

# Quarterly Corporate Performance Management Report



**Quarter Two  
(July to September 2005)**

# Section 1

## Introduction

This is the second Quarterly Corporate Performance Management Report of 2005/06 highlighting performance for the period July to September 2005.

Following consideration by Corporate Board, the Cabinet Sub-Group and Cabinet, the 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 a series of Key Performance Indicators identified for each are reported in **Section 2**. This section also includes a summary of the Directorate performance reporting which is provided in more detail in **Section 8**.

**Section 3** provides a spotlight report on the half-year performance of other identified 'critical' performance indicators. The first set of information relates to the CPA Special Rules indicators. The second part of this section includes the BVPIs that finished lower quartile in the 2004/05 Best Value Performance Plan outturn, and highlights their performance year-to-date.

**Section 4** provides an update of progress against the Local Public Service Agreement targets.

**Section 5** gives a progress report on the Council's Partnership working and an update on the Dudley Borough Challenge process. This area of the report will continue to develop throughout the year as the Partnership Performance Management Framework is finalised and reporting mechanisms are put in place utilising the *PerformancePlus* software

**Section 6** introduces Financial Reporting to the Quarterly Corporate Performance Management Report. This section provides a corporate overview, with more detailed Directorate budget monitoring performance included in the Directorate reporting in **Section 8**. There is also a note on the proposed mechanism for calculating value for money at the year-end.

**Section 7** provides an overview of current Monitored and High Net Risks across the Authority aligned to Council Plan themes and showing links to significant performance indicators where appropriate.

Dudley Council Plus are finalising their Performance Management Framework and will report quarterly on a set of agreed performance indicators from the third quarter of 2005/06.

We are continually seeking to improve the Quarterly Corporate Performance Management Report and welcome comments on additional information that you would like to see included in the future.




## Section 2 Appendix 1

# Key Performance Indicators 2005/06




In order to provide a strategic focus to corporate performance management, from the 250+ Best Value Performance Indicators and the many Local Performance Indicators collected by the Authority, Directorates in liaison with the Corporate Policy Team have identified a set of Key Performance Indicators. These indicators have been selected to reflect a variety of factors, including delivery of Council Plan Objectives, Directorate Strategic Objectives, statutory performance frameworks such as the Performance Assessment Framework, Every Child Matters and the Local Public Service Agreement (LPSA). The basket of Key Performance Indicators reported corporately is reviewed annually to reflect changing priorities within the Council.

The Key Performance Indicators are reported to Corporate Board, the Cabinet Performance Management Sub-Group and Cabinet on a quarterly basis. These indicators represent important measures for the Authority in respect of the services and standards provided to the public and our aim is to ensure that the targets set are either fully met or achieved within an agreed tolerance by the end of the year, enabling us to demonstrate our commitment to continually improve upon our performance and to maintain excellence where optimum levels of performance have already been achieved.

Dudley's performance against this set of Key Performance indicators is provided in the section overleaf. Traffic light status indicators denote performance as follows:-

-  Where target is exceeded by more than 10% or, in the case of Social Services Performance Assessment Framework Indicators, where current performance has a 4 or 5 Blob rating.
-  Where performance is +/-10% of target
-  Where performance is more than 10% away from target

The report uses the following symbols to indicate the direction of change in performance since the previous quarter:-

-  Performance is currently better than in Quarter 1
-  Performance is consistent with Quarter 1
-  Performance is worse than in Quarter 1

In addition, Audit Commission **best** and **worst** quartile data for 2003/04 is provided for comparator purposes. An authority's quartile position for an indicator is determined by listing the values for that indicator for all other authorities in the comparator group (in this case All England) ranked by order of performance. The list is then divided into 4 parts, with an equal number of indicators in each part. The best performing quartile value is that which the best 25% of authorities exceed. The worst performing quartile value is that which the worst 25% of authorities fall below.

# Summary of Key Performance Indicators in Quarter 2 Appendix 2

## Overview of Performance Year- to-Date

- Of the 61 key performance indicators reported in Quarter 2, 55 (90%) are on target for the year-to-date and 29 of these are exceeding target by 10% or more (or in the case of SSD indicators are in the 4 or 5 Blob band ratings).
- Of the 6 (10%) key performance indicators below target for the year-to-date, 2 are showing improved performance for Quarter 2 against Quarter 1.

## Performance Highlights and Areas for Concern

### Caring Matters

Of the 10 key performance indicators, 8 are on or above target for the year-to-date, with 2 underperforming.

Performance Highlights	Areas for Concern
Improved performance in the % of young people leaving care with at least 1 GCSE (BV 050)	Reduced performance in the average length of stay in hostel accommodation (BV 183b)

### Environment Matters

Of the 9 key performance indicators, 8 are on or above target for the year-to-date, with 2 underperforming.

Performance Highlights	Areas for Concern
Improved performance in the % of the Borough's residents served by a kerbside collection of at least two recyclables (BV 91b)	Performance has dipped, however, in the number of unfit private sector dwellings made fit or demolished (BV 64)

### Learning Matters

Of the 9 key performance indicators, 7 are on or above target for the year-to-date, with 2 underperforming in Quarter 2.

Performance Highlights	Areas for Concern
Improved performance in the % of statements of special educational need issued by the authority (BV 43a and BV 43b)	The continued decline of performance in the % of looked after children with up to date Personal Education Plans (DELL A&I 27)

## Regeneration Matters

All indicators are on or above target for the year-to-date.

Performance Highlights	Areas for Concern
Improved performance in the % of looked after children engaged in education, training or employment (BV 161)  The % of deals legally completed to deliver the disposal programme (L&P CES 018)	

## Safety Matters

All indicators are on or above target for the year-to-date.

Performance Highlights	Areas for Concern
Improvement in the total number of crimes committed (CEX CS 001) Increased number of children taking part in the Sportslink after school programme (DUE CC 003b) The number of Anti Social Behaviour Orders issued (L&P LDS 017)	

## Quality Service Matters

Of the 18 key performance indicators, 17 are on or above target for the year-to-date, with 1 underperforming.










Performance Highlights	Areas for Concern
Improvement in performance for the % of Non-Domestic Rates collected (BV 010) and in the choice of appointment times at Dudley and Stourbridge Register Offices (L&P CES 022c & 021c)	The choice of times for marriage notices is showing a dip in performance at this stage (L&P CES 024c)

## Caring Matters Key Performance Indicators

Direct.	PI Ref:	Definition	05/06 Target	Q1 Actual	Q1 Status	Q2 Actual	Q2 Status	V Prev. Q	YTD Target	YTD Actual	YTD Status	Comment	Best Quartile 2003/04	Worst Quartile 2003/04
SSD	BV 049 PAF A1	% of looked after children at 31 March with 3 or more placements during the last financial year	11%	13.1%	★	11.6%	★	↗	11%	11.6%	★	Figures for Qtr 2 show that continued good performance is being maintained at the top banding for this indicator	-	-
SSD	BV 050 PAF A2	% of young people leaving care aged 16 or over with at least 1 GCSE at Grade A* - G or GNVQ	57%	40%	▲	58.3%	●	↗	57%	58.3%	●	Qtr 2 figure shows the actual number of children who fall into the 2005/06 cohort so far this year and whether they have at least 1 GCSE at grade A*-G or a GNVQ. Performance at the mid year position suggests that Dudley is maintaining its 4 blob banding	57	40
SSD	BV 163 PAF C23	Number of looked after children adopted during the year as a % of children looked after	6%	0.8%	▲	1%	▲	↗	6%	1%	▲	Qtr 2 is an actual as at figure taken from information recorded on Swift. We have been made aware, however, that a further 6 adoption orders have been granted but not yet recorded on Swift. This would give us a figure of 2.5%	9.1%	5.8%

## Learning Matters Key Performance Indicators





Direct.	PI Ref:	Definition	05/06 Target	Qtr 1 Actual	Qtr 1 Status	Qtr 2 Actual	Qtr 2 Status	V Prev. Qtr	YTD Target	YTD Actual	YTD Status	Comment	Best Quartile 2003/04	Worst Quartile 2003/04		
CS	BV 043a	% of statements of special educational need issued by the authority in a financial year and prepared within 18 weeks (a) excluding those affected by exceptions to the rule under the SEN Code of Practice	87%	81.33%		100%			87%	90.67%		Improvement due to new internal monitoring procedures; introduction of EMS software & Increased staffing levels in school psychological service	100%	87.5%		
CS	BV 043b	% of statements of special educational need issued by the authority in a financial year and prepared within 18 weeks (b) including those affected by exceptions to the rule under the SEN Code of Practice	80%	86.87%		89.33%			80%	88%		Improvement due to new internal monitoring procedures, introduction of EMS software & regular liaison with PCT	83.9%	54.4%		
CS	BV 045	% of half days missed due to total (that is authorised and unauthorised) absences in secondary schools maintained by the Local Education Authority	8%	7.81%		BV 045 and BV 046 are reported termly in arrears and are validated by the DfES prior to release. The figures are the most up to date available and relate to Term 3 – January to April 2005. Next set of figures, for Term ending December 2005, will be available in January 2006.									-	-
CS	BV 046	% of half days missed due to total (that is authorised and unauthorised) absences in primary schools maintained by the Local Education Authority	5.4%	5.59%											-	-

Direct.	PI Ref:	Definition	05/06 Target	Qtr 1 Actual	Qtr 1 Status	Qtr 2 Actual	Qtr 2 Status	V Prev. Qtr	YTD Target	YTD Actual	YTD Status	Comment	Best Quartile 2003/04	Worst Quartile 2003/04
CS	BV 047	% of schools being placed in OfSTED serious weaknesses/improvement notices (new framework September 2005)	0	0.82%		0.82%			0	0.82%		1 special school remains in the category of serious weakness. HMI not to revisit school to have inspection during next 12 months	-	-
CS	BV 048	% of schools being placed in OfSTED special measures	0	1.64%		1.64%			0	1.64%		1 6th form and 1 special school currently in special measures. 2 primary schools removed from special measures	0	2.04%
CS	BV 117	Physical visits to libraries per 1000 population	5019.68	1293.27		1351.4			2509.84	2644.64		On target if not exceeding. August high – due to number of summer activities carried out	-	-
CS	DELL A&I 010 (Local PI)	Number of pupils permanently excluded during the year from all schools maintained by the Local Education Authority per 1000 pupils at all maintained schools	1.6	0.59		0.32			0.8	0.91		This is the first month of the Autumn term and is usually a low number	-	-



Direct.	PI Ref:	Definition	05/06 Target	Qtr 1 Actual	Qtr 1 Status	Qtr 2 Actual	Qtr 2 Status	V Prev. Qtr	YTD Target	YTD Actual	YTD Status	Comment	Best Quartile 2003/04	Worst Quartile 2003/04
CS	DELL A&I 027 (Local PI)	% of looked after children having a current (up-to-date) Personal Education Plan	77.5%	48.67%		12.67%			67.5%	30.67%		The summer holidays have had an impact with around 30 children coming into care during the holiday period. PEPs were delayed because schools were closed. In addition many PEPs went out of date during the holiday. The issue of completion of PEPs within the required period is being looked at as a matter of urgency	Local PI	
CS	DELL SE 001 (Local PI)	Number of Children's Centres designated	6	2		2			3	4		There is some slippage (approved by Sure Start Unit) and three centres may not be designated until May 06	Local PI	
DUE	BV 170c	Number of pupils visiting museums and galleries in organised school groups	4000	4650		4656.20			2000	4656		Q2 performance is 132.81% above target. Marketing and targeting service better than ever. High profile projects are pulling in the visitors	7293.5	585.5

## Regeneration Matters Key Performance Indicators

Direct.	PI Ref:	Definition	05/06 Target	Qtr 1 Actual	Qtr 1 Status	Qtr 2 Actual	Qtr 2 Status	V Prev. Qtr	YTD Target	YTD Actual	YTD Status	Comment	Best Quartile 2003/04	Worst Quartile 2003/04
SSD	BV 161 PAF A4	% of looked after children engaged in education, training or employment at the age of 19	50.5%	21.4%		57.1%			50.5%	57.1%		The figure for Qtr 2 shows a significant improvement in the indicator. Of the 28 young people in the cohort 2005-06, 16 fell into the first half of the year and 9 were engaged in education, training or employment. Currently 90% of all 19 year olds are in education, training or employment within the region	-	-

# Safety Matters Key Performance Indicators

Direct.	PI Ref:	Definition	05/06 Target	Qtr 1 Actual	Qtr 1 Status	Qtr 2 Actual	Qtr 2 Status	V Prev. Qtr	YTD Target	YTD Actual	YTD Status	Comment	Best Quartile 2003/04	Worst Quartile 2003/04
DUE	DUE CC 003b (Local PI)	Increase by 10% the number of school children taking part in the Sportslink Afterschool programme	1703	1593		1998			1703	1998		Qtr 2 performance is 17.32% above target. 1998 children took part in after school activities, this represents 20.6% of all school children	Local PI	
SSD	BV 162 PAF C20	% of child protection cases which should have been reviewed during the year that were reviewed	100%	100%		100%			100%	100%		This is an excellent improvement on performance and reflects the impact of the improvement plan introduced in 2004	100%	95%
SSD	PAF A3	Re-registrations on the Child Protection Register (%)	10.5%	14.6%		12.9%			10.5%	12.9%		Qtr 1 figure was very close to upper threshold for the 5• rating, however Qtr 2 shows the figure falling back slightly, thereby improving Dudley's performance	-	-

## Section 4 Appendix 3

### LPSA Progress Report September 2005

Target	Comment on progress to date
<p>4) <b>To improve the educational performance of looked after children</b></p>	<p>This depends on academic achievement in the final year. Processes are in place to support the children concerned.</p> <p>Those indicators which can be used suggest targets will be met.</p> <p><b>FINAL YEAR TARGET.</b></p>
<p>7) <b>Reducing school absenteeism</b></p>	<p>Latest figures suggest the project is not on target to achieve reward. Attendance is improving in Dudley and on course to meet DFES expectations and targets but not sufficiently to meet the very demanding LPSA target.</p> <p><b>FINAL YEAR TARGET.</b></p>

## Section 5 Appendix 4

# Partnership Working Progress Report

## November 2005

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

### **Partnership Evaluation Tool**

This enables Council members and officers who are actively engaged in partnership working to assess the effectiveness of the Council's partnership working. The tool has so far been used in respect of the following partnerships with the following outcomes:

<b>Partnership</b>	<b>Outcome</b>	<b>Improvement Plan</b>
Strategic Housing & Environment Partnership	Amber/Green	Being implemented
Safe & Sound	Green	Being implemented
Brierley Hill Regeneration Partnership	Amber	Agreed and being implemented
Dudley Health & Wellbeing Partnership	Amber/Green	Pending
Jobs	Amber/Green	Pending
Children & Young People's Partnership	Green	Pending

When implemented the improvement plans will enable us to ensure that as a Local Authority we get the maximum from our partnership working. We are now in a position to begin to use the tool to assess the effectiveness of other key partnerships in which we participate.

### **Partnership Awareness and Training**

We plan during the coming months to raise awareness of partnership working through distribution of copies of our Partnership Strategy and Protocol, posting the same on the intranet, and offering brief awareness raising sessions for Directorate Management Teams. Training is now available for elected members and is planned for officers whose responsibilities require them to work in partnership.

# Dudley Borough Challenge

Following the previously reported extension of the consultation period on the draft of the new community strategy, the final document has been published with a launch event for partners on the 13<sup>th</sup> December. During January a “road show” will take place at a number of venues throughout the Borough, giving members of the public the opportunity to find out more about the new strategy. The strategy has an overall vision of “stronger communities”, with key priorities of:

- Creating a Prosperous Borough
- Promoting a Sense of Well Being and Good Health for Everyone
- Celebrating our heritage and the diversity of local culture
- Safeguarding and Improving the Environment
- Promoting Individual and Community Learning
- Making Dudley a Safe and Peaceful Place to live

Once the strategy has been published thematic sub groups and partner agencies will be preparing action plans outlining how they intend to work in the medium term towards these key priorities.

## **Audit Commission**

The Audit Commission carried out an assessment of our overall corporate approach to partnership working in 2004, and it was agreed that a second stage of their work would comprise a subsequent review of our engagement with and participation in Brierley Hill Regeneration Partnership. The second stage is now imminent and will comprise in addition to the above, a review of our partnership working arrangements to implement proposals for town centre regeneration and the castle and zoo development. The outcomes of the review will be published as available in subsequent quarterly reports.

## Section 6 Appendix 5 Financial Reporting

### 2005/06 FORECAST OUTTURN POSITION

<u>SERVICE</u>	<b>ORIGINAL BUDGET</b> £m	<b>REVISED BUDGET</b> £m	<b>PROJECTED OUTTURN</b> £m	<b>VARIANCE</b> £m
<b>GENERAL FUND</b>				
Educ. & Lifelong Learning	198.486	198.486	198.486	-
Social Services	82.673	82.673	82.923	0.250
Urban Environment	48.960	48.777	48.777	-
Finance and Corporate	6.631	6.660	5.660	(1.000)
Chief Executive's	9.145	9.299	10.049	0.750
Law and Property	2.714	2.714	2.714	-
Housing (General Fund)	2.613	2.613	2.613	-
<b>TOTAL GENERAL FUND</b>	<b>351.222</b>	<b>351.222</b>	<b>350.472</b>	<b>NIL</b>
<b>HRA</b>	<b>1.491</b>	<b>0.712</b>	<b>0.670</b>	<b>(0.042)</b>

Significant issues:

#### General Fund:

- Directorate of Education and Lifelong Learning: There are increasing pressures on SEN spending within the Schools' Block. At the present time these are being contained by management action but this is an area for continued close monitoring.

Financial pressures in libraries are being addressed by management action, although there remain certain residual issues, for example in TIC (Tourist Information Centre), that need to be resolved.

- Social Services: The most significant pressure continues to be on Children's services. Out of borough placements are the biggest single contributing factor. One significant development in this area is that the pooled budget for children with disabilities is already fully committed for this financial year. Although some attempt has been made to bring high cost placements back into the borough this has made little impact on the overall position so far. Our latest forecast is for an overspend on Children Services of around £2m; measures are already being taken jointly by the Directorates of Education and Lifelong Learning and Social Services to address the overspending this year from reviewing spending in other areas and the use of reserves.

Following guidance from the Ombudsman relating to charges for clients under Sect 117 of the Mental Health Act 1983, we are required

to repay prior year charges. This will result in a net shortfall in resources of around £0.25m\*

- Directorate of Urban Environment: there are growing pressures on meeting income levels in leisure centres, higher than anticipated utility charges and Green Book issues. Management action is being taken to address these issues.
- Finance and Corporate: The budget variance reflects favourable treasury management conditions experienced to date.
- Chief Executives: The outturn position assumes budget transfers in support of Dudley Council Plus Operational costs being satisfactorily resolved. Transfers are dependant upon agreeing the processes within Directorates which will be transferred. There is a risk that this will not be resolved fully during the year and our current forecast is for an overspending of around £0.75m\*.
- Law and Property: There has been a significant reduction in land charges income as a consequence of the downturn in the housing market and the increase in personal charges for which only a statutory fee is charged. This can be funded from earmarked reserves.

\*Note: The unresolved overspendings totalling £1m can be met from favourable treasury management activities.

#### Housing Revenue Account:

The Housing Revenue Account (HRA) is the ring-fenced revenue account for the Council's landlord functions. The forecast variance reflects a reduction in the forecast of house sales and consequently an improved forecast of rental income.

More detailed Directorate budget information is included in **Section 8**.



## Gershon Monitoring 2005/06

1. The Council is required to submit a mid-year Annual Efficiency Statement (AES) to demonstrate progress against the previously forecast efficiencies for 2005/06 - as submitted in the original 2005/06 AES.
2. On the basis of information received from Directorates, the overall position is as shown below. In most areas (and for most of the detailed efficiencies within them), estimated outturn is in line with forecast. In total, estimated outturn efficiencies amount to £4.620m compared with an original forecast of £4.831m, a reduction of £0.211m. This variation is mainly the result of:
  - Social Services sickness absence reductions not realised - but more than offset by new efficiencies from Electronic Data Management; lower cost Care at Home; fewer “section 20” referrals. (Net increase of £0.231m.)
  - Less improvement than expected in HRA rent collection performance. (Net reduction of £0.190m.)
  - Revised comparator information against which procurement efficiencies are measured. (Net reduction of £0.323m.)
3. At least half of all efficiencies must be potentially cashable. Of the £4.620m estimated outturn efficiencies, £3.724m - amounting to over 80% - are cashable.

## 2005/06 Efficiency Monitoring

Efficiency Category	Original Forecast £'000	Latest Forecast £'000	Variance £'000	Comments
Adult Social Services	522	592	70	See note 1
Children's Services	383	544	161	See note 2
Culture & Sport	57	57	0	
Environmental Services	140	160	20	
Highways	245	300	55	
Other Local Transport	0	0	0	
Social Housing	793	638	-155	See note 3
Non School Education	263	263	0	
Supporting People	322	322	0	
Homelessness	4	4	0	
Corporate Services	811	789	-22	
Procurement	387	64	-323	See note 4
Productive Time	277	277	0	
Transactions	107	95	-12	
Miscellaneous	520	515	-5	
<b><u>TOTAL</u></b>	<b>4831</b>	<b>4620</b>	<b>-211</b>	

### Notes

1. Sickness absence reductions not realised; more than offset by new efficiencies from Electronic Data Management and lower cost Care at Home.
2. Sickness absence reductions not realised; more than offset by new efficiency from fewer "section 20" referrals.
3. Mainly less improvement than expected in rent collection performance.
4. Comparator information against which procurement efficiencies are measured has been revised.

# Value for Money Indicators

There are few indicators which demonstrate value for money in the current set of Best Value Performance Indicators or other national frameworks. Those that do generally focus on relatively small service areas and rely on further comparisons with national results and trends.

For the first LPSA agreement there was a compulsory target relating to cost effectiveness. This relied on the Council identifying a basket of indicators within set guidelines for which performance would be compared between the baseline and end year of the agreement. This would then be compared with changes in overall expenditure by the Council, with adjustments for inflation.

The basket of indicators chosen by the council contained 27 national and 2 local indicators and, had the LPSA agreement been two rather than three years, it appears those indicators would have demonstrated marked improvement in value for money. However, with a relatively small number of indicators compared with the number collected, the value for money judgement could be markedly influenced by performance in one or two areas.

It is proposed that the mechanism for calculating value for money is taken from the LPSA process and broadened to better reflect Council activity and priorities.

At the end of 2005/06, all BVPIs from the national set which have remained comparable with those of 2004/05 are used to form the 'basket' of indicators in the performance index and the cost index, comparing changing Council costs, is measured in the same way as in the LPSA. Furthermore, to reflect Council priorities, those performance indicators reflecting Council priorities (Key Performance Indicators) carry a weighting of 2 against a weighting of 1 for 'non priority' indicators. Additional local PIs which reflect priorities not captured elsewhere may also be added into the suite of indicators.

The resultant value for money indicator could simply be rolled forward year on year with some indicators being added and others being deleted as appropriate.

Although this would only give an end of year indicator of value for money, it would be comprehensive, reflect Council priorities and also reflect the performance management and efficiency measures taken throughout the year.

## **Section 7**                      **Appendix 6**

### **Risk Management**

The section provides an overview of current Monitored and High Net Risks across the Authority. There are currently 36 risks in these two categories, shown in the table on the following page.

Work is ongoing to ensure that these risks are explicitly linked to Council strategic objectives, in order that changes in their status that may impact on performance can be monitored and reviewed. Recent improvements to the Magique Risk Management system now allow us to:

- Specify links to Key Performance Indicators
- Specify links to Council Plan themes.

# Strategic Monitored Risks/High Net Status Risks

## November 2005

Council Plan Theme	Directorate	Risk Owner	Risk	* Net Risk Status	Related PI	Date of Last Corporate Board Review
Caring Matters	SSD	Linda Sanders	Cost of placements being higher than budgeted for (external) - (C&F, A)	Low		-
Caring Matters	SSD	Pauline Sharratt	Risk of not getting other agencies to contribute towards the cost of placements and service provision (C&F)	Low		September 2005
Caring Matters	SSD	Pauline Sharratt	Failure to ensure maximum profile of children's services with the Corporate Agenda (C&F)	Low		-
Safety Matters	SSD	Pauline Sharratt	Risk of injury or not safeguarding children in the community.	NA		September 2005
Quality Service Matters	CS	John Freeman	Failure to manage long-term absences.	High		-
Quality Service Matters	CS	John Freeman	Uncertainty about budget provision year on year	High		-
Quality Service Matters	SSD	Pauline Sharratt	Risk of not implementing Children Act 2004	NA		September 2005

**\* Net Risk Status - after mitigating actions applied**

# **Section 8**                      **Appendix 7**

## **Directorate Reporting**

The section provides more detailed reporting on Directorate progress towards Council Plan and Directorate Strategic Plan objectives and exception reporting on Best Value and Local Performance Indicators.

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.

In addition, Directorates now provide details of Budget Monitoring Performance in support of the corporate overview included in **Section 6**.

## Quarterly Directorate Issues Report

<b>Directorate: Children's Services</b>	<b>2005-06 Quarter 2</b>
---	--------------------------

### **1. KEY ISSUES FOR THE DIRECTORATE HAVING IMPLICATIONS FOR THE DELIVERY OF COUNCIL PLAN MILESTONES**

<b>Issue</b>	<b>Comment and Proposed Action</b>
The Children Act 2004	To work with statutory partners and other local stakeholders to develop the Children's and Young People's Strategic Partnership towards a Children's Trust.
The Adoption and Children Act 2002	To establish and develop the new Directorate of Children's Services to meet national and local requirements.
The Childcare Bill	To work with providers of children's services in the Council, other public agencies, and the private, voluntary and community sectors to ensure common and consistent high service standards.
The Schools White Paper 'Youth Matters' Green Paper	To ensure that children and young people have an effective voice in decision-making and that their interests are championed.
Joint Area Review of Children's Services	To ensure a good outcome for the Joint Area Review.
The Directorate Strategic Plan	To update and integrate Directorate and Divisional planning and processes.
The Children and Young People's Strategic Plan	To ensure the best possible outcomes for all Dudley children and young people, especially those looked after by the Council.

### **2. KEY ISSUES RELATING TO DIRECTORATE STRATEGIC PLANS**

<b>Issue</b>	<b>Comment and Proposed Action</b>
The Primary School Review	To complete the decision-making process and implementation of the Primary Schools Review
The Secondary Schools Review	To commence work on the initial phases of the Secondary Schools Review
The SEN Strategy	To continue to make progress with the implementation of the SEN Strategy, in partnership with schools.

### 3. PERFORMANCE INDICATORS

#### (a) Quarterly Reported Key Performance Indicators

Performance Indicator	Comment and Proposed Action
% of statements of special educational need issued by the authority in a financial year and prepared within 18 weeks (a) excluding those affected by exceptions to the rule under the SEN Code of Practice	Target was exceeded for 2nd quarter. Improvement due to : <ul style="list-style-type: none"> <li>• New internal monitoring procedures</li> <li>• Introduction of EMS software</li> <li>• Increased staffing levels in school psychological service</li> </ul>
% of statements of special educational need issued by the authority in a financial year and prepared within 18 weeks (b) including those affected by exceptions to the rule under the SEN Code of Practice	Target was exceeded for 2 <sup>nd</sup> quarter. Improvement due to : <ul style="list-style-type: none"> <li>• New internal monitoring procedures</li> <li>• Introduction of EMS software</li> <li>• Regular liaison with PCT</li> </ul>
% of half days missed due to total (that is authorised and unauthorised) absences in secondary schools maintained by the Local Education Authority	Secondary absence decreased from 8.09% in 2003-04 to 7.74% this year.  A letter from the DfES (Sept 13, 2005) compliments the LA on its efforts to improve absence levels, with the absence for 2004/5 being 6.59% compared with a trajectory of 6.74%.
% of half days missed due to total (that is authorised and unauthorised) absences in primary schools maintained by the Local Education Authority	Primary absence for academic year 2004-05 was 5.59% compared with 5.83% in the previous year.  A letter from the DfES (Sept 13, 2005) compliments the LA on its efforts to improve overall absence levels, with the absence for 2004/5 being 6.59% compared with a trajectory of 6.74%.
Number of pupils permanently excluded during the year from all schools maintained by the Local education authority per 1000 pupils at all maintained schools	This is the first month of the Autumn term and is usually a low number
%age of Looked After Children in the care of Dudley MBC for a month or more having a current Personal Education Plan (PEP) (i.e. completed/reviewed in the last 6 months)	The summer holidays have had an impact with around 30 children coming into care during the holiday period. PEPs were delayed because schools were closed. In addition many PEPs went out of date during the holiday, in future social workers need to ensure they are reviewed before a holiday.  The issue of completion of PEPs within the required period is being looked at as a matter of urgency.  500 LAC 0-18, 355 of 5-16, 83 attending schools outside Dudley schools.
Physical visits to libraries per 1000 population	On target if not exceeding. August high – due to number of summer activities carried out.
% of schools being placed in OfSTED serious weaknesses/improvement notices (new framework September 2005)	<b>1 special school remains in the category of serious weakness. HMI not to revisit school to have inspection during next 12 months</b>



Performance Indicator	Comment and Proposed Action
% of schools falling within OfSTED's adverse category of Special Measures	1 6th form and 1 special school currently in special measures. 2 primary schools removed from special measures.
Number of Children's Centres designated	<b>The target for the two-year period is to have 6 Children's Centres designated by March 06. There is some slippage (approved by Sure Start Unit) and three centres may not be designated until May 06.</b>

### (b) Other Directorate Performance Indicators – Reporting by Exception

Nothing to report this quarter.

## 4. SIGNIFICANT ACHIEVEMENTS/POINTS OF NOTE

<ul style="list-style-type: none"> <li>A letter from the DfES (Sept 13, 2005) compliments the Council on its efforts to <b>improve absence levels</b>, with the absence for 2004/5 being 6.59% compared with a trajectory of 6.74%.</li> </ul>
<ul style="list-style-type: none"> <li>Targeted Capital Fund bid approved to re-build Old Park Special School and Wrens Nest School.</li> </ul>
<ul style="list-style-type: none"> <li>Extended Schools national assessment awarded Dudley all 'Green' for achievement. This is the only programme in the country to have achieved this for progression against action plans.</li> </ul>
<ul style="list-style-type: none"> <li>Health Promoting Schools Service is now engaged with 100% of all schools within Dudley. They have been nationally recognised for the work they are undertaking within early years settings and this is being taken forward by the DfES as good practice. National indicators assess the Service as 'Green' and first in terms of quality achievements in the West Midlands.</li> </ul>
<ul style="list-style-type: none"> <li>Young People and Substance Misuse action plan has been assessed by NTA and GOWM as majority 'Green' in its six-month review. Achievements for access to treatment put Dudley in top quartile nationally.</li> </ul>
<ul style="list-style-type: none"> <li>Adult Learning Inspectorate annual monitoring assessed Dudley Lifelong Learning Team as satisfactory or above on the achievement of its improvement plan.</li> </ul>
<ul style="list-style-type: none"> <li>Learner of the Year Award received over 300 entrants and a successful event held at the Village Hotel.</li> </ul>
<ul style="list-style-type: none"> <li>Increased participation in summer activities for Dudley Performing Arts Team and Youth and Community Team.</li> </ul>
<ul style="list-style-type: none"> <li>The DfES are using the Dudley Health Promoting Schools materials developed for Early Years settings as an example of good practice.</li> </ul>
<ul style="list-style-type: none"> <li>The Early Years Review Group of provision in settings is making good progress.</li> </ul>
<ul style="list-style-type: none"> <li>Dudley received a letter from the Minister of State for Schools regarding the continued improved progress of pupil performance at Key Stage 2.</li> </ul>
<ul style="list-style-type: none"> <li>The Directorate is receiving very supportive comments regarding our work in helping schools to develop their Self-Evaluation Forms.</li> </ul>
<ul style="list-style-type: none"> <li>Positive feedback has been received from Secondary headteachers regarding the 'Data for School Improvement' conference.</li> </ul>
<ul style="list-style-type: none"> <li>Schools continue to provide positive feedback on the work of our National Strategy consultants.</li> </ul>
<ul style="list-style-type: none"> <li>Support for School Governance continues to receive positive feedback.</li> </ul>
<ul style="list-style-type: none"> <li>Celebration Evening with Dudley Caribbean Friends' Association, May 26 2005 – 150 parents and pupils attended; a very successful evening.</li> </ul>

## 5. BUDGET MONITORING PERFORMANCE

From: *Director of Education & Lifelong Learning*

### **FINANCIAL MANAGEMENT OUTTURN REPORT** **EDUCATION & LIFELONG LEARNING**

#### **REVENUE BUDGET 2005/06**

**POSITION AS AT: 30th September 2005**

	ORIGINAL BUDGET	LATEST APPROVED BUDGET	FORECAST OUTTURN		FORECAST VARIANCE
	£'000	£'000	£'000		£'000
<b>SCHOOLS BLOCK BUDGET</b>	173,736	173,736	173,736		-
<b>LEA BLOCK BUDGET</b>	12,798	12,850	12,850		-
<b>YOUTH &amp; COMMUNITY BLOCK BUDGET</b>	5,832	5,780	5,780		-
<b>LIBRARIES BLOCK</b>	4,436	4,436	4,436		-
<b>ASSET RENTALS BLOCK</b>	12,352	12,352	12,352		-

<b>NON SECTION 52 INCOME - EIC/LSC/Threshold</b>	- 10,668	- 10,668	- 10,668		-
<b>TOTAL</b>	<b>198,486</b>	<b>198,486</b>	<b>198,486</b>		-

**NOTES/DETAILS**

There are increasing pressures on SEN spending within the School's Block. At the present time these are being contained by management action but this is an area for continued close monitoring.

The Library service is facing financial pressures, some of these are being addressed by management action whilst for others, such as the TIC (Tourist Information Centre), there are residual issues to be addressed.

SIGNED \_\_\_\_\_

*Director of Education & Lifelong Learning*

DATE \_\_\_\_\_

SIGNED \_\_\_\_\_

*Cabinet Member for Education & Lifelong Learning*

DATE \_\_\_\_\_

## Quarterly Directorate Issues Report

<b>Directorate: Urban Environment</b>	<b>2005-06 Quarter 2</b>
---------------------------------------	--------------------------

### 3. PERFORMANCE INDICATORS

#### (a) Quarterly Reported Key Performance Indicators

<b>Performance Indicator</b>	<b>Comment and Proposed Action</b>
DUE CC 003(b) Number of school children taking part in out of school activities (Sportslink After School)	Q2 performance is 17.32% above target. 1998 children took part in after school activities, this represents 20.6% of all school children.

## Quarterly Directorate Issues Report

<b>Directorate: Social Services Adult, Community and Housing Services</b>	<b>2005-06 Quarter 2</b>
---	--------------------------

### 3. PERFORMANCE INDICATORS

#### (a) Quarterly Reported Key Performance Indicators

Performance Indicator	Comment and Proposed Action
BVPI 49 (PAF A1) Stability of placement of children looked after	Figures for quarter 2 show that continued good performance is being maintained at the top banding for this indicator.
BVPI 50 (PAF A2) Educational qualifications of children looked after	Quarter 2 figure shows the actual number of children who fall into the 2005/06 cohort so far this year and whether they have at least 1 GCSE at grade A*-G or a GNVQ. Performance at the mid year position suggests that Dudley is maintaining its 4 blob banding.
BVPI 161 (PAF A4) Employment, education and training for care leavers	The figure for Quarter 2 shows a significant improvement in the indicator. Of the 28 young people in the cohort 2005-06, 16 fell into the first half of the year and 9 were engaged in education, training or employment. Currently 90% of all 19 year olds are in education, training or employment within the region.
BVPI 162 (PAF C20) Reviews of child protection cases	Dudley has achieved the target 100% of child protection reviews within timescale. This is excellent improvement on performance and reflects the impact of the improvement plan introduced in 2004.
BVPI 163 (PAF C23) Adoptions of looked after children	◆ Quarter 2 is an actual as at figure, taken from information recorded on Swift. We have been made aware however, that a further 6 adoption orders have been granted but not yet recorded on Swift. This would give us a figure of 2.5%.