capital projects to be carried out using Prince 2 standards. As a result, DPC were issued with an "Expression of Interest" for their services for the 14 year Primary Capital Programme (PCP) of works totalling approximately £70m of capital work. Whilst this programme has not been formally approved by DCSF and there is still an element of risk to the programme being carried out in its entirety or part, DPC have not formally responded to the request for ability to resource the work although the request was made in July 2008.</p> <p>The PCP work is a new initiative supporting the work of BSF. Concerns have been raised therefore to DPC's capability to resource the total of the capital programme as in accordance with Standing Orders they have to be offered the work in the first instance. Failure to spend to DCSF cash profiles will result in loss or reduction of future capital allocations.</p>

Key Issue	Comment and Proposed Action
<p>RM / DGfL Contract – Building Schools for the Future (BSF) Wave 7 ICT managed service ends 31/01/09, 2 year extension option has been exercised (DGfL2) this will run until January 2011. If Dudley gets into Wave 7, the BSF procurement process, including ICT, will be fully supported by Partnerships for Schools. If not in Wave 7, then DGfL will need funding (£300k+?) to fund consultancy etc. for a major ICT service procurement</p>	<p>The BSF Project Manager has been appointed to lead in the resubmission for BSF. Every effort must be made to achieve inclusion in Wave 7 as the PFI contract currently in existence with DGfL will come to an end in 2011. It will not be possible to extend the contract beyond that point. The Partnership for Schools would support the future ICT contract within the BSF proposal and the provision would be procured through the BSF process.</p> <p>Should the LA not secure BSF in Wave 7, a separate procurement exercise will need to be funded for the provision of a new managed ICT contract, estimated at 300k.</p> <p>The LA has always been leaders in Technology and should this not go ahead it would have a detrimental effect on children's' education.</p>
<p>The 'Healthy Towns' programme (if successful) should be embraced by the Directorate as an opportunity to bring together all strategies around child obesity, wellbeing and physical activity. If not successful, we should do this anyway!</p>	<p>Need to coordinate staff, time, activities and budgets.</p> <p>Inter Divisional/ Directorate/Partners management operations need to be directed through the Children's Trust.</p> <p>The silo culture still rules and there are too many people unable or unwilling to let go.</p> <p>We must focus upon outcomes for children and not staff roles and hierarchies.</p>
<p>Persistent absence target for all local authorities by 2011 is 5%, Dudley is currently on 6.9% and is one of 105 LA in the category of receiving 'targeted support' from the Regional Adviser for Behaviour & Attendance</p>	<p>Significant support going must be focused on PA schools from the EWS</p>
<p>Extension of duty to cooperate as part of children's trusts for public bodies including schools</p>	<p>DPT and the Trust members to raise awareness of obligations, facilitate integrated working amongst staff at all levels. Director of Children's services and senior trust board members need to devise/construct a change management programme to facilitate integrated working.</p>
<p>EMAS – Pressure – Staffing and delivery</p>	<p>Currently the service is working to the existing budget and plans. Budgetary decisions will be resolved for the financial year 2009/10.</p>

Key Issue	Comment and Proposed Action
School Improvement – Challenge - Black Country Challenge requires significant investment of officer time in planning and co-ordination. No extra resource is available to help with this.	Discussion underway with AD and Black Country Challenge but presently this is adding to staff workloads.
Early Years, Childcare & Extended Services Unit – All - All The LA is to pilot and deliver across the maintained and Private Voluntary Independence sector early years & childcare settings the Nursery Entitlement Funding flexible and extend offer for the 25% most disadvantaged 3 & 4yr olds across the borough from Sept 2009 – Sept 2010. This offer will become a universal entitlement from Sept 2010	An Early Years Project Learning Group is to be established with various officers of Children's Services Directorate to oversee this and other projects listed below; A project implementation plan is under development and will be available by end of Nov 08. A working group has been established with representatives from the maintained and Private Voluntary Independence sector, publicity and marketing for providers and parents is also under development and ongoing presentations across the borough have commenced. We are also required to consult with parents about this offer. This new entitlement will bring challenges to the maintained sector with regard to staff terms and conditions – Children's Services Directorate personnel are aware of this issue. The main concerns for the Private Voluntary Independence sector will be the ability of sessional pre-schools to deliver the new offer
Early Years, Childcare & Extended Services Unit – All - All The LA is to pilot and deliver across Phase 1 Children's Centres and other appropriate settings within their Super Output Areas a flexible and extended offer for the 15% most disadvantaged 2yr olds across the borough from Sept 2009 – March 2011	As above, although the focus will be on phase 1 Children's Centres as the hub for delivery.
Early Years, Childcare & Extended Services Unit – Challenge - The LA is required to establish consistent pupil counting across the maintained and Private Voluntary Independence sectors by Jan 2010 but are required to trail this in Jan 09. This	This will see the introduction of Nursery Entitlement Funding paid only for places occupied across the maintained sector for the first time, which will bring significant challenges as a likely reduction in their budget is likely.

Key Issue	Comment and Proposed Action
will align the Schools Census and Early Years Census for the management of information to support access to Nursery Entitlement Funding	
The Directorate is currently questioning value for money for the ICT equipment procured from Stone Computers and other suppliers (via Corporate ICT Services).	The Directorate ICT Manager and Senior ICT Officer are preparing a paper for DPT on the subject.

3. DIRECTORATE PERFORMANCE INDICATORS – REPORTING BY EXCEPTION

Performance Indicator	Comment and Proposed Action
Persistent absence: 2009 target is 6.6% (currently at 6.9%)	A range of additional support is being provided to the 7 PA schools
Looked After Children absence from school is showing quarter 2 downturn.	Review of tracking procedures & cohort of children to consider additional support to maintain attendance.
Reviews of Looked After Children 74.4% against target 82%	Downturn in performance following staffing issues; 1 post recruited to, 2 nd post to be re-advertised. Further analysis of management information to support review of action plan.
To Reach 25% of young people aged 13-19 (6986) (National Target is 25% of the 13-19 population)	The Youth Service is on target to achieve the new 'Reach'.
To ensure that 60% of young people 13-19 participating in positive activities gain a learning outcome (2515) National Target is 60% of the 13-19 population)	The Youth Service is on target to achieve the new 'Recorded Outcomes' target.

4. **SIGNIFICANT ACHIEVEMENTS/POINTS OF NOTE**

- All Phase 2 Children's Centres were successfully furnished and equipped, with the exception of Olive Hill, due to the building timeline
- Consultation process for the revision of Schools Standing Orders is now complete
- Sustainability – 8,000 'ecoquite' energy saving PCs will reduce school energy bills by an estimated £400,000 over the next 5 years and save 2,300 metric tonnes of CO2 emissions
- All schools will be on the new Portal version 2 by 3 October, and use by staff within the Directorate is accelerating
- Success rates for officers at Appeals are above the national average
- Good progress has made in making appointments to the Partnership Unit of the Children's Trust and the Integrated Service Management Team. The Assistant Director, Partnership and Performance is now in post. We have successfully completed the selection process for the post of Head of Support to the Children's Trust although the successful candidate will not be with us until January. Four out of five Integrated Service Managers are now in post and the fifth should join us before Christmas. These appointments give the LA greater capacity to support and challenges internal and external colleagues on the partnership agenda
- ECM Making a Positive Contribution: 2008 Ofsted Tellus 3 results show 36% of Dudley children and young people (11% points improvement from 2007 and 7% above the 2008 national average) say they have been *asked their views on their local area* over the last twelve months
- Dudley Play Pathfinder now seen by the DCSF as a national exemplar for involving children and young people in key decision making
- Dudley was invited to present the Dudley Play Pathfinder to a four day international conference at the University of Kent in September together with Mick Waters Director of Curriculum QCA
- Dudley Decision Making Kids (DDMK) taking a national lead with the Children's Commissioner Sir Al Anysley-Green on national Take Over Day in November
- Dudley invited to be a national pilot for anti-bullying work with children and young people in the community
- Me2 Mencap gain national attention for their work on the Dudley Play Strategy - Just Enjoy Children's Play Initiative
- Just Dudley Young Advisers now represented on the Secretary of State for Communities and Local Government's national 'Youth Adviser Panel'
- Enjoy programme judged as "outstanding" by Play England
- Just Enjoy programme now delivered 250,000 new play hours
- Council short listed from 150 LAs for the national DoH/DCSM Healthy Towns programme. (Now down to the last twelve for £4.5 million)
- A significant increase in secondary school attendance to 92.70% and improvements across primary to 94.8%; supports the strategy of increasing unauthorised absence thus enabling Education Welfare Officers to challenge parents. Attendance rates at both primary and secondary phases was above the national average for the 2007-08 academic year
- The initial NEET (not in education, employment or training) figures for children in alternative provision are the best since records were kept
- PEP improvement group continues to have a positive impact on ensuring all LAC have an up-to-date good quality PEP
- Dudley Performing Arts Summer Festival attracted more visitors this year despite appalling weather

- Dudley Childcare Strategy Team has received funding from Children's Workforce Development Council for the development of a Workbook to support Childminders with their understanding of and preparedness for Early Years Foundation Stage; this has received national recognition as a model of good practice
- Dudley Workforce Development Team have also received funding from the Children's Workforce Development Council to establish an Early Years Professional Status network one of a few established across the country, this will enable those who have achieved Early Years Professional Status to sustain their knowledge and understanding and share good practice with all settings and providers in the borough
- Dudley has been chosen with Luton LA to be leaders for the Minority Ethnic Achievement Project. The aim of the project is to raise the attainment of Pakistani and Yemeni pupils by looking at leadership and management, tracking and monitoring, teaching and learning, and parents in the community. The Literacy Manager together with the Head of Service (EMAS) and the consultants have worked in partnership with schools to share good practice
- Extended Services:
 - 71% of schools recorded as providing the full core offer for extended schools. Training Development Agency monitoring review very positive as targets exceeded. Target set was 59 schools (54%)
 - Agreement reached from Department for Children, Schools and Families for development of 3 Phase 3 Children's Centres to provide full coverage across the borough by 2010. Development of Phase 3 Children's Centres well underway. Capital plans for 2 of the 3 centres produced
- Dudley Parenting Support and Family Learning Strategy developed for formal consultation across partner agencies. Clear recommendations for parenting programmes to be adopted within the borough made within strategy.
- Dudley submitted an Expression of Interest in a Department for Children, Schools and Families Child Poverty Pilot re Child Development Grant in August 2008. Notification received 30 September that we have been selected to work up a firm proposal with Department for Children, Schools and Families for pilot project. Project would be delivered through Children Centres, providing grants to families accessing Children Centre Services
- Health Promoting Schools achieved its September stretch targets for % of schools achieving national healthy schools status
- Respect Yourself Campaign:
 - Development of the Sexual Relationships Education baseline for schools – This has involved some excellent partnership discussions and developments
 - Positive publicity celebrated young parents moving into employment within the youth service
 - Movement of teenage parent groups into Children's Centres. Beginning the development of a formal care pathway for teenage parents with the Primary Care Trust
 - Launch of the re-brand and positive annual Review with Government Office West Midlands
- School Improvement - Linking sounds and letters increased by 12% on Early Years Foundation stage assessment. This was partly due to an improvement in boys' attainment of 10%
- Youth Service – Successful delivery of a broad programme of summer activities across the Borough.