



council action plan 2006/07
local people matter

Dudley
Metropolitan Borough Council

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Welcome to the 2006/07 Council Action Plan, we hope you find the document useful and informative. The purpose of the action plan is to set out the priorities and targets for the life of the plan against which it delivers its outputs, outcomes and benefits. Each year we will review our progress and make any amendments to the action plan to ensure we provide services that are continually improving for local people. This year's review and update has the extra significance due to the launch of the new Community Strategy 2005/2020.

This action plan shows how our priorities across the six key themes are helping to make Dudley a place where people choose to live, work and learn, visit and where businesses choose to invest. It identifies national and community priorities ensuring that the council has a structured approach in delivering the best possible quality public services. This plan delivers the councils contribution to the themes of the Community Strategy and national priorities.

Community Strategy – A vision for the Dudley borough

This year we have seen the launch of the new Dudley Community Strategy 2005~2020. The strategy development was co-ordinated by the Dudley Community Partnership, which includes the major public bodies, the private sector and the voluntary and community partnerships in the borough. The strategy development was through the consultation process known as the Dudley Borough Challenge. Over a 15-month period, around 5,000 local people were involved in the borough challenge process, providing their views for the future vision for the borough.

This Strategy is a long-term framework that will influence all other strategies and plans produced by our partners and us. The long-term aspirations of the Community Strategy identify the many challenges we have to take in the future.

It sets the framework for our own medium term priorities that focus on the areas where we play a lead role in delivery.

Because of the clear direction and support from the comments of local people the Dudley Borough Challenge identified a series of key priorities all of equal importance.

Key Priorities for all agencies that contribute to the Dudley Community Partnership are as follows:

- **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**

This year's council plan makes the step change towards alignment to the new Community Strategy. However, over the next 12 months we will be developing the next generation of council plans totally aligned to the new Community Strategy and its timeframes.

The Council Vision – local people matter

Dudley Council is committed to making sure that local people get the best possible quality public services and are given every opportunity to realise their potential. We recognise and value the diversity of backgrounds, skills and needs within the borough and work hard to respond to these.

We aim to serve the people of Dudley borough fairly and efficiently so we can improve the quality of life for everyone.

As Dudley Council, we will:

- **Listen to what local people say**
- **Respond to what local people tell us**
- **Be accountable for our performance**
- **Provide value for money**

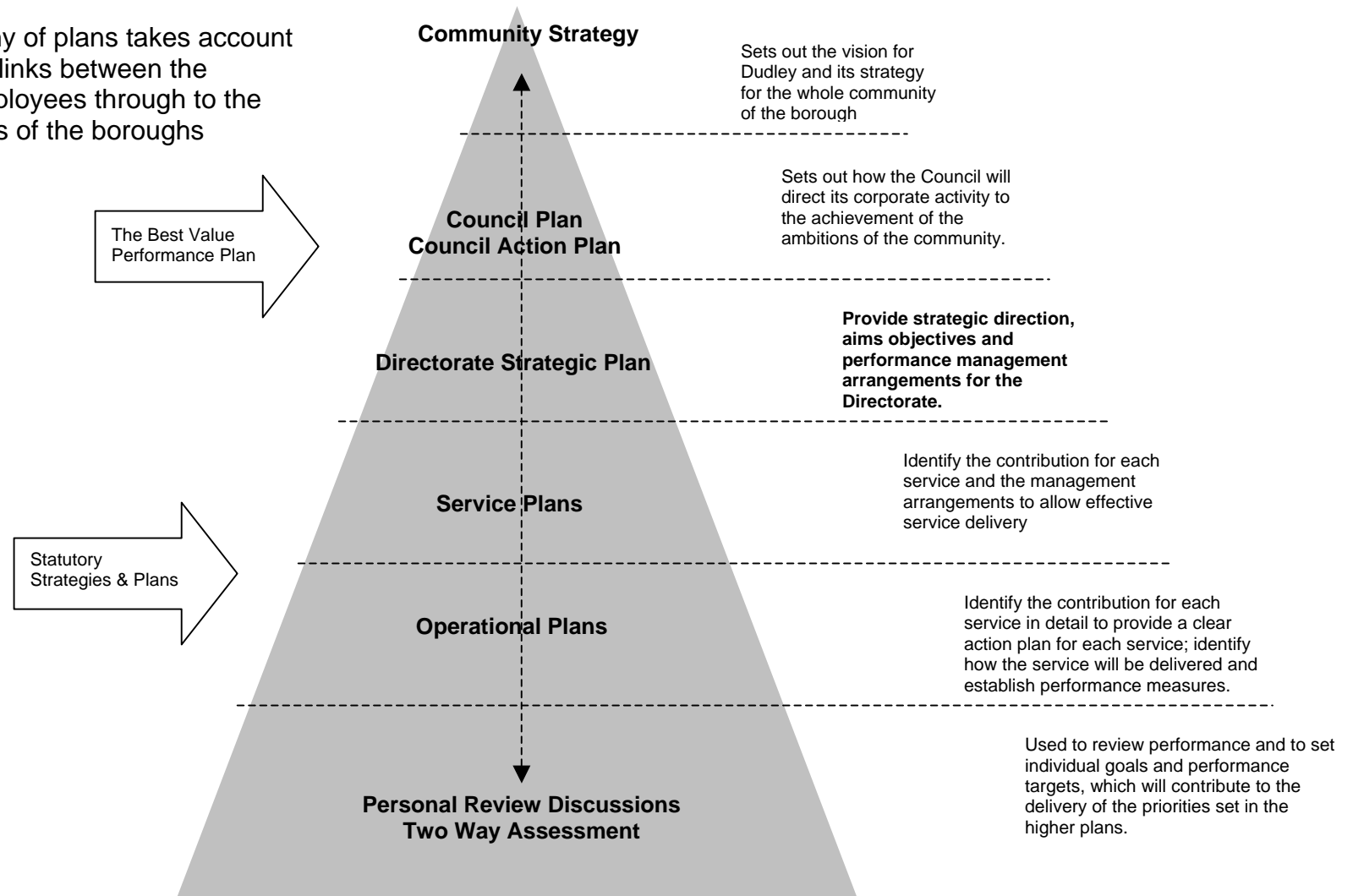
This Action plan contains six key themes, which meet the aspirations of the Community Strategy priorities and embrace the council's overall vision Local People Matter. It clearly sets out the key priorities, objectives and targets for each theme. Underpinning all the key objectives are specific detailed actions that are short-term time sensitive intermediate steps to achieve the long-term outcomes for the theme.

Council Themes:

- **Caring Matters**
- **Environment Matters**
- **Learning Matters**
- **Regeneration Matters**
- **Safety Matters**
- **Quality Service Matters**

The Dudley Strategy Borough Map demonstrates the relationship between the current council plan themes and the new Community Strategy priorities. (See appendix 3)

The “Golden Thread” hierarchy of plans takes account of the need to establish clear links between the individual contributions of employees through to the high-level strategic aspirations of the boroughs Community Strategy



Performance Management is a key factor in successful delivery of the Council Plan. Regularly tracking performance against targets and identifying opportunities for improvement are important so that its effectiveness is continually under review and there is timely acknowledgement of success as well as emphasising actions where targets are failing.

The action plan and our performance management process clearly demonstrate that:

- **We know what we are aiming for**
- **We know what we have to do to meet our objectives**
- **We know how to measure progress towards objectives**
- **We can detect performance problems and remedy them**

Corporate Board and Cabinet will undertake the performance review of the Council Plan on a quarterly basis. This will ensure its effectiveness and any divergence acted upon and strategies put in place.

In order to give a directorate thematic focus to the Council Plan high-level priorities, each directorate develops a more detailed Directorate Strategic Plan. Each Directorate Management Team will review the progress of its priorities set out in its strategic plan on a quarterly basis.

An integral part of the performance management arrangements is the monitoring of progress against clear and linked performance indicators at divisional level and below (see diagram - Golden Thread, page 5). Issues relating to performance are communicated from Service level to Directorate Management Teams on a monthly basis and recommendations for actions arranged.

Each Directorate's performance management process takes into account the need to establish clear links between the individual contributions of employees through to the high-level strategic aspirations of the borough's Community Strategy. The Personal Review Discussions process is a proactive approach to review performance and set individual goals and performance targets, which will contribute to the delivery of the priorities set in the higher plans.

Best Value Performance Plan

Under part 1 of the Local Government Act 1999, the council is required to produce a Best Value Performance Plan (BVPP).

This year for the first time, and in compliance with government guidance (Circular 05/2006), the Council is meeting this requirement by producing its annual corporate plan, the Council Action Plan, with additional information necessary for Government to monitor performance.

The required information forms the appendices to this document and comprises: (see appendices 1&2).

- Outturn data and Targets for Best Value Performance Indicators (BVPI's);
- Confirmation that the council has adopted the Code of Practice in its approach to workforce matters and contracting.

We recognise that it would not be possible for us by ourselves to realise many of the ambitions and reach many of the targets outlined in the Council Action Plan. Therefore, we work in partnership with others to ensure that local people are given every opportunity to realise their potential, and that we are able to improve the quality of life for everyone.

Dudley Community Partnership

We are active members of the Dudley Community Partnership, investing significant resources in the partnership to help it achieve the aims set out in the Community Strategy. The Dudley Community Partnerships Performance Management Group chaired by the Leader of the Council to look at the overall performance management of the partnership. Development of this forms a major element of the preparation for the Local Area Agreement due for submission in February 2007.

Key Partnerships

- **Dudley Learning Partnership,**
 - increase in take up of vocational training
- **Safe & Sound,**
 - reduction in crime
- **Dudley Health & Wellbeing Partnership,**
 - increase in life expectancy
- **Economic Development & Regeneration Partnership**
 - Improving job prospects for local people
- **Children & Young People's Partnership**
 - better life chances for looked after children
- **Strategic Housing & Environment Partnership**
 - improvements in the condition of our housing stock

There are of course many other regional and local partnerships in which we are actively engaged, all of which contribute to the quality of life in the borough, For example we work with Brierley Hill Regeneration Partnership in order to create training and employment opportunities for all the borough's residents.

Whilst we are delighted to have made significant progress, we are of course aware that there remains room for improvement. We aim to ensure that we are working effectively with our partners to meet the stated aspirations of our communities.

How we're going to do it

With our partners we are developing a series of strategies defining the aims and objectives for each partnership which provides clear direction to achieve the aspirations of our communities as detailed in the Community Strategy 2005/2020.

Consultation Strategy

The Council is committed to consulting customers in the operation of all activities and services administered by this Council. Consultation is a permanent and valued part of the organisation's approach to continuously improve the quality and cost effectiveness of the services that we provide. We recognise the importance of what local people feel about our performance in delivering council priorities and actively strive to use this feedback to form part of the process to improve performance standards relevant to customer needs.

Community Engagement

Engagement is a step beyond consultation. It means involving people beyond simply asking them for their opinion and acting upon it. The Council has led a major initiative, The Dudley Borough Challenge to promote community engagement. It implies that local people get to play a part in at least determining what should be done in the future, and even determining what part they could play in achieving the vision. The new area planning Local Development Framework will need to rely heavily on engaging local people in order to gain approval to implement area action plans. This is a material step beyond the consultation requirements of a Unitary Development Plan.

Service User Forums

These are usually selected from the Citizens' Panel and invited to take part in a discussion environment. The objective explores further strong issues that a full Panel survey might highlight. This delivers qualitative, rich information, which can supplement the statistical proportion type of data a full survey would provide.

Internal Consultation

This has taken two forms: firstly, the staff survey is a questionnaire-based method which staff are asked to fill in and return. It covers a number of aspects of working for Dudley Council at various levels in the organisation: section, division, directorate etc. It also seeks to establish the level of knowledge staff have about what the Council, is here to do. Secondly, the "Making The Difference" Programme also interviewed staff individually and in groups seeking the level of knowledge staff have and identifying areas for improvement. The Council intends to set up cross-directorate staff forums to use as an ongoing means of maintaining communication and consultation.

Consultation Database

Dudley MBC has an established internet/intranet based consultation database to document the range of consultation activities undertaken by the council, and create a reference point for residents and employees. Support for the database is by a number of resources and the recognition that over time, consultation results add significantly to our knowledge of our services and our citizens. Through evaluation of our consultation activities, we hope to become more skilled at identifying the best means of consulting and will become better equipped to draw upon the views of citizens and use the information gained to improve our services and policies.

Customer Satisfaction

The Council manages a panel of 1,000 volunteers, split roughly equally by area committee. DMBC and the Health Primary Care Trusts fund this. The Panel offers a sample of the population that is demographically representative of the whole borough population. It is based on a selection process from initial invites in order to achieve representation. We have also responded to the establishment of Dudley Council Plus by developing further forms of customer contact. Customers will be interviewed in person or by telephone on a sample basis, to seek opinion on their satisfaction with the contact they have had through this mechanism.

Sustainability

Sustainable development is about meeting the diverse needs of everyone who lives and works in the Borough both now and in the future. It is about encouraging joined up activities that can meet environmental, economic and social goals in harmony rather than one of these being achieved at the expense of the other.

This will be achieved by;

- Promoting social cohesion and a fair society by giving the local community a voice and an opportunity to get involved in decision-making and by providing leisure and recreational facilities.
- Strengthening economic prosperity by supporting physical and social regeneration activity, create inward investment and provide an appropriate skills base.
- Protecting and improving the Borough's unique environment – its biodiversity, green spaces, important buildings and structures and its heritage.
- Managing natural (and other) resources sensibly by, for example promoting integrated forms of sustainable transport, improving energy efficiency within buildings and encouraging the recycling of materials.

Securing the safety of vulnerable people is very important to the council. We work with partners to safeguard children effectively and protect vulnerable adults across the borough.

Our vision for a caring borough is a place where:

- People are healthy and active and participate in a range of leisure activities.
- Poverty and social exclusion are positively tackled.
- Older people have the necessary support to maintain their independence.
- Vulnerable children and adults are cared for appropriately.

Achievement Highlights

- The Lye Homeless Family Centre has been modernised to provide six self-contained flats, including one to disability standards.
- More children who need to be adopted have been adopted.
- We have consulted older people and our stakeholders to produce an Older People's Strategy.
- We have opened three integrated Children's Centres in Netherton, Kates Hill and Sledmere, and Brierley Hill. We will open three more during 2006 and eleven more by 2008.
- We have produced a plan to help us meet the needs of people with learning disabilities.

Key Targets for 2006/07

- To reduce the number of families in temporary accommodation and maintain low levels of repeat homelessness.
- To reduce waiting times for assessments for major adaptations to a maximum of three months.
- To complete the project of Ridge Hill resettlement and help adults with learning disabilities have more control of their own lives.
- To reduce the number of young people with additional educational and social needs who have to be placed out of the borough.
- To provide discounted leisure cards to children in the care of the authority.

Priority 1 To increase access to and participation in cultural activity

Key Objective 1 To take action to address barriers to participation in order to enhance equality of access

Ref	Action	Outcome	Timescales		Performance Measure	Resource (include partners)	Risk (Magique ref)	Accountable Officer
			Start	Finish				
C1.1a	Improve promotion and programming of activities to increase access and participation by target groups.	Increased community cohesion and public satisfaction with facilities and services, through increased usage of sport and leisure facilities by low participant groups.	April 2006	March 2007	Performance against CPA Equity Indicators:- Increased numbers and attendances by:- <ul style="list-style-type: none"> • BME • 60+ • Disabled Groups • Social group 6 and 7 • 11-19 year olds Establish baseline information via Sport England Target – March 2007 To achieve Sporting Equals accreditation Task – to achieve by December 2006 No of Leisure Options Card Holders Target 4000 by March 2007	DUE revenue budget Primary Care Trust (PCT)	08A4/01/601 Drop in patronage due to wider range of alternative leisure activities available	DUE Andy Webb

Key Objective 2 To support the delivery of Every Child Matters outcomes through Cultural Services

C1.2a	Improve provision of child focused facilities. Provision of additional multi-use games areas, facilities, play areas for local recreation. Promotion of children's activity programmes, holiday play schemes and after school activities.	Improving children's health and reducing obesity.	April 2006	March 2007	Provision of Multi use games areas Target – 1 additional MUGA by March 2007 % provision of skate/wheeled facilities in the 5 committee areas. Target – 80% Borough coverage by March 2007 % increase in structured coaching courses at leisure centres. Target – Increase of 10% on 2005/6 end of year figures.	DUE revenue budget	08A4/01/598 Missing out on business opportunities due to lack of investment	DUE Andy Webb
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Priority 1 To increase access to and participation in cultural activity continued...

Key Objective 3 To improve peoples health, well-being and quality of life through participation in cultural activities

Ref	Action	Outcome	Timescales		Performance Measure	Resource (include partners)	Risk (Magique ref)	Accountable Officer
			Start	Finish				
C1.3a	Providing activity opportunities to enable GP's to refer appropriate adult patients for exercise programmes.	To improve the community health and well being and reducing obesity.	April 2006	March 2007	Number of adults that are referred by GP's. Target: increase by 20% Baseline 20 referrals to one location	Primary Care Trust (PCT)	08A4/01/598 Failure to take advantage of business opportunities	DUE Andy Webb
C1.3b	Steps to Health Project		April 2006	March 2007	Participants in the Steps to Health Target: Maintain 05/06 numbers Structured coaching courses delivered in parks Target – set benchmark this year Reported September 2006 and March 2007	DUE revenue budget	08A2/06/1709 Reduction in health improvement opportunities	DUE Sally Orton
C1.3c	Manage permanent and temporary exhibitions and educational programmes.		April 2006	March 2007	Museum visitor numbers BVPI 170a visits to museums per 1000 of population Target: 53000 BVPI 170b visits to museums in person per 1000 of population Target: 53000 BVPI 170c visits to museums in organised school groups Target: 4000	DUE revenue budget	08A2/07/616 Risk of Withdrawal of prestigious loan collections	DUE Sally Orton

Priority 2 To improve the quality and extend the range of cultural choices available within the borough

Key Objective 1 To develop and sustain partnerships with all relevant agencies in the public, private and voluntary sectors in order to enhance cultural provision within the area.

C2.1a	Establish Cultural Thematic Partnership	Improved range and quality of cultural services in all sectors across the borough.	April 2006		Publication of the Cultural Strategy	DUE revenue budget	08A/06/1657 Reducing the reputation and role of culture within the community	DUE Duncan Lowndes
C2.1b	To agree terms of reference			July 2006	Performance against Partnership Evaluation Tool; Task March 2007			
C2.1c	Establish Membership			Sept 2006				
C2.1d	Agree action plan			Nov 2006				

Priority 3 To tackle health inequalities and enable healthy choices to be made

Key Objective 1 To improve peoples health, well-being and reduce health inequalities

Ref	Action	Outcome	Timescales		Performance Measure	Resource (include partners)	Risk (Magique ref)	Accountable Officer
			Start	Finish				
C3.1a	Implement Dudley Food for Health Award.	Increased number of commercial food outlets serving healthy food choices.	April 2006	March 2008	% increase of uptake of Dudley Food for Health Award. Target = 10% increase (55)	DUE Revenue Budget, Primary Care Trust	08B2/06/1656 Reduction in people's health and well-being	DUE Nick Powell
C3.1b	Provision of Survive Alive Programmed for school age children.	Increased number of children with life skills in relation to safety.	June 2006	July 2006	Number of children attending Survive Alive Programme. Target = 700			
C3.1c	Carry out test purchases of underage alcohol and tobacco.	Reduce the number of young people having access to alcohol and tobacco thereby improving their health and reducing antisocial behaviour.	April 2006	March 2007	Carry out test purchases at retail outlets and public houses Target = 75 test purchases	DUE Revenue Budget, West Midlands Police		

Priority 4 Promotion of Social and Community Well Being

Key Objective 1 Improve outcomes for children within the Children Act agenda

Ref	Action	Outcome	Timescales		Performance Measure	Resource (include partners)	Risk (Magique ref)	Accountable Officer
			Start	Finish				
C4.1a	Establish joint commissioning framework.	Continued development of joint commission arrangements to progress service integration agenda within Children Act and to improve outcomes for children. Under the five outcomes (enjoy and achieve; make a positive contribution; be healthy; achieve economic well being; stay safe) from Every Child Matters.	April 2006	April 2007	Established Children's trust Target date April 2008 Action from Joint Area Review implemented	Children & Young Peoples Partnership	03F/06/221 Risk of not implementing Children Act 2004	Children's Services Pauline Sharatt & Graham Tilby
C4.1b	Identify options for re-shaping and integrating service delivery.		April 2006	March 2008		Children's Coordination group Children's Champion Group		

Priority 4 Promotion of Social and Community Well Being

Key Objective 2 Enhanced citizenship for older people through and implementation of Older People's Strategy

Ref	Action	Outcome	Timescales		Performance Measure	Resource (include partners)	Risk (Magique ref)	Accountable Officer
			Start	Finish				
C4.2a	Cross directorate and partnership engagement in strategic development through older People's Board and Corporate Assistant Directors Group.	Enhanced citizenship of older peoples Engagement that goes beyond health & social care and covers areas that older people say are most important.	April 2006	Dec 2006	BVPI 54 Older people helped to live at home	DACHS revenue budget Older Peoples Board	05/05/289 Risk of partnership agreements with Health 05/06/1176 05F/05/275	DACHS Val Bient & Directorate Reps

Priority 5 Tackling Poverty & Social Exclusion

Key Objective 1 Improve the ordinary life experiences of older people

C5.1a	Increased number of older people receiving benefit checks and thereby increases in their incomes.	Welfare benefit increase within the borough Improvement in financial income and economic activity of this vulnerable group.	April 2006	March 2008	Number of checks completed and income increases generated Target 2200 checks £1.75m income generated	DACHS revenue budget Benefits Shop	05F/09/266 Adequacy of management capacity to deliver agenda in Adult Services	DACHS Val Bient & Tony Ivko
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Key Objective 2 Increase benefit take up

C5.2a	Promote take up of income support & attendance allowance.	Increase benefit take up resulting in more money in the local economy.	April 2006	March 2007	FIN BEN 002b Number of new claims Target 1250	Finance revenue budget Benefits Shop	04D/09/743 Failure to deliver target through staff turnover	Finance Head of Benefit Services
C5.2b	Raise level of unclaimed benefits through Benefits Shop.		April 2006	March 2007	FIN BEN 002a Level of previously unclaimed benefits raised Target £1million			

Key Objective 3 Provide alternative financial services through the Castle & Crystal Credit Union

C5.3a	Extend financial services into the more deprived areas of the borough providing alternatives to doorstep lending companies and promoting improved personal financial management skills.	Improved & extended levels of financial support service in priority neighbourhoods.	April 2006	June 2008	CEX CU 001 increase membership to the Credit Union	CEX revenue budget & European Regional Development Fund (ERDF)	02D/01/1510 Poor membership growth	CEX Roland Winzer
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Priority 6 Continued development of Housing with care for older vulnerable people

Key Objective 1 Maintain older peoples independence through the development of a Housing with Care Strategy

Ref	Action	Outcome	Timescales		Performance Measure	Resource (include partners)	Risk (Magique ref)	Accountable Officer
			Start	Finish				
C6.1a	Increase the current 312 units of accommodation, the location of the new units to be addressed via the strategic approach, to be built in partnership with strategic partners.	Maintain older peoples independence Prevent admission to hospital Assist reduction in delayed discharge from hospital.	April 2006	March 2007	Reduced number of residential care admissions Target 370	DACHS Housing Services, Housing Associations	05/06/1178 Failure to adequately engage users, carers and citizens in the development and design of services 05F/05/275 05/05/289	DACHS Val Beint & Sue Beach

Key Objective 2 Address the specific needs of older council tenants, residents in sheltered housing schemes and where appropriate those in private accommodation

C6.2a	Further extend council's sheltered housing visiting warden service to older people who need it and do not live in sheltered housing accommodation.	Increased opportunities for older people to be supported in independence.	April 2006	March 2008	Whether target increases in number of service users achieved Target an additional 20 per year for each year of 3 year programme	DACHS revenue budget Housing Account, external funding	05F/06/274 Failure of domiciliary care agency 05F/06/279 Failure of assessment to meet needs, complaints, and litigation	DACHS Val Beint & Sue Beach
C6.2b	Working in conjunction with the sheltered housing service develop a range of ongoing initiatives to promote the health and well being of older tenants in the borough.	Establishment of "well person" centre at Beulah Court. Establishment of range of health promotion activities at all sheltered hsg schemes which are also accessible to older people in local community.	April 2006	March 2007	Whether activities established by target date. Customer take-up	DACHS revenue budget	05/06/1176 Inadequate identification and achievement of outcomes	

Priority 7 Protecting Vulnerable People

Key Objective 1 Improved local services for children with disabilities and their families

Ref	Action	Outcome	Timescales		Performance Measure	Resource (include partners)	Risk (Magique ref)	Accountable Officer
			Start	Finish				
C7.1a	Undertake cross-cutting service improvement review of services for children with disabilities.	Improved life chances of children with disabilities resulting from better co-ordination and integration of service planning and delivery, and the identification of service gaps based upon needs analysis.	April 2006	Dec 2006	PAF E67 increase in % of disabled children supported in their families	Children's Services	03F/07/1173 Risk of injury or not safeguarding children in the community	Children's Services Pauline Sharratt & Sue Roxburgh
C7.1b	Implement Action Plan arising from Review.		Jan 2006	April 2008				
C7.1c	Implement Early Support Programme for children with additional needs.		April 2006	March 2007				

Key Objective 2 Community supported living for people with a learning disability

C7.2a	Re-provision of Ridge Hill, Closure of Ridge Hill Hospital following assessment of patient's needs and determination of appropriate 'ordinary living' environment within the borough.	Community supported living for people with a learning disability.	April 2006	Dec 2006	PAF B11 PAF B17 PAF C27 PAF C30	DACHS Learning Disabilities and Mental Health Health & Social Care Economy	05H/06/269 Failure to complete re-provision of Ridge Hill hospital 05F/06/271 not enough beds in borough to meet demand for places	DACHS Richard Carter Ann Parkes
C7.2b	Fair Access to Care Services.	Development of responsive services to meet individual needs and circumstances.	April 2006	Dec 2006				

Key Objective 3 Effective procurement of services to provide high quality services for vulnerable people

C7.3a	Phased implementation of Supporting People 5 year development strategy.	Improvement in joint planning, prioritising of different services to meet high priority needs of vulnerable people.	April 2006	March 2010	Targets in Supporting People action Plan achieved	Housing Services/ Supporting People	05E/03/907 Insufficient funds to run the programme effectively or to develop services as per the 5year strategy	DACHS Ron Simms & Pat Merrick
C7.3b	Assessment of the impact of the governments revised financial arrangements for the future of Supporting People funding.		April 2007	March 2010	Sufficient funding available to support Supporting People administration			

Priority 8 Homelessness - preventing people becoming homeless

Key Objective 1 Develop a coherent range of services and strategies to help prevent vulnerable residents within the borough becoming homeless

Ref	Action	Outcome	Timescales		Performance Measure	Resource (include partners)	Risk (Magique ref)	Accountable Officer
			Start	Finish				
C8.1a	Development of Landlord Accreditation Scheme.	Ensures homelessness strategies, policies and work practices reflect needs of homeless people and help to prevent homelessness.	April 2006	Dec 2006	Whether scheme operational by target date and level of take up of scheme	DACHS Housing Services revenue budget	05/06/1594 Failure to take action to prevent homelessness	DACHS Ron Simms & Diane Channings
C8.1b	To create and launch a second crash pad.		April 2006	March 2008	Outcome achieve to target			
C8.1c	Complete the crash pad pilot and review our findings.		April 2006	March 2007	BVPI 213 Housing advice Service: preventing homelessness	Partnership with Private sector Landlords		
C8.1d	Produce a prevention of homelessness toolkit.		May 2006	Dec 2006	BVPI 214 Repeat Homelessness			
C8.1e	Establish a homelessness fund.		Oct 2006	March 2007				

Priority 9 Fair Access to Care Services – develop responsive services to meet individual & diverse needs

Key Objective 1 Appropriate meal services to meet diverse needs

C9.1a	Complete tendering of Halal/Vegetarian meals for vulnerable Black and Minority Ethnic community citizens.	Equity of meal services across borough communities.	Jan 2006	Oct 2006	PAF A5 & A6 PAF B12 PAF C26, C28,C29 & C32 PAF E47 & E48	DACHS revenue budget Dudley Borough Compact	05F/06/279 Failure of assessment to meet needs/ complaints/ litigation	DACHS Val Bient & Maggie Venables
C9.1b	Role out pilot meals scheme service for vulnerable BME community citizens.		Oct 2006	March 2007				

A clean and healthy borough is at the heart of our well-being and the quality of the local environment is very important to the council. By improving and maintaining our cultural heritage, we are creating a valuable and attractive environment for everyone to enjoy.

Our vision for Dudley's environment is to create a borough where

- The environment is clean and looked after.
- Our parks are safe, attractive, recreational spaces.
- Kerbside recycling is available to everyone.
- Council tenants and vulnerable households in the private sector live in homes of a decent standard.
- Industrial and archaeological heritage associated with the abandoned mine workings is secured for future generations.

Achievement Highlights

- A repairs appointment service has been established for council tenants.
- The kerbside recycling service has been rolled out to all street level homes.
- An additional £1m was allocated to improve the overall condition of roads in the borough and we have used it to resurface an extra 75 roads.
- Fly tipping is now removed less than one and half days from reporting.

Key Targets for 2006/07

- To ensure all the council's housing stock meets the decent homes standard by the target date of 2010.
- To improve energy efficiency of council housing.
- To continue improving the cleanliness of our streets by reducing recorded levels of litter in our four main town centres by 10%.
- To achieve overall waste recycling rate across the borough by 20%.
- To reduce the time taken to remove fly tipping to one day from reporting.

Priority 10 Air Quality Management – improve and sustain air quality in the borough

Key Objective 1 To improve the air quality through reductions in Nitrogen Dioxide concentrations producing cleaner air to breathe

Ref	Action	Outcome	Timescales		Performance Measure	Resource (include partners)	Risk (Magique ref)	Accountable Officer
			Start	Finish				
E10.1a	Undertake air quality monitoring and assessment across the borough including monitoring in the Brierley Hill and Sedgley Air Quality Management Area.	Improved air quality to impact on health.	April 2006	Dec 2007	Continue to monitor air quality at 30 sites across the Borough and progress towards the objectives of the Brierley Hill Air Quality Action Plan Task – March 2007	DUE revenue budget	08B2/02/1655 Decrease in air quality across the Borough	DUE Nick Powell
E10.1b	Implement the Air Quality Action Plan to reduce Nitrogen Dioxide levels to comply with national objectives for Brierley Hill by 2008 to coincide with the completion of the Brierley Hill Sustainable Access Network (BHSAN).		April 2006	Dec 2008	Sites across Brierley Hill meeting the National Air Quality Objective Target – ensure 70% of 23 sites meet National Air Quality Objectives by March 2007.			

Priority 11 Contaminated Land Inspection Strategy – reduce the risk to public health & the environment from contaminated land

Key Objective 2

E11.2a	The implementation of the Contaminated Land Strategy to identify and where necessary, remediate land.	Remove the risk of contaminated land posing a risk to public health and the environment.	April 2006	Dec 2011	Initiate three inspections at high-risk sites per year. BV 216a Number of sites of potential concern Target to be set from 2005/6 out-turn DEFRA letter. BV216b Number of sites where information is available to determine if remediation is necessary, as % of all sites of concern. Target to be set from 2005/6 out-turn DEFRA letter.	DUE revenue budget and supported by capital expenditure	08B2/02/363 Failure to implement contaminated land strategy effectively or in an acceptable time frame.	DUE Nick Powell
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Priority 12 Improve the Quality of Public Spaces

Key Objective 1 Further improvements to the cleanliness and overall appearance of the borough “creating the right impression” through measured initiatives, community engagement and education

Ref	Action	Outcome	Timescales		Performance Measure	Resource (include partners)	Risk (Magique ref)	Accountable Officer
			Start	Finish				
E12.1a	A phased replacement of the Borough’s ageing sign network, complimenting the street clutter audit and HAMP.	Improved street scene and reduced clutter. Better informed motorists hence reduction in journey times and congestion.	April 2006	March 2008	To eliminate all the identified dangerous and illegible signs in the borough. Task - Establish replacement programme by March 2007	DUE revenue budget	08D2/02/662 Collapse of street furniture	DUE Garry Dean
E12.1b	A proactive approach to cleaning the Borough complimented by a robust enforcement regime, comprehensive performance management and increased mechanised sweeping.	Creating an environment that is free from litter, promoting “zero tolerance”.	April 2006	March 2007	% proportion of land with: deposits of detritus BVPI 199a Target = 18% Graffiti BVPI 199b Target = 8% Fly posting BVPI 199c Target 0% Number of enforcement actions and fly-tippings BVPI 199d Target Fly = 1650, Enf = 375	ENCAMS DEFRA APSE performance networks Environment Agency	08D2/03/670 Failure to implement Highways Asset Management Plan	
E12.1c	The removal of an anticipated 1,500 abandoned vehicles through effective enforcement.	Safer local environment, stimulating greater community pride and improved street scene.	April 2006	March 2007	BVPI 218a & BVPI 218b % of abandoned vehicles investigated and removed Target 100%	DVLA Police Other Directorates	08D1/06/1653 Failure to maintain community expectations – street scene	DUE Graham Bailey

Priority 13 Recycling and Waste Management- development of sustainable waste management service for the borough

Key Objective 1 Provide opportunities for all residents to recycle and access green waste collections

E13.1a	Introduce a network of recycling centres for flats and other non-street level premises.	Greater recycling performance, giving all residents an opportunity to recycle glass, bottles, jars, cans, newspapers and magazines.	April 2006	March 2007	BVPI91a & BVPI91b % population served by recycling service Target = 100%	DEFRA WRAP Local media Black Country Partner authorities	08D1/06/1575 Growth in municipal waste	DUE Graham Bailey
E13.1b	Introduce a fortnightly Borough-wide green waste wheel bin collection.	Increased percentage of green waste recycled/composted.	April 2006	March 2008	Combined BVPI 82ai + BVPI 82bi % waste recycled + % waste composted			

Priority 14 Transport Plan and Transport infrastructure Developments up to 2011

Key Objective 1 To adequately maintain the highway network, our largest and most visible community asset

Ref	Action	Outcome	Timescales		Performance Measure	Resource (include partners)	Risk (Magique ref)	Accountable Officer
			Start	Finish				
E14.1a	The regular maintenance of gullies on all primary routes.	Reduction of the risk of flooding, potential accidents and litigation against the Council.	April 2006	March 2007	Regular inspection and maintenance of all gullies on primary routes DUE EM009 Target 50% of primary routes by March 2007	DUE revenue budget	08D2/07/612 Inadequate gully emptying service	DUE Garry Dean
E14.1b	To build on the success of our LPSA investment by surface treating 150 roads and footpaths.	Reduce the number of accidents and damage claims resulting from defective roads and pavements, at the same time creating an improved Street Scene with greater motorist satisfaction.	April 2006	March 2008	DUE EM004 Number of roads/footpaths treated Target = 150 BVPI 223 Principal Roads BVPI 224a Non Principal Roads BVPI 224b Unclassified Roads where structural maintenance should be considered Targets to be set from 2005/6 figures			
E14.1c	Make safe dangerous and damaged roads within 24 hours.		April 2006	March 2007	DUE EM003 % of damaged roads made safe within 24 hours Target 98%			

Priority 15 Decent Homes- Ensure that all in the councils housing stock and that the required % in the private sector meet the decent homes standard by 2010

Key Objective 1 Repair and improve homes through the development and implementation of a 3 year capital & revenue repairs and maintenance programme

E15.1a	Manage and update stock condition survey.	Analysis to identify and target repairs and improvements to areas of priority need. Improvement in housing standards for council tenants.	April 2006	March 2010	BVPI 184a & 184b Increase the number of homes meeting the decent homes standard compared to profiled programme	Housing Services revenue budget Tenant representatives external contractors where appropriate	05C/02/149 Fail to achieve decent homes standard by 2010	DACHS Housing Services David Harris
E15.1b	Implement a three year capital & revenue programme that is geared to delivering the investment and maintenance as determined within the July 2005 Housing Option Appraisal.		April 2006	March 2007				
E15.1c	Maximise improvement of the energy efficiency rating of the housing stock.		April 2006	March 2007	BVPI 63 Energy efficiency of Housing Stock			

Priority 15 Decent Homes continued...

Key Objective 2 Support to vulnerable households in the private sector to ensure that required % of homes meet Government Decent Homes standard by 2010

Ref	Action	Outcome	Timescales		Performance Measure	Resource (include partners)	Risk (Magique ref)	Accountable Officer
			Start	Finish				
E15.2a	Survey to be commissioned and tendered.	Identification and targeting for assistance on relevant homes of vulnerable households for improvements.	April 2006	May 2006	% of homes occupied by vulnerable households in the private sector that meet the decent homes standard by December 2006 Target 60% % meeting target by 2010- Target 70% (Housing Health & Safety Rating System)	Housing Services, Care & Repair Agency, Kick Start, Dudley Council Plus	New risk; Failure to ensure that 70% of homes occupied by vulnerable households in the private sector meet the decent homes standard by 2010.	DACHS Housing Services Ron Sims
E15.2b	Survey completed.		May 2006	Sept 2006				
E15.2c	With appropriate partners analyse stock condition & vulnerable households data to define a programme for future Housing Assistance Scheme support.		Oct 2006	Dec 2006				

Priority 16 Councils Flatted estates- working with tenants and other stakeholders to upgrade the environment of certain estates

Key Objective 1 Improve the environment of the council's flatted estates

E16.1a	Consult on Action plan for council's flatted estates.	Improvements in service delivery & Increased tenants satisfaction with the service.	April 2006	March 2008	% increase in tenant satisfaction BVPI 74a Tenant satisfaction with Landlord	DEFRA Local Tenants Association Area Housing panels	05/06/1601 Failure to deliver the flatted estates review	DACHS Housing Services Diane Channings
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Priority 17 Letting of Council Housing- improve opportunities available to enable customers to directly apply for available properties

Key Objective 1 Develop a choice based letting system

E17.1a	Research and evaluate operational and software options to support a choice based lettings approach.	Applicants to be able to directly apply for available properties.	April 2006	Dec 2006	Impacts on voids/lettings BVPI 212 average time to re let local authority housing also refers	Housing Services revenue budget, DEFRA Select Committee on the Environment Area Panels Software supplier	05/06/1598 Failure to implement choice based lettings	DACHS Housing Services Diane Channings
E17.1b	Commence pilot scheme.		Feb 2007	Aug 2007				

The council supports learners of all ages and backgrounds to achieve their potential. Opportunities include homework clubs in libraries, supplementary schools for underachieving groups and individual music tuition.

Our vision is for a learning borough where

- Pupils enjoy school, achieve good results and may go on to further education and training.
- Children leave school and contribute positively to the local community.
- Educational resources are used effectively and efficiently.
- All children and adults have the opportunity to learn.

Achievement Highlights

- GCSE A*- C results were the highest ever at 53.5%.
- 19 secondary schools out of 22 have attained specialist schools status.
- Young people looked after by the council are passing more examinations.
- The number of school visits to museums has increased by 50%.

Key Targets for 2006/07

- To continue to achieve improved school attainment for all pupils.
- To improve school attendance and to reduce exclusions.
- To increase the number of schools offering extended services to the community.
- To engage with and support 120 long-term unemployed people through Future Skills Dudley, with the target of 30 people finding jobs as a result.

Priority 18

Improving Achievement from Cradle to Grave- To serve local communities by securing holistic and inclusive approach to education and lifelong learning in partnership with early years centres, schools, libraries, community and youth centres and other local learning providers, including supporting wider council and voluntary sector initiatives to encourage older people to develop new skills, including those related to Information Technology.

Key Objective 1 Enhance the safety and opportunities of older people primarily through the voluntary sector

Ref	Action	Outcome	Timescales		Performance Measure	Resource (include partners)	Risk (Magique ref)	Accountable Officer
			Start	Finish				
L18.1a	Older people supported with a gardening service.	Enhanced safety & security.	April 2006	March 2008	163 older peoples gardens maintained	DACHS, Dudley borough Compact	05F/05/275 Partnership working with PCT and other agencies can lead to overload, gaps and different priorities.	DACHS Val Bient & Maggie Venables
L18.1b	Older people attending LEAP physical activity sessions.	Helping individuals to maintain an active life in older age.	April 2006	March 2008	60,000 attendees per annum			
L18.1c	Older people receiving 'Good Neighbour' support.	Enhanced social inclusion and support.	April 2006	March 2008	96 older people supported BVPI 54 Older people helped to live at home			
L18.1d	Develop a varied programme of lifelong opportunities and make them easily and locally accessible to users of sheltered housing services.	Enhanced learning opportunities and extend access for older council tenants.	June 2006	March 2007	Increase the number of learning opportunities offered Increase in customer take up			DACHS Val Bient

Key Objective 2 Deliver learning opportunities for adults

L18.2a	Deliver the Adult and Community Learning Three Year Development Plan as agreed with the Learning Skills Council.	Extend local learning opportunities to meet needs.	Aug 2006	July 2007	Enrolments of adults in learning Target 12800 enrolments in 2006/07 Individual learner Target 7612 in 2006/07	Adult & Community Learning Team, schools, Further education Colleges Voluntary organisations	Reduction in external funding impacting on recruitment	DACHS Ros Partridge
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Priority 19

Developing a framework for Learning in the 21st Century- Creating a sustainable pattern of effective schools and learning opportunities, catering for the needs of a diverse range of children and young people, giving every child the opportunity to succeed across the borough.

Key Objective 1 Implementation of SEN strategy 'Giving Every Child the opportunity to succeed' in 2007 and beyond

Ref	Action	Outcome	Timescales		Performance Measure	Resource (include partners)	Risk (Magique ref)	Accountable Officer
			Start	Finish				
L19.1a	Completion and implementation of the SEN strategy. <ul style="list-style-type: none"> Continued political commitment to plan Action plan for implementation underway 	Revision and re-organisation of all special educational processes and provision should ensure greater flexibility within the system to meet the diversity of children's needs.	April 2006	Sept 2007	% of pupils with statements of special educational need placed in mainstream schools, as a % of the school population Targets 2006/07 1.4% 2007/08 1.41% % of pupils with statements of special educational need placed in special schools, as a % of the school population Targets 2006/07 1.33% 2007/08 1.32% % of pupils with statements of special educational need placed in other provision, as a % of the school population Targets 2006/07 0.05% 2007/08 0.04% % of schools taking up training Targets 2006/07 50% 2007/08 60%	Children's Services, Schools & Health services	03A/10/313 Inadequate support for parents/ carers for children with SEN/AEN.	Children's Services Jon McCabe & Sharon Hearne
L19.1b	Development of training programme to promote and retain expertise. <ul style="list-style-type: none"> Programme in place Review of need matched to programme of training 		April 2006	On going annual cycle			03A/10/322 Failure to recruit & retain suitable skilled and specialist staff.	

Key Objective 2 Implementation of SEN strategy 'Giving Every Child the opportunity to succeed' in 2007 and beyond

L19.2a	Establish a strategy for the future development of inclusive services for under 5's and childcare for 5-16 year olds in place.	Children and young people aged 0 -16 with special educational needs or disabilities are able to access inclusive schools/settings in their own locality and parents and carers have more choice about services.	April 2006	March 2008	% of pupils with statements of special educational need placed in local provision maintained by Dudley MBC, as a percentage of the school population Targets 2006/07 2.52% 2007/08 2.53%	Children's Services, Children & Young peoples partnership and parents	03A/10/313 Inadequate support for parents/ carers for children with SEN/AEN.	Children's Services Jon McCabe & Jane Porter & Sharon Hearne
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Priority 19 Developing a framework for Learning in the 21st Century continued...

Key Objective 3 Improved educational achievement for looked after children

Ref	Action	Outcome	Timescales		Performance Measure	Resource (include partners)	Risk (Magique ref)	Accountable Officer
			Start	Finish				
L19.3a	Offer work experience to Looked after children.	Looked after children feel Work Experience has been a benefit to them	April 2006	March 2007	Number of placements offered 80% satisfied with the placement	Planning & Supervision of the placement	Looked after children do not get satisfactory work placements	Law & Property Mohammed Farooq
L19.3b	Provision of laptops for looked after children years 12-13 in further education, training or employment	Improved educational achievement for looked after children	July 2006	March 2008	% of young people leaving care aged 16 or over with at least 1 GCSE A* - G or GNVQ Target 55% BVPI 50 Educational Qualifications of Looked After Children	Children co-ordination Children's champions Groups & Education support services	Reliant upon funding	Children's Services Pauline Sharratt & Jane Prasher

Key Objective 4 Create a holistic e-learning network in Dudley

L19.4a	Ensure the sustainability of funding streams.	Access for all to an e-learning network from schools, libraries, learning centres and from home to facilitate learning within and beyond the school.	April 2006	March 2008	Extent of networks linked, Targets 2006/07 - 50% 2007/08 - 100% % of schools accessing the Dudley Portal, Targets 2006/07 -100%, 2007/08 - 100%	Children's Services, Dudley Learning Portal DGfl external service & software providers		Children's Services Chris Wrigley Shirley Hackett & Martin Goodwill
L19.4b	Develop the Dudley Portal: Implement Phase 1 of portal.		April 2006	July 2006				
L19.4c	Link together the 3 existing learning networks, CGfl, People's Network and DGfl		April 2006	March 2007				

Key Objective 5 Focus educational e-services to meet government IEG targets

L19.5a	Implement strategies for the e-enablement of services.	Interactivity of and access to e-services maximised. This aims to improve the quality of education provision and raise standards for children and young people by Providing greater access to learning resources Improving communications between schools, pupils and parents.	April 2006	March 2007	% of IEG targets met Target 2006/07 -100%	DCS revenue budget Research machines		Children's Services Chris Wrigley
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Priority 19 Developing a framework for Learning in the 21st Century continued...

Key Objective 6 Complete Primary review and develop proposals for change

Ref	Action	Outcome	Timescales		Performance Measure	Resource (include partners)	Risk (Magique ref)	Accountable Officer
			Start	Finish				
L19.6a	Implement a strategy for removing surplus plans and create a sustainable pattern of primary schools.	Proposal for change will create a new pattern of educationally and economically sustainable schools. Efficiency saving will be reinvested in education provision.	April 2006	August 2006	% of surplus capacity in primary schools maintained by the authority Targets 2006/07 -11.2% 2007/08 - 5%	Children's Services Learning for the future project	03D/04/21 Failure to match supply of school places to demand.	Children's Services Ray Watson

Key Objective 7 Complete Secondary review and develop proposals for change

L19.7a	Implement the Learning for the Future strategy to create a sustainable pattern of effective secondary schools based on partnership and collaboration between schools and other partners.	Proposals for change will ensure that all secondary schools are educationally and economically sustainable. Efficiency savings will be reinvested in education provision.	April 2006	March 2010	% surplus capacity in secondary schools maintained by the authority Targets 2006/07- 5% 2007/08- 5%	Children's Services Learning for the future project	03D/04/21 Failure to match supply of school places to demand. 03E/01/307 Failure to deliver high quality services due to poor accommodation	Children's Services Ray Watson
L19.7b	Engage secondary schools and other stakeholders (School Project Teams) in developing a sustainable vision, 'Learning for the Future Vision Statement' for transforming secondary education.		April 2006	March 2006	% of schools with individual schools vision matched to Dudley's educational vision Targets 2006/07 -100% 2007/08 -100%			
L19.7c	Analysis of Dudley vision statement against DFES assessment matrix for educational vision to ensure 100% match.		April 2006	March 2007	% match of Dudley's vision against assessment matrix for educational vision Targets 2006/07 - 100% 2007/08 - 100%			

Key Objective 8 Develop integrated services for Children and young people through full service extended schools

L19.8a	Develop 24 nominated schools to deliver integrated services for children, young people and families.	Integrated partnership working across schools and services which will be child and young person centred.	April 2006	March 2008	Number of schools recognised as full service extended schools Targets 2006/07 - 24 schools 2007/08 - All schools	Children's Services, Health, Social care and voluntary sectors		Children's Services Gill Hewlett
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Priority 20

Promoting Lifelong Learning in an inclusive society - To promote the highest standards of education and lifelong learning, for life and work, for all the people living, working or learning in Dudley.

Key Objective 1		Improved outcomes for children and adults by improvements to core skills of children's and social care workforce						
Ref	Action	Outcome	Timescales		Performance Measure	Resource (include partners)	Risk (Magique ref)	Accountable Officer
			Start	Finish				
L20.1a	Provide NVQ Level 3 training for candidates across the Black Country and for Carers working in commissioned services for children.	Improved outcomes for children by improving the skill levels of the workforce.	April 2006	Dec 2007	Number of candidates trained to NVQ level 3 Target 13	DACHS, Black Country Partnership for care	05A/09/239 Failure to retain staff at the appropriate level	DACHS Andrew Packer
L20.1b	Develop Train to Gain, employment training programme in partnership with Black Country Partnership for Care (BCPC), Black Country LSC, Sandwell, Walsall & Wolverhampton Local Authorities.	Improved skill levels in the local workforce resulting in better care for people receiving services.	April 2006	Oct 2006	Number of candidates who achieve NVQ level 2 Target 79			

Priority 21

Promoting Effective Learning - Ensuring children and young people are ready for school and supported by integrated services, once at school maintaining regular attendance is essential for achievement. We aim to provide services for children and young people of all backgrounds to help them enjoy learning and get the most from their educational experiences, enabling them to contribute effectively to society.

Key Objective 1 Improve educational outcomes for looked after children

Ref	Action	Outcome	Timescales		Performance Measure	Resource (include partners)	Risk (Magique ref)	Accountable Officer
			Start	Finish				
L21.1a	Work with schools and Children's Services to ensure that every looked after child has an up to date Personal Education Plan (PEP).	Improve the percentage of young people leaving care aged 16 or over with at least one GCSE at grade A* - G or a GNVQ. Reduce the percentage of children who have been looked after continuously for at least 12 months and who were of school age who missed a total of at least 24 days schooling for any reason during the previous school year.	April 2006	March 2008	% of Children in Public Care (CIPC) with an up to date Personal Education Plan (PEP) to support their care plan. Target 2006/07-100% BVPI 50 Educational Qualifications of Looked After Children, BVPI 161 Employment Education & Training for Care Leavers	Children's Services Children & Young peoples partnership Children Co-ordination Group & Children's Champion Group		Children's Services Pauline Sharratt Jane Prashar Jon McCabe & Ruth Tykiff

Key Objective 2 Support the development of high quality integrated services for under 5's and childcare for 0 to 16 year olds

L21.2a	Implement the Children's Centres Strategy phases 1& 2.	Children under 5 and their families will be enabled to access holistic services in their locality.	April 2006	March 2008	Number of children centres opened Target - 2006/07 Develop 11 Children's Centres	Children & Young peoples partnership	03E/11/312 Failure to create new childcare places to meet need.	Children's Services Helen Kew
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Key Objective 3 Delivery of the Behaviour & Attendance strategy with key partners to ensure positive outcomes for pupils with regard to attendance

L21.3a	Implement the behaviour and attendance strategy.	Pupils who attend school regularly will achieve better results and be prepared for adult life with appropriate skills to enable a positive contribution is made to society.	April 2006	March 2008	% of half days missed due to absence (authorised and unauthorised) in secondary schools maintained by the Local Education Authority BVPI 45 reduction in absence in secondary schools Targets 2006/07 - 6.6% Absence 2007/08 - 6.51% Absence	Schools, parents & carers, police, social services, YOT and Connexions	03A./277 Increase in pupil non attendance	Children's Services Jon McCabe
L21.3b	To issue prosecutions for non-school attendance within 14 days of receipt of instructions.	Provide services that fully meet customer's needs.	April 2006	March 2007	Local PI - Court proceedings issued within 14 days Target 90%	Legal revenue budget	Failure to issue proceedings	Law & Property Keith Edwards

Priority 22

Engaging Communities, developing social harmony and valuing diversity- Working with partners to engage communities in local decision making and ensure children and young people develop positive relationships and value those around them.

Key Objective 1 Work with schools and youth settings to ensure effective and active bullying policies are in place

Ref	Action	Outcome	Timescales		Performance Measure	Resource (include partners)	Risk (Magique ref)	Accountable Officer
			Start	Finish				
L22.1a	Implementation of the actions detailed in the strategy.	Youth settings have clear bullying policies in place, which help children and young people to feel safe and choose not to bully others.	April 2006	March 2008	% of reviewed school behaviour policies that reflect the introduction of whole school behaviour and attendance management systems 2006/07 target 80% 2007/08 target 100% % of youth settings that have reviewed their policies / have bullying policies in place, working with staff, children and young people 2006/07 target 75% 2007/08 target 100% % reduction in reported exclusion for bullying incidents in schools, 2006/07 target Baseline -5%, 2007/08 Baseline -10% % reduction in the number of reported bullying incidents in schools, 2006/07 target Baseline -5%, 2007/08 Baseline -10% % reduction in the number of reported bullying incidents beyond school premises, 2006/07 target Baseline-5%, 2007/08 Baseline -10%	Children's Service. Safe & Sound Partnership	Impacts upon 02S/05/1696 Failure to impact upon anti-social behaviour.	Children's Services Sue Poole Jon McCabe & Cindy Peek
L22.1b	All schools and settings to have an anti bullying policy in place.		April 2006	March 2008				

Key Objective 2 Undertake audit across the Council to identify 'Hear by right' standard baseline

L22.2a	Ensure 'Hear by Right' is understood and implemented as Council standard.	Children and Young people are engaged and the 'Hear by Right' standard is understood across the council.	April 2006	March 2008	Process for engaging all parts of the community -Baseline of community engagement is identified (December 2006) % of all sections of the council achieving emerging standard of 'Hear by Right' Target 100%	Children & Young People's Strategic partnership		Children's Services Cindy Peek Shan Williams & Dewi Williams
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Creating a borough with a successful economy offering well-paid jobs is central to the prosperity and well-being of every resident. As a council, we are working to build new opportunities for economic growth in the borough.

Our vision for a prosperous borough is a place where

- There is a strong transport network helping borough wide development.
- Unemployment is low, residents are skilled and sought after and there is a range of employment and training opportunities.
- Town centres are vibrant flourishing places enjoyed by residents and visitors.

Achievement Highlights

- Work has started in implementing the Dudley town centre master plan and the Dudley Zoo and Castle Hill scheme has outline planning permission.
- The Local Transport Plan has been updated and key projects are underway.
- There are new systems in place so you can submit planning applications on-line.
- Netherton Regeneration Centre (the Savoy) was officially opened in January 2006, providing a training and community centre for local people.

Key Targets for 2006/07

- To begin on the £25 million Brierley Hill new road network, bringing significant access, safety, air quality, congestion relief and regeneration benefits to the area.
- To develop the planning on-line service so more people can access planning applications from home computers.
- To improve tourism signage for key attractions across the borough.
- To begin consultation for an improved town centre in Stourbridge.

Priority 23 Creating a prosperous borough

Key Objective 1 Maximise historic assets in Dudley Town Centre to benefit small businesses and enhance visitor numbers

Ref	Action	Outcome	Timescales		Performance Measure	Resource (include partners)	Risk (Magique ref)	Accountable Officer
			Start	Finish				
R23.1a	To develop townscape heritage initiative stage 2 bid for £1.9 million and secure match funding.	Investment of £3.8 million in regenerating historic commercial buildings and to encourage maximum private sector investment.	April 2006	March 2007	Success of townscape heritage bid Task – target March 2007	DUE revenue budget	08C3/06/1208 Failure to deliver projects in compliance with time, finance and quality	DUE Rupert Dugdale

Priority 24 To champion the interests and assets of the Dudley borough- securing resources and improving its position regionally, nationally and internationally

Key Objective 1 To support the development of a comprehensive spatial strategy for the borough within sub-regional and regional context

Ref	Action	Outcome	Timescales		Performance Measure	Resource (include partners)	Risk (Magique ref)	Accountable Officer
			Start	Finish				
R24.1a	To ensure Dudley MBC is engaged in the development of the City Region Development Plan (CRDP).	Designation as a City Region.	April 2006	April 2007	Production of City Regional Development Plan by 8 West Midland Authorities Task July 2006	DMBC West Midland Met authorities Telford & Wrekin Black Country Consortium AWM & LSCI	08C1/08/1308 Failure to recognise West Midlands Corporate Governance implications	DUE Jean Brayshay

Key Objective 2 To maximise resources and funding opportunities to support economic regeneration activities

R24.2a	Submission of a local Enterprise Growth Initiative bid (LEGI).	Submission of a Local Enterprise Growth Initiative Bid	April 2006	Oct 2006	Black Country joint bid submitted Task – September 2006	DMBC	08C4/03/1182 Council misses out on considerable funding opportunity due to lack of awareness and/or communication	DUE Jean Brayshay
R24.2b	Support the development of a Local Area Agreement (LAA) Block 4- Economic Development and Enterprise.	Development of Block 4 Pooled /aligned resources being considered with partner agencies.	April 2006	March 2007	LAA agreed with Government office Task – April 2007	DMBC Dudley Community Partnership		DUE Jean Brayshay & Mark Lavender

Priority 25 Local Development Framework / Black Country Study - To develop a comprehensive and sustainable spatial strategy for Dudley Borough, including the Local Development Framework and Black Country Study

Key Objective 1		Planned and structured development across the borough.						
Ref	Action	Outcome	Timescales		Performance Measure	Resource (include partners)	Risk (Magique ref)	Accountable Officer
			Start	Finish				
R25.1a	To prepare, implement and deliver the Local Development Framework.	The Local Development Framework replaces the Unitary Development Plan. Therefore, it will form the basis on which to base development and planning decisions and to guide appropriate development.	April 2006	March 2008	BVPI 200b Meeting Local Development Scheme milestones Target = yes March 2007	DUE revenue budget	08B1/04/1585 Not undertaking LDF sustainability appraisal	DUE John Pattinson
R25.1b	To implement the Local Development Scheme.	Appropriate development.	April 2006	April 2009	BVPI 200a Submission of the Local development Scheme Target = yes March 2007	DUE revenue budget in partnership DEP & ER		
R25.1c	Black Country Study to inform partial review of regional planning guidance. (Regional Spatial Strategy) Key objectives <ul style="list-style-type: none"> To reverse the trend of people leaving the Black Country To raise income levels To Attract and retain people with high level skills Transform the environment 	Set standards for achieving the aspirations set out in the 30 year Black Country Vision. Brierley Hill recognised as a strategic centre. Propose a preferred sustainable transport system. Transform the environment. Analyse impact Regional special Strategy through implementing the joint Core Strategy.	April 2006	March 2007	BVPI 200b Meeting Local Development scheme milestones Target = yes March 2007 Submit with 4 Black Country local authorities to Secretary of State Task – target May 2006 Submit with 4 Black Country local authorities to Secretary of State Task – target May 2006 Examination in Public – January 2007 Report – March 2007 Review outcome of examination in public Task – March 2007	DUE Revenue budget Black Country Consortium Regional Planning Body Government Office of the West Midlands	08B1/04/1586 BCS and Regional Spatial Strategy not recognising Brierley Hill as a centre 08B1/04/1587 BCS not protecting industrial areas 08C1/11/1148 Spatial objectives prove unsustainable – Transportation	DUE John Patterson

Priority 26 To stimulate the economic and social regeneration within communities.

Key Objective 1 To stimulate the economic and social regeneration within communities and build capacity within them

Ref	Action	Outcome	Timescales		Performance Measure	Resource (include partners)	Risk (Magique ref)	Accountable Officer
			Start	Finish				
R26.1a	Development and enhancement of sports infrastructure.	Enhanced and up skilled community sector.	April 2006	March 2007	Number of clubs with Sports Club accreditation Target 3 clubs by March 2007	DUE revenue budget National government bodies of sport, County sports Partnership, Sport England	08A4/06/1711 Failure to enhance the recreational provision of local sports clubs	DUE Andy Webb
R26.1b	Develop the skills and sustainability of friends groups and volunteers associated with Green Spaces.	Sustainable community engagement in green space management and development. Leading to increase in assessment scores against our development model for liveability in 18 months time.	April 2006	March 2007	Delivery of further 6 master plans for parks - Task Dec 2006. Number of friends Groups attending training sessions. 6 Friends Groups attending 50% of training courses by Dec 2006. Number of volunteering hours at nature reserves Target 8000 hours by March 2007		08C3/06/1200 Failure to deliver liveability outputs	DUE Sally Orton

Priority 27 Optimise the opportunities for local people to obtain local jobs

Key Objective 1 Provide quality training, advice and guidance for local people to gain suitable employment

R27.1a	The delivery of effective local jobs for local people brokerage/jobs search programmes, which link local residents with employment opportunities.	Numbers of local unemployed people placed into work each year.	April 2006	March 2007	Number of disadvantaged residents placed into work each year. Target = minimum of 250 residents	AWM, JcP, NRF, ESF, DMBC.	08C5/03/703 Failure to secure funding contracts	DUE Mark Lavender
R27.1b	The delivery of quality training and supporting services that equip local people with the skills & qualifications demanded by local employers.	Numbers of local unemployed people receiving training and / or achieving recognised qualifications.	April 2006	March 2007	Number of disadvantaged residents receiving training and/or achieving recognised qualifications. Target = minimum of 250 residents	AWM, JcP, NRF, ESF, DMBC Adult and Community Learning		

Key Objective 2 Support and provide training and job opportunities within the Council's Housing Sector

R27.2a	Support the council's schemes, building & construction modern apprenticeships.	Increase access to local training and job opportunities.	April 2006	March 2008	Take up of scheme "success rate" of apprentices in achieving qualifications	DACHS Housing Services, Stourbridge College	05A/06/136 Failure to recruit and or retain adequate and suitable staff	DACHS Housing Sector
R27.2b	Develop Council's woman into construction employment scheme.				Take up of scheme			

Priority 28 To improve the economic and environmental infrastructure of Dudley Borough and its Town Centres.

Key Objective 1 To maximise the potential of the Borough's major development sites for the benefit of the local economy.

Ref	Action	Outcome	Timescales		Performance Measure	Resource (include partners)	Risk (Magique ref)	Accountable Officer
			Start	Finish				
R28.1a	Develop Castle Hill for mixed use to provide business, employment, leisure and housing opportunities with significant investment and improvements to Dudley Zoo.	Brownfield land reclaimed New jobs created New homes constructed Increased visitor numbers and spend Improved environmental quality.	June 2006	March 2011	S106 Agreement completed Task – October 2006 Lease agreements completed Task – October 2006 Gap funding from AWM and Government Office West Midlands secured Task – March 2007	AWM ERDF Private sector developers DMBC DMBC	08c3/03/1571 Failure to deliver Castle Hill development - Ongoing financial implications for DMBC	DUE Rupert Dugdale
R28.1b	Preparation of an overall transportation strategy for the Borough.	A framework for implementation of the Local Transport Plan agenda and local transportation issues.	April 2006	Jan 2007	Approval by Cabinet Member for Economic Regeneration Task – January 2007		08c1/09/1149 Failure to adopt Car Parking Strategy	DUE Martyn Holloway

Key Objective 2 To promote the regeneration of the Borough's Town and local centres

R28.2a	Adoption of Brierley Hill town centre master plan.	A Planning framework leading to the development of an attractive and vibrant town centre.	April 2006	July 2009	Complete review of implementation strategy Task – May 2006	DMBC BHRP Westfield Shopping Towns Ltd & GOWM	08C1/11/1146 BCS fails to secure Brierley Hill as a Centre-Transportation	DUE Rupert Dugdale
R28.2b	Implement the Brierley Hill Sustainable Access Network. Construct the new road adjacent to Brierley Hill High Street.	Reduced congestion, improved air quality, improved accessibility and development sites opened up.	April 2006	Dec 2007	Final governmental approval for the scheme Task – June 2006 Commencement on site Task – September 2006 Completion Task – December 2007	DMBC Mowlem Waterman Courdroy BHRP	Implementing BHSAN requires management of numerous risks including: 08C1/01/1274 08C1/02/1275 08C1/03/1276 08C1/07/1283 08C1/05/1259 08C1/05/1280 08C1/01/1604 08C1/02/1309 08C1/03/1138 08C1/03/1152 08C1/03/ 898 08C1/03/ 912 08C1/05/1154 08C1/05/1155 08C1/07/1157	DUE John Anderson

Priority 28 To improve the economic and environmental infrastructure of Dudley Borough and its Town Centres.

Key Objective 2 To promote the regeneration of the Borough's Town and local centres

Ref	Action	Outcome	Timescales		Performance Measure	Resource (include partners)	Risk (Magique ref)	Accountable Officer
			Start	Finish				
R28.2c	Establish a Single Purpose Vehicle for the regeneration of Dudley Town Centre.	Brownfield land reclaimed New jobs created New homes constructed Increased visitor numbers and spend Improved environmental quality.	May 2006	Oct 2007	Appointment of advisors Task – April 2006 Completion of stage 1 advice Task – August 2006 Completion of stage 2 advice Task – November 2006	DMBC	08C3/06/1208 Failure to deliver projects in compliance with time, finance and quality targets	DUE Rupert Dugdale
R28.2d	Complete Stourbridge Area Action Plan.	Planning framework leading to development of an attractive and vibrant town centre.	April 2006	Feb 2010	Commence preliminary public consultation Task – July 2006		08C3/06/1572 Failure to adopt Stourbridge Area Action Plan	DUE Rupert Dugdale

Key Objective 3 Provide a comprehensive public transport system in the major urban areas

R28.3a	Undertake Transport Innovation Fund (TIF) feasibility study for West Midlands.	Development of smarter, innovative, sustainable local and regional transport strategies to aid local & national productivity.	April 2006	August 2006	Undertake feasibility study Task – Complete study August 2006	WM Metropolitan Authorities, Department for Transport Government Office, Centro, Health Authority	08C1/05/1599 Significant downturn to economic activity arising from Demand Management - TIF Bid	DUE John Anderson
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The council wants local people to feel safe and we will continue to work with partners in reducing burglary and vehicle crime. Crime in the borough is falling and we want to continue to reduce this further by working with our partners.

Our vision for a safe borough is a place where

- Sporting activities act as a diversion from anti social behaviour.
- People feel safe in their home, neighbourhood and town centre.
- Children & young people feel safe from anti social behaviour.
- Vulnerable older people feel safe and secure in their homes.

Achievement Highlights

- We have exceeded our target for the number of Anti Social Behaviour Orders and Criminal Anti Social Behaviour Orders by obtaining 27 orders.
- 1703 young people have received treatment for drug or alcohol misuse.
- The number of burglaries and incidents of commercial crime have reduced by 5%.
- We are confident of achieving our target of a 5% reduction in vehicle crime in the borough.

Key Targets for 2006/07

- To continue to develop the work of the Dudley Safeguarding Children Board.
- The Home Security Initiative will improve its targeting of hotspots and vulnerable areas to reduce burglary further in the borough.
- To increase the number of car parks in the borough that have the national 'Safer Car Park' award status.
- To identify our most prolific and other priority offenders and reduce the number of crimes they commit.

Priority 29

Safer Neighbourhoods and Safer towns – Targeting those areas where crime is highest, through community safety initiatives, which tackle, burglary, antisocial behaviour and drug misuse, we aim to make Dudley a safer place to live in. This involves working with partners on issues as diverse as car crime, bullying and abuse. By working co-operatively across the Borough, we will make the townships of the Dudley Borough safer to live, socialise and shop.

Key Objective 1 Reduce crime and fear of crime through improvements to the night time environment, local authority car parks and highway network

Ref	Action	Outcome	Timescales		Performance Measure	Resource (include partners)	Risk (Magique ref)	Accountable Officer
			Start	Finish				
S29.1A	Continuing operation cubit campaign. (to remove abandoned vehicles liable to be used for crime or set on fire).	Contributing towards the target to reduce theft of and theft from vehicles within the Borough	April 2006	March 2007	Operation to be carried out by September 2006	DVLA , Police	08D1/06/1653 Failure to maintain community expectations-street scene	DUE Graham Bailey
S29.1B	Installation of new lighting units in the borough during 2006/07 in accordance with the agreed replacement programme.	Reduce crime and the fear of crime.	April 2006	March 2007	BVPI 215a average days to repair street lighting faults Target 4.9 days EM005 number of new street lighting units installed Target 300 EM 006 % of all street lighting faults attended Target 80%	DUE revenue budget, Central Networks		DUE Garry Dean
S29.1C	Crimestoppers campaign targeting vehicle crime and increased security in identified car parks.	Contributing towards the target to reduce theft of and theft from vehicles within the Borough the target to reduce theft.	April 2006	March 2008	CEX CS009 Reduce vehicle crime by 5%	CEX revenue budget & Enforcement Management Solutions, DVLA, ACPO & Police	02S/05/1695 Failure to meet the community safety partnership targets	CEX Dawn Hewitt

Key Objective 2 To facilitate smooth progression of Neighbourhood Policing

S29.2a	Contribute to the alignment of council services with neighbourhood policing teams and requirements.	Multi-agency approach to neighbourhood policing.	April 2006	March 2008	Community Safety Partnership (CSP) reassurance targets	CEX revenue budget & Safe & Sound partners	02S/05/1695 Failure to meet the community safety partnership targets	CEX Dawn Hewitt
S29.2b	Align joint tasking/ joint activities group with neighbourhood policing delivery.	Delivering multi-agency crime, substance misuse and Anti Social Behaviour reduction.	August 2006	March 2008	Community Safety Partnership (CSP) Strategic board reduction measurements			

Priority 29 Safer Neighbourhoods and Safer towns continued...

Key Objective 3 Delivery of the three year Community Safety Strategy

Ref	Action	Outcome	Timescales		Performance Measure	Resource (include partners)	Risk (Magique ref)	Accountable Officer
			Start	Finish				
S29.3a	Delivery of the six priorities within the community safety strategy.	Targets in the community safety strategy met or exceeded, ensuring crime reduction across the borough.	April 2006	March 2008	CEX CS 001 reduce total crime by 5% in 2006/07	CEX revenue budget	02S/05/1695 Failure to meet the community safety partnership targets	CEX Dawn Hewitt

Key Objective 4 Violent Crime

S29.4a	Production of a borough Hate Crime Reduction Strategy.	Production and implementation of a Hate Crime strategy.	Sept 2006	March 2008	CEX CS 006 reduce Race/Hate crime(however reported) by 5% p.a.	CEX revenue budget & partners	02S/05/1695 Failure to meet the community safety partnership targets	CEX Andy Winning
S29.4b	Implementation of the Borough Domestic Violence Strategy.	Reduction in Domestic violence incidents.	April 2006	March 2008	CEX CS 005 Reduce the number of repeat domestic violence incidents			

Key Objective 5 Anti Social Behaviour

S29.5a	Approval of the Anti-Social Behaviour Strategy, including the agreement of a definition and performance measure.	Robust Anti-social behaviour strategy to be adopted by council and partners.	April 2006	May 2006	Contributes to CEX CS 001 Reduction total crime by 5% in 2006/07	All partners and council directorates	02S/05/1696 Failure to impact upon Antisocial behaviour	CEX Andy Winning
S29.5b	Implementation of the Anti-social behaviour Strategy and action plan as outlined by Davingtons.	Coordinated strategy and action plan.	April 2006	March 2008				

Key Objective 6 Reducing crime and Anti-social behaviour through the use of ASBO's/ CRASBO's

S29.6a	Review potential ASBO cases in the pipeline to ensure that resources will be available and identify potential problems at an early stage.	To reduce anti-social behaviour in the Borough.	April 2006	March 2008	L&P LDS017 2006/07 Target 22 Number of ASBO's/ CRASBO's issued	Legal revenue budget & CEX revenue budget	Failure to obtain ASBO's/ CRASBO's	Law & Property Mohammed Farooq
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Priority 29 Safer Neighbourhoods and Safer towns continued...

Key Objective 7 To ensure the safety and protection of children in the borough

Ref	Action	Outcome	Timescales		Performance Measure	Resource (include partners)	Risk (Magique ref)	Accountable Officer
			Start	Finish				
S29.7a	Continue the Black Country Stop it Now project	To safeguard children and young people through a public health approach to the prevention of sexual abuse	April 2006	March 2008	<p>JAR Staying Safe Children and young people are safe from maltreatment, neglect, violence and sexual exploitation.</p> <p>PAF A3 Reduction in % of children on Child Protection Register who had been previously registered Target 10.5%</p>	Children's Services, Safeguarding Children Board, Black Country Stop it Now Steering Group,	03F/06/221 Risk of not implementing Children Act 2004	Children's Services Pauline Sharratt & Graham Tilby
S29.7b	Continue the development of the Local Safeguarding Children's Board,	To improve outcomes for children under the five outcomes from Every Child Matters. <ul style="list-style-type: none"> • Enjoy & Achieve • Make a positive contribution • Be Healthy • Achieve economic well-being • Stay Safe 	April 2006	March 2008	<p>PAF C21 Increase in de-registration of children who had been on the Child Protection Register for two years or more. Target 6%</p>			
S29.7c	Extending further the Safeguarding children networks in Dudley Central and Halesowen		April 2006	Dec 2006				

Priority 30 Provision of diversionary activities to young people

Key Objective 1 To utilise cultural activities to deliver improvements in Community Safety

Ref	Action	Outcome	Timescales		Performance Measure	Resource (include partners)	Risk (Magique ref)	Accountable Officer
			Start	Finish				
S30.1a	Public engagement in community safety initiatives on green spaces.	Reduction in levels of anti-social behaviour and fear of crime in green spaces.	April 2006	March 2007	Number of sites signed up in Park Watch & Nature reserve Watch Target 20 sites by March 2007	Police community Safety Team & "Friends of" Groups	08A2/06/1710 Failure to engage public in community safety initiatives on green spaces	DUE Sally Orton

Priority 31 Safer People- Helping vulnerable people to remain in their homes through provision of safety and security measures

Key Objective 1 Vulnerable people, safe, sound and secure in their homes

S31.1a	Ensure minor equipment to maintain people in their homes is delivered within 7 working days.	vulnerable people safe, sound and secure in own homes. Reduced number of residential care admissions. Increased number of older people supported at home.	April 2006	March 2007	BVPI 56 Items of equipment and adaptations delivered within 7 working days. Assessment of older people commenced within 48hrs of first contact and completed within 4 weeks	DACHS revenue budget Targets delivered in partnership with Integrated Community Equipment Services. (DMBC & PCT's)	05F/05/275 Partnership working with PCT and other agencies can lead to overload, gaps and different priorities 05/06/1178 ref: C6.1a 05A/06/879 Failing health of extra care service users due to poor inter departmental communication	DACHS Val Bient Ann Askew DACHS Housing Services David Harris Lorraine Struebig
S31.1b	Process for implementation of Assistive Technology Grant in place. (grant available 2006/7)		April 2006	March 2007				
S31.1c	Reduced waiting times for major adaptation in owner-occupied housing.		April 2006	March 2007				
S31.1d	Increased assessment and care management capacity.		April 2006	March 2008				

Key Objective 2 Improve systems and develop initiatives to promote the safety of older people in both public and private housing

S31.2a	Continue the phased replacement programme to modernise the alarm systems installed with council's sheltered housing schemes.	Increased security and reassurance for older people supported by council's sheltered housing services.	April 2006	March 2008	Each phase of the roll out is delivered to timescales	Housing services revenue budget	05A/07/881 Alarm failure	DACHS Housing Services
S31.2b	Evaluate user satisfaction with progress.		March 2006	June 2007	% increase in user satisfaction			

Providing quality services, which are low cost, offer value for money and are responsive to local needs, are key priorities for Dudley Council. We want to build on our success and develop a strong reputation for high quality cost-effective services.

Our vision for a borough of quality services is a place where

- Services are recognised as good quality and offering value for money.
- Council services always strive for continuous improvement.
- Council services and information are available to residents at times and locations convenient to them.
- High quality services are driven by the involvement of local people.

Achievement Highlights

- The opening hours for register offices have extended so you have more choice about when you can register births and deaths and give notice of marriage and civil partnerships.
- Dudley is the first council in the West Midlands to introduce civic funerals and nationality checking service.
- Our street cleansing services have been recognised as one of the top four performing services in the country.
- It is easier for you to contact us with the opening of Dudley Council Plus in Dudley town centre.
- The benefits shop has again helped Dudley residents claim over £1m in welfare benefits.

Key Targets for 2006/07

- To make clear it easier for children and young people to be fully involved in making decisions about services that effect them.
- To put a computerised booking system in place for our registration and celebratory services, so you can book on-line.
- To make more services available through Dudley Council Plus and to open more Customer Service Centres around the borough.
- Strengthening Performance Management and Strategic planning.
- To provide mainstream services that are inclusive and accessible to all sections of the community.
- To ensure the diversity of our staff reflects the community we serve.

Priority 32

Customer Access to Services- To improve customer access to council services by ensuring that as a council we provide cross directorate single co-ordinated service.

Key Objective 1 Customer Access To Services (CATS) roadmap

Ref	Action	Outcome	Timescales		Performance Measure	Resource (include partners)	Risk (Magique ref)	Accountable Officer
			Start	Finish				
Q32.1a	Transfer of identified services to Dudley Council Plus.	Customers access services at the first point of contact with Dudley Council Plus.	March 2006	Dec 2006	Actions achieved to timescale CEX CP001	CEX revenue budget; Capital budget and LPSA reward	02C/01/1500 Failure to deliver the CATS project	CEX T.Hinkley

Key Objective 2 Improving access to council services

Q32.2a	Enhance and develop Dudley Council Plus services by increasing the range of services available from the Dudley customer service centre.	Customer access to an increasing number of council services from one contact with the council.	April 2006	March 2007	Increased number of services available. Actions achieved to timescale CEX CP001	CEX budget & LPSA reward	02C/01/1501 Failure to improve access to council services	CEX Karen Childs
Q32.2b	Review Dudley Council Plus services provided.	Full stock of Dudley office operations.	July 2006	Sept 2006				CEX K.Mayou
Q32.2c	Needs analysis for strategic township centre locations.	Recommendations for service at future centres.						
Q32.2d	Commence project to introduce strategic township centres	Increased number of contact Centre offices	Sept 2006	March 2008				

Key Objective 3 Provide customer contact centres in key locations across the borough

Q32.3a	Locate suitable premises for testing and piloting new centre.	Increased opportunity to improve customer access to services.	April 2006	March 2007	Actions achieved to timescale CEX CP001	CEX budget; LPSA reward & partners	02C/01/1501	CEX Keith Mayou
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Key Objective 4 Extended opening hours for Registrar services at Dudley Council Plus

Q32.4a	Locate Registrar in Dudley Council Plus as a trial.	Improved customer satisfaction.	August 2006	March 2007	Customer satisfied they got appointment at: 98% office of choice 98% Day of choice 97% Time of choice	Implementation of booking system- funded by Dudley Council Plus. Cost of moving IT for relocations.	Booking system not implemented. Customers preferring to use Register Office	Law & Property Jayne Catley
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Priority 33 Corporate Equality & Diversity Priorities- Identification of the corporate priorities with regard to equality and diversity will facilitate harmonisation with wider planning and reporting procedures across the council and provide a framework for the focus of individual directorate equality and diversity action plans

Key Objective 1 Improve the council's ability to meet diverse needs through review and implementation of council's Race Equality Scheme								
Ref	Action	Outcome	Timescales		Performance Measure	Resource (include partners)	Risk (Magique ref)	Accountable Officer
			Start	Finish				
Q33.1a	Complete a review of the race Equality Scheme and publish.	Improved policies and services which meet the needs of diverse communities in the borough. Compliance with Race Relations Act (Amendment) Act 2000).	April 2006	June 2006	BVPI 2b Duty to promote Race Equality The quality of an authority's Race Equality Scheme and the improvements resulting from its application	CEX revenue budget plus directorate reps	02B/06/1567 Failure to achieve E&D corporate priorities	CEX Simon Manson
Q33.1b	Implement the action plan included in the scheme.		June 2006	May 2008				
Q33.1c	Achievement of an improved score against Best Value corporate health performance indicator on race equality.		June 2006	March 2008				
Key Objective 2 Promote and implement the Equality & Diversity action plan								
Q33.2a	Achieve level 3 of the Equality Standard Complete the equality action planning process.	Fair treatment and equal access to services and employment with the council.	April 2006	March 2007	BVPI 2a Equality Standard for Local Government	CEX revenue budget plus directorate reps	02B/06/1567	CEX Simon Manson
Key Objective 3 Improved access to council services and employment for disabled people								
Q33.3a	Implement the action contained within the council's Disability Access Strategy.	Council services and policies will be designed to enable disabled people to access services or employment opportunities.	Oct 2006	Oct 2009	BVPI 156 Buildings Accessible to People with a Disability. Progress against targets monitored and reviewed by the Corporate Property Group and the Community Representative Panel		02B/06/1567	Law & Property Paul Bickerdike
Key Objective 4 Increase representation from under represented groups in the workforce								
Q33.4a	Carry out an audit to establish the ethnicity, disability and religious profile of our workforce.	Accurate information on profile of the workforce.	April 2006	July 2006	CEX CP001 Action achieved to timescale	CEX revenue budget plus directorate reps	02B/06/1567 Failure to achieve E&D corporate priorities	CEX Steve Woodall
Q33.4b	Work towards targets established for employees from BME communities and disabled employees in all directorates.	Workforce reflective of local population, able to deliver appropriate services and improved workforce information.	July 2006	March 2008	BVPI 016a disabled employees BVPI 017a Ethnic minority employees			

Priority 34 Maximise the potential of council employees – Implement Job Evaluation Scheme and Single Status to maximise the potential of council employees.

Key Objective 1 Implementation of Single Status

Ref	Action	Outcome	Timescales		Performance Measure	Resource (include partners)	Risk (Magique ref)	Accountable Officer
			Start	Finish				
Q34.1a	Implement the Job Evaluation Scheme.	A fair, consistent, equitable and transparent system for paying and rewarding employees. To maximise the potential of council employees by completing a Job Evaluation scheme to implementing Single Status.	April 2006	March 2007	Completion of phase two Target March 2007	CEX revenue budget & Grading Review Group	02A/08/1559 Job evaluation implementation	CEX Steve Woodall
Q34.1b	Carryout job evaluation council wide.		May 2006	August 2006				
Q34.1c	Design and implement a new council wide pay and review strategy.		Oct 2006	Nov 2006				
Q34.1d	Design and implement a new appeals procedure for grading appeals.		Oct 2006	Jan 2007				

Priority 35 Resource Planning driven by Political priorities – To ensure that the council's strategic policy framework is linked to a clear understanding of local need and drives council decision making in the use of resources

Key Objective 1 Clear and robust priorities drive the council ambition for Dudley

Q35.1a	To update and implement revised strategic policy & resource planning framework for 2006/07. Member Seminar Directorates review actions Provisional Council Plan/budget evaluation Adopt budget/finalise Council Action Plan	Effective alignment of resource planning to priorities outlined in the Council Action Plan.	April 2006	March 2007	Meet statutory requirements for setting council budget	CEX & Finance revenue budget Partners, Dudley Community Partnership & Compact linkages	04/03/1676 Failure to undertake medium term financial planning	Finance Bill Baker CEX Geoff Thomas
			June 2006 Sept 2006					
			Nov 2006 March 2007					

Priority 36 Value for Money- To meet national requirements and achieve greater local Value for Money

Key Objective 1 To achieve the efficiency savings required under Gershon framework, through the development of a strategic framework for the identification and delivery of savings

Q36.1a	Develop all processes to enable directorates to identify further cash and efficiency savings for the council. Publish strategic plan linked to budget/ Council plan process. Publish annual efficiency Statement.	To achieve cashable savings that will improve the council's efficiency.	June 2006	April 2007	Achieve required Gershon savings of 2.5% (£5m) Of which at least half must be cashable	CEX & Finance revenue budget Partnerships may be required in delivering individual efficiencies	04/03/1675 Failure to undertake medium term financial planning	Finance Bill Baker CEX Geoff Thomas
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Priority 37 Planning and Performance Management – Establish clear links of crosscutting plans and continually improve the performance management culture.

Key Objective 1 Council Plan 2007- 2010 sets out the priorities and targets for a programme which delivers outputs, outcomes and benefits to customers

Ref	Action	Outcome	Timescales		Performance Measure	Resource (include partners)	Risk (Magique ref)	Accountable Officer
			Start	Finish				
Q37.1a	Develop the framework and thematic priorities for the council plan aligned to the Community Strategy 2005/2020.	Defines the challenges for the next 3 years to meet the aspirations of the Community Strategy.	Sept 2006	Jan 2007	Action achieved to timescale Target Plan launched June 2007	CEX revenue budget and directorate reps	02B/01/1689 Failure to establish crosscutting council plans	CEX Geoff Thomas M. Wooldridge
Q37.1b	Produce draft council plan for approval.		Feb 2007	April 2007				

Key Objective 2 Continuous improvement of Directorate Strategic Plans

Q37.2a	Coordinate the development of Directorate strategic plans and submit to the Challenge process.	All plans have commonality, consistency and set out clear priorities for next year.	March 2007	April 2007 ongoing annual cycle	Action achieved to timescale Target Plan launched June 2007	CEX revenue budget and directorate reps	02B/01/1689 Failure to establish crosscutting council plans	CEX Geoff Thomas M. Wooldridge
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Priority 38 Performance Management – Continually improve the Corporate Performance Management Framework

Key Objective 1 Continue the implementation of the Corporate Performance management system- Performance Plus

Q38.1a	Develop a framework for reporting on progress of the Community Strategy.	Community strategy mapped and monitored on Performance Plus.	April 2006	Oct 2006	Action achieved to timescales CEX CP001	CEX revenue budget	02B/01/1615 Phase 2 Failure to implement phase 2.	CEX Jennie Webb
Q38.1b	Reporting mechanism endorsed & Implemented.		Oct 2006	March 2007				
Q38.1c	Map council plan 06/07 on Performance Plus.	Production of quarterly performance reports.	April 2006	July 2006			02B/06/1618 Reliance on 'Inphase' in terms of IT & financial issues.	
Q38.1d	Phased implementation of all Strategic plans mapped onto Performance plus.	Fully embed performance plus as a tool for reporting across all directorates and the Local Area Agreement.	April 2006	Aug 2006				
Q38.1e	Use of Performance Plus to monitor Local Area Agreement performance Management framework.		April 2006	March 2008				

Priority 39 Corporate Improvement programme- To improve key management areas identified through councils performance assessment, through an integrated improvement plan drawn up in response to this and other assessments/inspections

Key Objective 1 Undertake Medium Term Budget Strategy and Funding Review

Ref	Action	Outcome	Timescales		Performance Measure	Resource (include partners)	Risk (Magique ref)	Accountable Officer
			Start	Finish				
Q39.1a	Continue to update current plan.	Matching spending against available resources therefore providing better value services for the community.	April 2006	March 2007	Successful approval and implementation of Council budget	DMBC revenue and capital budgets/ budget holders	04/03/1676 Failure to undertake medium term financial planning	Finance Mike Williams

Key Objective 2 Continue to implement the Council's Procurement Strategy

Q39.2a	Continue to develop the council's procurement approaches.	Furtherance of community and council plan objectives through procurement activity.	April 2006	March 2007	National Procurement Strategy for Local Government targets for 2006	All directorates through corporate Procurement Group	04G/-/759 Failure to implement satisfactory strategy	Finance Mike Williams
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Key Objective 3 Continue to implement the Council's Risk Management Strategy

Q39.3a	Continue to develop the Council's approach to Risk Management.	Furtherance of community and council plan objectives through procurement activity.	April 2006	March 2007	All Council priorities risk assessed and required actions identified	All directorates through corporate Risk Champions Group	04F/01/469 Failure to promote risk management initiatives	Finance Mike Williams
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Priority 40

ICT Strategy & E-Government- To deliver better services to citizens of the borough requires corporate, strategic ICT supporting initiatives at departmental, divisional and front line levels, all operating as a coherent whole, The council has therefore reviewed its ICT Strategy and developed an Implementing Electronic Government Statement from which these targets have been taken.

Key Objective 1 Modernise the council's corporate business system

Ref	Action	Outcome	Timescales		Performance Measure	Resource (include partners)	Risk (Magique ref)	Accountable Officer
			Start	Finish				
Q40.1a	Undertake systems enhancements and exploitation (post implementation) to enhance benefits and create efficiencies.	Improved integrity of council financial information Increased flexibility for users; efficiency savings through use of modern technology.	April 2006	March 2007	Number of systems successfully implemented	Finance revenue budget ICT Services and systems implementation trams	04F/06/844 Failure to implement new systems	Finance Mike Williams

Key Objective 2 Develop our information management /information capabilities

Q40.2a	Meet legislation such as Data Protection, Freedom of Information and Computer Misuse Act.	Compliance with the law as a minimum, compliance with best practice as a target.	April 2006	March 2007	Compliance achieved on an ongoing basis	Finance revenue budget ICT Services and corporate information management champions	04B/08/496 Failure to meet government initiatives	Finance Mike Williams
Q40.2b	Achieve BS7799 certification.			March 2007	Certification achieved to target date			

Key Objective 3 Provide support for Dudley Council Plus

Q40.3a	Support the ICT needs of Dudley Council plus, from its establishment to its operational requirements.	Improved access to services and information for the public.	April 2006	On going	Required ICT installed, tested and made operational in each centre by target dates to be specified.	Finance revenue budget ICT Services and Customers Access to Services team (CATS)	04B/06/494 Failure to provide prompt service 04B/06/476 Failure to understand business need	Finance Mike Williams
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Priority 41 Effective Partnerships- Ensure the council provides appropriate leadership to secure fully effective and strategic partnerships.

Key Objective 1 Develop outline Local Area Agreement (LAA)

Ref	Action	Outcome	Timescales		Performance Measure	Resource (include partners)	Risk (Magique ref)	Accountable Officer
			Start	Finish				
Q41.1a	Draft outline proposals for the LAA and report to Cabinet.	Endorse draft proposal.	April 2006	Sept 2006	LAA submission accepted by Government Office	CEX revenue budget & Local Strategic Partnership	02B/06/1567 Failure to develop efficient partnership working	CEX Geoff Thomas
Q41.1b	Support LAA submission with Performance Management Intelligence.	Ability to measure effectiveness of LAA over time.	April 2006	Feb 2007				CEX Andy Wright
Q41.1c	Submit to GOWM.	Approval by GOWM	Nov 2006	April 2007				CEX Geoff Thomas

Key Objective 2 Support to the Local Strategic Partnership (LSP)

Q41.2a	Implementation of the improvement plan for the Local Strategic Partnership.	Improve rating for overarching LSP and specific themed partnerships.	May 2006	March 2007	Improved partnership rating	CEX revenue budget & Local Strategic Partnership	02B/06/1567 Failure to develop efficient partnership working	CEX Andy Wright
Q41.2b	Implementation of ICT systems to improve communication LSP website developed Intelligence warehouse.	Improved communication between Council, Partners and the Public.	April 2006	March 2007	Action achieved to timescale Website developed - Sept 2006 Intelligence warehouse- March 2007			

Key Objective 3 Implement the Community Strategy 2005/ 2020

Q41.3a	Develop a framework for Partnership responsibility of priorities set out in the Community Strategy and embed a reporting mechanism. (see Priority Q38.1a)	Robust Plan to deliver the aspirations of the Community Strategy.	April 2006	Oct 2006	Action Plan endorsed, Reporting mechanism implemented	CEX revenue budget & Local Strategic Partnership	02B/05/1694 Failure to develop management structure to deliver the Community Strategy	CEX Geoff Thomas & Andy Wright
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Key Objective 4 Community Engagement

Q41.4a	Baseline consultation to produce data that describes the strength of communities.	Intelligence on the level of "formal" voluntary participation, which will support a key strand of the Safe & Strong LA A Block.	April 2006	March 2007	Number of people recorded as reported as having engaged in formal volunteering on average of at least 2 hours per week over past year.	CEX revenue budget, DOSTI, SPIG & Local Strategic Partnership	02B/06/1567 Failure to develop efficient partnership working	CEX Andy Wright
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1. Best Value Performance Indicators
2. Workforce matters & contracting code of practice statement
3. Dudley Borough Strategy Map
4. Glossary

PERFORMANCE INDICATOR INFORMATION

The Council's results for Best Value Performance Indicators (BVPIs) must be published annually. The following results are for five years up to and including 2005/6. Also included are targets for 2005/6 until 2008/9 against which to judge performance and the ambitions of the Council.

BVPIs are introduced and deleted by government and may change on an annual basis, hence there may be years where no performance is reported or no targets set for some of the indicators shown.




The 'Actual 2005/06' figures given here may change as they are still subject to audit. The final figures will be posted on our website later in the year and contained in next year's version of this document.

Indicators are reported according to the Council Plan themes, Caring, Environment, Learning, Regeneration, Safety and Quality Service. However, the BVPIs include a number based on the results of satisfaction surveys which are carried out every three years. Satisfaction survey results have been extracted and are shown separately while still being reported across Council Plan themes.

The Audit Commission gives comprehensive guidance on BVPIs at www.audit-commission.gov.uk/performance/guidance.asp, including full definitions, method of calculation and purpose.

Performance against target in 2005/06

Symbols are used to denote performance against target as follows:-

-  Performance is better than target limits (i.e. where performance is exceptional, generally where target is exceeded by more than 10%)
-  Performance is within target limits (generally +/-10% of target)
-  Performance is worse than target limits (generally more than 10% away from target)

The symbols are used where all relevant data is available to make the assessments indicated.

Comparative data

Comparative data against other authorities is in the columns marked 'Met Av 04/05', 'Top Q 04/05' and 'Bottom Q 04/05' as appropriate:

Met Av – indicates the average of results for all metropolitan authorities in 2004/05;

Top and Bottom Q – stand for Top and Bottom Quartile for all English metropolitan authorities. Top Quartile is the level which only 25% exceeded in 2004/05 and Bottom Quartile is the level which 75% exceeded in 2004/05. In these cases 'Top' does not necessarily represent good performance or 'Bottom' bad. For example, if only 25% of authorities take 10 days or more to perform a service they would be in the top quartile but good performance would be indicated by a shorter time period. Comparisons by quartiles need to be considered for individual BVPIs in the same way that a view must be taken as to whether it is better to have a result that is higher or lower than average.

Not all indicators will have this information included as, in some cases, demographic variations or discretion in methods of collection or calculation, for instance, make meaningful comparison impossible.

Further information about performance

You will find much more information about Dudley MBC's performance under 'Performance Matters in Dudley' on our website at www.dudley.gov.uk.

Information contained on our website includes previous Best Value Performance Plans and Quarterly Performance Reports both of which give details of local performance indicators which the Council monitors to reflect its own priorities not reflected by national indicators.

This year, for the first time, our annual BVPI data is being published from performance management software which we acquired early in 2005. The software has been used for some time in presenting our quarterly performance reports and the inclusion of our annual reporting should give greater consistency and, therefore, clarity for the reader.

CARING MATTERS BVPIs 05/06

Ref	Description	Actual 2001/02	Actual 2002/03	Actual 2003/04	Actual 2004/05	Actual 2005/06	Target 2005/06	Status 2005/06	Target 2006/07	Target 2007/08	Target 2008/09	Met Av 04/05	Top Q 04/05	Bottom Q 04/05	Comments
BV049	The percentage of Looked After Children at 31 March with three or more placements during the last financial year.	-	-	-	13.10	11.30	11.00	★	11.00	10.50	10.00	-	-	-	
BV050	The percentage of young people leaving care aged 16 or over with at least one GCSE at Grade A* - G or a GNVQ.	27.60	35.50	46.00	56.80	60.70	57.00	●	70.00	70.00	70.00	49.06	55.50	43.75	
BV054	Older people helped to live at home per 1,000 population aged 65 or over.	99.00	87.20	82.00	80.00	92.50	82.00	★	93.00	94.00	95.00	95.62	111.54	79.35	
BV163	The number of children who ceased to be looked after during the year as a result of the granting of an adoption or special guardianship order, as a percentage of the number of children looked after at 31st March (excluding unaccompanied asylum seekers) who had been looked after for 6 months or more on that day.	5.10	5.20	4.30	3.40	4.90	6.00	▲	6.00	6.50	7.00	7.94	9.38	6.73	
BV183a	The average length of stay in bed and breakfast accommodation of households that are unintentionally homeless and in priority need.	-	0.00	1.00	0.00	0.57	0.00	▲	0.00	0.00	0.00	2.19	3.00	1.00	
BV183b	The average length of stay in hostel accommodation of households that are unintentionally homeless and in priority need.	-	7.70	10.00	8.00	8.31	6.00	▲	0.00	0.00	0.00	5.67	0.00	10.00	
BV197	Percentage change in number of conceptions amongst 15 - 17 year olds.	-	-	-12.20	-12.10	-	-	-	-	-	-	-9.11	-15.30	-3.38	04/05 is the most up to date information available.
BV201	Adults and older people receiving direct payments at 31st March per 100,000 population aged 18 or over (age standardised).	-	-	-	40.00	56.00	43.00	●	90.00	125.00	150.00	56.08	65.25	39.75	

CARING MATTERS BVPIs 05/06

Ref	Description	Actual 2001/02	Actual 2002/03	Actual 2003/04	Actual 2004/05	Actual 2005/06	Target 2005/06	Status 2005/06	Target 2006/07	Target 2007/08	Target 2008/09	Met Av 04/05	Top Q 04/05	Bottom Q 04/05	Comments
BV202	The number of people sleeping rough on a single night within the area of the authority.	-	-	-	1.00	1.00	1.00	●	1.00	1.00	1.00	-	-	-	
BV203	The percentage change in the average number of families placed in temporary accommodation.	-	-	-	68.46	-23.89	-25.00	●				35.38	0.41	46.50	Future year targets to be set.
BV213	Number of households who considered themselves as homeless, who approached the local housing authority's housing advice service(s), and for whom housing advice casework intervention resolved their situation.	-	-	-	-	1.10	1.50	▲	1.25	1.50	1.75	-	-	-	This is a new measure for 2005/06. Targets have been set to increase the number of intervention resolutions over coming years.
BV214	Proportion of households accepted as statutorily homeless who were accepted as statutorily homeless by the same Authority within the last two years.	-	-	-	-	0.89	7.50	★	1.00	1.00	1.00	-	-	-	This is a new measure for 2005/06. Good performance and future targets have been set to maintain our position within top quartile.

ENVIRONMENT MATTERS BVPIS 05/06

Ref	Description	Actual 2001/02	Actual 2002/03	Actual 2003/04	Actual 2004/05	Actual 2005/06	Target 2005/06	Status 2005/06	Target 2006/07	Target 2007/08	Target 2008/09	Met Av 04/05	Top Q 04/05	Bottom Q 04/05	Comments
BV063	The average SAP rating of local authority-owned dwellings.	35.00	49.00	52.00	59.00	64.00	63.00	●	65.00	66.00	67.00	60.25	68.00	57.75	
BV064	Number of non-local authority-owned vacant dwellings returned to occupation or demolished during the financial year as a direct result of action by the local authority.	-	44.00	92.00	51.00	53.00	55.00	●	66.00	100.00	140.00	653.67	225.00	138.00	
BV082ai	Percentage of household waste arisings which have been sent by the Authority for recycling.	-	-	-	8.61	11.22	10.00	★	10.00	10.00	13.00	-	-	-	
BV082aii	Total tonnage of household waste arisings sent by the Authority for recycling.	-	-	-	11118.91	14084.24	12201.80	★	12484.50	12484.50	16229.85	-	-	-	
BV082bi	The percentage of household waste sent by the Authority for composting or treatment by anaerobic digestion.	-	-	-	6.86	8.45	8.00	●	10.00	12.00	14.00	-	-	-	
BV082bii	The tonnage of household waste sent by the Authority for composting or treatment by anaerobic digestion.	-	-	-	8641.26	10577.68	10168.00	●	12484.50	14984.40	17478.30	-	-	-	
BV082ci	Percentage of the total tonnage of household waste arisings that have been used to recover heat, power and other energy sources.	-	-	-	67.18	63.23	70.00	●	69.00	68.00	63.00	-	-	-	
BV082cii	Total tonnage of household waste arisings that have been used to recover heat, power and other energy sources.	-	-	-	85476.83	79101.52	88971.40	▲	86143.05	84894.60	78652.35	-	-	-	
BV082di	Percentage of household waste that has been landfilled.	-	-	-	17.35	17.06	12.00	▲	11.00	10.00	10.00	-	-	-	
BV082dii	The tonnage of household waste arisings that have been landfilled.	-	-	-	22071.19	21342.44	15252.24	▲	13732.95	12484.50	12484.50	-	-	-	
BV084a	Number of kilograms of household waste collected per head of the population.	-	-	-	417.44	410.86	417.00	●	410.00	410.00	410.00	-	-	-	

ENVIRONMENT MATTERS BVPIS 05/06

Ref	Description	Actual 2001/02	Actual 2002/03	Actual 2003/04	Actual 2004/05	Actual 2005/06	Target 2005/06	Status 2005/06	Target 2006/07	Target 2007/08	Target 2008/09	Met Av 04/05	Top Q 04/05	Bottom Q 04/05	Comments
BV084b	Percentage change from the previous financial year in the number of kilograms of household waste collected per head of the population.	-	-	-	-	-1.58	-	-	-1.25	0.00	0.00	-	-	-	New BVPI, no 05/06 target required.
BV086	Cost of household waste collection per household.	28.61	28.66	38.16	39.79	45.29	41.78	●	47.87	49.07	50.29	37.74	35.31	41.16	
BV087	Cost of waste disposal per tonne of municipal waste.	39.92	39.99	43.24	46.75	52.90	53.16	●	52.37	53.68	55.02	38.91	35.40	42.40	
BV091a	Percentage of households resident in the authority's area served by kerbside collection of recyclables.	-	-	-	-	88.00	85.00	●	100.00	100.00	100.00	-	-	-	
BV091b	Percentage of households resident in the authority's area served by kerbside collection of at least two recyclables.	-	-	-	-	88.00	85.00	●	100.00	100.00	100.00	-	-	-	
BV184a	The percentage of local authority dwellings which were non-decent at the start of the financial year.	-	33.30	27.00	28.00	26.00	26.00	●	25.00	22.00	23.00	53.00	20.75	65.00	
BV184b	The percentage change in the proportion of non-decent dwellings between the start and the end of the financial year.	-	18.00	1.60	7.10	7.70	7.70	★	12.00	4.50	39.10	-	-	-	
BV199a	The percentage of relevant land and highways that is assessed as having combined deposits of litter and detritus that fall below an acceptable level.	-	-	-	24.00	18.00	21.00	★	18.00	18.00	17.00	-	-	-	
BV199b	The percentage of relevant land and highways from which unacceptable levels of graffiti are visible.	-	-	-	-	8.00	8.00	●	8.00	7.50	7.00	-	-	-	No 05/06 targets required. Performance measured against Quarter 1 05/06 result.
BV199c	The percentage of relevant land and highways from which unacceptable levels of fly-posting are visible.	-	-	-	-	0.00	0.00	●	0.00	0.00	0.00	-	-	-	

ENVIRONMENT MATTERS BVPIS 05/06

Ref	Description	Actual 2001/02	Actual 2002/03	Actual 2003/04	Actual 2004/05	Actual 2005/06	Target 2005/06	Status 2005/06	Target 2006/07	Target 2007/08	Target 2008/09	Met Av 04/05	Top Q 04/05	Bottom Q 04/05	Comments
BV212	Average time taken to re-let local authority housing.	-	-	-	-	32.00	36.00	★	30.00	28.00	26.00	-	-	-	Future year targets set having knowledge of the potential impact of Choice Based Lettings and the contract for National Asylum Support Service (NASS).
BV216a	Number of 'sites of potential concern' in the local authority area with respect to land contamination.	-	-	-	-	68.00	-	-	-	-	-	-	-	-	Little practical progress on agreeing targets due to nationwide lack of clarity & guidance on how to implement these new BVPis.
BV216b	Number of sites for which sufficient detailed information is available to decide whether remediation of the land is necessary, as a percentage of 'sites of potential concern'.	-	-	-	-	1.00	-	-	-	-	-	-	-	-	
BV217	Percentage of pollution control improvements to existing installations completed on time.	-	-	-	-	72.00	-	-	75.00	80.00	85.00	-	-	-	New BVPI, no 05/06 target required.
BV218a	Percentage of new reports of abandoned vehicles investigated within 24hrs of notification.	-	-	-	-	99.74	95.00	●	100.00	100.00	100.00	-	-	-	
BV218b	Percentage of abandoned vehicles removed within 24 hours from the point at which the authority is legally entitled to remove the vehicle.	-	-	-	-	100.00	100.00	★	100.00	100.00	100.00	-	-	-	

LEARNING MATTERS BVPIS 05/06

Ref	Description	Actual 2001/02	Actual 2002/03	Actual 2003/04	Actual 2004/05	Actual 2005/06	Target 2005/06	Status 2005/06	Target 2006/07	Target 2007/08	Target 2008/09	Met Av 04/05	Top Q 04/05	Bottom Q 04/05	Comments
BV038	Percentage of 15 year old pupils in schools maintained by the local education authority achieving five or more GCSEs at grades A* - C or equivalent.	49.60	51.70	50.90	51.10	53.40	57.00	●	59	-	-	47.66	51.50	44.58	
BV039	Percentage of 15 year old pupils in schools maintained by the local education authority achieving 5 or more GCSEs or equivalent at grades A*-G including English and Maths.	-	90.70	88.90	88.50	90.40	92.00	●				85.65	87.95	84.45	Government guidance awaited for target setting.
BV040	Percentage of pupils in schools maintained by the local education authority achieving Level 4 or above in the Key Stage 2 Mathematics test.	65.60	70.00	68.60	72.00	73.00	84.00	▲	82.00	-	-	73.32	76.83	69.78	
BV041	Percentage of pupils in schools maintained by the local education authority achieving Level 4 or above in the Key Stage 2 English test.	73.20	72.00	72.20	77.00	79.00	85.00	●	85.00	-	-	76.08	78.25	73.00	
BV043a	Percentage of proposed statements of special educational need issued by the authority in a financial year and prepared within 18 weeks excluding exceptions under the Education (Special Educational Needs) (England) (Consolidation) Regulations 2001.	48.3	87.90	82.80	56.30	89.80	87.00	●	93.00	95.00	95.00	84.76	99.00	85.20	
BV043b	Percentage of proposed statements of special educational need issued by the authority in a financial year and prepared within 18 weeks including 'exceptions' set out in the Education (Special Educational Needs) (England) (Consolidation) Regulations.	43.00	68.20	53.70	45.10	79.80	90.00	▲	80.00	85.00	90.00	65.77	81.45	53.35	
BV045	Percentage of half days missed due to total absence in secondary schools maintained by the local education authority.	-	7.98	8.24	8.00		8.00		7.54	7.49	-	-	-	-	Awaiting schools information.

LEARNING MATTERS BVPIS 05/06

Ref	Description	Actual 2001/02	Actual 2002/03	Actual 2003/04	Actual 2004/05	Actual 2005/06	Target 2005/06	Status 2005/06	Target 2006/07	Target 2007/08	Target 2008/09	Met Av 04/05	Top Q 04/05	Bottom Q 04/05	Comments
BV046	Percentage of half days missed due to total absence in primary schools maintained by the local education authority.	-	6.04	6.35	5.82	-	5.40	-	5.48	5.44	-	-	-	-	Awaiting schools information.
BV170a	The number of visits to/uses of local authority funded or part-funded museums and galleries per 1,000 population.	86.60	183.40	153.00	391.43	592.70	180.00	★	174.40	178.40	182.90	1002.91	1405.50	354.00	
BV170b	The number of those visits to Local Authority funded, or part-funded museums and galleries that were in person, per 1,000 population.	78.60	133.70	148.00	170.20	125.08	109.75	★	174.33	178.40	182.90	642.97	774.25	272.50	
BV170c	The number of pupils visiting museums and galleries in organised school groups.	-	2063.00	4810.00	3698.00	12636.00	4000.00	★	4000.00	4100.00	4202.00	12928.36	19597.00	4256.00	
BV181a	Percentage of 14 year old pupils in schools maintained by the local education authority achieving Level 5 or above in the Key Stage 3 test in English.	-	65.00	69.00	69.00	74.00	77.00	●	79.00	-	-	66.20	69.25	62.94	
BV181b	Percentage of 14 year old pupils in schools maintained by the local education authority achieving Level 5 or above in the Key Stage 3 test in Mathematics.	-	66.00	70.00	72.00	73.00	76.00	●	79.00	-	-	69.26	73.25	65.88	
BV181c	Percentage of 14 year old pupils in schools maintained by the local education authority achieving Level 5 or above in the Key Stage 3 test in Science.	-	67.00	69.00	66.00	69.00	75.00	●	77.00	-	-	61.42	66.25	57.75	
BV181d	Percentage of 14 year old pupils in schools maintained by the local education authority achieving Level 5 or above in the Key Stage 3 <i>teacher assessment</i> in ICT.	-	-	72.80	74.00	71.00	76.00	●	78.00	-	-	65.74	70.78	61.23	
BV194a	The percentage of 11 year old pupils achieving Level 5 in Key Stage 2 in English.	-	-	23.70	24.00	25.00	33.00	▲	-	-	-	24.64	27.25	22.00	

LEARNING MATTERS BVPIS 05/06

Ref	Description	Actual 2001/02	Actual 2002/03	Actual 2003/04	Actual 2004/05	Actual 2005/06	Target 2005/06	Status 2005/06	Target 2006/07	Target 2007/08	Target 2008/09	Met Av 04/05	Top Q 04/05	Bottom Q 04/05	Comments
BV194b	The percentage of 11 year old pupils achieving Level 5 in Key Stage 2 Mathematics.	-	-	25.10	27.00	27.00	33.00	▲	-	-	-	29.53	32.25	27.00	
BV221a	Percentage of young people aged 13-19 gaining a recorded outcome compared to the percentage of young people who participate in youth work in the local authority area.	-	-	-	-	3.91	-	-	20	40	60	-	-	-	Amended BVPI, no target required for 05/06.
BV221b	Percentage of young people aged 13-19 gaining an accredited outcome compared to the percentage of young people aged 13-19 participating in youth work'.	-	-	-	-	5.73	-	-	10	20	30	-	-	-	Amended BVPI, no target required for 05/06.
BV222a	Percentage of integrated early education and childcare settings funded or part-funded by the local authority where leaders have a qualification at Level 4 or above.	-	-	-	-	-	-	-	-	-	-	-	-	-	Amended BVPI, no target required for 05/06.
BV222b	Percentage of integrated early education and childcare settings funded or part-funded by the local authority that have input from staff with graduate or postgraduate qualifications in teaching or child development.	-	-	-	-	-	-	-	-	-	-	-	-	-	Results pending.

REGENERATION MATTERS BVPIs 05/06

Ref	Description	Actual 2001/02	Actual 2002/03	Actual 2003/04	Actual 2004/05	Actual 2005/06	Target 2005/06	Status 2005/06	Target 2006/07	Target 2007/08	Target 2008/09	Met Av 04/05	Top Q 04/05	BOTTO M Q 04/05	Comments
BV066a	Rent collected by the Local Authority as a proportion of rents owed on Housing Revenue Account (HRA) dwellings.	-	-	-	97.40	97.09	97.25	●	97.30	97.50	97.70	-	-	-	
BV066b	Percentage of Local Authority tenants with more than seven weeks (gross) rent arrears.	-	-	-	-	5.29	10.00	★	5.20	5.00	4.80	-	-	-	
BV066c	Percentage of Local Authority tenants in arrears who have had Notices Seeking Possession served.	-	-	-	-	28.42	37.00	★	25.00	23.00	20.00	-	-	-	
BV066d	Percentage of Local Authority tenants evicted as a result of rent arrears.	-	-	-	-	0.72	0.70	●	0.70	0.60	0.50	-	-	-	
BV106	To encourage the provision of additional housing on previously developed land and through conversions of existing buildings in order to minimise development on green fields.	95.00	98.00	98.00	99.13		95.00		98.00	95.00	95.00	82.88	94.00	73.36	05/06 year end figure not available until July/August 06 (as required by West Mids Regional Assembly).
BV109a	Percentage of major applications determined within 13 weeks.	-	35.00	41.00	41.00	58.11	60.00	●	60.00	60.00	60.00	57.96	68.90	51.01	
BV109b	Percentage of minor applications determined within 8 weeks.	-	60.00	37.00	50.70	77.41	65.00	★	65.00	65.00	65.00	67.77	75.40	62.00	
BV109c	Percentage of 'other' applications determined within 8 weeks.	-	85.00	74.00	74.80	92.53	80.00	★	80.00	80.00	80.00	83.33	88.00	80.82	
BV161	The ratio of the percentage of those young people who were looked after on 1st April in their 17th year (aged 16), who were engaged in education, training or employment at the age of 19 to the percentage of young people in the population who were engaged in education, training or employment at the age of 19.	-	-	-	0.50	0.70	0.50	★	0.75	0.80	0.85	0.72	0.84	0.59	

REGENERATION MATTERS BVPIs 05/06

Ref	Description	Actual 2001/02	Actual 2002/03	Actual 2003/04	Actual 2004/05	Actual 2005/06	Target 2005/06	Status 2005/06	Target 2006/07	Target 2007/08	Target 2008/09	Met Av 04/05	Top Q 04/05	BOTTO M Q 04/05	Comments
BV179	The percentage of standard searches carried out in 10 working days.	100.00	100.00	100.00	100.00	100.00	100.00	●	-	-	-	95.86	100.00	98.13	BVPI deleted w.e.f. 06/07.
BV200a	Did the local planning authority submit the Local Development Scheme (LDS) by 28th March 2005 and thereafter maintain a 3-year rolling programme?	-	-	-	Yes	Yes	Yes	★	Yes	Yes	Yes	-	-	-	
BV200b	Has the local planning authority met the milestones which the current Local Development Scheme (LDS) sets out?	-	-	-	Yes	Yes	Yes	★	Yes	Yes	Yes	-	-	-	
BV200c	Did the Local Planning Authority publish an annual report by 31st December each year?	-	-	-	Yes	Yes	Yes	★	Yes	Yes	Yes	-	-	-	
BV204	The number of planning appeal decisions allowed against the authority's decision to refuse on planning applications, as a percentage of the total number of planning appeals against refusals of planning applications.	-	-	-	42.00	41.94	40.00	●	38.00	36.00	33.00	33.88	25.00	39.50	
BV219a	Total number of conservation areas in the local authority area.	-	-	-	20.00	21.00	-	-	21.00	21.00	21.00	-	-	-	New BVPI, no 05/06 target required.
BV219b	Percentage of conservation areas in the local authority area with an up-to-date character appraisal.	-	-	-	5.00	4.80	-	-	9.50	14.30	19.00	-	-	-	New BVPI, no 05/06 target required.
BV219c	Percentage of conservation areas with published management proposals.	-	-	-	5.00	4.80	-	-	9.50	14.30	19.00	-	-	-	New BVPI, no 05/06 target required.
BV223	Percentage of the local authority principal road network where structural maintenance should be considered.	-	-	-	37.97		40.00					-	-	-	05/06 year end performance is not yet available as there are national reporting problems.
BV224a	Percentage of the non-principal classified road network where maintenance should be considered.	-	-	-	11.60		12.00					-	-	-	national reporting problems.

REGENERATION MATTERS BVPIs 05/06

Ref	Description	Actual 2001/02	Actual 2002/03	Actual 2003/04	Actual 2004/05	Actual 2005/06	Target 2005/06	Status 2005/06	Target 2006/07	Target 2007/08	Target 2008/09	Met Av 04/05	Top Q 04/05	BOTTO M Q 04/05	Comments
BV224b	Percentage of the unclassified road network where structural maintenance should be considered.	-	-	-	10.40		10.00					-	-	-	No future years targets can be set until current year outturn known.

SAFETY MATTERS BVPIs 05/06

Ref	Description	Actual 2001/02	Actual 2002/03	Actual 2003/04	Actual 2004/05	Actual 2005/06	Target 2005/06	Status 2005/06	Target 2006/07	Target 2007/08	Target 2008/09	Met Av 04/05	Top Q 04/05	BOTTO M Q 04/05	Comments
BV053	Households receiving intensive home care per 1,000 population aged 65 or over.	9.00	10.00	12.10	12.90	13.30	13.00	★	13.50	13.70	13.90	18.59	23.43	14.70	
BV056	Percentages of items of equipment delivered and adaptations made within 7 working days.	-	-	73.00	77.00	80.00	77.00	★	85.00	85.00	85.00	81.06	90.00	76.00	
BV099ai	Number of people killed or seriously injured (KSI) in road traffic collisions.	-	-	-	105.00	90.00	170.02	★	161.92	153.82	147.73	153.11	85.75	159.75	Targets based on 4% year on year reduction.
BV099aai	Percentage change in the number of people killed or seriously injured (KSI) in road traffic collisions since the previous year.	-	-	-	-15.32	-14.29	-4.00	★	-4.00	-4.00	-4.00	4.59	-9.09	8.22	
BV099aaii	Percentage change in the number of people killed or seriously injured (KSI) in road traffic collisions since the 1994-98 average.	-	-	-	-48.12	-55.53	-16.00	★	-20.00	-24.00	-28.00	-18.21	-28.07	-4.10	
BV099bi	Number of children (aged under 16 years) killed or seriously injured (KSI) in road traffic collisions.	-	-	-	11.00	19.00	32.64	★	30.60	28.56	26.52	27.36	13.50	31.25	Targets based on 5% year on year reduction.
BV099bii	Percentage change in the number of children (aged under 16 years) killed or seriously injured (KSI) in road traffic collisions since the previous year.	-	-	-	-62.07	72.73	-5.00	▲	-5.00	-5.00	-5.00	5.18	-15.28	25.56	
BV099biii	Percentage change in the number of children killed or seriously injured (KSI) in road traffic collisions since the 1994-98 average.	-	-	-	-73.04	-53.43	-20.00	★	-25.00	-30.00	-35.00	-32.21	-48.93	-19.63	
BV099ci	Number of people slightly injured in road traffic collisions.	-	-	-	1089.00	1021.00	1065.60	●	1054.50	1043.40	1032.30	1469.75	953.00	1469.50	Targets based on 1% year on year reduction.
BV099cii	Percentage change in the number of people slightly injured in road traffic collisions since the previous year.	-	-	-	-11.25	-6.24	-1.00	★	-1.00	-1.00	-1.00	-3.52	-10.00	1.23	

SAFETY MATTERS BVPIs 05/06

Ref	Description	Actual 2001/02	Actual 2002/03	Actual 2003/04	Actual 2004/05	Actual 2005/06	Target 2005/06	Status 2005/06	Target 2006/07	Target 2007/08	Target 2008/09	Met Av 04/05	Top Q 04/05	BOTTO M Q 04/05	Comments
BV099ciii	Percentage change in the number of people slightly injured in road traffic collisions since the 1994-98 average.	-	-	-	-1.86	-8.21	-4.00	★	-5.00	-6.00	-7.00	-6.89	-16.61	3.23	
BV100	Number of days of temporary traffic controls, or road closure, on traffic sensitive roads, caused by roadworks, per km of traffic sensitive road.	-	0.00	0.80	0.15	0.06	0.10	★	0.10	0.10	0.10	0.79	0.00	0.93	
BV126	Domestic burglaries per 1,000 households in the Local Authority area.	21.42	19.02	18.08	13.74	11.81	16.29	★	11.22	10.66	10.12	18.48	13.86	21.42	Targets based on 5% year on year reduction.
BV127a	Violent crime per 1,000 population in the local authority area.	-	-	-	-	15.35	-	-	14.58	13.85	13.16	-	-	-	Amended BVPI, no 05/06 target required. Targets based on 5% year on year reduction.
BV127b	Robberies per 1,000 population in the local authority area.	-	-	-	-	1.75	-	-	1.66	1.58	1.50	-	-	-	Amended BVPI, no 05/06 target required. Targets based on 5% year on year reduction.
BV128	The number of vehicle crimes per 1,000 population in the local authority area.	17.85	17.13	18.90	14.09	11.88	13.82	★	11.28	10.72	10.18	16.83	14.68	18.29	Targets based on 5% year on year reduction.
BV162	The percentage of child protection cases which were reviewed regularly as a percentage of those cases that should have been reviewed during the year.	92.70	71.80	96.00	100.00	100.00	100.00	★	100.00	100.00	100.00	99.44	100.00	100.00	
BV165	The percentage of pedestrian crossings with facilities for disabled people, as a proportion of all crossings in the local authority area.	98.82	99.46	99.50	99.53	99.55	100.00	●	100.00	100.00	100.00	79.95	95.45	72.73	
BV174	The number of racial incidents reported to the local authority, and subsequently recorded, per 100,000 population.	5.77	115.37	113.11	147.20	169.46	116.00	▲	170	170	170	-	-	-	

SAFETY MATTERS BVPIs 05/06

Ref	Description	Actual 2001/02	Actual 2002/03	Actual 2003/04	Actual 2004/05	Actual 2005/06	Target 2005/06	Status 2005/06	Target 2006/07	Target 2007/08	Target 2008/09	Met Av 04/05	Top Q 04/05	BOTTO M Q 04/05	Comments
BV175	The percentage of racial incidents reported to the local authority that resulted in further action.	100.00	93.50	100.00	100.00	100.00	100.00	★	100.00	100.00	100.00	-	-	-	
BV178	The percentage of the total length of rights of way in the local authority area that are easy to use by the general public.	22.58	-	-	66.50	32.40	87.00	▲	71.00	71.00	71.00	64.35	80.45	56.35	Not collected in 02/03 and 03/04.
BV195	For new older clients (that is over 65 years of age), the average of: the percentage where the time from first contact to contact with client is less than or equal to 48 hours (that is, 2 calendar days), and the percentage where the time from first contact to completion of assessment is less than or equal to four weeks (that is, 28 calendar days).	-	-	50.00	68.00	80.50	80.00	★	85.00	85.00	85.00	67.43	75.60	60.08	
BV196	For new older clients, the percentage for whom the time from completion of assessment to provision of all services in the care package is less than or equal to four weeks.	-	-	91.00	93.00	93.00	95.00	★	93.00	95.00	95.00	83.56	90.30	80.30	
BV215a	The average number of days taken to repair a street lighting fault that is under the control of the local authority.	-	-	-	-	3.57	5.00	★	4.90	4.80	4.70	-	-	-	
BV215b	The average time taken to repair a street lighting fault, where response time is under the control of a DNO.	-	-	-	-	11.31	15.00	★	14.00	13.00	12.00	-	-	-	
BV225	The percentage of questions from a checklist to which a local authority can answer 'yes'.	-	-	-	-	64.00	-	-	91.00	91.00	91.00	-	-	-	New BVPI, no 05/06 target required.

SAFETY MATTERS BVPIs 05/06

Ref	Description	Actual 2001/02	Actual 2002/03	Actual 2003/04	Actual 2004/05	Actual 2005/06	Target 2005/06	Status 2005/06	Target 2006/07	Target 2007/08	Target 2008/09	Met Av 04/05	Top Q 04/05	BOTTO M Q 04/05	Comments
BV226a	Total amount spent by the local authority on advice and guidance services provided by external organisations.	-	-	-	-							-	-	-	
BV226b	Percentage of monies spent on advice and guidance services provision that was given to organisations holding the CLS Quality Mark at 'General Help' level and above.	-	-	-	-							-	-	-	Complicated indicator causing problems nationally. Figures still being calculated.
BV226c	Total amount spent on Advice and Guidance in the areas of housing, welfare benefits and consumer matters which is provided directly by the authority to the public.	-	-	-	-							-	-	-	

QUALITY SERVICE MATTERS BVPIs 05/06

Ref	Description	Actual 2001/02	Actual 2002/03	Actual 2003/04	Actual 2004/05	Actual 2005/06	Target 2005/06	Status 2005/06	Target 2006/07	Target 2007/08	Target 2008/09	Met Av 04/05	TOP Q 04/05	Bottom Q 04/05	Comments
BV002a	The level of the Equality Standard for local government to which the Authority conforms in respect of gender, race and disability.	-	0	1	2	2	2	●	3	3	3	-	-	-	Targets set pending review against new Standard.
BV002b	The quality of an Authority's Race Equality Scheme (RES) and the improvements resulting from its application.	-	-	58	68.42	68.40	73.68	●	73.68	73.68	73.68	63.17	69.00	55.75	
BV008	Percentage of invoices for commercial goods & services paid by the Authority within 30 days of receipt or within the agreed payment terms.	96.57	97.10	96.24	95.89	97.06	100.00	●	100.00	100.00	100.00	88.30	94.26	85.00	
BV009	The percentage of council tax collected by the Authority in the year.	97.50	97.50	97.73	97.80	97.88	97.00	●	97.80	97.80	97.80	95.87	96.90	95.17	
BV010	The percentage of national non-domestic rates collected in-year.	98.60	98.40	98.40	97.60	98.00	97.50	●	98.00	98.00	98.00	98.02	98.64	97.30	
BV011a	Percentage of top-paid 5% of staff who are women.	-	35.50	34.40	39.69	41.40	39.05	●	42.00	42.50	43.00	41.15	44.42	37.25	
BV011b	The percentage of the top 5% of local authority staff who are from an ethnic minority.	-	3.91	3.74	2.32	3.60	3.35	●	3.70	3.80	3.90	3.53	4.39	1.44	
BV011c	Percentage of the top paid 5% of staff who have a disability (excluding those in maintained schools).	-	-	-	1.55	1.00	1.55	▲	1.55	1.55	1.55	-	-	-	
BV012	The number of working days/shifts lost to the Authority due to sickness absence.	10.60	10.53	11.10	10.86	10.53	10.40	●	10.40	10.40	10.40	11.51	10.59	12.78	
BV014	The percentage of employees retiring early (excluding ill-health retirements) as a percentage of the total work force.	0.55	1.18	0.41	0.19	0.31	0.53	★	0.25	0.25	0.25	0.61	0.28	0.80	05/06 actual increased as anticipated due to re-modelling of Directorates.
BV015	The percentage of local authority employees retiring on grounds of ill health as a percentage of the total workforce.	0.27	0.35	0.28	0.12	0.19	0.17	▲	0.15	0.15	0.15	0.43	0.33	0.52	05/06 set to 03/04 Top Quartile.

QUALITY SERVICE MATTERS BVPIs 05/06

Ref	Description	Actual 2001/02	Actual 2002/03	Actual 2003/04	Actual 2004/05	Actual 2005/06	Target 2005/06	Status 2005/06	Target 2006/07	Target 2007/08	Target 2008/09	Met Av 04/05	TOP Q 04/05	Bottom Q 04/05	Comments
BV016a	The percentage of local authority employees with a disability.	0.96	0.97	0.80	1.08	0.82	0.99	▲	1.00	1.10	1.20	2.11	2.65	1.39	
BV016b	The percentage of the economically active population in the local authority area who have a disability.	12.70	14.88	14.88	14.88	14.88	-	-	-	-	-	12.00	15.00	08.00	This figure is beyond local authority control so no targets set.
BV017a	The percentage of local authority employees from ethnic minority communities.	4.17	4.07	4.30	4.60	4.64	4.30	●	4.50	4.75	5.00	5.18	6.83	1.58	
BV017b	The percentage of the economically active (persons aged 18-65) population from ethnic minority communities in the local authority area.	2.60	5.82	3.80	3.80	6.32	-	-	-	-	-	-	-	-	Previous 2 years' results are low due to ambiguity in the definition. This figure is beyond local authority control so no targets set.
BV076a	The number of housing benefit claimants in the local authority area visited, per 1,000 caseload.	-	-	249.50	235.91	220.28	210.00	●	205.00	207.00	207.00	217.04	256.89	142.11	
BV076b	The number of fraud investigators employed by the Local Authority, per 1,000 caseload.	-	-	0.16	0.15	0.15	0.15	●	0.15	0.14	0.14	-	-	-	
BV076c	The number of Housing Benefit and Council Tax Benefit (HB/CTB) fraud investigations carried out by the Local Authority per year, per 1,000 caseload.	-	-	25.08	26.11	30.21	30.00	●	30.00	30.00	30.00	26.98	36.69	17.78	
BV076d	The number of Housing Benefit and Council Tax Benefit (HB/CTB) prosecutions and sanctions, per year, per 1,000 caseload, in the Local Authority area.	-	-	2.98	3.28	3.25	2.50	★	3.20	3.20	3.20	2.48	3.30	1.49	
BV078a	To measure average processing time taken across all new Housing and Council Tax Benefit (HB/CTB) claims submitted to the Local Authority, for which the date of decision is within the financial year being reported.	44.71	34.12	28.10	17.23	25.06	50.00	★	22.00	20.00	18.00	43.49	30.88	50.45	

QUALITY SERVICE MATTERS BVPIs 05/06

Ref	Description	Actual 2001/02	Actual 2002/03	Actual 2003/04	Actual 2004/05	Actual 2005/06	Target 2005/06	Status 2005/06	Target 2006/07	Target 2007/08	Target 2008/09	Met Av 04/05	TOP Q 04/05	Bottom Q 04/05	Comments
BV078b	The average processing time taken for all written notifications to the Local Authority of changes to a claimant's circumstance that require a new decision on behalf of the Authority.	20.96	17.52	16.00	8.43	15.99	35.00	★	11.00	9.00	8.00	15.20	9.70	20.75	
BV079a	The percentage of cases within a random sample for which the Authority's calculation of Housing and Council Tax Benefit (HB/CTB) is found to be correct.	98.80	99.00	98.40	100.00	99.20	98.00	●	98.00	98.00	98.00	96.74	98.85	95.58	
BV079bi	The amount of Housing Benefit overpayments (HB) recovered as a percentage of <i>all</i> HB overpayments.	-	-	-	-	77.80	40.00	★	60.00	62.00	64.00	-	-	-	
BV079bii	HB overpayments recovered as a percentage of the total amount of HB overpayment debt outstanding at the start of the year, plus amount of HB overpayments identified during the year.	-	-	-	-	52.83	32.00	★	50.00	52.00	54.00	-	-	-	
BV079biii	Housing Benefit (HB) overpayments written off as a percentage of the total amount of HB overpayment debt outstanding at the start of the year, plus amount of HB overpayments identified during the year.	-	-	-	-	5.94	15.00	★	10.00	10.00	10.00	-	-	-	
BV156	The percentage of authority buildings open to the public in which all public areas are suitable for, and accessible to, disabled people.	8	10.20	10.60	16.79	23.00	22.10	●	33.60	40.00	40.00	-	-	-	
BV157	The number of types of interactions that are enabled for electronic delivery as a percentage of the types of interactions that are legally permissible for electronic delivery.	60.00	29.00	71.00	89.00	100.00	100.00	★	-	-	-	80.41	92.95	73.33	PI deleted w.e.f. 06/07.

QUALITY SERVICE MATTERS BVPIs 05/06

Ref	Description	Actual 2001/02	Actual 2002/03	Actual 2003/04	Actual 2004/05	Actual 2005/06	Target 2005/06	Status 2005/06	Target 2006/07	Target 2007/08	Target 2008/09	Met Av 04/05	TOP Q 04/05	Bottom Q 04/05	Comments
BV164	Does the authority follow the Commission for Racial Equality's code of practice in Rented Housing and the Good Practice Standards for Social Landlords on Tackling Harassment included in 'Tackling Racial Harassment: Code of Practice for Social Landlords'?	-	Yes	Yes	Yes	Yes	Yes	★	Yes	Yes	Yes	93	-	-	Met Av data relates to % of authorities answering 'Yes'.
BV166a	Score against a checklist of best practice for: Environmental Health Trading Standards Please return two separate figures.	50.82	63.30	73.30	90.00	100.00	95.00	★	100.00	100.00	100.00	93.42	100.00	95.38	
BV166b	Score against a checklist of best practice for: Environmental Health Trading Standards Please return two separate figures.	71.65	72.90	80.70	90.00	100.00	95.00	★	100.00	100.00	100.00	93.43	100.00	93.73	
BV205	The local authority's score against a 'quality of planning services' checklist.	-	-	-	72.00	83.00	80.00	●	100.00	100.00	100.00	81.18	88.90	77.78	
BV220	Compliance' Public Library Service Standards.				6.00	6.00	6.00	●				-	-	-	Targets to be set.

SATISFACTION BVPIs

Environment Matters Satisfaction BVPIs				
Ref	Description	Actual 2003/04	Target 2006/07	Comments
BV089	Satisfaction - Litter and Refuse	52.00	52.00	
BV090a	Satisfaction - Refuse overall	81.00	81.00	
BV090b	Satisfaction - Recycling	63.00	63.00	
BV090c	Satisfaction - Civic Amenity Site	74.00	74.00	
BV103	Satisfaction - Transport information	44.00		Target currently being set.
BV104a	Satisfaction - Buses - all	65.00		Target currently being set.
BV104b	Bus Satisfaction - Users	?		Target currently being set.
BV104c	Bus Satisfaction - Non Users	?		Target currently being set.
BV119e	Satisfaction - Parks/Open Spaces	68.00	68.00	

Learning Matters Satisfaction BVPIs				
Ref	Description	Actual 2003/04	Target 2006/07	Comments
BV118a	Satisfaction - Found books	68.00	70.00	
BV118b	Satisfaction - Book reservations	75.00	75.00	
BV118c	Satisfaction - Library Information	82.00	85.00	

Regeneration Matters Satisfaction BVPIs				
Ref	DESCRIPTION	Actual 2003/04	Target 2006/07	Comments
BV111	Satisfaction - Planning Applications	69.00		Target currently being set.

Quality Service Matters Satisfaction BVPIs				
Ref	Description	Actual 2003/04	Target 2006/07	Comments
BV003	Satisfaction - Council overall	51.00	60.00	
BV004	Satisfaction - Complaint handling	35.00	50.00	
BV074a	Satisfaction - Tenants overall	72.00	76.00	
BV074b	Satisfaction - Tenant - black & ethnic minorities	60.00	75.00	
BV074c	Satisfaction - Tenant – non-black & ethnic minorities	75.00	76.00	
BV075	Satisfaction - Participation	60.00	63.00	
BV075(i)	Satisfaction - Participation black & ethnic minorities	50.00	60.00	
BV075(ii)	Satisfaction - Participation non-black & ethnic minorities	62.00	63.00	
BV080a	Satisfaction - Benefits Service - Contact	77.00	77.00	
BV080b	Satisfaction - Benefits Service - Office	81.00	81.00	
BV080c	Satisfaction - Benefits Service - Telephone Service	66.00	70.00	
BV080d	Satisfaction - Benefits Service - Staff	82.00	82.00	
BV080e	Satisfaction - Benefits Service - Forms	63.00	65.00	
BV080f	Satisfaction - Benefits Service - Speed	74.00	76.00	
BV080g	Satisfaction - Benefits Service - Overall	79.00	83.00	
BV119a	Satisfaction - Sport users	50.00		Target currently being set.
BV119b	Satisfaction - Library users	72.00		Target currently being set.
BV119c	Satisfaction - Museum users	44.00		Target currently being set.
BV119d	Satisfaction - Theatre users	47.00		Target currently being set.

The following table explains variance of +/- 15% between 'Target 05/06' and 'Actual 05/06' figures

BV No.	Theme	Description	Annual 2005/6	Target 2005/6
11c	Quality Services	Percentage of the top paid 5% of staff who have a disability (excluding those in maintained schools)	1.00	1.55
The number of people reported in this indicator is small, hence any changes due to either through people within the group leaving our employment or others joining us, will have a significant effect on the result in percentage terms.				
14	Quality Services	The percentage of employees retiring early (excluding ill-health retirements) as a percentage of the total work force	0.31	0.53
We are dealing with very small percentages of the workforce so relatively small changes in actual numbers reflect large percentage changes year on year and against target.				
15	Quality Services	The percentage of local authority employees retiring on grounds of ill-health as a percentage of the total workforce	0.19	0.17
We are dealing with very small percentages of the workforce so relatively small changes in actual numbers reflect large percentage changes year on year and against target.				
16a	Quality Services	The percentage of local authority employees with a disability	0.82	0.99
We are dealing with very small percentages of the workforce so relatively small changes in actual numbers reflect large percentage changes year on year and against target.				
76d	Quality Services	The number of Housing Benefit and Council Tax Benefits (HB/CTB) prosecutions and sanctions, per year, per 1,000 caseload, in the Local Authority area	3.25	2.50
Cautious target was set.				
78a	Quality Services	To measure average processing time taken across all new Housing and Council Tax Benefit (HB/CTB) claims submitted to the Local Authority, for which the date of decision is within the financial year being reported	25.06	50.00
New computer system being implemented therefore cautious target set based on the experience of other authorities. System implementation process was better than anticipated.				
78b	Quality Services	The average processing time taken for all written notifications to the Local Authority of changes to claimant's circumstance that require a new decision on behalf of the Authority	15.99	35.00
New computer system being implemented therefore cautious target set based on the experience of other authorities. System implementation process was better than anticipated.				

BV No.	Theme	Description	Annual 2005/6	Target 2005/6
79bi	Quality Services	The amount of Housing Benefits overpayments (HB) recovered as a percentage of all HB overpayments	77.80	40.00
New PI so cautious performance target was set.				
79bii	Quality Services	HB overpayments recovered as a percentage of the total amount of HB overpayment debt outstanding at the start of the year, plus amount of HB overpayments identified during the year	52.83	32.00
New PI so cautious performance target was set.				
79biii	Quality Services	Housing Benefit (HB) overpayments written off as a percentage of the total amount of HB overpayment debt outstanding at the start of the year, plus amount of HB overpayments identified during the year	5.94	15.00
New PI so cautious performance target was set.				
66b	Regeneration Matters	Percentage of Local Authority tenants with more than seven weeks (gross) rent arrears	5.29	10.00
Results still being analysed.				
66c	Regeneration Matters	Percentage of Local Authority tenants in arrears who have had Notices seeking Possession served	28.42	37.00
Results still being analysed.				
109b	Regeneration Matters	Percentage of minor applications determined within 8 weeks	77.41	65.00
The performance achieved by the Development Control Teams for both of these indicators demonstrates genuine and on-going progress in the continuous improvement of the service through the implementation of the Development Control Improvement Plan and perhaps represents a better reflection of efficiency and performance than the major applications indicator BV109a.				
109c	Regeneration Matters	Percentage of 'other' applications determined within 8 weeks	92.53	80.00
The performance achieved by the Development Control Teams for both of these indicators demonstrates genuine and on-going progress in the continuous improvement of the service through the implementation of the Development Control Improvement Plan and perhaps represents a better reflection of efficiency and performance than the major applications indicator BV109a.				
161	Regeneration Matters	The ratio of the percentage of those young people who were looked after on 1 st April in their 17 th year (aged 16), who were engaged in education, training or employment at the age of 19 to the percentage of young people in the population who were engaged in education, training or employment at the age of 19	0.70	0.50
Target based on first years results for this indicator. Little other data on which to base target, performance exceeded target.				

BV No.	Theme	Description	Annual 2005/6	Target 2005/6
170a	Learning matters	The number of visits to/uses of local authority funded or part-funded museums and galleries per 1,000 population	592.70	180.00
Better than ever target-marketing the service together with the staging of a one-off World War Two exhibition at Merry Hill. It must be emphasized that this year's exhibition was very much a one off, which boosted visitor numbers during 2005/6, such high visitor numbers are not expected to be maintained for 2006/7. Visits to our museum web pages also contribute towards this indicator.				
170c	Learning Matters	The number of pupils visiting museums and galleries in organised school groups	12636.00	4000.00
High profile projects are pulling in visitors and when combined with improved targeting and marketing of the service have helped to improve visitor numbers.				
163	Caring Matters	The number of children who ceased to be looked after during the year as a result of the granting of an adoption or special guardianship order, as a percentage of the number of children looked after at 31 st March (Excluding unaccompanied asylum seekers) who had been looked after for 6 months or more on that day	4.90	6.00
Small numbers involved therefore percentage variances appear great.				
183a	Caring Matters	The average length of stay in bed and breakfast accommodation of households that are unintentionally homeless and in priority need	0.57	0.00
The previous result was rounded down to 0 in keeping with guidance and the target was set based on that result. Any variance against 0 would appear great. Small numbers are being reported so percentage change seems significant.				
183b	Caring Matters	The average length of stay in hostel accommodation of households that are unintentionally homeless and in priority need	8.31	6.00
Results still being analysed.				
201	Caring Matters	Adults and older people receiving direct payments at 31 st March per 100,000 population aged 18 or over (age standardised)	56.00	43.00
This service reflects part of an LPSA target which resulted in a significant increase in numbers not reflected in the target.				
213	Caring Matters	Number of households who considered themselves as homeless, who approached the local housing authority's housing advice service(s), and for whom housing advice casework intervention resolved their situation	1.10	1.50
This is a new indicator with little previous data on which to have based a target.				
214	Caring Matters	Proportion of households accepted as statutorily homeless who were accepted as statutorily homeless by the same Authority within the last two years	0.89	7.50
This is a new indicator with little previous data on which to have based a target.				

BV No.	Theme	Description	Annual 2005/6	Target 2005/6
82di	Environment Matters	Percentage of household waste that has been landfilled	17.06	12.00
The incinerator plant was out of action for three weeks in the early part of 2005/6 which resulted in an increased level of waste having to be land filled. Our performance compares favorably against the 67.47% All England Top Quartile.				
82dii	Environment Matters	The tonnage of household waste arising that have been landfilled	21342.44	15252.24
The incinerator plant was out of action for three weeks in the early part of 2005/6 which resulted in an increased level of waste having to be land filled. Our performance compares favorably against the 67.47% All England Top Quartile.				
99ai	Safety Matters	Number of people killed or seriously injured (KSI) in road traffic collisions	90.00	170.02
Several of our road safety results vary by more than 15%, but this is because they are based on very small figures which can be significantly affected in terms of percentage change by, in some cases, one incident.				
100	Safety Matters	Number of days of temporary traffic controls, or road closure, on traffic sensitive roads, caused by roadwork's, per km of traffic sensitive road	0.06	0.10
Planned works are programmed outside traffic sensitive times when ever possible. Traffic Sensitive Streets represent approximately 8% of the authorities' highway network; it is difficult to project when this part of the network will be affected by unplanned road works which last more than 24 hours.				
126a	Safety Matters	Domestic burglaries per 1,000 households in the Local Authority area	11.80	16.29
Work to achieve an LPSA target resulted in improved performance not reflected in the target when it was set.				
174	Safety Matters	The number of racial incidents reported to the local authority, and subsequently recorded, per 100,000 population	169.46	116.00
Target anticipated a reduction in cases, but it is likely that the reporting protocol while reducing cases has lead to a higher proportion of those cases being reported.				
178	Safety Matters	The percentage of the total length of rights of way in the local authority area that are easy to use by the general public	32.40	87.00
This indicator is based on a 5% sample and results vary greatly depending on the sample chosen.				
215a	Safety Matters	The average number of days taken to repair a street lighting fault that is under the control of the local authority	3.57	5.00
Improvement has been achieved as a result of reviewing street lighting monitoring processes.				
215b	Safety Matters	The average time taken to repair a street lighting fault, where response time is under no control of a DNO	11.31	15.00
A positive impact has been noted from the network operator following several meetings between the operator and the Council to introduce improvement measures.				

The following table explains variances of +/- 15% between 'Actual 2004/05' and 'Actual 2005/06' figures

BV No.	Theme	Description	Actual 2004/5	Actual 2005/6
11b	Quality Services	The percentage of the top 5% of local authority staff who are from an ethnic minority	2.32	3.60
The number of people reported in this indicator is small, hence any changes due to either through people within the group leaving our employment or others joining us, will have a significant effect on the result in percentage terms.				
11c	Quality Services	Percentage of the top paid 5% of staff who have a disability (excluding those in maintained schools)	1.55	1.00
The number of people reported in this indicator is small, hence any changes due to either through people within the group leaving our employment or others joining us, will have a significant effect in percentage terms.				
14	Quality Services	The percentage of employees retiring early (excluding ill-health retirements) as a percentage of the total work force	0.19	0.31
We are dealing with very small percentages of the workforce so relatively small changes in actual numbers reflect large percentage changes year on year.				
15	Quality Services	The percentage of local authority employees retiring on grounds of ill-health as a percentage of the total workforce	0.12	0.19
We are dealing with very small percentages of the workforce so relatively small changes in actual numbers reflect large percentage changes year on year.				
16a	Quality Services	The percentage of local authority employees with a disability	1.06	0.82
We are dealing with very small percentages of the workforce so relatively small changes in actual numbers reflect large percentage changes year on year.				
78a	Quality Services	To measure average processing time taken across all new Housing and Council Tax Benefit (HB/CTB) claims submitted to the Local Authority, for which the date of decision is within the financial year being reported	17.23	25.06
A new computer system was being implemented which affected performance. However, performance was still significantly better than our target which was set using the experience of other authorities.				
78b	Quality Services	The average processing time taken for all written notifications to the Local Authority of changes to claimant's circumstance that require a new decision on behalf of the Authority	8.43	15.99
A new computer system was being implemented which affected performance. However, performance was still significantly better than our target which was set using the experience of other authorities.				

BV No.	Theme	Description	Actual 2004/5	Actual 2005/6
156	Quality Services	The percentage of authority buildings open to the public in which all public areas are suitable for, and accessible to, disabled people	16.79	23.00
Out of a total of 131 buildings covered by the indicator, a further 8 have been made compliant following a programme of works to address this indicator. The total number of compliant buildings is now 30.				
205	Quality Services	The local authority's score against a 'quality of planning services' checklist	72.00	83.00
The further development of on-line planning services has improved performance against this indicator.				
109a	Regeneration Matters	Percentage of major applications determined within 13 weeks	41.00	58.11
The performance achieved by the Development Control Teams for both of these indicators demonstrates genuine and on-going progress in the continuous improvement of the service through the implementation of the Development Control Improvement Plan and perhaps represents a better reflection of efficiency and performance than the major applications indicator BV109a.				
109b	Regeneration Matters	Percentage of minor applications determined within 8 weeks	50.70	77.41
The performance achieved by the Development Control Teams for both of these indicators demonstrates genuine and on-going progress in the continuous improvement of the service through the implementation of the Development Control Improvement Plan and perhaps represents a better reflection of efficiency and performance than the major applications indicator BV109a.				
109c	Regeneration Matters	Percentage of 'other' applications determined within 8 weeks	74.80	92.53
The implementation of the Development Control Improvement Plan during 2005 has improved performance.				
161	Regeneration Matters	The ratio of the percentage of those young people who were looked after on 1 st April in their 17 th year (aged 16), who were engaged in education, training or employment at the age of 19 to the percentage of young people in the population who were engaged in education, training or employment at the age of 19	0.50	0.70
43a	Learning Matters	Percentage of proposed statements of special educational need issued by the authority in a financial year and prepared within 18 weeks excluding exceptions under the Education (Special Educational Needs) (England) (Consolidation) Regulations 2001 and set	56.30	89.80
Performance has improved significantly in line with our targets and intentions for this service.				

BV No.	Theme	Description	Actual 2004/5	Actual 2005/6
43b	Learning Matters	Percentage of proposed statements of special educational need issued by the authority in a financial year and prepared within 18 weeks including 'exceptions' set out in the Education (Special Education Needs) (England) (Consolidation) Regulations 2001 a	47.07	81.25
Performance has improved significantly in line with our targets and intensions for this service.				
170a	Learning matters	The number of visits to/uses of local authority funded or part-funded museums and galleries per 1,000 population	391.43	592.70
Better than ever target-marketing the service together with the staging of a one-off World War Two exhibition at Merry Hill. It must be emphasized that this year's exhibition was very much a one off, which boosted visitor numbers during 2005/6, such high visitor numbers are not expected to be maintained for 2006/7. Visits to our museum web pages also contribute towards this indicator.				
170c	Learning Matters	The number of pupils visiting museums and galleries in organised school groups	3698.00	12636.00
During 2005/6 we have staged some high profile projects which have significantly increased visitor numbers. In addition we have improved our target-marketing of the service which has also increased visitor numbers.				
49	Caring Matters	The percentage of looked after children at 31 March with three or more placements during the last financial year	13.10	11.30
Analysis ongoing.				
163	Caring Matters	The number of children who ceased to be looked after during the year as a result of the granting of an adoption or special guardianship order, as a percentage of the number of children looked after at 31 st March (Excluding unaccompanied asylum seekers) who had been looked after for 6 months or more on that day	3.40	4.90
Analysis ongoing.				
183a	Caring Matters	The average length of stay in bed and breakfast accommodation of households that are unintentionally homeless and in priority need	0.00	0.57
The previous result was rounded down to 0 in keeping with guidance. Any variance against 0 would appear great. Small numbers are being reported so percentage change seems significant.				
201	Caring Matters	Adults and older people receiving direct payments at 31 st March per 100,000 population aged 18 or over (age standardised)	40.00	56.00
This service reflects part of an LPSA target which resulted in a significant increase in numbers.				
203	Caring Matters	The percentage change in the average number of families placed in temporary accommodation	68.46	23.89
Result in line with targets.				

BV No.	Theme	Description	Actual 2004/5	Actual 2005/6
82a	Environment Matters	Total tonnage of household waste arising sent by the authority for recycling	11118.91	14084.24
The roll-out of the 'black box' recycling service has now been completed to all street level premises and public demand for our recycling services remains high.				
82b	Environment Matters	The tonnage of household waste sent by the Authority for composting or treatment by anaerobic digestion	8641.26	10577.68
Green collections to residents were increased to three a year from two (2004/5) and the demand and interest for this service is high.				
199a	Environment Matters	The percentage of relevant land and highways that is assessed as having combined deposits of litter and detritus that fall below an acceptable level	24.00	18.00
An additional resource has been allocated in the form of a full-time mechanical sweeper and member of staff. This has improved performance and as a result the percentage of litter and detritus has reduced considerably since 2004/5.				
100	Safety Matters	Number of days of temporary traffic controls, or road closure, on traffic sensitive roads, caused by roadwork's, per km of traffic sensitive road	0.15	0.06
Planned works are programmed outside traffic sensitive times when ever possible. Traffic Sensitive Streets represent approximately 8% of the authorities' highway network; it is difficult to project when this part of the network will be affected by unplanned road works which last more than 24 hours.				
178	Safety Matters	The percentage of the total length of rights of way in the local authority area that are easy to use by the general public	66.50	32.40
This year's performance was not as high as last years due to the random selection method applied to this indicator. Therefore the area surveyed was very different in profile in comparison to the previous year				
195	Safety Matters	For new older clients (that is over 65 years of age), the average of: the percentage where the time from first contact to contact with client is less that or equal to 48 hours (that is, 2 calendar days), and the percentage where the time from first contact to completion of assessment is less that or equal to four weeks (that is, 28 calendar days)	68.00	80.50

Statement referring to contracts let, involving the transfer of Council employees.

There have been no contracts let involving the transfer of Council Staff during the period 1st April 2005 to 31st March 2006. However, the Council has adopted the Code of Practice and used it in dealing with workforce matters and contracting in previous years.

Dudley Borough Strategy Map							
Community Strategy 2005 ~ 2020 Stronger Communities	council action plan 2006 ~ 2007 local people matter	council plan themes					
<p>Priority 1: Creating a prosperous borough</p> <p>Our Vision is to create competitive and prosperous communities where existing businesses thrive, new businesses are attracted to invest, and all of the borough's residents are equipped with the skills needed for the current and future jobs market.</p>	<p>Regeneration Matters</p> <p>Creating a borough, which has a successful economy offering well-paid jobs, is central to the prosperity and well-being of every resident. As a council, we are working to build new opportunities for economic growth in the borough</p>	<p>● Primary driver ○ Strong connection</p>					
Objectives	Priorities	Caring	Environment	Learning	Regeneration	Safety	Quality Services
Developing Brierley Hill as an economic and retail centre for the Black Country, with the three main town centres of Dudley, Halesowen and Stourbridge undertaking area action plans to offer a model of urban living and working whilst promoting the built heritage.	<ul style="list-style-type: none"> ↗ Creating a prosperous borough ↗ To improve the economic and environmental infrastructure of Dudley borough and its town centres ↗ Air Quality Management ↗ Improve the quality of public spaces ↗ Effective partnerships 		○		●		○
Creating an environment to enable existing and new businesses to thrive whilst championing the interests and assets of the Borough so as to encourage more business investment.	<ul style="list-style-type: none"> ↗ Transport Plan & Transport infrastructure Developed up to 2010 ↗ Safer Neighbourhoods & Safer Towns ↗ To champion the interests and assets of the Dudley borough ↗ Local development Framework/Black Country study 		●		●	○	
Creating opportunities for local people to gain well paid employment in the borough by equipping residents with the necessary skills and encouraging employers to invest in employee development	<ul style="list-style-type: none"> ↗ Optimise the opportunities for local people to obtain local jobs ↗ Improve the quality of public spaces ↗ Improving Achievement from cradle to grave ↗ Promoting Lifelong learning in an inclusive society ↗ Promoting effective learning 		○	○	●		
Ensuring that Dudley develops as a sub-regional focus for leisure and tourism activity building on existing leisure attractions within the centre.	<ul style="list-style-type: none"> ↗ To improve the quality and extend the range of cultural choices available within the borough ↗ Provision of diversionary activities to young people ↗ To increase access to and participation in cultural activity ↗ To stimulate the economic and social regeneration within communities 	●			●	○	

Dudley Borough Strategy Map

Community Strategy 2005 ~ 2020 Stronger Communities	council action plan 2006 ~ 2007 local people matter	council plan themes					
<p>Priority 2: Promoting a Sense of well Being and Good Health for Everyone</p> <p>Our vision for the borough is one where people enjoy a sense of well being, and enjoy healthier and more active lifestyles</p>	<p>Caring Matters</p> <p>Securing the safety and care of vulnerable people across the borough is very important to the council.</p>	<p>● Primary driver ○ Strong connection</p>					
		Caring	Environment	Learning	Regeneration	Safety	Quality Services
Objectives	Priorities						
Tackling the connection between poverty and poor health	<ul style="list-style-type: none"> ↗ Promoting of Social and Community Wellbeing ↗ Tackling Poverty and Social Exclusion ↗ Protecting vulnerable people ↗ Homelessness ↗ Fair access to care services ↗ Air Quality Management ↗ Optimise the opportunities for local people to obtain local jobs 	●					
Promoting and improving access to physical activity and encouraging healthy eating so as to reduce levels of obesity.	<ul style="list-style-type: none"> ↗ To increase access to and participation in cultural activity ↗ To improve the quality and extend the range of cultural choices available within the borough ↗ Improve the quality of public spaces ↗ Provision of Diversionary Activities for young people 	●					
Minimising the effect of smoking by achieving a smoke free generation in Dudley in advance of government targets	<ul style="list-style-type: none"> ↗ To tackle health inequalities and enable healthy choices to be made 	●					

Dudley Borough Strategy Map

Community Strategy 2005 ~ 2020 Stronger Communities	council action plan 2006 ~ 2007 local people matter	council plan themes					
<p>Priority 3: Celebrating our heritage and the diversity of local culture</p> <p>Our Vision is to build upon the real sense of pride, respect and belonging that stems from living in the Borough, by celebrating the physical heritage and varied cultural life of its people and enjoying its many leisure opportunities.</p>	<p>Cross cutting all themes</p>	<p>● Primary driver ○ Strong connection</p>					
		Caring	Environment	Learning	Regeneration	Safety	Quality Services
Objectives	Priorities						
Increasing the percentage of the population with good access to cultural, leisure and sports facilities.	<ul style="list-style-type: none"> ↪ To improve the quality and extend the range of cultural choices available within the borough ↪ Customer access to services ↪ To improve the economic and environmental infrastructure of Dudley borough and its town ↪ Creating a prosperous borough 	●			○	○	
Build upon the range of sports, arts and leisure activities for children and young people and encouraging their participation in healthy, purposeful cultural activities.	<ul style="list-style-type: none"> ↪ To increase access to and participation in cultural activity ↪ Provision of diversionary Activities to young people ↪ Engaging communities, developing social harmony and valuing diversity ↪ Corporate Equality & Diversity Priorities 	●		○	○	○	
Improving the parks and open spaces of the Borough through improved design and layout to increase activity and use by all sections of the community.	<ul style="list-style-type: none"> ↪ Improve the quality of public spaces ↪ To stimulate the economic and social regeneration within communities ↪ Contaminated Land inspection strategy 		●		●	●	

Dudley Borough Strategy Map

Community Strategy 2005 ~ 2020 Stronger Communities	Council Action Plan 2006 ~ 2007 Local People Matter	Council Plan Themes					
<p>Priority 4: Safeguarding and Improving the Environment</p> <p>Our Vision is of an attractive, healthy, safe and sustainable natural and built environment that everyone who lives and works in the borough will care for and can be proud of. It is one which promotes and protects the features that are a legacy of the Borough's geological and industrial for current and future generations.</p>	<p>Environment Matters</p> <p>A clean and healthy borough is at the heart of our wellbeing and the quality of the local environment is very important to the council. By improving and maintaining our heritage, we will create a valuable and attractive environment for everyone to enjoy.</p>	<p>● Primary driver ○ Strong connection</p>					
		Caring	Environment	Learning	Regeneration	Safety	Quality Services
Objectives	Priorities						
Improving the quality of local authority housing and also private housing occupied by vulnerable households, in line with the Government's 'Decent Homes Standard'.	<ul style="list-style-type: none"> ↗ Decent Homes ↗ Council flatted estates ↗ Letting of council housing ↗ Homelessness ↗ Protecting vulnerable people ↗ Continued development of housing with care for older vulnerable people ↗ Safer People 	● ○ ○	● ● ●			○	
Identify and address the needs of the community for parks, green spaces and recreational facilities, and adequate access to such facilities. This will be achieved by a variety of ways including the development of a 'Green Space Strategy' and a 'Rights of Way Improvement Plan' for the Borough	<ul style="list-style-type: none"> ↗ Improve the quality of public spaces ↗ Provision of diversionary activities to young people ↗ To increase access to and participation in cultural activity ↗ Safer Neighbourhoods and Safer Towns 	○	●			○ ○	
Work to secure further improvements to the cleanliness and overall appearance of our Borough including initiatives to reduce the number of abandoned vehicles, littering and fly tipping. We will look specifically at prevention through education and widespread community engagement	<ul style="list-style-type: none"> ↗ Improve the quality of public spaces ↗ Recycling and waste minimisation ↗ Contaminated land inspection strategy ↗ Air quality management ↗ Effective Partnerships ↗ Promoting effective learning 		● ● ● ●	○			○

Dudley Borough Strategy Map

Community Strategy 2005 ~ 2020 Stronger Communities	council action plan 2006 ~ 2007 local people matter	council plan themes					
<p>Priority 5: Promoting individual and community learning</p> <p>Our vision is of a Borough where everyone, irrespective of background, or personal circumstance, has the opportunity to realise their full potential, and one where our young people in particular, aspire to realise their full potential and are supported in doing so</p>	<p style="text-align: center;">Learning Matters</p> <p>Ensuring children and young people are ready for school and supported by integrated services, once at school maintaining regular attendance is essential for achievement. We aim to provide services for children and young people of all backgrounds to help them enjoy learning and get the most from their educational experiences, enabling them to contribute effectively to society.</p>	<p>● Primary driver ○ Strong connection</p>					
		Caring	Environment	Learning	Regeneration	Safety	Quality Services
Objectives	Priorities						
Improving the participation and achievement of children and young people in learning and raising their aspirations	<ul style="list-style-type: none"> ↗ Developing a framework for learning in the 21st century ↗ Promoting effective learning ↗ Engaging communities, developing social harmony and valuing diversity 			● ● ●			
Ensuring that learning provision is of the highest quality and is relevant to both the current and future needs of employers, learners and potential learners	<ul style="list-style-type: none"> ↗ Promoting lifelong learning in an inclusive society ↗ Optimise the opportunities for local people to obtain local jobs 			●	○		
To support communities so that they are properly equipped to make a contribution to regeneration in their own areas	<ul style="list-style-type: none"> ↗ Improving achievement from cradle to grave ↗ Effective Partnerships ↗ Tackling poverty and Social exclusion ↗ To stimulate the economic and social regeneration within communities 	○		●	○		○

Dudley Borough Strategy Map

Community Strategy 2005 ~ 2020 Stronger Communities	council action plan 2006 ~ 2007 local people matter	council plan themes					
Priority 6: Making Dudley a safe and peaceful place to live Our overall vision for the Borough is one where people are and feel safer and enjoy a greater sense of freedom from crime in their daily lives.	Safety Matters The council wants local people to feel safe and will continue to work with partners in reducing burglary and vehicle crime. Together we have a target of reducing all crime by an additional 20% in the next three years.	● Primary driver ○ Strong connection					
		Caring	Environment	Learning	Regeneration	Safety	Quality Services
Objectives	Priorities						
Reducing anti-social behaviour such as graffiti, offensive behaviour and noise nuisance, to reduce the fear of crime	↻ Provision of diversionary activities to young people ↻ To increase access to and participation in cultural activity ↻ Improve the quality of public spaces ↻ Continuing development of housing with care for older vulnerable people	○	○			●	
Continue to reduce serious crime	↻ Safer neighbourhoods and safer towns ↻ Improve the quality of public spaces ↻ Promotion of social and community well-being ↻ Effective partnerships	○	●			●	○
Continuing to focus on crime prevention to reduce the number of victims of crime	↻ Safer people ↻ Protecting vulnerable people ↻ Engaging communities, developing social harmony and valuing diversity	○		○		●	
Reducing the impact of crime on children and young people and tackling the fear of crime associated with children and young people	↻ Provision of diversionary activities to young people ↻ Promotion of social and community well-being ↻ Improve the quality of public spaces ↻ To increase access to and participation in cultural activity	●	○			●	

ACPO	Association of Chief Police Officers	DCVS	Dudley Council for Voluntary Service	JCP	Job Centre Plus
ASBO	Anti-social behaviour order	DEFRA	Department for Environment, Food & Rural Affairs	L&P	Law and Property Directorate
ASPE	Association for Public Service Excellence	DFES	Department for Education & Skills	LAA	Local Area Agreement
AWM	Advantage West Midlands	DMBC	Dudley Metropolitan Borough Council	LEA	Local Education Authority
BCPC	Black Country Partnership for Care	DOSTI	Community and empowerment network	LEGI	Local Enterprise Growth Initiative
BHRP	Brierley Hill Regeneration Partnership	DSP	Directorate Strategic Plan	LPSA	Local Public Service Agreement
BHSAN	Brierley Hill Sustainable Access Network	DUE	Directorate of the Urban Environment	LSC	Learning Skills Council
BME	Black Minority Ethnic groups	DVLA	Driver & Vehicle licensing Agency	LSP	Local Strategic Partnership
BVPI	Best Value Performance Indicator	ENCAMS	Environmental Charity Organisation	Magique	Risk management software system
CAP	Council Action Plan	ERDF	European Regional Development Fund	MUGA	Multi use Games Area
CATS	Customer Access to Services	ESF	European Social Fund	NRF	Neighbourhood Renewal Fund
CEX	Chief Executives Directorate	FIN	Directorate of Finance	PAF	Performance Assessment Framework
CIPC	Children in Public Care	GCSE	General Certificate of Secondary Education	PCT	Primary Care Trust
CPA	Comprehensive Performance Assessment	GNVQ	General National Vocational Qualification	PEP	Personal Educational Plan
CRASB	Conviction Related Anti-Social Behaviour Order	GOWM	Government Office for the West Midlands	SEN	Special Educational Needs
O		GP's	General Practitioner	SPIG	Strategic Partnership Intelligence Group
CRDP	City Region Development Plan	HAMP	Highways Asset Management Plan	TIF	Transport Innovation Fund
CSP	Community Safety Partnership	ICT	Information & Communication Technologies	UDP	Unitary Development plan
DACHS	Directorate of Adult, Community & Housing Services	IEG	Implementing Electronic Government	WRAP	Waste & Resource Action Programme
DCP	Dudley Community Partnership	JAR	Joint Area Review	ZIP	Zone Implementation Plan

Council Action Plan 2006/07

For more information on the council plan, call **Geoff Thomas** on 01384 815270 or email geoff.thomas@dudley.gov.uk

The **Dudley Council action plan** can also be viewed on the internet visit: www.dudley.gov.uk – dudley council plan and follow the link



For more information on council services, call **Dudley Council Plus** on 01384 812345 or email dudleycouncilplus@dudley.gov.uk

