

Quarterly Corporate Performance Management Report



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

Quarterly Corporate Performance Management Report

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Section 1

Introduction

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

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

The main body of the report focuses on the six key themes contained in the Council Plan and a series of Key Performance Indicators identified for each are reported in **Section 2**. This section also includes a summary of the Directorate performance reporting which is provided in more detail in **Section 8**.

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

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

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

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

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

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

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




Section 2

Key Performance Indicators 2005/06




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

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

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

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

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

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

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

Summary of Key Performance Indicators in Quarter 2

Overview of Performance Year- to-Date

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

Performance Highlights and Areas for Concern

Caring Matters

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

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

Environment Matters

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

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

Learning Matters

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

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

Regeneration Matters

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

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

Safety Matters

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

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

Quality Service Matters

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

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

Caring Matters Key Performance Indicators

Direct.	PI Ref:	Definition	05/06 Target	Q1 Actual	Q1 Status	Q2 Actual	Q2 Status	V Prev. Q	YTD Target	YTD Actual	YTD Status	Comment	Best Quartile 2003/04	Worst Quartile 2003/04
DUE	DUE CC 007 (Local PI)	Increase number of young people participating in supervised sports & recreational activities in parks	350	100		272			350	372		Performance peaks during the summer months when more young people participate in outdoor supervised activities	Local PI	
HSG	BV 183a	Average length of stay in bed and breakfast accommodation (weeks)	0	0		0			0	0		Performance on hostel accommodation heading off target. Procedures under review to bring performance back on target in second half of year	1.21	9.11
HSG	BV 183b	Average length of stay in hostel accommodation (weeks)	6	8		9			6	9			0	21.29
SSD	BV 049 PAF A1	% of looked after children at 31 March with 3 or more placements during the last financial year	11%	13.1%		11.6%			11%	11.6%		Figures for Qtr 2 show that continued good performance is being maintained at the top banding for this indicator	-	-
SSD	BV 050 PAF A2	% of young people leaving care aged 16 or over with at least 1 GCSE at Grade A* - G or GNVQ	57%	40%		58.3%			57%	58.3%		Qtr 2 figure shows the actual number of children who fall into the 2005/06 cohort so far this year and whether they have at least 1 GCSE at grade A*-G or a GNVQ. Performance at the mid year position suggests that Dudley is maintaining its 4 blob banding	57	40
SSD	BV 054 PAF C32	Older people helped to live at home per 1,000 population aged 65 or over	82	80		78			82	78		The figure as at 30/9/05 totals 4087 older people. If the authority continues to maintain this number, this would result in an indicator value of 78 projected to the end of the year, providing a 2• rating	101.17	72.3

Direct.	PI Ref:	Definition	05/06 Target	Q1 Actual	Q1 Status	Q2 Actual	Q2 Status	V Prev. Q	YTD Target	YTD Actual	YTD Status	Comment	Best Quartile 2003/04	Worst Quartile 2003/04
SSD	BV 163 PAF C23	Number of looked after children adopted during the year as a % of children looked after	6%	0.8%		1%			6%	1%		Qtr 2 is an actual as at figure taken from information recorded on Swift. We have been made aware, however, that a further 6 adoption orders have been granted but not yet recorded on Swift. This would give us a figure of 2.5%	9.1%	5.8%
SSD	BV 201 PAF C51	Adults and older people receiving direct payments during the year (per 100,000 population aged 18+)	43	31		38			43	38		The figure as at 30/9/05 totals 89 clients. If the authority continues to maintain this number this would result in an indicator value of 38 projected to the end of the year, providing a 3• rating	-	-
SSD	PAF C30	Adults with learning disabilities helped to live at home per 1,000 population aged 18-64	3.2	3.4		3.3			3.2	3.3		The figure as at 30/9/05 totals 612 clients. If the authority continues to maintain this number this would result in an indicator value of 3.3 projected to the end of the year, providing a 5• rating	-	-
SSD	PAF E48	% of older service users receiving services following an assessment that are from a minority ethnic group	1%	1.03%		1.06%			1%	1.06%		Good performance is around 1%. The figure for Qtr 2 totals 24 clients	-	-

Environment Matters Key Performance Indicators

Direct.	PI Ref:	Definition	05/06 Target	Qtr 1 Actual	Qtr 1 Status	Qtr 2 Actual	Qtr 2 Status	V Prev. Qtr	YTD Target	YTD Actual	YTD Status	Comment	Best Quartile 2003/04	Worst Quartile 2003/04
DUE	BV 082ai + BV 082bi	% of total tonnage of household waste arisings which have been recycled and/or composted	18%	18.28%		18.61%			18%	18.61%		Qtr 2 performance is 0.25% under target. Recycling Service has been extended across Borough & recycled waste collected will increase once all boxes have been delivered to interested citizens. Now 3 collections of Green Waste from households throughout the year	Not comparable	
DUE	BV 091b	% of population served by a kerbside collection of at least two recyclables	85%	60%		88%			70%	88%		Qtr 2 performance is 25.71% above target. Service offered to residents with street level premises. Aiming to achieve target by October 2005	Not comparable	
DUE	BV 218b	% of abandoned vehicles removed within 24 hours	100%	100%		100			100%	100%		Both Qtr 1 and Qtr 2 performance for this indicator have been on target at 100%	-	-
DUE	DUE CC 013 (Local PI)	Number of parks improved	2	2		2			2	2		These improvements mark the start of a rolling programme of improvements to parks	Local PI	
DUE	PSA 9.1	Average time taken to remove fly-tipping (days)	1.5	0.69		0.69			1.5	0.69		Qtr 2 performance is 54% above target. Excellent performance is due to improved working practices and use of mobile phones for pro-active responses	Local PI	

Direct.	PI Ref:	Definition	05/06 Target	Qtr 1 Actual	Qtr 1 Status	Qtr 2 Actual	Qtr 2 Status	V Prev. Qtr	YTD Target	YTD Actual	YTD Status	Comment	Best Quartile 2003/04	Worst Quartile 2003/04
HSG	BV 064	Number of unfit private sector dwellings made fit or demolished	56	15		9			28	24		Heading off target attributed to seasonal nature of private housing activity. Improved levels of activity expected in Qtrs 3 & 4 to achieve year-end target.	Not applicable No performance banding	
HSG	BV 184a	Proportion of local authority dwellings which were non decent at the start of the financial year (%)	28%	28%		28%			28%	28%		Anticipated to achieve the decent homes standard by 2010.	21%	53%
HSG	BV 184b	% change in the proportion of non-decent dwellings between the start and the end of the financial year	7.1%	7.1%		7.1%			7.1%	7.1%			23.8%	3.5%
HSG	HSG PSH 022 (Local PI)	% of homes occupied by vulnerable households in the private sector that meet the decent homes standard by December 2006	62% *	59%		60%			62%	60%		Further 5% (380 dwellings) required to be made decent by April 2007 (PSA target of 65%).	Local PI	

* HSG PSH 022 (Local PI) – Target based on the desired % for year-end 2005/06 which is based on achieving the Central Government target of 65% by Dec 2006.

Learning Matters Key Performance Indicators





Direct.	PI Ref:	Definition	05/06 Target	Qtr 1 Actual	Qtr 1 Status	Qtr 2 Actual	Qtr 2 Status	V Prev. Qtr	YTD Target	YTD Actual	YTD Status	Comment	Best Quartile 2003/04	Worst Quartile 2003/04
CS	BV 043a	% of statements of special educational need issued by the authority in a financial year and prepared within 18 weeks (a) excluding those affected by exceptions to the rule under the SEN Code of Practice	87%	81.33%		100%			87%	90.67%		Improvement due to new internal monitoring procedures; introduction of EMS software & Increased staffing levels in school psychological service	100%	87.5%
CS	BV 043b	% of statements of special educational need issued by the authority in a financial year and prepared within 18 weeks (b) including those affected by exceptions to the rule under the SEN Code of Practice	80%	86.87%		89.33%			80%	88%		Improvement due to new internal monitoring procedures, introduction of EMS software & regular liaison with PCT	83.9%	54.4%
CS	BV 045	% of half days missed due to total (that is authorised and unauthorised) absences in secondary schools maintained by the Local Education Authority	8%	7.81%		BV 045 and BV 046 are reported termly in arrears and are validated by the DfES prior to release. The figures are the most up to date available and relate to Term 3 – January to April 2005. Next set of figures, for Term ending December 2005, will be available in January 2006.						-	-	
CS	BV 046	% of half days missed due to total (that is authorised and unauthorised) absences in primary schools maintained by the Local Education Authority	5.4%	5.59%								-	-	
CS	BV 047	% of schools being placed in OFSTED serious weaknesses/improvement notices (new framework September 2005)	0	0.82%		0.82%			0	0.82%		1 special school remains in the category of serious weakness. HMI not to revisit school to have inspection during next 12 months	-	-

Direct.	PI Ref:	Definition	05/06 Target	Qtr 1 Actual	Qtr 1 Status	Qtr 2 Actual	Qtr 2 Status	V Prev. Qtr	YTD Target	YTD Actual	YTD Status	Comment	Best Quartile 2003/04	Worst Quartile 2003/04
CS	BV 048	% of schools being placed in OfSTED special measures	0	1.64%	●	1.64%	●	➡	0	1.64%	●	1 6th form and 1 special school currently in special measures. 2 primary schools removed from special measures	0	2.04%
CS	BV 117	Physical visits to libraries per 1000 population	5019.68	1293.27	●	1351.4	●	➡	2509.84	2644.64	●	On target if not exceeding. August high – due to number of summer activities carried out	-	-
CS	DELL A&I 010 (Local PI)	Number of pupils permanently excluded during the year from all schools maintained by the Local Education Authority per 1000 pupils at all maintained schools	1.6	0.59	▲	0.32	▲	➡	0.8	0.91	▲	This is the first month of the Autumn term and is usually a low number	-	-
CS	DELL A&I 027 (Local PI)	% of looked after children having a current (up-to-date) Personal Education Plan	77.5%	48.67%	▲	12.67%	▲	➡	67.5%	30.67%	▲	The summer holidays have had an impact with around 30 children coming into care during the holiday period. PEPs were delayed because schools were closed. In addition many PEPs went out of date during the holiday. The issue of completion of PEPs within the required period is being looked at as a matter of urgency	Local PI	
CS	DELL SE 001 (Local PI)	Number of Children's Centres designated	6	2	★	2	★	➡	3	4	★	There is some slippage (approved by Sure Start Unit) and three centres may not be designated until May 06	Local PI	

Direct.	PI Ref:	Definition	05/06 Target	Qtr 1 Actual	Qtr 1 Status	Qtr 2 Actual	Qtr 2 Status	V Prev. Qtr	YTD Target	YTD Actual	YTD Status	Comment	Best Quartile 2003/04	Worst Quartile 2003/04
DUE	BV 170c	Number of pupils visiting museums and galleries in organised school groups	4000	4650	★	4656.20	★	↓	2000	4656	★	Q2 performance is 132.81% above target. Marketing and targeting service better than ever. High profile projects are pulling in the visitors	7293.5	585.5

Regeneration Matters Key Performance Indicators

Direct.	PI Ref:	Definition	05/06 Target	Qtr 1 Actual	Qtr 1 Status	Qtr 2 Actual	Qtr 2 Status	V Prev. Qtr	YTD Target	YTD Actual	YTD Status	Comment	Best Quartile 2003/04	Worst Quartile 2003/04				
DUE	BV 223	% of LA principal road network where structural maintenance should be considered	40%	Performance for this indicator is only reported at year-end.											-	-		
DUE	BV 200a	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	★	Qtr 1 performance was positive, no further performance reports are due for the remainder of this year.											-	-
DUE	DUE EM 003 (Local PI)	% of damaged roads made safe within 24 hours	98%	98%	●	98.51%	●	↗	98%	98.51%	●	Qtr 2 performance is 0.52% above target	Local PI					
DUE	PSA 10.1	Number of workless people from disadvantaged groups within the targeted 9 wards starting a job	274	223	●	239	●	↘	229	239	●	Qtr 2 performance is 4.37% above target. On track to achieve both the overall and LPSA stretch target which is 76 specific clients in total	Local PI					
HSG	BV 066a	Proportion of rent collected (%)	97.4%	96.01%	●	96.08%	●	↘	96.6%	96.08%	●	Performance marginally down on same position last year due to reduced level of Housing Benefit income. HB system now upgraded and backlog to be completed by Dec 05 / Jan 06	-	-				
L&P	L&P CES 018 (Local PI)	% of deals legally completed to deliver the disposal programme	100%	11%	▲	50%	●	↗	50%	50%	●	Target for year = £1,389,000 Achieved at end of Qtr 2 = £691,000	Local PI					

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

Safety Matters Key Performance Indicators

Direct.	PI Ref:	Definition	05/06 Target	Qtr 1 Actual	Qtr 1 Status	Qtr 2 Actual	Qtr 2 Status	V Prev. Qtr	YTD Target	YTD Actual	YTD Status	Comment	Best Quartile 2003/04	Worst Quartile 2003/04
CEX	CEX CS 001 (Local PI)	To reduce total crime by 5% against a baseline of 04/05 of 16,398 incidents	15578	3980		3765			7789	7745		There has been an improvement in crime reduction compared with Qtr 1 where we were 10% away from the target. We are now exceeding the year-to-date target by more than 10%	Local PI	
DUE	DUE CC 003b (Local PI)	Increase by 10% the number of school children taking part in the Sportslink Afterschool programme	1703	1593		1998			1703	1998		Qtr 2 performance is 17.32% above target. 1998 children took part in after school activities, this represents 20.6% of all school children	Local PI	
DUE	DUE EM 006 (Local PI)	% of all street lighting faults attended within 5 days	90%	97.43%		97.19%			90%	97.19%		Qtr 2 performance is 7.99% above target. Improved practices formed Street Care Xpress	Local PI	
L&P	L&P LDS 017 (Local PI)	Number of Anti-Social Behaviour Orders issued	22	3		11			11	14		Exceeding target	Local PI	
SSD	BV 056 PAF D54	% of items of equipment and adaptations delivered within 7 working days	77%	79%		80%			77%	80%		The targets are set to achieve and maintain a 4• performance rating. Qtr 2 performance provides a 5• rating	87.75%	72%
SSD	BV 162 PAF C20	% of child protection cases which should have been reviewed during the year that were reviewed	100%	100%		100%			100%	100%		This is an excellent improvement on performance and reflects the impact of the improvement plan introduced in 2004	100%	95%

Direct.	PI Ref:	Definition	05/06 Target	Qtr 1 Actual	Qtr 1 Status	Qtr 2 Actual	Qtr 2 Status	V Prev. Qtr	YTD Target	YTD Actual	YTD Status	Comment	Best Quartile 2003/04	Worst Quartile 2003/04
SSD	BV 195 PAF D55	Acceptable waiting times for assessments for new older clients (%)	80%	84%	★	79%	★	↓	80%	79%	★	The figure for Qtr 2 totals 2274 of new clients starting an assessment within 2 days and/or completing an assessment within 4 weeks. If the authority continues to maintain this number this would result in an average of 79% projected to the end of the year, providing a 4• rating	74.68%	49.73%
SSD	BV 196 PAF D56	Acceptable waiting times for care packages for new older clients (%)	95%	96%	★	95%	★	↓	95%	95%	★	The figure for Qtr 2 totals 1015 from a total of 1071 new clients completing an assessment and starting a service within 4 weeks. If the authority continues to maintain this number this would result in an indicator value of 95% projected to the end of the year providing a 5• rating	89%	73.13%
SSD	PAF A3	Re-registrations on the Child Protection Register (%)	10.5%	14.6%	★	12.9%	★	↗	10.5%	12.9%	★	Qtr 1 figure was very close to upper threshold for the 5• rating, however Qtr 2 shows the figure falling back slightly, thereby improving Dudley's performance	-	-

Quality Service Matters Key Performance Indicators

Direct.	PI Ref:	Definition	05/06 Target	Qtr 1 Actual	Qtr 1 Status	Qtr 2 Actual	Qtr 2 Status	V Prev. Qtr	YTD Target	YTD Actual	YTD Status	Comment	Best Quartile 2003/04	Worst Quartile 2003/04
CEX	BV 012	The proportion of working days/shifts lost to sickness absence (days per FTE)	10.40	2.73		4.99			5.2	4.99		Performance is on target and there has been an improvement against the previous quarter	8.9	11.67
CEX	CEX DCP 001 (Local PI)	% of complainants given an acknowledgement of the complaint within 5 working days	100%	100%		99.5%			100%	99.5%		The dip in performance is as a result of one complaint not achieving the response time	Local PI	
CEX	CEX DCP 002 (Local PI)	% of complainants given a full response with resolution/valid reason for delay in resolution within 20 working days	100%	100%		99.5%			100%	99.5%			Local PI	
FIN	BV 008	% of undisputed invoices paid in 30 days	100%	96.4%		96.91%			100%	96.91%		Corporate result - the performance of some directorates in processing invoices needs to improve	95.9%	88%
FIN	BV 009	% of Council Tax collected	97%	29.6%		58.1%			56%	58.1%		On target to achieve 97.0% by year-end	98.29%	96%
FIN	BV 010	% of Non-Domestic Rates collected	97.5%	26.7%		57.5%			57%	57.5%		On target to achieve 97.5% by year-end	99.1%	97.82%
FIN	BV 078a	Average time for processing new claims (days)	50	19.94		25.81			50	21.6		For both indicators, the target has been set to reflect the impact of bedding in the new SX3 system	32	50
FIN	BV 078b	Average time for processing notifications of changes in circumstances (days)	35	8		18.99			35	11.29			7.7	15.33

Direct.	PI Ref:	Definition	05/06 Target	Qtr 1 Actual	Qtr 1 Status	Qtr 2 Actual	Qtr 2 Status	V Prev. Qtr	YTD Target	YTD Actual	YTD Status	Comment	Best Quartile 2003/04	Worst Quartile 2003/04
FIN	FIN ICT 001 (Local PI)	% of ICT corporate system availability	99.5%	99.9%	★	100%	★	↗	99.5%	99.95%	★	Within target tolerance	Local PI	
HSG	BV 164	Does the Authority follow the CRE's Code of Practice in rented housing?	Yes	Yes	★	Yes	★	→	Yes	Yes	★	Continue to comply with the code	Not comparable	
HSG	BV 185	% of responsive (but not emergency) repairs, for which the authority both made and kept an appointment	90%	89.8%	●	97%	●	↗	90%	97%	●	Performance currently exceeds target	85.58%	11.48%
L&P	BV 156	% of authority buildings open to the public in which all public areas are suitable for, and accessible to, disabled people	No data yet available. Implementation of the Disability Access Strategy is monitored by the Equality & Diversity Advisory Group. At its meeting dated 22/07/05, the group expressed its general satisfaction with the Strategy's implementation, but asked for some elements of its action plan to be expanded and responsibilities allocated.									64.83%	21.01%	
L&P	L&P CES 025 (Local PI)	% of standard searches carried out in 6 working days	100%	100%	★	100%	★	→	100%	100%	★	On target. National figure is 10 working days	Local PI	
L&P	L&P CES 019c (Local PI)	% receiving appointment time of choice for birth registration at Stourbridge RO	85%	96%	★	98%	★	↗	85%	98%	★	Exceeding target	Local PI	
L&P	L&P CES 022c (Local PI)	% receiving appointment time of choice for birth registration at Dudley RO	96%	98%	●	100%	★	↗	96%	100%	★	Exceeding target	Local PI	
L&P	L&P CES 020b (Local PI)	% receiving appointment on day of choice for death registration at Stourbridge RO	74%	92%	★	97%	★	↗	74%	97%	★	Exceeding target	Local PI	

Direct.	PI Ref:	Definition	05/06 Target	Qtr 1 Actual	Qtr 1 Status	Qtr 2 Actual	Qtr 2 Status	V Prev. Qtr	YTD Target	YTD Actual	YTD Status	Comment	Best Quartile 2003/04	Worst Quartile 2003/04
L&P	L&P CES 023b (Local PI)	% receiving appointment on day of choice for death registration at Dudley RO	97%	100%	★	100%	★	➡	97%	100%	★	Exceeding target	Local PI	
L&P	L&P CES 021c (Local PI)	% receiving appointment time of choice for marriage notice at Stourbridge RO	82%	89%	●	100%	★	➡	82%	100%	★	Exceeding target	Local PI	
L&P	L&P CES 024c (Local PI)	% receiving appointment time of choice for marriage notice at Dudley RO	100%	100%	★	88%	▲	➡	100%	88%	▲	Only 8 responses were received regarding Notices taken at Dudley Register Office. Of those only 1 was dissatisfied	Local PI	

Section 3

Spotlight on ‘Critical’ Performance Indicators

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

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

This is the first time that this set of indicators has been included in the report and it is recognised that a number are key performance indicators that are routinely reported on quarterly. Any overlap will be addressed in future reports.



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

CPA Special Rules Indicators

Council Plan Theme	Direct.	PI Ref:	Definition	05/06 Target	Qtr 1 Actual	Qtr 1 Status	Qtr 2 Actual	Qtr 2 Status	V Prev. Qtr	YTD Target	YTD Actual	YTD Status	Actual 2004/05	Performance Trend Over 3 Year Period to 2004/05
Caring Matters	SSD	PAF C26	Supported admissions of older people to permanent residential and nursing care per 10,000 population aged 65 or over	75%	68%	★	69%	★	↗	75%	69%	★	73%	Improving
Caring Matters	SSD	BV 053 PAF C28	Households receiving intensive home care per 1,000 population aged 65 or over	13	13.7	★	13.3	★	↘	13	13.3	★	12.9	Improving
Caring Matters	SSD	BV 055 PAF D40	Adult and older clients receiving a review as a % of those receiving a service	75%	28%	▲	48%	▲	↗	75%	48%	▲	70%	Improving
Caring Matters	SSD	BV 058 PAF D39	% of adults and older people receiving a statement of their needs and how they will be met	96%	97%	★	97%	★	→	96%	97%	★	96%	Improving
Caring Matters	SSD	BV 201 PAF C51	Adults and older people receiving direct payments during the year (per 100,000 population aged 18+)	43	31	●	38	●	↗	43	38	●	40	Improved performance

Council Plan Theme	Direct.	PI Ref:	Definition	05/06 Target	Qtr 1 Actual	Qtr 1 Status	Qtr 2 Actual	Qtr 2 Status	V Prev. Qtr	YTD Target	YTD Actual	YTD Status	Actual 2004/05	Performance Trend Over 3 Year Period to 2004/05
Regeneration Matters	DUE	BV 109a	% of major planning applications determined within 13 weeks	60%	76.5%	★	40%	▲	↓	60%	40%	▲	42.62%	Improving
Regeneration Matters	DUE	BV 109b	% of minor planning applications determined within 8 weeks	65%	78%	★	68.9%	●	↓	65%	68.9%	●	49.12%	Improving
Regeneration Matters	DUE	BV 109c	% of 'other' planning applications determined within 8 weeks	80%	94.6%	★	93.8%	★	↓	80%	93.8%	★	74.8%	Improving
Safety Matters	SSD	BV 056 PAF D54	% of items of equipment and adaptations delivered within 7 working days	77%	79%	★	80%	★	↗	77%	80%	★	77%	Improved performance
Safety Matters	SSD	BV 195 PAF D55	Acceptable waiting times for assessments for new older clients (%)	80%	84%	★	79%	★	↓	80%	79%	★	68%	Improved performance
Safety Matters	SSD	BV 196 PAF D56	Acceptable waiting times for care packages for new older clients (%)	95%	96%	★	95%	★	↓	95%	95%	★	93%	Improved performance

Exception Reporting for CPA Special Rules Indicators:

	Directorate	PI Ref.	Definition	Comment
	SSD	BV 055 PAF D40	Adult and older clients receiving a review as a % of those receiving a service	The targets are set to achieve and maintain the top performance rating. Virtual reviewing team set up with targeted activity and action plan to cover teams. Recruitment of OT assistant to be considered to specifically focus on reviews. Action plan for Mental Health reviews to be considered.
	DUE	BV 109a	% of major planning applications determined within 13 weeks	Several sensitive and contentious applications were finalised this quarter that required extensive consultation.

Lower Quartile Indicators 2004/05

Council Plan Theme	Direct.	PI Ref:	Definition	05/06 Target	Qtr 1 Actual	Qtr 1 Status	Qtr 2 Actual	Qtr 2 Status	V Prev. Qtr	YTD Target	YTD Actual	YTD Status	Actual 2004/05	Performance Trend Over 3 Year Period to 2004/05
Environment Matters	HSG	BV 063	Average SAP (Standard Assessment Procedure) rating of local authority-owned dwellings	63	We can currently demonstrate a SAP rating of 62 based on current validated information contained within the database. However, this indicator is a year-end calculation. Although the target is set for 63 for 2005/06, it is now anticipated that we will exceed this target with the prospect of achieving 64 or 65 for year-end 2005/06.								59	Improving
Environment Matters	DUE	BV 091a	% of population served by a kerbside collection of recyclables	85%	60%		88%			70%	88%		Not comparable	
Environment Matters	DUE	BV 199a	% of relevant land and highways that is assessed as having combined deposits of litter and detritus that fall below acceptable level	21%	13%		17%			21%	17%		Not comparable	
Learning Matters	CS	BV 043a	% of statements of special educational need issued by the authority in a financial year and prepared within 18 weeks (a) excluding those affected by exceptions to the rule under the SEN Code of Practice	87%	81.33%		100%			87%	90.67%		56.3%	Not improving


Council Plan Theme	Direct.	PI Ref:	Definition	05/06 Target	Qtr 1 Actual	Qtr 1 Status	Qtr 2 Actual	Qtr 2 Status	V Prev. Qtr	YTD Target	YTD Actual	YTD Status	Actual 2004/05	Performance Trend Over 3 Year Period to 2004/05
Learning Matters	CS	BV 043b	% of statements of special educational need issued by the authority in a financial year and prepared within 18 weeks (b) including those affected by exceptions to the rule under the SEN Code of Practice	80%	86.87%		89.33%			80%	88%		45.1%	Not improving
Learning Matters	CS	DELL A&I 010 (previously BV 044)	Number of pupils permanently excluded during the year from all schools maintained by the LEA per 1,000 pupils	1.6	0.59		0.32			0.8	0.91		1.79	Not improving
Learning Matters	CS	BV 048	% of schools being placed in OfSTED special measures	0	1.64%		1.64%			0	1.64%		2.61%	Not improving
Learning Matters	CS	BV 194b	% of pupils in schools achieving Level 5 in KS2 Maths	33%	This is an annually reported indicator.							27%	Improving	
Learning Matters	CS	BV 117	Physical visits to libraries per 1,000 population	5019.68	1293.27		1351.4			2509.84	2644.64		5145	Improved performance for 04/05
Regeneration Matters	DUE	BV 109a	% of major planning applications determined within 13 weeks	60%	76.5%		40%			60%	40%		42.62%	Improving

Council Plan Theme	Direct.	PI Ref:	Definition	05/06 Target	Qtr 1 Actual	Qtr 1 Status	Qtr 2 Actual	Qtr 2 Status	V Prev. Qtr	YTD Target	YTD Actual	YTD Status	Actual 2004/05	Performance Trend Over 3 Year Period to 2004/05
Regeneration Matters	DUE	BV 109b	% of minor planning applications determined within 8 weeks	65%	78%	★	68.9%	●	↓	65%	68.9%	●	49.12%	Improving
Regeneration Matters	DUE	BV 109c	% of 'other' planning applications determined within 8 weeks	80%	94.6%	★	93.8%	★	↓	80%	93.8%	★	74.8%	Improving
Regeneration Matters	DUE	BV 205	The local authority's score against a 'quality of planning services' checklist	75	72	●	72	●	→	75	72	●	72%	New PI from 2004/05
Regeneration Matters	SSD	* BV 161 PAF A4	% of looked after children engaged in education, training or unemployment at the age of 19	50.5%	21.4%	▲	57.1%	★	↑	50.5%	57.1%	★	46.3%	Improving performance over a 3-year period
Safety Matters	DUE	BV 166b	Score against a checklist of enforcement best practice for Trading Standards	95	This is an annually reported indicator.								90	Improving
Safety Matters	SSD	BV 056	% of items of equipment and adaptations delivered within 7 working days	77%	79%	★	80%	★	↑	77%	80%	★	77%	Improved performance
Quality Service Matters	CEX	BV 012	The proportion of working days/shifts lost to sickness absence (days per FTE)	10.40	2.73	●	4.99	●	↑	5.2	4.99	●	10.86	Improved performance for 04/05
Quality Service Matters	FIN	BV 010	% of Non-Domestic Rates collected	97.5%	26.7%	▲	57.5%	●	↑	57%	57.5%	●	97.6%	Slightly reduced for 04/05

Council Plan Theme	Direct.	PI Ref:	Definition	05/06 Target	Qtr 1 Actual	Qtr 1 Status	Qtr 2 Actual	Qtr 2 Status	V Prev. Qtr	YTD Target	YTD Actual	YTD Status	Actual 2004/05	Performance Trend Over 3 Year Period to 2004/05
Quality Service Matters	HSG	BV 074a	% of council tenants stating that they are satisfied with the overall service provided by their landlord	This is a 3 year survey next due in 2006/07 Target for 2006/07 = 76% Outturn for 2003/04 = 72%. Although the corporate result was relatively poor, housing services maintained its position from the outturn in 2000/01. There are so many factors that can effect the satisfaction result but we are focusing on those areas identified as areas of potential weakness to ensure a higher outturn in 2006/07.									N/A	Improving
Quality Service Matters	L&P	BV 156	% of authority buildings open to the public in which all public areas are suitable for, and accessible to, disabled people	No data yet available. Implementation of the Disability Access Strategy is monitored by the Equality & Diversity Advisory Group. At its meeting dated 22/07/05, the group expressed its general satisfaction with the strategy's implementation, but asked for some elements of its action plan to be expanded and responsibilities allocated.									16.79%	Improved performance

* Based on 2002/03 Audit Commission quartile data

Exception Reporting for Lower Quartile Indicators 2004/05

	Directorate	PI Ref.	Definition	Comment
	DUE	BV 109a	% of major planning applications determined within 13 weeks	Several sensitive and contentious applications were finalised this quarter that required extensive consultation.

Section 4

LPSA Progress Report September 2005

Target	Comment on progress to date
<p>1) Reducing vehicle crime</p>	<p>Figures produced in August show a rate of theft of motor vehicles (MV) of 121.4 per month projected to be 1,457 for the year, against a target of 1,815 and a rate of theft from MV of 179.6 per month projected to be 2,155 for the year, against a target of 2,397. These figures take no account of seasonal or other trends but suggest full achievement of targets.</p> <p>FINAL YEAR TARGET.</p>
<p>2) Reducing domestic burglary</p>	<p>Figures produced in August show a burglary rate of 111.4 per month projected to be 1,337 for the year, against a target of 2,106. The projection takes no account of seasonal high for burglary from October until January, however a Crimestoppers campaign aimed at burglary also begins in October.</p> <p>FINAL YEAR TARGET.</p>
<p>3) Improving ICT literacy</p>	<p>There have been 128 passes, courses have been bought in advance and there is a waiting list of people wishing to undertake them.</p> <p>Although the target is well beyond the reach of the project, there will be a significant number of people benefiting from it by the end of March 2006.</p>
<p>4) To improve the educational performance of looked after children</p>	<p>This depends on academic achievement in the final year. Processes are in place to support the children concerned.</p> <p>Those indicators which can be used suggest targets will be met.</p> <p>FINAL YEAR TARGET.</p>

Target	Comment on progress to date
<p>5) To improve the opportunities of people with disabilities to live at home independently</p>	<p>(i) Number of service users in receipt of Direct Payments. At June 2005 there were over 70 such clients against a baseline of 8 and a target of 100. Already past the reward grant threshold and expected to achieve full reward.</p> <p>(ii) Waiting time for installing a stair lift. Performance at 30th June was around 3 months against a target of 6 months. (Best time reported, 3 weeks).</p> <p>(iii) Number of pieces of community equipment collected. Performance at the end of June 4,550 against a target for period of 3,375 and annual target of 13,500.</p> <p>FINAL YEAR TARGET.</p>
<p>6) Reduce substance misuse</p>	<p>(i) Arrest referral. Figure well ahead of target and will achieve 226 completions by the end of September against a target for the same period of 196. The end of agreement target is 262 thus requiring an additional 6 completions per month to achieve full reward and a little over 3 per month to trigger reward.</p> <p>(ii) A&E Scheme. The threshold for achieving reward grant is 1,970 referrals. By early September the nurse central to the scheme had supervised 796 completions which she is now achieving at a rate of almost 70 per month. However, the referrals from A&E to other agencies for completions are not yet included. Work is going on to capture and validate those figures with agencies such as Aquarius and Warehouse. There is increasing optimism that the reward threshold will be reached.</p>
<p>7) Reducing school absenteeism</p>	<p>Latest figures suggest the project is not on target to achieve reward. Attendance is improving in Dudley and on course to meet DFES expectations and targets but not sufficiently to meet the very demanding LPSA target.</p> <p>FINAL YEAR TARGET.</p>

Target	Comment on progress to date
<p>8) Improving the condition of local roads</p>	<p>Surveys confirm that the target with regard to the principle road network has been met. Work ongoing to ensure that the conditions with regard to classified and unclassified roads are also met in order to maximise grant. Up to 30% reward could be lost if these conditions are not met.</p> <p>FINAL YEAR TARGET.</p>
<p>9) Improving streetscene</p>	<p>Monthly monitoring shows number of complaints of fly tipping falling slightly, performance time still well within target.</p> <p>Cleanliness review constantly ongoing, allowing further steps to be taken in an attempt to achieve some level of reward against this very demanding target.</p> <p>FINAL YEAR TARGET.</p>
<p>10) Reducing unemployment among disadvantaged groups</p>	<p>At March 2005, 244 people had started a job against a final target of 274 and 132 had been sustained in work against a final target of 138. Targets set to be fully achieved.</p>
<p>11) Improving access to Council services</p>	<p>Mapping exercises identifying 'access' sites are complete and the method for achieving 100% grant on 'Access' sub-target also identified. However, this is completely reliant on locations agreeing to installation. There is slow progress on agreeing installation at some sites. The provision of access sites should impact on satisfaction levels and first time resolution, the other two performance indicators for this target. Working within timetable.</p> <p>FINAL YEAR TARGET.</p>
<p>12) Improving cost effectiveness</p>	<p>This is a complex target involving comparison of 29 performance indicator results in 2005/06 with their results in 2002/03 and then comparing with the change in the cost of Council services between the same years. Hence no realistic projection can be made.</p> <p>FINAL YEAR TARGET.</p>

Section 5

Partnership Working Progress Report

November 2005

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

Partnership Evaluation Tool

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

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

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

Partnership Awareness and Training

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

Dudley Borough Challenge

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

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

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

Audit Commission

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

Section 6 Financial Reporting

2005/06 FORECAST OUTTURN POSITION

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

Significant issues:

General Fund:

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

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

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

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

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

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

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

Housing Revenue Account:

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

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

Gershon Monitoring 2005/06

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

2005/06 Efficiency Monitoring

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

Notes

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

Value for Money Indicators

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

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

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

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

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

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

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

Section 7

Risk Management

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

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

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

Strategic Monitored Risks/High Net Status Risks

November 2005

Council Plan Theme	Directorate	Risk Owner	Risk	* Net Risk Status	Related PI	Date of Last Corporate Board Review
Caring Matters	HSG	Linda Sanders	Withdrawal of Supporting People Funding	High		-
Caring Matters	SSD	Linda Sanders	Funding shortfall against demand/need for placements (C&F, A)	High		September 2005
Caring Matters	SSD	Linda Sanders	Cost of placements being higher than budgeted for (external) - (C&F, A)	Low		-
Caring Matters	SSD	Hilary Jackson	Failure to achieve potential of local LIFT schemes (BS)	Low		September 2005
Caring Matters	SSD	Pauline Sharratt	Risk of not getting other agencies to contribute towards the cost of placements and service provision (C&F)	Low		September 2005
Caring Matters	SSD	Pauline Sharratt	Failure to ensure maximum profile of children's services with the Corporate Agenda (C&F)	Low		-
Caring Matters	HSG	Pat Merrick	Insufficient funds to run the programme effectively or to develop services as per the 5 year strategy	High		-
Environment Matters	DUE	Tim Glews	Not implementing the Contaminated Land Strategy effectively or in an acceptable time frame	High	BV216a, BV216b	September 2005

Council Plan Theme	Directorate	Risk Owner	Risk	* Net Risk Status	Related PI	Date of Last Corporate Board Review
Environment Matters	HSG	Linda Sanders	Failure to effectively manage budgets for grant aid assistance	Low	HSG PSH 022	September 2005
Environment Matters	HSG	Andrew Leigh	Failure to achieve decent homes standard by 2010	Medium	BVI84a, BVI84b, HSG PSH 002	September 2005
Regeneration Matters	DUE	John Millar	Failure to achieve appropriate allocations for Local Transportation Services	High	BV223, LPSA 8.1, DUE EM 003, DUE EM 004	September 2005
Regeneration Matters	DUE	John Millar	Implementation of Traffic Management Act 2004	Low		September 2005
Regeneration Matters	DUE	John Anderson	BCS fails to secure Brierley Hill as a Centre - Transportation	Low	DUE ER 014, DUE ER 015, DUE ER 016, DUE ER 017	September 2005
Regeneration Matters	DUE	John Woodall	Council Agenda is not engaged with WM LTP resulting in loss of funding opportunities	Low	LPSA8.1, BV223, DUE EM 003, DUE EM 004	September 2005
Regeneration Matters	L&P	John Polychronakis	Failure to deliver the disposal programme	High	L&P CES 018	September 2005
Safety Matters	DUE	Sally Orton	Failure to effectively manage waterways safety	High		September 2005
Safety Matters	HSG	Mike Morton	H&S legislation breached (including CDM).	Low		September 2005
Safety Matters	SSD	Pauline Sharratt	Risk of injury or not safeguarding children in the community.	NA		September 2005

Council Plan Theme	Directorate	Risk Owner	Risk	* Net Risk Status	Related PI	Date of Last Corporate Board Review
Safety Matters	SSD	Richard Carter	Failure to complete re-provision of Ridge Hill hospital (LD)	Low		September 2005
Quality Service Matters	CEX	Jayne Surman	Releasing confidential information to press by mistake	Low		-
Quality Service Matters	CEX	Margaret Gregory	Loss of data	High		-
Quality Service Matters	CS	John Freeman	Failure to manage long-term absences.	High		-
Quality Service Matters	CS	John Freeman	Uncertainty about budget provision year on year	High		-
Quality Service Matters	DUE	John Crowther	Lack of Revenue Resources being provided for capital schemes	Low		-
Quality Service Matters	FIN	Tony Maher	Fail to effectively implement Corporate Financial System Replacement	Medium		September 2005
Quality Service Matters	FIN	Mike N Williams	Implementation of new core systems and CATS at same time	High	LPSA 11	-
Quality Service Matters	FIN	Mike N Williams	Failure to raise bills correctly, or at all during the 2005/06 main billing period.	High	BV009, BV10	-
Quality Service Matters	HSG	Linda Sanders	Failure to deliver new IT developments	Low		September 2005
Quality Service Matters	HSG	Andrew Leigh	Qualified audits and inspections as a result of failing to maintain adequate records and documentation to support the business in keeping with auditors and statutory guidance	High		-

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

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

Section 8

Directorate Reporting

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

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

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

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

Quarterly Directorate Issues Report

Directorate: Chief Executive's	2005-06 Quarter 2
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1. KEY ISSUES FOR THE DIRECTORATE HAVING IMPLICATIONS FOR THE DELIVERY OF COUNCIL PLAN MILESTONES

Issue	Comment and Proposed Action
Quality Service Matters Improving access to council services	Part of the CATS delivery programme to provide service points across the borough has been delayed due to the supplier company going into liquidation. The original plan to provide kiosks is no longer feasible; therefore the new alternative is to provide free phone service points. The unforeseeable event has been successfully addressed; location points have been identified in schools, council buildings and community centres. Installation work programme is due to start in October and the plan is to have 68 lines operational by the end of December 2005.
Quality Service Matters Job Evaluation	The software for the NJC Job evaluation scheme has been purchased and the Steering Group are in the process of appointing an external consultant.

2. KEY ISSUES RELATING TO DIRECTORATE STRATEGIC PLANS

Issue	Comment and Proposed Action
Strategic Plan delivery	A half-year review of the delivery of milestones in the strategic plan has been completed. Achievement at this point is 70% of due milestones have been achieved against their planned date. Areas of focus have been identified and closer monitoring and recommendations for action are being put in place to ensure successful delivery.
Performance Management	The development and implementation of a new performance management framework has been completed and used for reporting in quarter 2, furthermore the framework has been fully integrated into the <i>PerformancePlus</i> Performance Management software system.

3. PERFORMANCE INDICATORS

(a) Quarterly Reported Key Performance Indicators

Performance Indicator	Comment and Proposed Action
Quality Service Matters BV 012 Days lost to sickness	All Directorate key performance indicators are on target. Performance is on target and there has been an improvement against the previous quarter. The corporate sickness analysis is attached
Quality Service Matters CEX DCP 001 Complaints acknowledged CEX DCP 002 Complaints full/interim response	This was a result of one complaint not achieving the response time. Current level 99.5%
Safety Matters CEX CS 001 Reduce crime by 5%	There has been an improvement in crime reduction compared with quarter 1 where we were 10% away from the target. We are now exceeding the year-to-date target by more than 10%.

(b) Other Directorate Performance Indicators – Reporting by Exception

Performance Indicator	Comment and Proposed Action
CEX CS 004 Reduce violent crime by 5% CEX CS 006 Reduce racially aggravated crimes	There has been an increase in violent crime this year, however even though performance improved in the second quarter we are still under achieving. There has been a steady increase in racially aggravated crime. Reported incidents have increased compared to the previous quarter. It is perceived that the London terrorist incidents on the 7 th July 2005 have contributed to this increase. *Both these measures are small elements that contribute towards the overall measure to reduce crime. These two elements of crime reflect the national trend. We will be working with our partners to investigate actions to improve the current situation.
CEX CU 001 Increase membership	The Castle & Crystal Credit Union has a target of 3000 members by June 2008 for the business to remain sustainable when the cessation of the current grant funding ends. The membership has not met its profiled target for the second quarter and we will closely monitor progress for the rest of year tracking any seasonal trends.

Performance Indicator	Comment and Proposed Action
CEX PER 006 BV 012 Shifts lost to sickness	This measure is our contributing element of BV 012. There has been a sudden dip in performance during quarter two, we have moved from 10% ahead of target in quarter one to below 10% target in quarter two. This was due to a combination of three employees on long term sickness and an increase in short term sickness. Areas of concern have been identified and will be closely monitored during the next quarter.

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

<p>Dudley Council Plus Part of the performance management framework, Dudley Council Plus will be reporting on six new local performance indicators for quarter 3, which will focus on customer satisfaction and efficiency. Since the launch of the new offices in Dudley town centre, there has been a steady rise in people contacting the council through the facilities provided. During the first quarter (April- June 2005) total contacts were 108,637, this has increased during quarter 2 (July- Sept 2005) to 113,894, an increase of 4.7%.</p> <p>Community Safety Overall crime during quarter one was slightly above the target, 3980 reported incidents against a target of 3894. This measure has eight different elements of crime, and in quarter two six of the eight elements reported improved performance reducing the total to 7745 against the target 7789 incidents. Although violent and racially aggravated crime had slightly increased, domestic burglary has reduced for the second consecutive quarter and this has resulted in a significant reduction of 40% against this elements target of a reduction of 5%.</p>

5. BUDGET MONITORING PERFORMANCE

	Approved Budget £'000	Forecast Outturn £'000	Variation £'000	Reasons for variation
Chief Executive, Personnel and Review	121	121	0	Dependent on budget transfers
Training	87	87	0	
Policy	6,165	6,165	0	
Neighbourhood Renewal Fund	-	-	-	
Marketing and Communications	341	341	0	
Elections	489	489	0	
Community Safety (incl CCTV)	678	678	0	
Customer Service Centres	892	1642	750	
Credit Union	51	51	0	
Neighbourhood Management	475	475	0	
Total	9,299	10,049	750	

Significant Issues:

The biggest pressure is due to implementation costs of the new Customer Access to Services facility. However, there are also other pressures resulting from additional staffing costs due to reduced staff turnover, the need to fund government initiatives such as CPA, and Council support for the Youth at Risk project. These will be met from existing resources.

Dudley MBC

Sickness Analysis April 2005 to September 2005

ALL EMPLOYEES	A	B	C	D
DIRECTORATE	FTE days of sickness since 1 April	FTE STAFF	Days lost per FTE member of staff	Sickness as a % of FTE days since 1 April
Chief Executive's	1276.63	210.5	6.06	5.46
Education	6790.71	1107.1	6.13	5.53
Finance	2424.26	551.28	4.40	3.96
Housing	5744.00	957.4	5.99	5.40
Law & Property	536.80	182.46	2.94	2.65
Social Services	12171.57	1677.82	7.25	6.54
Urban Environment	6662.88	1153.78	5.77	5.20
Total	35606.85	5840.34	6.09	5.49

Schools Total	15154.52	4321.33	3.51	3.54
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AUTHORITY TOTAL	50761.37	10161.67	4.99	4.71
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Sickness as a % of FTE days in 2004/5 = 5.23

To comply with the statutory indicator, calculations are based on FTEs of 198 working days per annum (16.50 per month) for school staff and 222 per annum (18.5 per month) for all others, thus excluding holidays and leave.

Column C = $\frac{\text{Column A}}{\text{Column B}}$

Column D = $\frac{\text{Column A}}{(\text{Number of months of report} \times \text{working days per month} \times \text{Column B}) \times 100}$

Quarterly Directorate Issues Report

Directorate: Children's Services	2005-06 Quarter 2
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1. KEY ISSUES FOR THE DIRECTORATE HAVING IMPLICATIONS FOR THE DELIVERY OF COUNCIL PLAN MILESTONES

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

2. KEY ISSUES RELATING TO DIRECTORATE STRATEGIC PLANS

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

3. PERFORMANCE INDICATORS

(a) Quarterly Reported Key Performance Indicators

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

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

(b) Other Directorate Performance Indicators – Reporting by Exception

Nothing to report this quarter.

4. SIGNIFICANT ACHIEVEMENTS/POINTS OF NOTE

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

5. BUDGET MONITORING PERFORMANCE

From: *Director of Education & Lifelong Learning*

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

REVENUE BUDGET 2005/06

POSITION AS AT: 30th September 2005

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

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

NOTES/DETAILS

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

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

SIGNED _____

Director of Education & Lifelong Learning

DATE _____

SIGNED _____

Cabinet Member for Education & Lifelong Learning

DATE _____

Quarterly Directorate Issues Report

Directorate: Urban Environment	2005-06 Quarter 2
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1. KEY ISSUES FOR THE DIRECTORATE HAVING IMPLICATIONS FOR THE DELIVERY OF COUNCIL PLAN MILESTONES

Issue	Comment and Proposed Action
Planning	<p>Recruitment and retention issues remain challenging, however since the previous quarter the vacancy level in Development Control has reduced to 2 from 4. The new posts required to contribute to implementing the Local Development Framework have been appointed.</p> <p>Dudley MBC is formally a Standards Authority in relation to performance on 2 out of 3 BVPI targets for determining applications. Quarter 4 of 04/05 and Quarter 1 of 05/06 show achievement of all 3 targets. This is primarily due to the implementation of an Improvement Plan, which includes increasing capacity by outsourcing work as necessary and a balanced approach to advising developers.</p> <p>Quarter 2 shows a reduced performance in relation to major applications, this is a result of finalising several strategic applications which have involved regeneration partners in legal agreements etc and have been ongoing for many months. This indicator will always be challenging in the context of regeneration projects.</p>
An Active Borough	<p>Extension of Options Plus Leisure Card scheme to incorporate additional categories has resulted in number of cardholders increasing by over 50%.</p> <p>Completion of new health and fitness suite at Halesowen Leisure Centre has resulted in an increase in memberships from 297 to 549.</p>
Better Parks	<p>Continued implementation of Liveability project. Public consultation events completed during the summer for Phase 2 site master plans. Geotechnical and topographical surveys and investigations have been completed on Phase 1 parks. Play area and MUGA completed on Grange Park and detailed design works for Buffery, Wordsley and Grange Parks in progress.</p>

Issue	Comment and Proposed Action
Leisure Centre Strategy	DDA investment package approved by Cabinet to improve access at Crystal, Dudley and Halesowen Leisure Centres.
Recycling	<p>The implementation of the kerbside recycling service is progressing in accordance with the programme. This now covers the whole borough area, with all street level premises able to recycle. Requests are still being received from residents who wish to participate in the scheme, further increasing the level of participation. The next phase of development will, in the coming months, introduce recycling facilities to serve flats not covered by the recycling collection service.</p> <p>Capital programme approval by Council is awaited on the purchase of 25,000 wheeled bins for the introduction of the first phase of regular collections of green waste.</p>
Tourism	The implementation of the Dudley Action Plan of the Black Country Visitor Economy is progressing as far as resources allow.
Castle Hill Development	The application for gap funding for the Castle Hill project was submitted to Advantage West Midlands in June 2005. Over the past quarter the full application has been refined to meet Advantage West Midlands latest requirements and is currently being scrutinised by them.
Sustainable Access Network Midland Metro extension from Wednesbury to Brierley Hill	Dudley MBC, following the Early Contractor Involvement route to delivering the BHSAN scheme for Brierley Hill, have appointed Mowlems as design and build contractor. This project aims to deal with traffic congestion in and around Brierley Hill, supporting the regeneration of Brierley Hill through the amalgamation of the old centre of Brierley Hill, Waterfront business park and Merry Hill shopping centre as a new regional centre. It is anticipated that following the satisfactory resolution of all outstanding statutory procedures full Government approval to the scheme will be sought in spring 2006.

Issue	Comment and Proposed Action
Local Enterprise Growth Initiative (LEGI)	<p>In August 2005 the Council was awarded £120,000 from ODPM to facilitate the development of a bid under the Local Enterprise Growth Initiative (LEGI). A steering group of cross directorate representatives and external partners was formed to discuss the potential of Dudley bid under Round 1 of the programme.</p> <p>Following advice from Inspira Consulting, who are currently working with the LSP on developing the Local Area Agreement (LAA), the steering group agreed to defer the submission of a LEGI bid until Round 2. This will enable a good evidence base to be established and a robust bid to be developed.</p>
Dudley Town Centre - Priory Street Acquisitions	<p>A full application for funding was submitted to AWM to acquire 3 properties in Priory Street/Wolverhampton Street.</p> <p>We are seeking funding to complete an extended Development Brief for the area between Priory Street/Stone Square and High Street.</p>
Brierley Hill Regeneration	<p>An outline application for £6.2 million was submitted to AWM to assist in reclaiming brownfield land to enable the development of offices and the Local Investment Finance Trust (LIFT).</p>

2. KEY ISSUES RELATING TO DIRECTORATE STRATEGIC PLANS

Issue	Comment and Proposed Action
Making the Difference Improvement Themes	<p>Following the 2004 Making The Difference Assessment, five detailed improvement plans have been produced that are now being implemented throughout the Directorate.</p> <p>The plans address the following key areas:</p> <ul style="list-style-type: none"> • Communications • Customer Engagement and Consultation • Human Resource Strategy • Leadership and Management Behaviour • Strategic Planning and Performance Management.

3. PERFORMANCE INDICATORS

(a) Quarterly Reported Key Performance Indicators

Performance Indicator	Comment and Proposed Action
BV082ai + BV082bi Combined % of waste recycled and composted	Q2 performance is 0.25% under target. Recycling Service has been extended across the Borough and recycled waste collected will increase once all boxes have been delivered to interested citizens. Now 3 collections of Green Waste from households throughout the year.
BV091b % of population served by kerbside recycling	Q2 performance is 25.71% above target. Service offered to residents with street level premises.
BV170c Number of pupils visiting museums/galleries in organised school groups (per 1000 of population)	Q2 performance is 132.81% above target. Marketing and targeting service better than ever. High profile projects are pulling in the visitors.
BV200a Submission of Local Development Scheme by Planning Authority by 28 th March 2005. (yes/no)	Q1 performance was positive, no further performance reports are due for the remainder of this year.
BV218a % of abandoned vehicles investigated within 24 hours	Both Q1 and Q2 performance for this indicator have been on target at 100%
BV223 % of road network where structural maintenance should be considered	Performance for this indicator is only reported at year-end.
DUE CC 003(b) Number of school children taking part in out of school activities (Sportslink After School)	Q2 performance is 17.32% above target. 1998 children took part in after school activities, this represents 20.6% of all school children.
DUE CC 013 Number of Parks that have been improved	Both Q1 and Q2 performance for this indicator have been on target. 2 parks have been improved. These improvements mark the start of a rolling programme of improvements to parks.

Performance Indicator	Comment and Proposed Action
DUE EM 003 % of damaged roads made safe within 24 hours.	Q2 performance is 0.52% above target.
DUE EM 006 % of all street lighting faults attended within 5 days	Q2 performance is 7.99% above target. Improved practices formed Street Care Xpress.
PSA 09(i) Average time (days) taken to remove fly-tipping	Q2 performance is 54.00% above target. Excellent performance is due to improved working practices and use of mobile phones for pro-active responses.
PSA 10(i) Number of workless people from disadvantaged groups within 9 targeted wards starting a job.	Q2 performance is 4.37% above target. We are on track to achieve both the overall and LPSA stretch target which is 76 specific clients in total.

(b) Other Directorate Performance Indicators – Reporting by Exception

Performance Indicator	Comment and Proposed Action
BV082ci & BV082cii % and tonnage of waste used to recover heat, power and other energy sources	Performance has been below target for 2 consecutive quarters. Incinerator plant was out of action for 3 weeks which reduced throughput and increased landfill as identified in BV082di below. In actual tonnage terms, the waste to energy plant consistently performs to its optimum capacity, with a high level of availability.
BV082di % of waste that has been landfilled	Performance has been below target for 2 consecutive quarters although performance has shown improvement this quarter. Incinerator plant was out of action for 3 weeks which reduced production and increased landfill. There is also a seasonal variation due to the Civic Amenity site being busier during the first 2 quarters of the year, hence a greater proportion of the total arisings goes to landfill.
BV084a Number of Kilograms of waste collected per head of population	Performance has been below target for 2 consecutive quarters although performance has shown improvement this quarter. Seasonal increase in collections at Civic Amenity sites.

Performance Indicator	Comment and Proposed Action
BV100 Number of days of temporary traffic controls on traffic sensitive roads	Performance has been below target for 2 consecutive quarters. Dangerous occurrence in Moor Street, Brierley Hill with private contractor meant we had temporary traffic lights in place for 12 days.
BV109a % of major planning applications determined within 13 weeks	Q2 performance has fallen 33.33% below target. 8 out of 20 applications were dealt with on target. The remaining 12 involved very long term applications that have now been finalised. Several sensitive and contentious applications were finalised this quarter that required extensive consultation.
BV205 % score against Quality of Planning Services checklist	Performance has been below target for 2 consecutive quarters. Score will not improve until we go live with Planning On-Line and improve Pendelton criteria at year-end.
BV218a % of abandoned vehicles investigated within 24 hours of notification	Performance has been below target for 2 consecutive quarters. This has been noted and will continue to be monitored.
DUE DEP 002 % of Environmental Protection authorised process inspections to low risk premises.	Performance has been below target for 2 consecutive quarters. These inspections are low priority within the team, however, we have improved performance this quarter.
DUE DEP 003 % of Trading Standards food inspections – high risk	Performance has been below target for 2 consecutive quarters. A high reactive and litigation workload remains within the team.
DUE DEP 004 % of Trading Standards food inspections – low risk	Performance has been below target for 2 consecutive quarters. As with high risk – a high reactive and litigation workload remains within the team.
PSA 09(ii) Combined % of sites with litter and detritus that falls below Grade A	Performance has been below target for 2 consecutive quarters. Additional full time mechanical sweeper is being shared between Halesowen, Stourbridge and Brierley Hill as from first week in September. Although performance remains below target it has shown a 20% improvement since Quarter 1.

4. SIGNIFICANT ACHIEVEMENTS/POINTS OF NOTE

- **Townscape Heritage Initiative Bid Successful** – The Heritage Lottery Fund have awarded £25,000 development grant and have agreed in principle to offer a grant of £1,955,000 towards the common fund for Dudley Town centre Conservation Area.
- **Food Standards Agency bid Successful** – £19,000 granted to enable 72 small food businesses to receive free training, support and on-site assistance in complying with new food hygiene regulations from January 2006.
- **Finalist in the Information Management Awards** – An entry under the category 'intranet' (called the DUE Information Gateway Project) involving the development of DUE's Intranet and P@NIC has reached the finals of the European Information Management Awards 2005.
- **Managers in Street Lighting and Street Cleansing nominated and certified approved validators by the Association of Public Service Excellence.** Also as mentors and coaches to other Authorities across the country.
- **Identified Street Cleansing as one of the overall best performers in validation checks with APSE Performance Networks.** Best performer will be identified after final on-site validation during November.
- **Nominated as finalists in APSE Performance Networks Award for Street Cleansing** - subject to satisfactory validation the achievement will be published in the Street Cleansing Summary Report in March 2006.
- **Future Skills Dudley – Adult Learning Inspection (ALI) Success**

Future Skills Dudley (FSD) underwent its Adult Learning Inspection during August 2005 and achieved the following results / grades:

Area of Inspection	Grades Awarded
Leadership & Management (including Quality Assurance and Equality & Diversity for which contributory Grade 2's were awarded)	1
Leadership & Management Contributory Grade Equality of Opportunity	2
Leadership & Management Contributory Grade Quality Improvement	2
Transportation New Deal 25+ and Work based Learning for Adults (WBLA)	2
Preparation for Life & Work: WBLA Short Intensive Basic Skills (SIBS) & New Deal ETF	2

Grade 1 = outstanding, Grade 2 = good, Grade 3 = satisfactory, Grade 4 = inadequate.

The inspection team of 3 inspectors and for a time an ALI Director, Inspected FSD throughout a 4 day period, looking at all aspects of their Jobcentre Plus provision. The inspection scope included a selection of around 100 full time participants, around 30 staff and visits to facilities and partners.

We achieved excellent results for Dudley MBC and to put this achievement into perspective, only one other provider scored grade 1 in Leadership and Management this year and only five in total since June 2002.

We now feature amongst the BEST of the BEST in England and Wales and will appear within the Chief Inspectors annual report amongst the best in the land.

The full inspection report can be viewed on the ALI website; www.ali.gov.uk

▪ **Heart of England in Excellence (Regional Tourism Awards)**

Annette Eardley, an administrator at the Red House Glass Cone in High Street, Wordsley, was presented with the Bronze Customer Service Award at the 'Oscars' of the tourism industry on the 6th October at Worcester Cathedral. .

Short listed from 6 finalists, Annette received a glass trophy and a certificate presented by Kay Alexander of BBC Midlands Today and Heart of England Tourism Chairman, Sir William Lawrence OBE at the gala dinner.

This is the first time that a Dudley attraction has won an award at the Tourism awards, and hopefully the first of many more.

- **2005 Community Pride Awards a Success** - Community Pride is a partnership project between Dudley MBC and the Environment Agency that aims to recognise and reward those groups who seek to improve the quality of their local environment for the benefit of the community. This year also saw the launch of Junior Community Pride, specifically for school environmental projects. The 2005 winners are as follows:

Community Pride 2005

- 1st Prize – Wrens Nest Wardens, Lower Gornal SEC, BTCV and Dudley College for the hedgerow laying project at Wrens Nest Nature Reserve
- 2nd Prize – Sure Start Kates Hill and Sledmere for 'Little Acorns Gardening Project'
- 3rd Prize – Friends of Wordsley Park for 'Making our Park a Better Place, King George V playing field'.

Junior Community Pride 2005

- 1st Prize – Kates Hill Primary School for their 'Coming Alive' gardening project
- 2nd Prize – Caslon Primary School for the 'Caslon Green Team' project
- 3rd Prize – Belle Vue Primary School for their 'Grounds Force' project

5. BUDGET MONITORING PERFORMANCE

	Approved Budget £'000	Forecast Outturn £'000	Variation £'000	Reasons for variation
<u>TRANSPORTATION</u>				
Street Care	17,871	17,871	0	
Traffic & Road Safety	2,408	2,408	0	
Engineering	491	491	0	
	20,770	20,770	0	
<u>ENVIRONMENT</u>				
Waste Care	12,540	12,540	0	
Public Protection	2,708	2,708	0	
	15,248	15,248	0	
<u>LEISURE</u>				
Sport & Recreation	3,394	3,394	0	
Arts, Heritage & Parks	5,797	5,797	0	
Bereavement Services	(419)	(419)	0	
Himley & Events	531	531	0	
	9,303	9,303	0	
<u>ECONOMIC REGENERATION</u>				
Development Services	821	821	0	
Urban Policy	751	751	0	
Design & Projects	1,342	1,342	0	
Resources & Partnerships	542	542	0	
Future Skills Dudley	0	0	0	
	3,456	3,456	0	
Total	48,777	48,777	0	

Significant Issues:

There are growing pressures on meeting income levels in leisure centres, higher than anticipated utility charges and Green Book issues. This can be absorbed from within existing resource through a combination of:

- Continued management action to mitigate the position at leisure centres
- Salary savings caused by vacancies
- General underspends across the directorate

Other financial pressures which might affect the final forecast outturn position:

- Waste Disposal tonnages and contract negotiations

Quarterly Directorate Issues Report

Directorate: Finance, ICT and Procurement	2005-06 Quarter 2
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1. KEY ISSUES FOR THE DIRECTORATE HAVING IMPLICATIONS FOR THE DELIVERY OF COUNCIL PLAN MILESTONES

Issue	Comment and Proposed Action
Use of Resources issues: <ul style="list-style-type: none"> • Medium term budget strategy and funding review; • Procurement Strategy • Risk Management Strategy 	All objectives are being progressed and are on target.
Replacing core systems	
Developing information management and security capabilities	
Delivering ODPM Priority Outcomes	

2. KEY ISSUES RELATING TO DIRECTORATE STRATEGIC PLANS

Issue	Comment and Proposed Action
As above	All objectives are being progressed and are on target.

3. PERFORMANCE INDICATORS

(a) Quarterly Reported Key Performance Indicators

Performance Indicator	Comment and Proposed Action
BV008 % of invoices paid in 30 days	96.91% (target 100%). Corporate result - the performance of some directorates in processing invoices needs to improve
BV009 Proportion of council tax collected	58.1% - on target to achieve 97.0% by year end
BV 010 Proportion of business rates collected	57.5% - on target to achieve 97.5% by year end
BV 078 Speed of processing a) Average time for processing new claims b) Average time for processing notifications of changes in circumstances	21.6 days (target 50 days) 11.29 days (target 35 days) For both the above indicators, the target has been set to reflect the impact of bedding in the new SX3 system
FIN ICT 001 (local PI) Average ICT system availability over the period	99.8% (target 99.5%)

(b) Other Directorate Performance Indicators – Reporting by Exception

No issues to report this quarter.

4. SIGNIFICANT ACHIEVEMENTS/POINTS OF NOTE

- **Benefit Services are expected to score 4/4 in the CPA review carried out last summer**
- **Financial Services have achieved the Investor in Excellence standard following an external EFQM review by Midlands Excellence**
- **ICT Services have been assessed and have been recommended for the Charter Mark standard.**

5. BUDGET MONITORING PERFORMANCE

	Approved Budget £'000	Forecast Outturn £'000	Variation £'000	Reasons for variation
<u>Divisional Budgets</u>				
Benefits	1,618	1,618	-	
Revenues & Local Tax Collection	1,612	1,612	-	
External Audit Fee	393	393	-	
Other Divisional net spending	(58)	(58)	-	
	3,565	3,565		
<u>Other Budgets</u>				
General Grants, Bequests & Donations	268	268	-	
Citizens Advice Bureau	327	327	-	
Precepts & Levies	14,971	14,971	-	
Contribution to IT Strategy and Insurance	438	438	-	
Zoo Support	250	250	-	
Net Interest on Treasury Activities	(13,159)	(14,159)	(1,000)	Favourable market conditions
Total	6,660	5,660	(1,000)	

Significant Issues:

- Risk of additional costs and reduced Summons cost income arising from implementation of new systems.
- Budget pressures caused by lack of staff turnover are being managed from within existing resources.
- Interest generated on Treasury Activities has been favourable for the first half of the year and is forecast to remain so.

Quarterly Directorate Issues Report

Directorate: Housing (Adult, Community and Housing Services)	2005-06 Quarter 2
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1. KEY ISSUES FOR THE DIRECTORATE HAVING IMPLICATIONS FOR THE DELIVERY OF COUNCIL PLAN MILESTONES

Issue	Comment and Proposed Action
To ensure all homes in Council's Housing Stock meet Decent Homes Standard by 2010 (Council Plan Ref EM/DH1a and b)	Well in progress to achieve the key milestones for all homes to meet the decent homes standard by 2010.
Promote the safety of vulnerable older people by ensuring that they can summon help in an emergency and also have access to other assistive technologies to the individuals needs (Council Plan Ref SM/SP1b)	Significant work undertaken to attract government allocation for assistive technologies for older people, together with a joint social care and housing strategy group formed to develop options for future service development.
Support the Council's aims to provide training and job opportunity schemes for local people (Council Plan Ref RM/LJ2a and b)	Further development of housing modern apprenticeship programme for building construction employees with excellent response to recruitment drive to include housing "women into construction" scheme. Also gained 'Employer of the Year' award for outstanding contribution to training and workforce development – BEST Project.
Develop a range of initiatives to help prevent people from becoming homeless (Council Plan Ref CM/H1d)	Completion of a pilot of "home visiting" service to support applicants expressing concern about potential homelessness. Decision to roll out will be dependent on 2006/07 funding allocations.

2. KEY ISSUES RELATING TO DIRECTORATE STRATEGIC PLANS

Issue	Comment and Proposed Action
Housing Services – Strategic and Improvement Plan 2005/08	The Strategic and Improvement Plan contains 199 improvement targets. Of the total number of targets, analysis to quarter two shows that 130 (66%) are either progressing well or have been completed. 54 (27%) of the targets are due to commence, with 15 (7%) requiring careful progress monitoring. There are no targets falling behind schedule.

3. PERFORMANCE INDICATORS

(a) Quarterly Reported Key Performance Indicators

Performance Indicator	Performance Result to Quarter Two	Comment and Proposed Action
BVPI 64: Private Sector made fit or demolished	24	Heading off target attributed to seasonal nature of private housing activity. Improved levels of activity expected in quarters three and four to achieve year end target.
BVPI 66a: Proportion of rent collected	96.08%	Performance marginally down on same position last year due to reduced level of Housing Benefit income. HB system now upgraded and backlog to be completed by Dec 05 / Jan 06.
BVPI 164: CRE Code of Practice for rented housing	Yes	Continue to comply with the code.
BVPI 183 a and b: Length of stay in B&B and Hostel Accommodation	a: 0 weeks b: 9 weeks	Performance on hostel accommodation heading off target. Procedures under review to bring performance back on target in second half of year.
BVPI 184 a and b: LA homes non-decent and percentage change in the proportion of non-decent homes	a: 28.0% b: 7.3%	Anticipated to achieve the decent homes standard by 2010.
Local Indicator (Was BVPI 185): Appointments made and kept for responsive repairs	97%	Performance currently exceeds target.

Performance Indicator	Performance Result to Quarter Two	Comment and Proposed Action
Public Service Agreement 7 (Private Sector Housing Decent Homes): Vulnerable Households – proportion who live in homes that are in decent condition	60%	Further 5% (380 dwellings) required to be made decent by April 2007 (PSA target of 65%).

(b) Other Directorate Performance Indicators – Reporting by Exception

Performance Indicator	Comment and Proposed Action
	A real time monitoring framework has been established enabling accountable service managers direct access to monitor and comment on their respective basket of performance measures and risks. There are currently no exceptions requiring Directorate Management Team intervention.

4. SIGNIFICANT ACHIEVEMENTS/POINTS OF NOTE

Housing Services – Business Services Charter Mark

The Business Services division of Housing Services has been awarded Charter Mark status after a successful documentary and on-site assessment during September and October. Charter Mark is the government's recognition of excellence in customer service. All team managers across the division were actively involved in co-ordinating an application that sought to provide evidence of ways in which Business Services supports and facilitates the activities of the rest of the directorate. It is also hoped that the application process helped managers identify strengths in service delivery and will enable them to build upon areas of excellence.

Housing Award

Dudley Council has been praised as 'Employer of the Year' for its outstanding contribution to workforce development within the construction industry. Housing's Building Services have been recognised for their apprenticeship programme and for the work they carry out in the community to encourage a diverse workforce.

Employee Survey 2005

Housing Services employee survey results have demonstrated marked improvements in a number of areas when compared to both the Directorate's results in 2003 and the Council's average figures:

- The Directorate's average improvement is 13.2%, compared to an 8.2% increase council-wide to the 2003 survey. There is only one question in which there is a Directorate negative trend of -1.5%.
- The Directorate's response rate to the survey was 32% and is above the Council average.
- A significant number of Housing Services responses to questions are now above the Council average (70.8% of all questions) with the remaining being no more than on average 3.1% below the Council average.
- Areas of significant improvement, compared to the Council average or high positive responses include those questions around training and PRDs, personal goals and aims, communication of council plan and performance, directorate communication, managing change, taking a leading role in the community, and working in partnership.

5. BUDGET MONITORING PERFORMANCE

Housing Revenue Account 2005/6

	ORIGINAL BUDGET £'000	REVISED BUDGET £'000	PROJECTED £'000	VARIANCE £'000
<u>Income</u>				
Dwelling rents	(63,474)	(64,640)	(64,775)	(135)
Voids	1,269	1,196	1,198	2
Other Income	(895)	(868)	(868)	0
Supporting People Income	(1,753)	(1,716)	(1,695)	21
Total income	(64,853)	(66,028)	(66,140)	(112)
Expenditure				
Contribution to Housing Repairs Account	22,849	22,849	22,849	0
Supervision and management	13,982	13,917	13,864	-53
Rents, rates, taxes and other charges	2,026	2,016	2,016	0
Negative Housing Revenue Account subsidy	8,980	9,001	9,181	180
Item 10 Subsidy Direction	0	225	225	0
Increased provision for bad or doubtful debts	426	443	443	0
Cost of capital charge	28,239	28,324	28,324	0
Depreciation and impairments of fixed assets	13,623	13,623	13,623	0
Debt management costs	97	97	97	0
Total expenditure	90,222	90,495	90,622	127
Net cost of services	25,369	24,467	24,482	15
Net HRA income or expenditure on the asset management revenue account	(25,291)	(25,387)	(25,493)	(106)
Amortised premiums and discounts	196	196	196	0
HRA investment income (including mortgage interest)	(135)	(445)	(460)	(15)
Net operating expenditure	139	(1,169)	(1,274)	(105)
Revenue contribution to capital	1,389	1,918	1,981	63
Transfer to/from Major Repairs Reserve	(37)	(37)	(37)	0
Total: surplus or deficit for the year	1,491	712	670	(42)
Balance brought forward	(2,844)	(2,844)	(2,844)	0
Balance carried forward	(1,353)	(2,132)	(2,174)	(42)

Housing General fund 2005/06

Projected outturn for the year ended 31 March 2006

- as at 30th September 2005

Service Area	Original Budget *	Revised Budget	Projected outturn	Projected Variance
		£	£	£
Housing Strategy	75,000	75,000	75,000	0
Registered Social Landlords	70,000	70,000	70,000	0
Recharge to Control Orders	50,000	50,000	50,000	0
Recharge to Closing Orders	50,000	50,000	50,000	0
Private Sector Housing General	593,000	710,900	704,915	(5,985)
Administration of Renovation Grants	(260,700)	(300,700)	(323,040)	(22,340)
Housing Standards	150,000	150,000	150,000	0
Noise Pollution	4,000	4,000	4,000	0
Capital Charges & General Grants	1,403,700	1,403,700	1,403,700	0
Housing Advice / Homelessness	209,400	249,400	252,079	2,679
Lye Homelessness Centre	0	0	86,103	86,103
Slum Clearance	15,000	15,000	15,000	0
Oak Lane Gypsy Caravan Site	(37,800)	(37,800)	(46,724)	(8,924)
Itinerant Control	7,400	7,400	7,400	0
Services to Elderly People	21,400	21,400	21,400	0
Asylum Seekers	(111,900)	(154,800)	(151,826)	2,974
Supporting People Administration	2,300	2,300	32,622	30,322
Supporting People VIP	0	0	(3,753)	(3,753)
Contributions to HRA	297,200	297,200	297,200	0
Options Appraisal	75,000	0	(0)	(0)
Sub total	2,613,000	2,613,000	2,694,077	81,077
Transfer to/from Reserves	0	0	(81,077)	(81,077)
Net surplus (-) / deficit (+)	2,613,000	2,613,000	2,613,000	(0)

Reserves	B/fwd	Spent / Committed / Reallocated	C/fwd
Lye Homelessness	(63,000)	63,000	0
Homelessness	(10,000)	10,000	0
Supporting People Administration	(50,000)	30,322	(19,678)
Private Sector Stock Condition Survey **		(22,245)	(22,245)
Total	0	(123,000)	81,077
			(41,923)

Quarterly Directorate Issues Report

Directorate: Law & Property	2005-06 Quarter 2
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1. KEY ISSUES FOR THE DIRECTORATE HAVING STRATEGIC IMPLICATIONS FOR THE COUNCIL

Issue	Comment and Proposed Action		
QS/RCS1a* - Increase opening hours at Stourbridge Register Office to 8am to 8pm on Tuesdays.	★ - Achieved on target.		
Births	Choice	Before	After
	Office	96%	★ 100%
	Day	83%	★ 90%
	Time	85%	★ 98%
Deaths	Office	93%	★ 93%
	Day	74%	★ 97%
	Time	70%	★ 93%
Notices	Office	82%	★ 100%
	Day	79%	★ 100%
	Time	82%	★ 100%
QS/RCS1b* - Increase opening hours at Dudley Register Office to 8am to 8pm on Thursdays.	See below:		
Births	Choice	Before	After
	Office	100%	★ 100%
	Day	100%	★ 100%
	Time	96%	★ 100%
Deaths	Office	100%	★ 100%
	Day	97%	★ 100%
	Time	100%	★ 100%
Notices	Office	100%	★ 100%
	Day	100%	▲ 88%
	Time	100%	▲ 88%
	Only 8 responses received and of those only 1 was dissatisfied		
QS/RCS2a* - Provision of civil celebrant at funerals when requested as an alternative to a religious celebrant.	<ul style="list-style-type: none"> ● Celebrant provided for 2 Civil Funerals. ★ 2 Requests for information by customers wishing to include this as a requirement in their will. 		

Issue	Comment and Proposed Action
QS/ED3a – Implement the action contained within the Council’s Disability Access Strategy	<p>★ Implementation of the Disability Access Strategy is monitored by the Equality & Diversity Advisory Group. At its meeting dated 22/07/05, the group expressed its general satisfaction with the strategy’s implementation, but asked for some elements of its action plan to be expanded and responsibilities allocated.</p>

2. KEY ISSUES RELATING TO DIRECTORATE STRATEGIC PLANS

Issue	Comment and Proposed Action
Implementing recommendations for Commercial Property Portfolio and tackling backlog of rent reviews and lease renewals	<p>Surveyors posts advertised in April & July and no suitable applicants. Posts re-advertised week commencing 12th September 2005. Prices obtained from the surveyors practice who did the commercial review cost prohibitive, so prices being sought from other external companies. This option will be investigated if no appointments made following September advert.</p>
Implement Workflow Management Software	<p>Delayed due to staffing vacancies (above) and reprioritisation of work.</p>
DPC to visit every school by 31 May re new Repair & Maintenance Partnership.	<p>Now due to be completed by 31st October.</p>

3. PERFORMANCE INDICATORS

(a) Quarterly Reported Key Performance Indicators

Performance Indicator	Comment and Proposed Action
D1. Legally complete 100% of the deals to deliver the disposal programme	<p>● 50%</p> <p>Target for year = £1,389,000 Achieved at end of quarter 2 = £691,000</p>
J4. 100% Local Land Charges completed in 6 day target (national target 10 days)	<p>★ 100% for 1726 searches</p>
H1. The number of Anti-Social Behaviour Orders (ASBOs) issued	<p>★ 11</p>

(b) Other Directorate Performance Indicators – Reporting by Exception

Performance Indicator	Comment and Proposed Action
<p>F3. External Customers rating their overall satisfaction with Divisional Services as satisfied/very satisfied.</p> <p>Market Traders:</p>	<p>▲ 73% Very Satisfied/Satisfied, Dissatisfied 18%, Very Dissatisfied 9%</p> <p>Target set at 100% Very Satisfied/Satisfied based on previous year when that was achieved. However that was based on a survey with only a 19% response rate. This survey had a 95% response rate.</p>

Performance Indicator	Comment and Proposed Action
<p>N1.% of managers and staff feel they are positively encouraged to make suggestions for improvement. (Q70) similar</p> <p>Corporate Directorate CES – 88% DPC – 88% LDS – 75%</p>	<p>66% 80% ▲ 78% ● 80% ★ 88%</p>
<p>N2. 75% of managers and staff believe there are effective systems in place to share learning and good practice. (Q77)</p> <p>Corporate Directorate CES – 75% DPC – 75% LDS – 75%</p>	<p>54% 66% ▲ 67% ▲ 69% ▲ 56%</p>
<p>01. % of Staff feel the Directorate has managed improvement activity well in the last 12 months. (Q57)</p> <p>Corporate Directorate CES DPC LDS</p>	<p>62% 67% 78% 63% 69%</p>

4. SIGNIFICANT ACHIEVEMENTS/POINTS OF NOTE

CES: Good publicity for introduction of Nationality Checking service on behalf of Home Office.

5. BUDGET MONITORING PERFORMANCE

ORIGINAL BUDGET	LATEST APPROVED BUDGET		FORECAST OUTTURN	FORECAST VARIANCE
	(IF DIFFERENT)			
	£K	£K	£K	£K
Repairs, maintenance and safety	0	0	0	0
<u>Legal and Property Services:</u>				
Departmental management	0	0	19	19
<u>Legal & Democratic services:</u>				
Legal Services	0	0	79	79
Licensing	2	2	(71)	(73)
Democratic Services	1234	1234	1237	3
<u>Property Services:</u>				
Corporate Estates	1045	1045	1002	(43)
Local land charges	(441)	(441)	(196)	245
Dudley market	(152)	(152)	(118)	34
<u>Other Central Costs</u>	1,026	1,026	1,026	0
Funded by Reserves	0	0	(264)	(264)
GRAND TOTAL LEGAL & PROPERTY	2714	2714	2714	0

Significant Issues:

The main areas for concern are:

- The reduction in land charges income is the result in the downturn in the housing market & the increase in personal searches for which only a statutory fee is charged. Currently personal searches are now 50% of searches & this change has been highlighted as a budget pressure for 2006/7.
- The licence fee income has increased but some of this income needs to be "set aside" to cover future years expenses.
- The Market income target is based upon 100% occupancy for 6 days a week for 50 weeks of the year. Average occupancy for April to September 2005 is 74% and this considered to be the best trading period other than December. It seems unlikely that the fees will be able to be increased for 2006/7 without an adverse impact on occupancy. January to March occupancy is always lower than the rest of the year, financial incentives are to be offered to traders for these months. The incentives will be actively promoted in order to try and attract new traders as well as existing ones
- Whilst the figures above are calculated prudently, if necessary the variances will be funded from reserves if this position continues but it will use all the existing reserves

Quarterly Directorate Issues Report

Directorate: Social Services Adult, Community and Housing Services	2005-06 Quarter 2
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1. KEY ISSUES FOR THE DIRECTORATE HAVING IMPLICATIONS FOR THE DELIVERY OF COUNCIL PLAN MILESTONES

Issue	Comment and Proposed Action
Remodelling of Council Services to meet changed legislative requirements	<p>Creation of New Directorate of Adult, Community and Housing Services. Cabinet Agreement has been given for the inclusion of an Adult learning, Libraries and information Division with effect next year as part of the new Directorate Adult, community and Housing Services. A project reviewing business services requirements for the new Directorates.</p>
Adults Mental Health re-design and Integration	<p>Integration of Mental Health Services with PCT took place on 1st April '05 and is progressing well.</p> <p>However, to encourage greater local accountability and choice for service users a new structure was introduced consisting of 4 Capable Care Forums (1 in each Mental Health speciality), overseen by the Modernisation Board.</p>

2. KEY ISSUES RELATING TO DIRECTORATE STRATEGIC PLANS

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

3. PERFORMANCE INDICATORS

(a) Quarterly Reported Key Performance Indicators

Performance Indicator	Comment and Proposed Action
BVPI 49 (PAF A1) Stability of placement of children looked after	Figures for quarter 2 show that continued good performance is being maintained at the top banding for this indicator.
BVPI 50 (PAF A2) Educational qualifications of children looked after	Quarter 2 figure shows the actual number of children who fall into the 2005/06 cohort so far this year and whether they have at least 1 GCSE at grade A*-G or a GNVQ. Performance at the mid year position suggests that Dudley is maintaining its 4 blob banding.
BVPI 54 (PAF C32) Older people helped to live at home	<ul style="list-style-type: none"> ◆ Good performance is generally high. ◆ The mid year 2004 population 65+ years is taken as 52502 for the purpose of target setting. ◆ The targets are set to achieve and maintain a 3● performance banding and for 2005/06 would result in 4305 older people helped to live at home as at 31 March. ◆ The figure as at 30th September 2005 totals 4087 older people. If all things remain equal and the authority continue to maintain this number, this would result in an indicator value of 78 projected to the end of the year, providing a 2● rating.
BVPI 56 (PAF D54) Percentage of items of equipment and adaptations delivered within 7 days	<ul style="list-style-type: none"> ◆ Good performance is generally high. ◆ The targets are set to achieve and maintain a 4● performance rating. ◆ The main source of information for this PI is the IT systems at CES ◆ The figure for quarter 2 currently stands at 80% items of equipment and adaptations delivered within 7 days, providing a 5● rating ◆ Using the old definition, the figure equates to 91% delivered within 3 weeks. ◆ This is a key threshold for 2005/06 and will be significant to the overall star rating of the SSD.
BVPI 161 (PAF A4) Employment, education and training for care leavers	The figure for Quarter 2 shows a significant improvement in the indicator. Of the 28 young people in the cohort 2005-06, 16 fell into the first half of the year and 9 were engaged in education, training or employment. Currently 90% of all 19 year olds are in education, training or employment within the region.

Performance Indicator	Comment and Proposed Action
BVPI 162 (PAF C20) Reviews of child protection cases	Dudley has achieved the target 100% of child protection reviews within timescale. This is excellent improvement on performance and reflects the impact of the improvement plan introduced in 2004.
BVPI 163 (PAF C23) Adoptions of looked after children	<ul style="list-style-type: none"> ◆ Quarter 2 is an actual as at figure, taken from information recorded on Swift. We have been made aware however, that a further 6 adoption orders have been granted but not yet recorded on Swift. This would give us a figure of 2.5%.
BVPI 195 (PAF D55) Acceptable waiting time for assessment	<ul style="list-style-type: none"> ◆ Good performance is generally high. ◆ This is a key threshold PI and will be significant to the overall star rating of the SSD. ◆ The figure for quarter 2 totals 2274 of new clients starting an assessment within 2 days and/or completing an assessment within 4 weeks. If all things remain equal and the authority continues to maintain this number this would result in an average of 79% projected to the end of the year, providing a 4• rating.
BVPI 196 (PAF D56) Acceptable waiting time for packages of care	<ul style="list-style-type: none"> ◆ Good performance is generally high. ◆ This is a key threshold (formerly key PI) for 2005/06 and will be significant to the overall star rating of the SSD. ◆ Figures prior to 2003/04 are based on the old definition. ◆ The figure for quarter 2 totals 1015 from a total of 1071 new clients completing an assessment and starting a service within 4 weeks. If all things remain equal and the authority continues to maintain this number this would result in an indicator value of 95% projected to the end of the year providing a 5• rating.

Performance Indicator	Comment and Proposed Action
PAF C51 Adults receiving direct payments	<ul style="list-style-type: none"> ◆ The mid year 2004 population 18+ years is taken as 237065 for the purpose of target setting. ◆ The targets are set to incrementally increase the number of clients receiving direct care payments. ◆ The figure as at 30th September 2005 totals 89 clients. If all things remain equal and the authority continue to maintain this number this would result in an indicator value of 38 projected to the end of the year, providing a 3• rating. ◆ This indicator is age standardised and therefore a projected number of clients for each age group will have to be achieved to reach the 2005/06 target of 102. ◆ This is a key threshold for 2005/06 and will be significant to the overall star rating of the SSD.

(b) Other Directorate Performance Indicators – Reporting by Exception

Performance Indicator	Comment and Proposed Action
	Exception indicators are reported in 3a above

4. SIGNIFICANT ACHIEVEMENTS/POINTS OF NOTE

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

5. Budget Monitoring Performance

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

Significant Issues:

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

Following guidance from the Ombudsman relating to charges for clients under Sect 117 of the mental Health Act 1983, we are required to repay prior year charges. This will result in a net shortfall in resources of around £0.25m*