

**SELECT COMMITTEE ON GOOD HEALTH - 26<sup>TH</sup> JANUARY 2006**

**REPORT OF THE LEAD OFFICER TO THE COMMITTEE**

**QUARTERLY CORPORATE PERFORMANCE REPORT**

**Purpose of Report**

1. To review and scrutinise the performance of the Council in relation to the activities relating to the terms of reference of this Committee for the second quarter of 2005/06.

**Background**

2. The Quarterly Corporate Performance Report for the second quarter of 2005/06 was submitted to the meeting of the Cabinet held on the 14<sup>th</sup> December 2005. The Cabinet approved the content and style of the report. In accordance with a recent decision of Select Committee Chairmen, reports on quarterly corporate performance will now be submitted to all select committees.
3. The sections of the Quarterly Corporate Performance Report relevant to this Committee are attached as appendices to this report, as well as some extra information to assist the scrutiny as follows:-

Appendix 1 - Key Performance Indicators, 2005/06

Appendix 2 - Spotlight on 'Critical' Performance Indicators

Appendix 3 - Local Public Service Agreement Progress Report

Appendix 4 - Partnership Working progress report

Appendix 5 - Risk Management

Appendix 6 - Directorate Reporting - Social Services (Adult Community and Housing Services)

Appendix 7- Children's Services achievements and Annual Performance Assessment

4. In accordance with Article 6 of Part 2 of the Constitution, the Committee is invited to review and scrutinise Council performance in respect of these issues, insofar as they relate to the provision, planning and management of social and health care. Members will be aware that responsibility for children's social care will transfer to the Directorate of Children's Services on 1st April 2006.

## **Finance**

5. There are no direct financial implications.

## **Law**

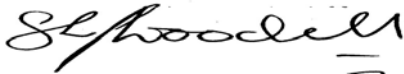
6. The Quarterly Corporate Performance Report will significantly contribute towards the delivery of the framework for performance assessment as outlined in the Local Government White Paper 2000 (Strong Leadership, Quality Public Services).

## **Equality Impact**

7. There are no special considerations to be made with regard to equality and diversity relating to receiving and noting this report.

## **Recommendations**

8. That the Committee review and scrutinise the performance of the Council in respect of the matters under the responsibility of the Select Committee on Good Health, as indicated in the extracts from the Quarterly Corporate Performance Report to the Cabinet attached.



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**Lead Officer to the Select Committee on Good Health**




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## **List of Background Papers**




The Quarterly Corporate Performance Report relating to the second quarter of the 2005/06, which was submitted to the meeting of the Cabinet, held on 14<sup>th</sup> December, 2005.

# Key Performance Indicators 2005/06

Dudley's performance against this set of Key Performance indicators is provided in the following information. 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 following symbols are used 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.





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(a) 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 054 PAF C32	Older people helped to live at home per 1,000 population aged 65 or over	82	80	●	78	●	↘	82	78	●	The figure as at 30/9/05 totals 4087 older people. If the authority continues to maintain this number, this would result in an indicator value of 78 projected to the end of the year, providing a 2● rating	101.17	72.3

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 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%
SSD	BV 201 PAF C51	Adults and older people receiving direct payments during the year (per 100,000 population aged 18+)	43	31		38			43	38		The figure as at 30/9/05 totals 89 clients. If the authority continues to maintain this number this would result in an indicator value of 38 projected to the end of the year, providing a 3• rating	-	-
SSD	PAF C30	Adults with learning disabilities helped to live at home per 1,000 population aged 18-64	3.2	3.4		3.3			3.2	3.3		The figure as at 30/9/05 totals 612 clients. If the authority continues to maintain this number this would result in an indicator value of 3.3 projected to the end of the year, providing a 5• rating	-	-
SSD	PAF E48	% of older service users receiving services following an assessment that are from a minority ethnic group	1%	1.03%		1.06%			1%	1.06%		Good performance is around 1%. The figure for Qtr 2 totals 24 clients	-	-

**(b) 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.	-	-

### (c) 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
SSD	BV 056 PAF D54	% of items of equipment and adaptations delivered within 7 working days	77%	79%	★	80%	★	↗	77%	80%	★	The targets are set to achieve and maintain a 4• performance rating. Qtr 2 performance provides a 5• rating	87.75%	72%
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	BV 195 PAF D55	Acceptable waiting times for assessments for new older clients (%)	80%	84%	★	79%	★	↘	80%	79%	★	The figure for Qtr 2 totals 2274 of new clients starting an assessment within 2 days and/or completing an assessment within 4 weeks. If the authority continues to maintain this number this would result in an average of 79% projected to the end of the year, providing a 4• rating	74.68%	49.73%
SSD	BV 196 PAF D56	Acceptable waiting times for care packages for new older clients (%)	95%	96%	★	95%	★	↘	95%	95%	★	The figure for Qtr 2 totals 1015 from a total of 1071 new clients completing an assessment and starting a service within 4 weeks. If the authority continues to maintain this number this would result in an indicator value of 95% projected to the end of the year providing a 5• rating	89%	73.13%

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	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.	-	-



# Spotlight on 'Critical' Performance Indicators

This section provides a spotlight report on the half-year performance of other identified 'critical' performance indicators.

The first set of performance indicators are **CPA Special Rules Indicators**. Special Rules indicators are those for which there is effectively a minimum standard of performance. If an authority does not achieve this minimum standard it may limit the service score awarded in the CPA assessment, irrespective of performance across all of the other performance indicators – that in turn could impact upon the authority's overall score.

This set of indicators was included for the first time in the report submitted to Cabinet on 14 December 2005 and it is recognised that a number are key performance indicators that are routinely reported on quarterly. Any overlap will be addressed in future reports to Cabinet.


The second set in this section highlights the BVPIs that finished **Lower quartile** according to the 2004/05 Best Value Performance Plan outturn. Information is shown against 2004/05 quartile information received from the Audit Commission, unless stated otherwise.

# CPA Special Rules Indicators

Council Plan Theme	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	Actual 2004/05	Performance Trend Over 3 Year Period to 2004/05
Caring Matters	SSD	PAF C26	Supported admissions of older people to permanent residential and nursing care per 10,000 population aged 65 or over	75%	68%	★	69%	★	↗	75%	69%	★	73%	Improving
Caring Matters	SSD	BV 053 PAF C28	Households receiving intensive home care per 1,000 population aged 65 or over	13	13.7	★	13.3	★	↘	13	13.3	★	12.9	Improving
Caring Matters	SSD	BV 055 PAF D40	Adult and older clients receiving a review as a % of those receiving a service	75%	28%	▲	48%	▲	↗	75%	48%	★	70%	Improving
Caring Matters	SSD	BV 058 PAF D39	% of adults and older people receiving a statement of their needs and how they will be met	96%	97%	★	97%	★	→	96%	97%	★	96%	Improving
Caring Matters	SSD	BV 201 PAF C51	Adults and older people receiving direct payments during the year (per 100,000 population aged 18+)	43	31	●	38	●	↗	43	38	●	40	Improved performance

Council Plan Theme	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	Actual 2004/05	Performance Trend Over 3 Year Period to 2004/05
Safety Matters	SSD	BV 056 PAF D54	% of items of equipment and adaptations delivered within 7 working days	77%	79%	★	80%	★	↕	77%	80%	★	77%	Improved performance

### Exception Reporting for CPA Special Rules Indicators:

	Directorate	PI Ref.	Definition	Comment
	SSD	BV 055 PAF D40	Adult and older clients receiving a review as a % of those receiving a service	The targets are set to achieve and maintain the top performance rating. Virtual reviewing team set up with targeted activity and action plan to cover teams. Recruitment of OT assistant to be considered to specifically focus on reviews. Action plan for Mental Health reviews to be considered.

# Lower Quartile Indicator 2004/05

Council Plan Theme	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	Actual 2004/05	Performance Trend Over 3 Year Period to 2004/05
Safety Matters	SSD	BV 056	% of items of equipment and adaptations delivered within 7 working days	77%	79%	★	80%	★	↗	77%	80%	★	77%	Improved performance

# LPSA Progress Report September 2005

<b>Target</b>	<b>Comment on progress to date</b>
<p><b>1) 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><b>2) To improve the opportunities of people with disabilities to live at home independently</b></p>	<p>(i) Number of service users in receipt of Direct Payments. At June 2005 there were over 70 such clients against a baseline of 8 and a target of 100. Already past the reward grant threshold and expected to achieve full reward.</p> <p>(ii) Waiting time for installing a stair lift. Performance at 30<sup>th</sup> June was around 3 months against a target of 6 months. (Best time reported, 3 weeks).</p> <p>(iii) Number of pieces of community equipment collected. Performance at the end of June 4,550 against a target for period of 3,375 and annual target of 13,500.</p> <p><b>FINAL YEAR TARGET.</b></p>
<p><b>3) Reduce substance misuse</b></p>	<p>(i) Arrest referral. Figure well ahead of target and will achieve 226 completions by the end of September against a target for the same period of 196. The end of agreement target is 262 thus requiring an additional 6 completions per month to achieve full reward and a little over 3 per month to trigger reward.</p> <p>(ii) A&amp;E Scheme. The threshold for achieving reward grant is 1,970 referrals. By early September the nurse central to the scheme had supervised 796 completions which she is now achieving at a rate of almost 70 per month. However, the referrals from A&amp;E to other agencies for completions are not yet included. Work is going on to capture and validate those figures with agencies such as Aquarius and Warehouse. There is increasing optimism that the reward threshold will be reached.</p>

# 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 the Council to ensure that as a Local Authority it gets the maximum from partnership working. The Council are now in a position to begin to use the tool to assess the effectiveness of other key partnerships in which it participates.

### **Partnership Awareness and Training**

During the coming months it is planned to raise awareness of partnership working through distribution of copies of the 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.

# Risk Management

The section provides an overview of current Monitored and High Net Risks across the Authority.

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 the Council 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	Funding shortfall against demand/need for placements (C&F, A)	High		September 2005
Caring Matters	SSD	Linda Sanders	Cost of placements being higher than budgeted for (external) - (C&F, A)	Low		-
Caring Matters	SSD	Hilary Jackson	Failure to achieve potential of local LIFT schemes (BS)	Low		September 2005
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
Safety Matters	SSD	Richard Carter	Failure to complete re-provision of Ridge Hill hospital (LD)	Low		September 2005

Council Plan Theme	Directorate	Risk Owner	Risk	* Net Risk Status	Related PI	Date of Last Corporate Board Review
Quality Service Matters	SSD	Linda Sanders	Risk/impact job evaluation programme on core staff costs - (BS)	High		September 2005
Quality Service Matters	SSD	Linda Sanders	Unable to provide effective service if unable to recruit staff - (BS)	Low		-
Quality Service Matters	SSD	Linda Sanders	Failure to meet achievement targets for specified qualifications required by NCSC and GSCC - (BS)	Low		September 2005
Quality Service Matters	SSD	Hilary Jackson	Risk of failure to achieve a balanced budget - (BS)	Low		September 2005
Quality Service Matters	SSD	Pauline Sharratt	Risk of not implementing Children Act 2004	NA		September 2005

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

## **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.

## Quarterly Directorate Issues Report

<b>Directorate: Adult, Community and Housing Services &amp; Children's Services</b>	<b>2005-06 Quarter 2</b>
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### **1. KEY ISSUES FOR THE DIRECTORATE HAVING IMPLICATIONS FOR THE DELIVERY OF COUNCIL PLAN MILESTONES**

<u>Issue</u>	<u>Comment and Proposed Action</u>
Remodelling of Council Services to meet changed legislative requirements	Creation of New Directorate of Adult, Community and Housing Services. Cabinet Agreement has been given for the inclusion of an Adult learning, Libraries and information Division with effect next year as part of the new Directorate Adult, community and Housing Services. A project reviewing business services requirements for the new Directorates.
Adults Mental Health re-design and Integration	Integration of Mental Health Services with PCT took place on 1 <sup>st</sup> April '005 and is progressing well.  However, to encourage greater local accountability and choice for service users a new structure was introduced consisting of 4 Capable Care Forums (1 in each Mental Health speciality), overseen by the Modernisation Board.

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

<u>Issue</u>	<u>Comment and Proposed Action</u>
Implementation of PS Enterprise payroll system	Corporate PSE is a source of core personnel data and is now the agreed reporting mechanism.  Whilst the Directorate has achieved all that is required corporately actual benefits (felt/perceived) have been delayed in context of need to wider corporate implementation.
Joint Mental Health Strategy	A Joint Strategy was approved by the Cabinet of 02/11/05. This will provide the context for the on-going development of Council contribution together with partners of mental health services in the Borough which have recently been awarded a "Three Star" status in the Government performance assessment process for NHS services.

### **3. Social Services Strategic Plan Reporting**

The contents of this report includes progress on the former Social Services Directorate Strategic Plan between the periods of April 2005 to October 2005.

The Directorate Strategic Plan is based on the values and principles of the Social Services Directorate and the Council. The plan links to other plans such as individual Divisional Plans, Inspection Action Plans e.g. Joint Review Directorate Improvement Plan (DIMP) 2003; and the wider Council Vision and Action Plan where we contribute mainly in the "Caring Matters" section; and our partners plans. In the plan the Directorate will meet objectives under four overarching strategic aims:

- ◆ Implement local priorities and national policies
- ◆ Enhance our capacity to deliver and improve services
- ◆ Invest in partnerships
- ◆ Improve performance

The Directorate will no longer be monitoring the Directorate Improvement and Modernisation Plan (DIMP), as the remaining objectives from the DIMP have been carried forward into the Strategic Plan.

There are currently 57 objectives in the Social Services Directorate Strategic Plan.

The implementation of the Strategic Plan is monitored by the Directorate Management Team (DMT). However, due to the relocation of Children and Families Division to Education Lifelong Learning Directorate to form a new Children's Services Directorate. The responsibility of monitoring 17 of the 57 objectives was transferred to Children's Services.

During 2005 the Adult Services have made good progress on the strategic plan objectives:

During the period of April 2005 to October 2005:

- ◆ 3 (7.5%) of the 40 objectives have been completed.
- ◆ 29 (73%) of the 40 objectives are making good progress.
- ◆ 1 (2.5%) of the 40 objectives have fallen behind schedule, but remedial action as been identified.
- ◆ 7 (17%) of the 40 objectives progress need's careful monitoring.

Some achievements within each of the four strategic aim categories include:

#### **Implement local priorities and national policies**

Objective 1.8 - To implement the Mental Health Strategy and Service Re-design programme, working with PCT colleagues, to create a coherent framework for service development.

- ◆ Mental Health Service Plan written and implemented to translate strategy into delivery. Service re-design and mental health operational delivery group re-structured.

## **Enhance our capacity to deliver and improve services**

Objective 2.10 - To provide commissioned services that are responsive to individual needs, whilst providing quality and value of money.

- ◆ Fairer Access Criteria eligibility criteria in place.

## **Invest in partnerships**

Objective 3.7 - Improve the accessibility and sensitivity of services for BME communities

- ◆ Ehsas carers meetings established.
- ◆ Guide on cultural and religious issues completed.

## **Improve performance**

Objective 4.8 - Enhance empowerment of service users so they can have more control over their lives

- ◆ Service users trained up and sitting on staff interview panels.
- ◆ Service users involved with all levels of service modernisation and delivery.

For to coming year 2006/07:

- ◆ Monitoring of the Housing and Social Services Directorate elements will be aligned.
- ◆ DMG's will monitor their Divisional Business and Performance Plans including monitoring risk management.
- ◆ DMT want to align monitoring of risk management with the Strategic Plan and will do this as part of the quarterly performance reporting process.

There are currently 57 objectives in the Social Services Directorate Strategic Plan. The 57 objectives are split between the 4 agreed priority areas. These areas are:

- To implement local and national priorities – 13 objectives
- To enhance capacity to deliver and improve services – 14 objectives
- To invest in partnerships – 15 objectives
- To improve performance – 15 objectives

Table 1 shows the number of objectives split between each of the Divisions and the priority areas.

Table 1

Division	Number of Objectives			
	To implement local and national priorities	To enhance capacity to deliver and improve services	To invest in partnerships	To improve performance
Business Services	2	2	2	2
Learning Disabilities & Mental Health	3	3	5	3
Older People & Physical and Sensory Disabilities	4	5	4	5
Children's Services	4	4	4	5

Please note that Children's Services are responsible for 17 of the 57 objectives, these 17 objectives have not been monitored and reported on in this document. Therefore this report only contains progress reporting for 40 of the 57 objectives.

In order to produce this progress report Accountable managers have given each of the objectives a progress rating. Please see below list of progress status codes used to compile this report.

- A) = Target Completed      B) = Good progress being made      C) = Not due to commence      D) = Problems – behind schedule  
 E) = Progress needs careful monitoring      F) = Requires further clarification on update provided      G) = DMT to consider

Table 2 shows an overall analysis of the Strategic Plan, broken down by Division and giving the overall percentage rate and number of objectives for each progress status code. The table also identifies the objective number relating to percentage.

Table 2

Progress			Key	Progress Status
Business Services	Older People & Physical Disabilities	Learning Disabilities & Mental Health		
No of objectives & %	No of objectives & %	No of objectives & %		
	3 (17%)		A	Target Completed
7 (88%)	13 (73%)	9 (64%)	B	Good progress being made
			C	Not due to commence
	1 (5%)		D	Problems – behind schedule
1 (12%)	1 (5%)	5 (36%)	E	Progress needs careful monitoring
			F	Requires further clarification on update provided
			G	DMT to consider



#### 4. PERFORMANCE INDICATORS

##### Adult Services

PI	2004-05	Target 2005-06	Q 1	Q2	Q3	2005-06	Commentary
<b>PAF C26 KT</b> Admissions of supported residents aged 65 or over to residential/nursing care	73(5•)	75 (KT less than 3 blobs ie >=140 for MOST)	68(4)	69(4)			◆ Steady improvement is being made on this indicator
<b>PAF C28 BVPI 53 KT</b> Intensive home care	12.9(4•)	13 (KT less than 3 blob ie <8 for MOST)	13.7(4)	13.3(4)			◆ Steady improvement is being made on this indicator
<b>PAF C32 BVPI 54</b> Older People helped to live at home							◆ Steady improvement is being made on this indicator
<b>PAF C51 KT</b> Direct payments	40 (3•)	43 (KT one blob ie <15 per 100,000 pop aged 18+ for MOST)	31(3)	38(3)			◆ Steady improvement is being made on this indicator

PI	2004-05	Target 2005-06	Q 1	Q2	Q3	2005-06	Commentary
<b>PAF D54 (BVPI 56)</b> KT Percentage of items of equipment and adaptations delivered within 7 working days	77%(4•)	77% (KT <40% for SOME, one ie <50% for MOST)	79%(4)	80%(4)			◆ Steady improvement is being made on this indicator
<b>PAF D55 (BVPI 195) KT</b> Waiting time for assessments	68%(3•)	80% (KT <40% for SOME, one blob ie <50% for MOST--one blob ie <50% for both D55 and D56 for SOME)	84%(4)	79%(4)			◆ Steady improvement is being made on this indicator
<b>PAF D56 (BVPI 196) KT</b> Waiting times for care packages	93%(5•)	95%(KT <40% for SOME, one blob ie <50% for MOST--one blob ie <50% for both D55 and D56 for SOME)	96%(5)	95%(5)			◆ Steady improvement is being made on this indicator

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

<b>Performance Indicator</b>	<b>Comment and Proposed Action</b>
	<b>Exception indicators are reported in 3a above</b>

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

- Dudley Children Who Foster Group won the Dudley Youth Award (September 2005)
- Held first ever Directorate Learning from Success Event and Smile Awards Ceremony to celebrate social care service and staff achievements (September 2005)
- Jointly with 13 other local authorities in the West Midlands created a West Midlands regional carer and user involvement website (September 05) and launched at ADSS conference (October 05)
- Jointly with 13 other local authorities in the West Midlands produced a regional exhibition stand and played host to the ADSS national conference (October 05)
- An Ethnicity Day event was successfully held to give authorities across the West Midlands an opportunity to discuss how people with learning disabilities from ethnic communities can get involved in planning services (October 05)
- Exhibited at Jobscene recruitment event at NIA in Birmingham (October 05)
- Held a well-attended Conference on “Independence, Well-Being and Choice” at Dudley College in October to strengthen awareness of the developing agenda for adults in Dudley
- A Protection of Vulnerable Adults was held at Dudley College in October and was very well-attended. This will help develop and sustain good practice in support of the most vulnerable adults within our community.

## 6. Budget Monitoring Performance

	Original Budget	Latest Approved Budget £'000	Forecast Outturn £'000	Forecast Variance £'000
Children and Families	18618	18591	19869	1278
Older People	31277	31353	30503	(850)
People with a Physical or Sensory Disability	4910	4757	4735	(22)
People with a Learning Disability	13013	13116	13242	126
People with a Mental Illness	3234	3234	3484	250
Strategy	138	138	138	0
Adult Other (older people and phys disability)	2184	2169	2117	(52)
Adult Other (LD & MH)	647	661	696	35
Business Services	8409	8411	7896	(515)
EDT	243	243	243	0
<b>TOTAL</b>	<b>82673</b>	<b>82673</b>	<b>82923</b>	<b>250</b>

### Significant Issues:

The most significant pressure continues to be on Children 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 Children's Services and Adult, Community and Housing 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\*

## 8. Annual Letter from the Commission for Social Care Inspection

For the first time this Annual Review of Performance letter is for Adult Social Care only, therefore it does not include evidence on children's services as in the previous year.

The Annual Review of Performance draws on a range of evidence including the Department of Health Performance Assessment Framework (PAF), and the Delivery Improvement Statement (DIS). The specific sources include:

- ◆ The published PAF performance indicators and other statistical data up to 2004-05, plus data supporting planned targets for 2005-06.
- ◆ Monitoring information from the Delivery and Improvement Statements completed in October 2004 and May 2005.

More details about the sources of evidence used is contained in the Annual Review Letter appended to the report. The report also outlines improvements made and areas for improvement (see Table 1 below)

The recommendations detailed in the Annual Review Letter are made under 5 headings:

- ◆ National priorities and strategic objectives
- ◆ Cost and efficiency
- ◆ Effectiveness of service delivery and service outcomes
- ◆ Quality of services for users and carers
- ◆ Fair Access
- ◆ Capacity for improvement

	September 2004		September 2005	
	Improvements observed since the previous annual review	Areas for improvements	Improvements observed since the previous annual review	Areas for improvements
National priorities and strategic objectives	6	1	7	1
Cost and efficiency	4	1	6	1
Effectiveness of service delivery and service outcomes	3	1	11	3
Quality of services for users and carers	5	1	8	1
Fair Access	3	0	6	0
Capacity for improvement	5	1	6	0
<b>TOTALS</b>	<b>26</b>	<b>5</b>	<b>44</b>	<b>6</b>

Table 1: Number of Improvements observed and areas for improvement Source: CSCI ARM Letter 24 September 2004 & 22 September 2005.

The Directorate of Adult, Community and Housing is delighted to observe an increased number of improvements since the previous annual review. Although the star rating has remained the same, the Directorate has consistently demonstrated that it provides good quality services and is a high performing authority. The evidence detailed in Table 1 highlights a significant number of improvements achieved by the authority. As last year a small number of areas have been identified for improvement in the CSCI Letter of this year.

The Directorate of Adult, Community and Housing remains committed to continual improvements and will be seeking to respond to the areas of improvements mentioned in this letter. The areas are:

- ◆ Continue to develop the current older people's strategy to capture and build the ongoing improvements of services for older people and their delivery
- ◆ Completion of the work to disaggregate adult and children's social care budget along with other business support services.
- ◆ The council should ensure that the revised strategy for learning disability services is implemented that ensures improvements in the number of carers of people with learning disabilities who have received an assessment or review and the modernisation of daycare is completed.
- ◆ The council should ensure the completion of the Ridge Hill Resettlement project by April 2006 which will contribute to addressing the currently high number of people with learning disabilities receiving accommodation and care in a residential or hospital setting. This has resulted in an inappropriate balance of provision between home and daycare services and residential care.
- ◆ With the amalgamation of the housing division into the adult services directorate the council should ensure that the opportunity to improve the timely provision of major adaptations to support people at home is realised.
- ◆ Implementation of the adjustments made to Quality Banding System for Nursing and Residential care homes.

**CSCI**  
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Linda Sanders  
Director of Adults, Communities  
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West Midlands  
DY1 3JJ

22 September 2005

## **ANNUAL REVIEW OF PERFORMANCE FOR ADULT SOCIAL CARE**

Dear Director

Thank you for our recent annual review meeting. This letter and the attached Record of Performance Assessment provide a record and an evaluation of currently available evidence of the council's performance on Adult social care. It was informed by discussion at the meeting.

The attached Record of Performance Assessment (ROPA) includes:

- The Performance Review Report (PRR) which sets out the Commission for Social Care Inspection's (CSCI) view of the performance of adult social care services in your area during the last year, and comments on improvements for the year ahead; and
- The Record of Evidence, which lays out the admissible evidence accumulated from the range of admissible sources and CSCI's evaluation of that evidence.

In assessing performance in adult social care, CSCI reaches judgements about performance against a set of standards and criteria, drawing on evidence from a number of standard sources. These include:

- The published PAF performance indicators and other statistical data up to 2004-05, plus data supporting planned targets for 2005-06.
- Evidence agreed in the course of our monitoring meetings that have been formally recorded.
- Monitoring information from the Delivery and Improvement Statements completed in October 2004 and May 2005.

Details of the standards and criteria have been published, and are available from CSCI, or may be seen on the CSCI's performance website.

The contents of this letter and the attached Record of Performance Assessment represent our **provisional** assessment at this stage in the Performance Assessment cycle. They are provided **in confidence and should not be shared publicly**. The judgements and assessments indicated are subject to later moderation including following consideration of CSCI data for 2004-2005, including Key Thresholds, and

findings and judgements from any recent service inspections. The judgements form the basis of later ratings, namely the CPA Adult social care rating and the Social care star rating. The final report published to the authority in late October will update these ratings, where necessary. Councils will have an opportunity to make representations about these judgements at that stage. Details of the representations process are available separately.

When you receive the final report in October, you will be asked to:

- Present this letter to an open meeting of the relevant executive committee of the council by 31 January 2006 and to inform us of the date on which this will take place.
- Make the report available to members of the public at the same time.
- Copy this letter and report to the council's appointed auditor, and to relevant partners.

**The finalised Record of Performance Assessment will be published on the CSCI website on 1 December.**

**At this stage in the process, it is our provisional assessment that social care services in your area are serving most adults well and the council's capacity to improve these services is excellent.**

Any factual inaccuracies in the Record of Performance Assessment should be brought to my attention **by 6 October 2005**.

**Progress will continue to be monitored during the year through our usual processes.**

**Yours sincerely**

**Louise Lawton**  
**Business Relationship Manager**  
**Copy: Andrew Sparke, Chief Executive, Dudley MBC**

We welcome your feedback to help us improve our service.  
Please feel free to contact the Customer Service Unit on 0845 015 0120



## Quarterly Directorate Issues Report Appendix 7

<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><u>Issue</u></b>	<b><u>Comment and Proposed Action</u></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><u>Issue</u></b>	<b><u>Comment and Proposed Action</u></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.

## Appendix 7

### **Children's Services Achievements 2005**

- ◆ Dudley Safeguarding Children Board Launch – April 2005
- ◆ Children with disabilities respite care – opening of a new shared facility with Sandwell MBC
- ◆ Corporate Parenting – enhanced through appointment of a Corporate Parenting Officer
- ◆ Foster Care – service enhanced through launch of “Treatment Foster Care” programme offering more focussed support for those with the most challenging behaviour to prevent external placements
- ◆ Child Protection reviews – maintenance of 100% reviews of children on the Child Protection Register

## 2. Children's Services Performance Indicators

PI	2004-05	Target 2005-06	Q1	Q2	Q3	2005-06	
<b>PAF A1 BVPI 49</b> KT Stability of placements of children looked after	13.1% (5•)	11% (KT one blob ie >=20% for SOME)	13.1%(5)	11.6%(5)			Figures for quarter 2 show that continued good performance is being maintained at the top banding for this indicator.
<b>PAF A2 BVPI 50</b> KT Educational Qualifications of children looked after	56.8% (4•)	50% (KT one blob ie <25% for SOME)	40%(2)	58.3%(4)			Quarter 2 figure shows the percentage of children who fall into the 2005/06 cohort so far this year that 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.
<b>PAF C20 BVPI 162</b> KT Reviews of child protection cases	100% (5•)	(KT one blob ie <92.5% for SOME)	100%(5)	100%(5)			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.
<b>PAF C23 BVPI163</b> KT Adoptions of children looked after	3.4%(2•)	(KT one blob ie <3% for MOST)	0.8%(1)	2.1%(1)			Figures in Quarter 1 & 2 are cumulative. End of year result 2005-06 is likely to be slightly higher than the previous year

### **3. Children's Services Annual Performance Assessment**

#### **Being healthy**

Outcomes in this area are good with evidence demonstrating that healthy lifestyles are promoted. There is full engagement of schools in the National Healthy Schools Standard and the number of schools participating in sport is good. Co-ordinated services have been successful in reducing teenage pregnancy, which has continued to decline over the last twelve months. There is effective multi-agency working to address substance misuse in younger people.

#### **Staying safe**

Overall the outcomes are good, with strong evidence that agencies collaborate well to safeguard children. Child protection arrangements have been strengthened over the last twelve months. All serious case reviews have been undertaken in line with national guidance. Care management processes have also been enhanced with improvements in the timeliness of assessments, allocation of social workers for looked-after children and child protection cases, and all child protection cases are now reviewed within timescale. The number of children on the child protection register is below the national average; however, the rate of re-registrations is very good. There has been increased provision of child specific training, which further demonstrates a commitment to ensuring the safety of children. The launch of Dudley Safeguarding Board will further promote the integration of community safety alongside the work of the Multi Agency Protection Panel.

#### **Enjoying and achieving**

There is a wide range of training and consultancy available for all those involved in the care and education of children and young people. A corporate and inclusive approach has been adopted in developing the Children's and Young People's Strategic Partnership. In so doing, imaginative and extensive initiatives have been implemented to meet the needs of children and young people.

#### **Making a positive contribution**

Outcomes for this area are good. Young people are being brought to justice sooner and the level of repeat crime has been reduced. The number of young people coming to the attention of the Youth Offending Team in 2003 represents a 37 per cent increase, however the number of crimes committed whilst increasing only showed a 13 per cent increase which represents only 3% of the youth population aged 10-17 years. Appropriate action is taken to prevent offending and reduce re-offending.

#### **Achieving economic well-being**

Some innovative projects have begun to attract looked after young people into the "world of work." They have participated in the Teenagers to Work Programme where day placements within the council were made

available. Extended work placements for looked-after young people in Year 12 increase their chances of obtaining full time employment. The Local Skills Council reports that 14–19 collaborative groups are making rapid progress in developing vocational and flexible learning opportunities.

Family Literacy and numeracy programmes support parents and carers in improving their basic skills and increase their employability and earning potential.

### **3. Areas for Improvement**

The Directorate of Children's Services remains committed to continual improvements and will be seeking to respond to the areas of improvements mentioned in this letter. The areas are:

- ◆ promoting young people's mental health
- ◆ assessing the health needs of children educated at home.
- ◆ adoption services
- ◆ long term stability of children looked-after
- ◆ mechanisms to measure effectiveness of preventative strategies ensuring the appropriateness of threshold criteria.
- ◆ the management of and provision for those with special educational needs
- ◆ attainment and attendance in primary schools
- ◆ attendance and attainment of looked after children.
- ◆ engagement of young offenders in full time education, training or employment.
- ◆ increase in the proportion of care leavers in education, training or employment.

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Better for People*

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Andrew Spark  
Chief Executive Officer  
Dudley Metropolitan Borough Council  
Council House  
Priory Road  
Dudley  
West Midlands DY1 1HF

**1 December 2005**

Dear Mr Spark

**ANNUAL PERFORMANCE ASSESSMENT OF DUDLEY METROPOLITAN  
BOROUGH COUNCIL'S EDUCATION AND CHILDREN'S SOCIAL CARE  
SERVICES 2005**

This letter summarises the findings of the meeting held on 21 June 2005 to assess the performance of the education and social care services within your authority. We are grateful for the information, which you provided to support this process, and for the time made available by yourself and your colleagues to discuss relevant issues.

**Being healthy**

It is evident that the Local Authority contributes significantly to the health of children and young people across the borough. Outcomes in this area are good with evidence demonstrating that healthy lifestyles are promoted. There is full engagement of schools in the National Healthy Schools Standard and the number of schools participating in sport is good. Co-ordinated services have been successful in reducing teenage pregnancy, which has continued to decline over the last twelve months. There is effective multi-agency working to address substance misuse in younger people.

There has been inconsistent performance of non-acute assessments in the Child and Adolescent Mental Health Service (CAMHS). A review of this service has recently been completed. The Council have stated that this review will result in a service improvement plan that should ensure that resources are used as efficiently as possible and achieve consistent performance.

The health needs of looked after children are well addressed. The council has acknowledged the need to review the health of children educated at home and this is planned to be taken forward over the next twelve months.

## **Staying safe**

Overall the outcomes are good, with strong evidence that agencies collaborate well to safeguard children. Child protection arrangements have been strengthened over the last twelve months. All serious case reviews have been undertaken in line with national guidance. Care management processes have also been enhanced with improvements in the timeliness of assessments, allocation of social workers for looked-after children and child protection cases, and all child protection cases are now reviewed within timescale. The number of children on the child protection register is below the national average; however, the rate of re-registrations is very good. There has been increased provision of child specific training, which further demonstrates a commitment to ensuring the safety of children. The launch of Dudley Safeguarding Board will further promote the integration of community safety alongside the work of the Multi Agency Protection Panel. There is a range of education initiatives that demonstrate that schools are committed to ensuring the safety and well being of pupils. There is a clear process within the council for collating, monitoring and reviewing information from Criminal Records Bureau checks.

Referral patterns for children in need do not reflect the national trend, with a lower than average referral and re-referral rate. The council has agreed to develop mechanisms that measure the effectiveness of the preventative strategy. This will ensure the on-going appropriateness of threshold criteria. Overall there is an appropriate diversity of placement choice to ensure that children's needs are met. Efficient planning decisions are made for children, with appropriate use of foster carers and kinship carers. Further improvement is required to the performance of Adoption Services together with the long-term stability for looked-after children. Service improvements have now been identified for the services for children with disabilities following the best value review. These improvements include increased service provision for children with more severe needs and will build on the added value that pooled budget arrangements have begun to provide in unit costs.

## **Enjoying and achieving**

Outcomes for this area are good. Overall childcare provision is good. A range of settings match a variety of needs and provision is increasing in response to local demand. A strategy to develop childcare for children and young people aged 0 to 16 through the Sure Start plan is supporting the expansion of affordable and accessible childcare suitable for working parents.

The authority provides good support for its schools and early years settings. There is a wide range of training and consultancy available for all those involved in the care and education of children and young people. A corporate and inclusive approach has been adopted in developing the Children's and Young People's Strategic Partnership. In so doing, imaginative and extensive initiatives have been implemented to meet the needs of children and young people.



Dudley's schools are effective. Recent school inspections found the quality of provision, leadership and management and personal development good overall. The proportion of schools giving cause for concern and placed in formal categories is broadly in line with national figures. None of the schools causing concern prior to 2004 remained in a category for longer than the expected period. The authority provides schools with proportionate support and training matched to need.

Standards of attainment and attendance require improvement in primary schools though secondary schools have improved in line with national trends. Attainment at the end of Key Stages 1 and 2 are below the national figures and those of their statistical neighbours while at Key Stage 3, the pupils perform in line with national and similar schools. The proportion of pupils achieving one or more A\*- C grades at GCSE is broadly in line with national figures though the numbers of pupils achieving A\* - G grades is consistently higher than the national average. Effective action is taken to ensure that 14-19 education and training is well planned and delivered. Pathfinder status for 14 to 19 year olds has been awarded in acknowledgement of the authority's improvements.

The attainment and attendance of looked after children is below that of other pupils. However, the authority has recently implemented a number of strategies to address these weaknesses and the attendance of looked after children is beginning to improve. Most of the looked after children have personal education plans which are monitored regularly.

The authority identified substantial weaknesses in the provision of special educational needs and a suitable strategy for improvement has been introduced following extensive consultation with schools, parents and elected members. The proportion of pupils for whom the authority maintained a Statement of Special Educational Need and the ratio of new statements in relation to the number of new referrals fell below the national average and statistical neighbours. Between 2002-2003 a high proportion of special school pupils were permanently excluded and of those pupils with Statements of Special Education Needs in mainstream schools, a very high proportion were excluded when compared with Dudley's statistical neighbours. Two out of the three special schools inspected in 2003-2004 were placed in a category of concern. Officers are determined to deliver the required improvements and they are aware of the challenges ahead. Improved stability in the recruitment and retention of educational psychologists has helped to reduce the backlog of referrals for Statements of Special Education Needs and a revised exclusion policy has decreased the number of exclusions. A combination of support and challenge from the Local Authority has led to improved provision in those special schools causing concern. Imaginative family learning initiatives help to drive the authority's determination to raise the aspirations of its young people.

Alternative tuition following permanent exclusion has been identified by the authority as an area for development. As a consequence, a protocol has been

agreed with secondary schools regarding exclusions. A rising number of permanent exclusions have placed pupil referral units under pressure.

The local authority values the views of young people and responds effectively to the challenges posed by vulnerable groups. Schools provide a good range of extra-curricular activities which are well attended. Within the authority there is a range of leisure and creative arts facilities.

### **Making a positive contribution**

Outcomes for this area are good. Young people are being brought to justice sooner and the level of repeat crime has been reduced. The number of young people coming to the attention of the Youth Offending Team in 2003 represents a 37 per cent increase, however the number of crimes committed whilst increasing only showed a 13 per cent increase which represents only 3% of the youth population aged 10-17 years. Appropriate action is taken to prevent offending and reduce re-offending. The proportion of young offenders supported by a teacher from the Youth Offending Team is improving and a number of agencies have established good working relationships. While in custody, young people have the opportunity to undertake education, training and some work experience. National targets to engage young offenders in full time education, training or employment have not been met though there has been a gradual trend of improvement over the last three years.

A number of agencies including the youth service, health, environment and the arts, have engaged with children and young people to collect their views and involve them in decision making. Young people report that they feel their ideas and views have influenced decisions in their local area. The Youth Offending Institution and Youth Justice Board work together to place young people as near to their home as possible. The coordinated work of the Youth Offending team, partners in education, housing, social services and health has led to fewer young people “falling through the net” though difficulties still exist in trying to engage the post 16 year olds in further training.

The authority consults widely with children and young people on a range of issues including the views of disabled young people. The Children’s Fund is managing the newly formed Youth Inclusion and Support Panel and young people with special educational needs and those from ethnic minority communities are involved in the consultation strategies. Seventy-nine per cent of 5–15 year olds report that they enjoy learning about different cultures at school and most of them feel that they “belong” to their local neighbourhood.

## Achieving economic well-being

Outcomes for this area are good. Of the schools inspected, there were no inadequate sixth forms but one special school was judged to be unsatisfactory in its post-16 provision. Of those schools with sixth forms, the average point scores of students entered for GCSE or equivalent and A/AS Level was in line with national figures. Over 2,000 pupils from Years 9 and 10 have taken part in a gifted and talented programme designed to encourage students to enter higher education between 2003 and 2005. Dudley has been awarded ten times more places than other local authorities.

Schools and colleges work closely to develop flexible learning opportunities across the borough. A number of agencies advise pupils on realistic employment expectations and steer them towards employment opportunities for example apprenticeships.

Some innovative projects have begun to attract looked after young people into the "world of work." They have participated in the Teenagers to Work Programme where day placements within the council were made available. Extended work placements for looked-after young people in Year 12 increase their chances of obtaining full time employment. The Local Skills Council reports that 14–19 collaborative groups are making rapid progress in developing vocational and flexible learning opportunities.

Family Literacy and numeracy programmes support parents and carers in improving their basic skills and increase their employability and earning potential.

## SUMMARY

<b>Strengths</b>	<b>Areas for improvement</b>
<i>Being healthy:</i> <ul style="list-style-type: none"><li>the promotion of healthy lifestyles for children and young people.</li></ul>	<i>Being healthy:</i> <ul style="list-style-type: none"><li>promoting young people's mental health</li><li>assessing the health needs of children educated at home.</li></ul>
<i>Staying safe:</i> <ul style="list-style-type: none"><li>providing children and young people with a safe environment</li><li>child protection procedures and interagency arrangements</li><li>support for children looked-after.</li></ul>	<i>Staying safe:</i> <ul style="list-style-type: none"><li>adoption services</li><li>long term stability of children looked-after</li><li>mechanisms to measure effectiveness of preventative strategies ensuring the appropriateness of threshold criteria.</li></ul>

<p><i>Enjoying and achieving:</i></p> <ul style="list-style-type: none"> <li>• support for schools</li> <li>• early Years provision</li> <li>• good working relationships between the authority and other agencies.</li> </ul>	<p><i>Enjoying and achieving:</i></p> <ul style="list-style-type: none"> <li>• the management of and provision for those with special educational needs</li> <li>• attainment and attendance in primary schools</li> <li>• attendance and attainment of looked after children.</li> </ul>
<p><i>Making a positive contribution:</i></p> <ul style="list-style-type: none"> <li>• the number of young people being brought to justice sooner and the reduction of repeat crime</li> <li>• multi agency working</li> <li>• wide consultation with children and young people.</li> </ul>	<p><i>Making a positive contribution:</i></p> <ul style="list-style-type: none"> <li>• engagement of young offenders in full time education, training or employment.</li> </ul>
<p><i>Achieving economic well-being:</i></p> <ul style="list-style-type: none"> <li>• average point scores of GCSE and equivalent and A/AS level was in line with national figures</li> <li>• gifted and talented programme</li> <li>• vocational and flexible learning</li> <li>• between schools and colleges</li> <li>• family literacy and numeracy programmes.</li> </ul>	<p><i>Achieving economic well-being:</i></p> <ul style="list-style-type: none"> <li>• increase in the proportion of care leavers in education, training or employment.</li> </ul>

## **Service management**

There is evidence of corporate commitment to the improvement of children's services. The authority has a robust mechanism for the analysis of local need involving all agencies, children, parents and carers. Appropriate ambitions and priorities have been agreed with key stakeholders and mechanisms for the implementation and monitoring the progress of these are currently being developed. Overall, the self assessment demonstrated that the council was aware of its strengths and weaknesses and that appropriate improvement plans were in place; however it was descriptive in nature rather than evaluative of outcomes.

Awareness of 'Every Child Matters' is being developed at all levels across the organisation. Progress has been made in the development of the Children's Plan with completion planned for April 2006. With the new appointment of the Director for Children's Services, a route map for the integration of the social care and education staffing structure will be developed over the next twelve months which will need to be underpinned by a Workforce Development Strategy.

There is clear evidence of collaborative work across agencies, including the voluntary sector and there are sound examples of services working well to improve services for children and young people, for example the improved arrangements for safeguarding children.

There is efficient management of financial resources with some emerging evidence of the effectiveness of pooled budgets. There is a rigorous, well-developed approach to performance management ensuring that frontline

practitioners are engaged in the process. Improvements have been made over the last twelve months to establish a stable well-trained workforce.

The council has good capacity to improve further.

## **Areas for exploration in the joint area review**

### **Being healthy**

*Action is taken to promote children and young people's mental health:*

- the service improvement plan arising from recent review of CAMHS is ensuring the most efficient use of resources.

### **Staying safe**

*Children and young people with learning difficulties and/or disabilities live in safe environments and are protected from abuse and exploitation:*

- the range of support and service that is provided for children with disabilities including those with special educational needs.

### **Enjoying and achieving**

*Children and young people are enabled and encouraged to attend and enjoy school and to achieve highly:*

*Action is taken to ensure that educational provision 5-16 is of good quality:*

- primary school attendance and standards of attainment.

*Children and young people with learning difficulties and/or disabilities are helped to enjoy and achieve:*

*Children and young people who are looked after are helped to enjoy and achieve:*

- progress of improvements to provision for SEN including looked after children and children with disabilities.

### **Making a positive contribution**

*Children and young people, particularly from vulnerable groups, are supported in managing changes and responding to challenges in their lives:*

- establishing the principles of Every Child Matters into the work of all schools.

### **Achieving economic well-being**

*Children and young people who are looked after are helped to achieve economic well being:*

- progress in engaging care leavers with education, training or employment.

## **Final judgements**

Please see your final annual performance assessment judgements attached at the end of this letter.

Yours sincerely

Flo Hadley  
Divisional Manager  
Office for Standards in Education

Jonathan Phillips  
Director – Quality, Performance and Methods  
Commission for Social Care Inspection

APA final judgements 2005: Dudley Council

Areas for judgement	Final judgements <sup>1</sup>
The contribution of <i>the local authority's social care services</i> in maintaining and improving outcomes for children and young people	3
The contribution of <i>local authority's education services</i> in maintaining and improving outcomes for children and young people.	3
The contribution of <i>the local authority's children's services</i> in maintaining and improving outcomes for children and young people.	3
The council's overall capacity to improve its services for children and young people	3

---

1

Grade	Service descriptors	Capacity to improve descriptors
4	A service that delivers well above minimum requirements for users	Very good
3	A service that consistently delivers above minimum requirements for users	Good/promising
2	A service that delivers only minimum requirements for users	Adequate
1	A service that does not deliver minimum requirements for users	Inadequate