

councilplan 2010

because local people matter
and best value performance plan 2007



Dudley
Metropolitan Borough Council

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Welcome to the council plan 2010. All of us share the vision that local people matter and are committed to serving the people of Dudley borough fairly and efficiently so we can improve the quality of life for all our residents.

The council plan is our opportunity to share with one another how we plan to go about making the borough a great place to live and work. It shows how directorates will work together and with partners to build stronger communities. It also highlights some ambitious targets we have set ourselves that aim to make a positive difference to people's lives.

This new council plan is set against tremendous news from the Audit Commission. Their recent independent assessment told us what we already knew, that we are amongst the top performing local authorities in the country. The inspectors scored us a three star authority that is improving well and recognised our success in delivering services in line with our council plan themes. They singled out a number of areas for special mention including adult social care, the housing service and improved tenant satisfaction, the housing benefit service, regeneration, transport and the environment.

In addition Ofsted's 2006 report on children's services praised the council and highlighted many areas of good practice including how we combat bullying in schools and children's homes, our early years education and childcare provision and the quality advice and support we offer parents and carers.

We believe all of these accomplishments, whilst being commendable in their own right, are also just the start of what we can achieve together. We are confident that with your loyal and committed support we can become a four star authority, leading the way in providing quality services for local people. We are ambitious for the people of Dudley borough. We are proud to be the Leader and Chief Executive of such a high performing council. We look forward to moving forward with you all and to being regarded as an excellent authority in the future.

Thank you for your efforts in the last few years



David Caunt

**Councillor David Caunt
Leader of Dudley Council**



Andrew Sparke

**Andrew Sparke
Chief Executive of Dudley Council**

The **Council Action Plan** describes the business direction for the authority over the next three years to meet the aspirations of the **Community Strategy** and the challenges outlined in the **Local Area Agreement**. Each year we will review our progress and make amendments to the action plan to ensure we provide services that are continually improving for local people.

The starting point in the development of this plan has been the Community Strategy, which sets out a vision for the borough in 2020, shared by major public bodies, the private sector and the voluntary & community partnerships in the borough.

A step in the right direction: this plan is the first in its generation of plans that is fully aligned to the 2020 vision of the community strategy and sets out explicitly the council's contribution over the next three years on how we intend to work towards these long-term aspirations. It sets out our priorities so that local people can see what we are doing on their behalf. It also enables our staff and partners to share an understanding of what our main objectives are and what we will be pursuing over the next three years to improve services we provide to make Dudley; a place where people choose to live, work ,learn and visit and where businesses choose to invest.

Community Strategy – a vision for the Dudley borough

The Dudley Community Partnership coordinated the development of the strategy through consultation process known as the Dudley Borough Challenge. Over a 15-month period, around 5,000 local people were involved in the borough challenge process, providing their views for the future vision of the borough.

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

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

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

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

- **Creating a prosperous borough**
- **Promoting a sense of well-being and good health for everyone**
- **Celebrating our heritage and the diversity of local culture**
- **Safeguarding and improving the environment**
- **Promoting individual and community learning**
- **Making Dudley a safe and peaceful place to live**

Local Area Agreement

Local Area Agreements (LAAs) represent a new relationship between local and central government and key partners. They are a three year agreement giving more freedom and flexibility to achieve local solutions that meet local needs, with the incentive of gaining extra funding if successful.

The agreement comes into force in April 2007 and will show how all the partners will deliver a better quality of life for people through improving performance on both local and national priorities. The Community Strategy has been the starting point for identifying the local priorities. This agreement will give us and our partners the flexibility to find local solutions to local problems and prioritise spending to achieve their agreed outcomes.

The overall aim of the agreement is the creation of stronger communities; this will be underpinned by the four Local Area Agreement blocks. Partners have been asked to agree what needs to be done in four areas of community life:

- **Healthier communities**
- **Children and young people**
- **Safer and stronger communities**
- **Economic development and enterprise**

The agreement will focus on where working in partnership and setting of local targets with associated funding can add value and improve services in our borough.

The council vision: local people matter

Our vision is unique to Dudley, because it is focused on the views, aspirations and needs of our residents as expressed through the consultation process known as the Dudley Borough Challenge.

As Dudley Council, we will:

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

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

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

To achieve this we will focus on:

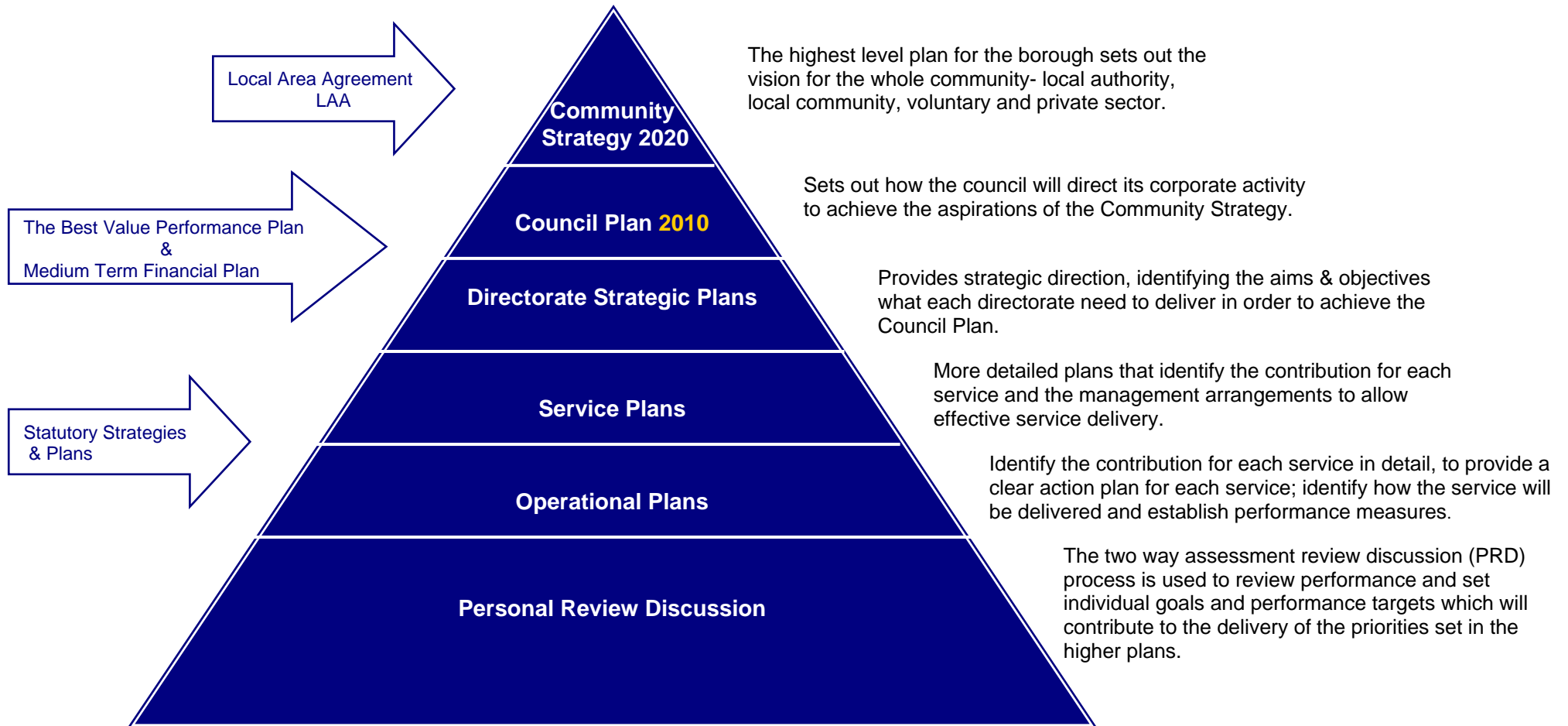
- **Setting high standards for council services**
- **Making the most effective use of resources**
- **Building strong collaborative partnerships**

This council plan is the first of its generation where we aim to achieve the long-term challenges and aspirations of the new Community Strategy 2020 and its overall vision of stronger communities.

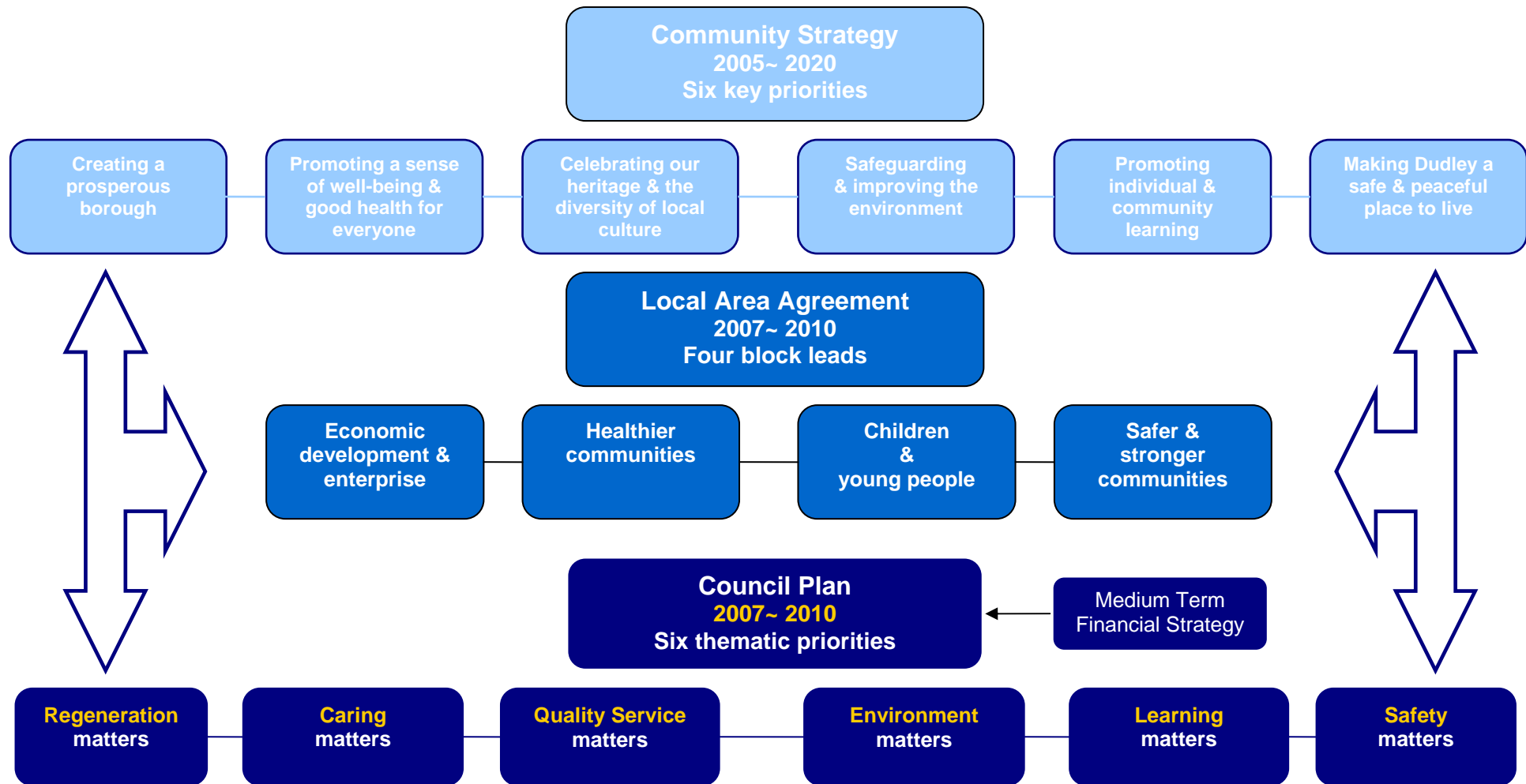
We have developed six thematic priorities, underpinned by key objectives and time sensitive intermediate steps to achieve the long-term outcomes.

It is this plan that will provide guidance to ensure we are taking a step in the right direction towards the long-term goals of the community.

Hierarchy of Plans



The 'golden thread' hierarchy of plans takes account of the need to establish clear links between the individual contributions of employees through to the high level strategic aspirations of the borough's Community Strategy.



Organisations and similarly individuals need to be clear about what they are trying to achieve. The Community Strategy has provided us with clear direction regarding what is important for all of us. Our six thematic priorities embrace the long-term outcomes of the Community Strategy and its overall vision of stronger communities. In achieving these aims we will be working to create stronger communities throughout the borough.

Caring matters:

We want to improve access and support services for vulnerable people to improve their independence and wellbeing. We will also encourage people to lead healthy and active lives and provide more choice of cultural and leisure facilities.

Environment matters:

We want our environment - parks, open spaces and town centres to be clean and attractive places to be enjoyed by everyone. We will work towards a decent standard of homes and encourage everyone to recycle and compost more of the waste we all produce.

Learning matters:

We want people of all ages and backgrounds to achieve their potential and ensure all children and young people are equipped to be successful to make a positive contribution in society.

Regeneration matters:

We want to create a prosperous borough where our town centres are busy thriving places. We will support existing and new businesses to flourish and provide local people with the necessary skills to gain well paid employment.

Safety matters:

We want the Dudley borough to be a safe and peaceful place to live, work and visit. We will work with partners to continue the reduction in crime, anti-social behaviour and ensure that children and young people stay safe.

Quality Service matters:

We want to build on our success for high quality cost-effective public services. We will develop greater choice and flexibility for people accessing our services with a focus on strong partnership working, best use of technology and improved productivity.

We understand our priorities cannot be achieved through the delivery of the Council Plan alone. The major projects programme details ten long-term initiatives which contribute to the core of the place shaping strategy making Dudley the place to live, work and play.

Through successful delivery of the companion of plans we aim to transform the environment, provide opportunity and continuously improve services offered to local people today and future generations.

Dudley civic quadrant

Civic quadrant is an innovative project which will help in the regeneration of Dudley Town Centre. Initial proposals envisage a development comprising a mix of office, civic, residential and commercial space. The project considers how the council can improve the way its uses its buildings, its people and the way in which it handles information. It aims to use a network of private sector companies who collectively can contribute high quality skills, resources and experience. It is envisaged the project will be delivered via a joint venture set up with the council and private sector companies.

Town centre regeneration

The regeneration and transformation of the borough's town centres is a key objective for the council and will radically change the face and nature of the borough, offering up major large scale investment and development opportunities with long term economic, social and environmental impacts. Such developments will see a significant change in roles for each of the four town centres aimed at improving their attractiveness both to residents and visitors and therefore significantly boosting the local economy.

North Priory regeneration

This is a major regeneration project to replace parts of a local authority estate with mixed sustainable community to include properties for rent, shared ownership and outright sale. We are working with residents supported by an independent tenant's adviser.

Castle Hill development

Develop Castle Hill for mixed use to provide business, employment, leisure and housing opportunities with significant investment and improvements to Dudley Zoo.

A Green Dudley

The initiative covers many linked strategies with an overall aim to tackle climate change. We will develop a sustainable waste management service for residents to recycle and compost more. Implement the air quality action plan to reduce nitrogen dioxide levels to comply with national objectives for Brierley Hill to coincide with the completion of the Brierley Hill Sustainable Access Network.

Extra care housing

This aims to helping people live in homes of their own choice through the development of extra care schemes across the borough.

Wren's Nest Big lottery project

The project will enable the stabilisation and re-opening of the Seven Sisters Mine (Upper Gallery), the building of a new Interpretation Centre for visitors and education groups, site wide access and interpretation improvements. Below ground, the project will stabilise and the Step Shaft Cavern, an 18-20 metre high underground cavern and the adjacent canal basin, in addition to the refurbishment of the existing Wren's Nest Canal Tunnel. A new 'people mover' system will be installed to allow visitors to move from the underground mines to the surface. All of these engineering works will be enhanced by spectacular lighting and interpretation of this unique and internationally important site.

Building schools for the Future & Children's Centres

Dudley is anticipating inclusion in the national Building Schools for the Future programme intended to transform secondary education across England over 15 years. Access to capital funding in excess of £200m will be dependent on establishing wide spread consensus with schools, colleges, Learning Skills Council and other partners on a strategic vision for the next 30 years, proposals for schools and a phased programme for implementation. In addition to the diverse range of policy drivers, e.g. prescribed learning, integrated services, there are opportunities for aligning funding with the national Primary Capital Programme and the existing programme for establishing 17 children's centres in Dudley.

Transformational Dudley

The strategy 'Transformational Government- enabled by technology' is about transforming public services as citizens receive them and demonstrating how technology can improve the corporate services of government, so more resources can be released to deliver 'frontline' service. This will improve the customer experience, achieve better policy outcomes, reduce paperwork burdens and improve efficiency by reducing duplication and routine processing, leveraging delivery capacity and streamlining processes.

Customer Access to Services (Dudley Council Plus)

The CATS programme addresses the challenge of Transformational Government. Here there is a common thread of designing services around the needs and lives of our customers whilst effecting efficiency savings. Dudley Council is challenged with transformation and with doing more for less.

The new roadmap focuses on three main areas:

- efficiencies and service improvement
- life events
- service transfer

Dudley Council Plus offers an increasing range of services to customers with high levels of customer satisfaction. Priorities include continuing to increase the range of services available, extending provision to other locations in the Borough, maintaining or improving performance for customers whilst addressing the budget shortfall.

The council's budget comes from two main funding streams, revenue and capital. Both funding streams are reviewed annually to ensure resources are allocated to each directorate to deliver their part of the council plan. This ensures our available resources are allocated in line with our priorities and that there are strong links between The Medium Term Financial Strategy, Capital Strategy and the six thematic priorities.

The revenue expenditure funds the day to day provision and delivery of council services and is funded from four main sources.

- Central government and other grants
- Business rates
- Fees and charges for services provided
- Council tax paid by Dudley's residents

The capital expenditure enables us to invest in the long-term future of the borough and is funded from several sources.

- Grants from central government & public bodies such as the European Union & The National Lottery
- Receipts from the sale of property on the council's Asset Disposal Programme
- Contributions from developers for the provision of additional services and infrastructure
- Borrowing

The table below sets out forecast spending in line with the Medium Term Financial Strategy and the Capital Strategy.

Council Directorate	MTFS-Gross Revenue £000's	Capital £000's	Total budget £000's
Children's Services	269,420	26,138	295,558
Adult, Community & Housing Services	183,747	29,584	213,331
Urban Environment	65,842	38,250	104,092
Chief Executive's	14,774	671	15,445
Finance, ICT and Procurement	66,760	588	67,348
Law and Property	4,847	983	5,830
Budget for 2007/08	605,390	96,214	701,604
Budget for 2008/09	614,800	46,236	661,036
Budget for 2009/10	624,000	31,546	655,546

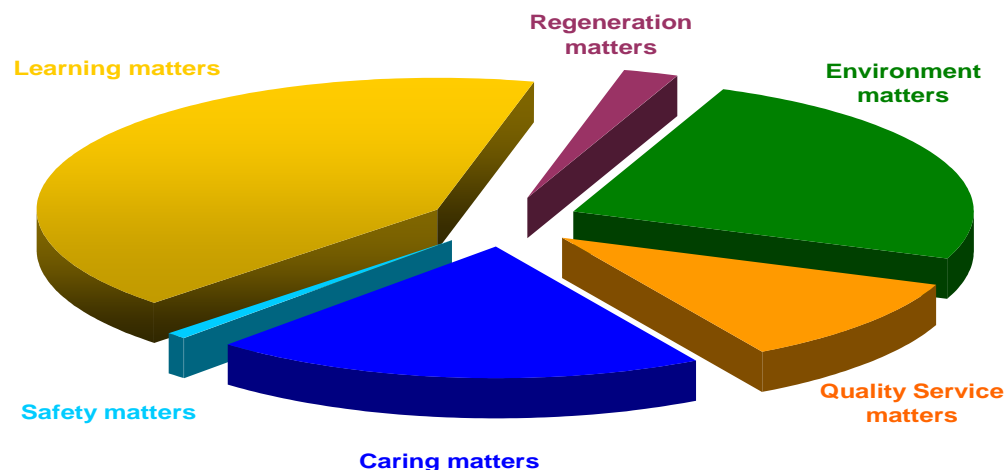
Medium Term Financial Strategy

The Medium Term Financial Strategy (MTFS) enables the council’s decision makers to identify future funding issues which may impact on the delivery of council services. It also provides a strategic context for the council’s budgets, spending plans and financial matters in General, to ensure spending decisions are consistent with the council’s overall priorities and objectives.

It sets out how the council plans to balance spending pressures and available resources over the medium term, taking into account risks and uncertainties and enables members to consider the implications of their strategic agenda on the level of council tax.

One of the underlying principles is that the council’s final budget and the MTFS will be determined according to the council’s priorities, as set out in the Community Strategy, Council Action Plan and Directorate Strategic Plans, ensuring that funding is allocated according to the council’s vision, aims and objectives.

In particular, each year all revenue budgets are reviewed to assess their contribution to the council’s strategic aims. As a result of the above, proposals are brought forward for resources to be redirected to higher priority services over the medium term in the light of the council’s overall financial position.



This table indicates broadly how the general Fund Revenue Budget & Capital budget maps against the Council Plan Themes for 2007/08

Thematic priority	Revenue	Capital	Total
Caring matters	121,268	4,150	125,418
Environment matters	148,455	34,513	182,968
Learning matters	251,077	26,084	277,161
Regeneration matters	13,288	23,226	36,514
Safety matters	5,095	3,207	8,302
Quality Service matters	66,207	5,034	71,241
Total budget	605,390	96,214	701,604

The allocation of funds against each of the council plan themes indicates broadly how the Revenue & Capital funds are spread. This is due to the fact that many activities contribute to more than one and sometimes all of the thematic priorities.

Performance management is a key factor in successful delivery of the Council Plan. Regularly tracking performance against targets and identifying opportunities for improvement are important so that its effectiveness is continually under review and there is timely acknowledgement of success as well as emphasising actions where targets are failing and mitigation of any associated risks. The action plan and our performance management process clearly demonstrate that:

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

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

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

An integral part of the performance management arrangements is the monitoring of progress against clear and linked performance indicators at divisional level and below (see diagram - golden thread, page 7). Issues relating to performance are communicated from service level to Directorate Management Teams on a monthly basis and recommendations for actions arranged.

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

Best Value Performance Plan

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

In compliance with government guidance (Circular 05/2006), the council is meeting this requirement by producing its annual corporate plan, the Council Action Plan, with additional information necessary for government to monitor performance. The required information forms the appendices to this document and comprises: (see appendices 1&2).

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

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

Dudley Community Partnership

We are active members of the Dudley Community Partnership, investing significant resources in the partnership to help it achieve the aims set out in the Community Strategy and the Local Area Agreement. The Dudley Community Partnerships Performance Management Group chaired by the Leader of the Council to look at the overall performance management of the partnership.

Key partnerships

- **Dudley Learning Partnership**
 - increase in take up of vocational training.
- **Safe & Sound**
 - reduction in crime.
- **Dudley Health & Wellbeing Partnership**
 - increase in life expectancy.
- **Economic Development & Regeneration Partnership**
 - improving job prospects for local people.
- **Children & Young People's Partnership**
 - better life chances for looked after children.
- **Strategic Housing & Environment Partnership**
 - improving energy efficiency of our housing stock, improving parks and open spaces and reduce waste to landfill.

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

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

How we're going to do it

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

Consultation strategy

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

Community engagement

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

Service user forums

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

Internal consultation

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

Consultation database

Dudley Council has an established internet/ intranet based consultation database to document the range of consultation activities undertaken by the council, and create a reference point for residents and employees. Information is entered onto the database by the directorate that has proposed or is conducting the consultation, supported from the centre by expert advice. It is recognised that over time, consultation results add significantly to our knowledge of how our services are received by our citizens. Through evaluation of our consultation activities, we hope to become more skilled at identifying not only the best means of consulting and becoming better equipped to draw upon the views of citizens - but also through the information gained, learn how to improve our services and policies.

Customer Satisfaction

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

Sustainability

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

This will be achieved by;

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



caring matters

We want to improve access and support services for vulnerable people to improve their independence and wellbeing. We will also encourage people to lead healthy and active lives and provide more choice of cultural and leisure facilities.

Facts 2006/07

We have reduced homelessness and are now recognised as one of the best performing authorities in the country

The waiting times for major adaptations has continued to fall

The Ridge Hill resettlement project has been completed, helping adults with learning disabilities have more control of their lives

The number of young people with additional educational and social needs who are placed out of the borough remains a priority

Discounted leisure cards for children in the care of the local authority have been made available

Targets for 2007/08

To reduce the number of families in temporary accommodation to 1.5 per thousand households

To increase the number of people with a learning disability in employment

To develop more Children's Centres across the borough, so there are an additional 11 by March 2008, making a total of 17

To increase the range of nationally accredited sports and leisure facilities

Priority 1 To increase access to and participation in cultural activity

Key objective 1		To take action to address barriers to participation in order to enhance equality of access				
ref	Critical Success Factors	Timescales		Linkages with other plans	Lead officer	
		Start	Finish			
1.1a	Improve promotion and programming of activities to increase access and participation by target groups	April 2006	March 2009	Cultural Strategy Community Strategy	DUE Andy Webb	
1.1b	To achieve Sporting Equals accreditation for the Sport and Recreation Service	April 2007	March 2008			
Key objective 2		To support the delivery of Every Child Matters outcomes through cultural Services				
1.2a	Improving the provision of child focused facilities through the provision of additional multi-use games areas, facilities, and play areas for local recreation <i>3 additional MUGA's are being developed this year</i>	April 2007	March 2008	Children's Play Strategy Cultural Strategy Community Strategy	DUE Andy Webb	
Key objective 3		To improve people's health, wellbeing and quality of life through participation of cultural activities				
1.3a	Providing activity opportunities to enable referral to appropriate exercise programmes for children with weight management problems	Sept 2007	August 2009	Cultural Strategy Health Inequalities Strategy Community Strategy	DUE Andy Webb	
1.3b	Increasing the number of quality assured sports facilities within the borough	April 2006	March 2008	Cultural Strategy	DUE Duncan Lowndes	
Key objective 4		To maintain and enhance the quality of cultural provision within the borough				
1.4a	Improve the quality of displays and interpretation across the museums service	April 2007	March 2009	Cultural Strategy	DUE Duncan Lowndes	
1.4b	Improve and develop the unique and nationally important collections for glass and geology					
Key objective 5		To promote social inclusion and cohesion through participation in cultural activities				
1.5a	Increase use of cultural services by low participant or under represented groups	April 2007	March 2009	Cultural strategy	DUE Duncan Lowndes	
Key Performance Indicators		2006/07 result /forecasted outturn	Targets			Reporting Directorate
			2007/08	2008/09	2009/10	
DUE C&C 002	Number of Leisure Options Card holders	3290	4000	4200	4400	DUE
HCOP05.1a CPA C19	% of population that are 20 minutes travel time (walking) from a range of 3 different sports facility types, 1 of which has achieved a quality assured standard	1.68%	30%	45%	60%	DUE
HCOP05.1b	Attendances recorded at structured physical activity sessions at designated parks activity stations	99	125	150	175	DUE
Risk	Inability to attain sufficient numbers of facilities with a recognised quality accreditation award.					

Priority 2 To tackle health inequalities and enable healthy choices to be made

Key objective 1		To improve people's health, wellbeing and reduce health inequalities					
ref	Critical Success Factors	Timescales		Linkages with other plans	Lead officer		
		Start	Finish				
2.1a	Implementation of Dudley borough MEND Programme.	Sept 2007	August 2010	Health Inequalities Strategy Obesity Strategy and Community Strategy	DUE Andy Webb		
2.1b	Implement Dudley Food for Health Award.	April 2006	March 2008	Food for Health Action Plan 2005/2008 Local Area Agreement	DUE Nick Powell		
2.1c	Provision of Survive Alive Programme for school age children.	June 2007	July 2007	Corporate Parenting Strategy			
Key Performance Indicators		2006/07 result /forecasted outturn		Targets		Reporting Directorate	
				2007/08	2008/09		2009/10
DUE D&EP 003	Increased uptake of Dudley Food for Health Award	52 awards		55 awards	60 awards	65 awards	DUE
Risk	Failure of the target audience to engage with the initiatives.						

Priority 3 Tackling poverty and social exclusion

Key objective 1		Increase benefit take-up					
ref	Critical Success Factors	Timescales		Linkages with other plans	Lead officer		
		Start	Finish				
3.1a	Promote take-up of Income Support (IS) and Attendance Allowance (AA)	April 2007	March 2008	Directorate of Finance, ICT and Procurement Strategic Plan	FIN Mike N Williams		
3.1b	Raise level of unclaimed benefits through Benefits Shop	April 2007	March 2008				
Key Performance Indicators		2006/07 result /forecasted outturn		Targets		Reporting Directorate	
				2007/08	2008/09		2009/10
FIN BEN 002a	Level of previously unclaimed benefits raised	£2.5m		£2.55m	£2.55m	£2.55m	Finance
FIN BEN 002b	Number of new IS and AA claims	950		960	960	960	Finance
Risk	Failure to deliver Benefits target through staff turnover at Benefits Shop						

Priority 4 Support vulnerable adults and promote independent living.

Key objective 1		Helping and supporting Dudley Borough residents to live fulfilled and independent lives				
ref	Critical Success Factors	Timescales		Linkages with other plans	Lead officer	
		Start	Finish			
4.1a	Develop a range of ongoing initiatives to promote the health and well being of older tenants in the borough Working in conjunction with the sheltered housing service.	April 2007	March 2008	DACHS Directorate Strategic Plan & Older People's Strategy	DACHS Val Beint Sue Beach	
4.1b	Redesign of Mental Health Adult Day Services	April 2007	March 2010	Model of Day Services with Learning Disabilities & Older People. Mental Health Strategy.	DACHS Richard Carter	
4.1c	Development of stepped care model and Primary Care Mental Health Team	April 2007	April 2009			
4.1d	Increase number of people with a learning disability in employment (paid and supported)	April 2007	March 2010			
4.1e	Pilot Individualised Budgets for people with a learning disability	Sept 2007	March 2008			
4.1f	Older people supported with a gardening service (163 older peoples gardens maintained)	April 2007	March 2008	DACHS Directorate Strategic Plan & Adult Services Divisional Plan	DACHS Val Beint Maggie Venables	
4.1g	Older people attending LEAP physical activity sessions (60,000 attendees per annum)	April 2007	March 2008			
4.1h	Older people receiving 'Good Neighbour' Support (96 older people supported)	April 2007	March 2008			
Key objective 2		Ensuring that Dudley Borough residents live in Safe Communities				
4.2a	Implementation of the Older People's Strategy.	April 2007	March 2008	DACHS Directorate Strategic Plan	Val Beint & Directorate Reps	
4.2b	Continued integration of Community Mental Health Team for Older People (dedicated team base/accommodation)			Mental Health Strategy. PCT Business Objectives	Richard Carter	
4.2c	Establish baseline for HSOP 14.1 and 14.2 (LAA)	April 2007	March 2010	Directorate Strategic Plan Local Area Agreement Service Plan	Ros Partridge	
Key Performance Indicators		2006/07 result /forecasted outturn	Targets			Reporting Directorate
			2007/08	2008/09	2009/10	
BVPI 54	Older People helped to live at home	92	94	95	94	DACHS
HSOP 14.1	Number of older people (60+) participating in adult and community learning	Establish baseline	-	Stretch target to be set in year 2 of LAA	-	DACHS
HSOP 14.2	Number of older people (60+) completing a learning programme	Establish baseline	-		-	DACHS
Risk	Risk of failure to adequately engage users, carers and citizens in the development and design of services. Risk of failure of domiciliary care agency.					

Priority 5 Protecting vulnerable people

Key objective 1		Helping and supporting Dudley Borough residents to live fulfilled and independent lives				
ref	Critical Success Factors	Timescales		Linkages with other plans	Lead officer	
		Start	Finish			
5.1a	Implementation of Supporting People 5 year development strategy	April 2007	March 2010	DACHS Directorate Strategic Plan & Supporting People Action Plan	DACHS Ron Sims & Mike Marshall	
5.1b	Assessment of the impact of the governments revised financial arrangements for the future of Supporting People funding.	April 2007	March 2010			
5.1c	Increase in number of people with a learning disability in supported living (including re-provision of Grange House)	April 2007	March 2008		DACHS Richard Carter	
5.1d	Keep vulnerable people safe ,sound and secure in their own homes	April 2007	March 2008		DACHS Val Beint	
Key objective 2		Continuous improvement of the homeless and housing advice service				
5.2a	Development and implementation of procedures for Homeless Service	April 2007	March 2008	Homelessness Strategy Every Child Matters	DACHS Sian Evans	
5.2b	Development and Implementation of the Homeless prevention toolkit					
5.2c	Development and Implementation of the Housing Options Service	July 2007	March 2008			
Key Performance Indicators		2006/07 result /forecasted outturn	Targets			Reporting Directorate
			2007/08	2008/09	2009/10	
BVPI 213	Number of households who consider themselves as homeless	1.52	1.75	2.00	2.25	DACHS
DACHS Local PI	Proportion of households accepted as statutorily homeless	0%	<1%	<1%	<1%	DACHS
DACHS Local PI	% change in the average number of families placed in temporary accommodation	-34%	-20%	-15%	-10%	DACHS
Major Projects Programme		Project reporting frequency				Reporting Directorate Champion
CM01	Extra care housing	Quarterly progress report				
Risk	Insufficient funds to run the programme effectively or to develop services as per the 5 year strategy Risk of failure to adequately engage users, carers and citizens in the development and design of services Risk of inadequate identification and achievement of outcomes Failure to prevent and manage homelessness					

environment matters

We want our environment - parks, open spaces and town centres to be clean and attractive places to be enjoyed by everyone. We will work towards a decent standard of homes and encourage everyone to recycle and compost more of the waste we all produce.



Facts 2006/07

Local street and environmental cleanliness continued to improve, with the street cleansing team named the 4th best in the country

There has been increased take-up of the black-box recycling and green waste collection schemes and a quarter of the borough's household waste is now recycled

Removal of fly-tipping is now carried out within a day of it being reported

We have made ongoing improvements to the energy efficiency of our council housing stock

Targets for 2007/08

To improve the condition of roads and footways by laying more durable surfaces and making dangerous roads safe within 24 hours

To improve public rights of way by clearing overgrowth and making sure signposts and waymarks can be seen

To increase the recycling rate by introducing recycling centres for flats and other non-street level premises and extending the green waste service

To continue improving cleanliness standards at key locations throughout the borough

Environment Matters

council action plan 2010

Priority 6 Improve the quality of public spaces

Key objective 1		Further improvements to the cleanliness and overall appearance of the borough 'create the right impression' through measured initiatives, community engagement and education.				
ref	Critical Success Factors	Timescales		Linkages with other plans	Lead officer	
		Start	Finish			
6.1a	A proactive approach to cleaning the Borough complimented by a robust enforcement regime, comprehensive performance management and increased mechanised sweeping.	April 2007	March 2009	DUE Street Care Service Plan Environmental Management Strategy for Streets, Parks & Open Spaces	DUE Garry Dean	
Key objective 2		To protect and develop the natural heritage of the borough				
6.2a	Ensure the long-term sustainable management and development of the borough's Green Space assets	April 2007	March 2009	Cultural Strategy	DUE Duncan Lowndes	
6.2b	Support and develop the management of council owned local nature reserves and areas of nature conservation value					
6.2c	Restoration of the Leasowes Grade 1 listed historic landscape					
Key Performance Indicators		2006/07 result /forecasted outturn	Targets			Reporting Directorate
			2007/08	2008/09	2009/10	
BVPI 199a	% proportion of land with deposits of detritus	14%	14%	14%	13%	DUE
BVPI 199b	% proportion of land with visible graffiti	6%	5%	5%	5%	DUE
BVPI 199c	% proportion of land with visible fly-posting	1%	1%	1%	1%	DUE
BVPI 199d	Number of enforcement actions and fly tippings	1157	1600	1650	1500	DUE
	Enforcement	424	500	550	600	
Risk	Increased customer expectation/future financial resource allocation					

Priority 7 Recycling and Waste Management – development of sustainable waste management service for the borough.

Key objective 1		Provide opportunities for all residents to recycle and access green waste collections.				
ref	Critical Success Factors	Timescales		Linkages with other plans	Lead officer	
		Start	Finish			
7.1a	Meet combined composting and recycling targets set by DEFRA	April 2007	March 2009	National Waste Strategy Dudley Waste Strategy DUE Waste Care Service Plan	DUE Graham Bailey	
Key Performance Indicators		2006/07 result /forecasted outturn	Targets			Reporting Directorate
			2007/08	2008/09	2009/10	
BVPI 82ai + BVPI 82bi	% of household waste recycled plus the % of household waste composted (Combined)	24.02%	27%	30%	32%	DUE
Risk	Failure to segregate waste.					

Environment Matters

council action plan 2010

Priority 8 Transport Plan and transport infrastructure developments up to 2011.

Key objective 1		To adequately maintain the highway network, out largest and most visible community asset.				
ref	Critical Success Factors	Timescales		Linkages with other plans	Lead officer	
		Start	Finish			
8.1a	To maintain the Borough's highway network to a satisfactory standard through regular maintenance and repair of roads and footpaths. Make safe dangerous and damaged roads within 24 hours.	April 2007	March 2008	DUE Street Care Service Plan Transport Strategy Strategy for Streets, Parks & Open Spaces	DUE Garry Dean	
Key Performance Indicators		2006/07 result /forecasted outturn		Targets		Reporting Directorate
		2007/08	2008/09	2009/10		
BVPI 223	Principal road maintenance – where structural maintenance should be considered	14%	14%	14%	14%	DUE
BVPI 224a	Non-principal road maintenance - where structural maintenance should be considered	17%	17%	17%	17%	DUE
BVPI 224b	Un-classified roads - where structural maintenance should be considered	13%	13%	13%	13%	DUE
Risk	Deterioration profile exceeds maintenance funding.					

Priority 9 Helping people to live in homes of their choice

Key objective 1		To ensure that residents in the borough receive an efficient and responsive service in relation to noise related complaints.				
Ref	Critical Success Factors	Timescales		Linkages with other plans	Lead officer	
		Start	Finish			
9.1a	To review existing service in partnership with housing management services	April 2007	March 2008	DACHS Directorate Strategic Plan	DACHS Helen Barlow	
9.1b	To develop joint working protocols and procedures with the Anti Social Behaviour unit					
Key objective 2		To ensure landlords of private rented accommodation maintain their properties in a decent condition				
9.2a	To develop a landlord accreditation scheme	April 2007	March 2008	DACHS Directorate Strategic Plan	DACHS Helen Barlow	
9.2b	To develop a property accreditation scheme					
9.2c	To provide Homestamp training for all landlords					
9.2d	To convene and facilitate a landlords forum 2 x year					
9.2e	To develop a priority inspection programme for private rented properties					
9.2f	To develop a comprehensive enforcement policy for all private sector housing matters					
9.2g	To provide comprehensive range of information including access to other languages and formats including updating website					

Environment Matters

council action plan 2010

Priority 9 Helping people to live in homes of their choice

Key objective 3		To ensure that houses in multiple occupation are maintained in safe and decent standard				
ref	Critical Success Factors	Timescales		Linkages with other plans	Lead officer	
		Start	Finish			
9.3a	To licence all licensable HMO's	April 2007	March 2008	DACHS Directorate Strategic Plan	DACHS Helen Barlow	
9.3b	To develop HMO priority inspection programme					
9.3c	To review and develop an enforcement policy					
Key objective 4		Achieve continuous improvement in the management of void (empty) properties				
9.4a	Pilot and implement Choice based lettings	April 2007	July 2008	DACHS Directorate Strategic Plan	DACHS Sian Evans	
Key objective 5		To ensure that empty properties are brought back into use				
9.5a	To implement the Empty Property Action Plan	April 2007	March 2008	DACHS Directorate Strategic Plan	DACHS Helen Barlow	
9.5b	To develop procedures and commission agent to manage properties acquired through Empty Dwelling Management Orders					
Key objective 6		To deliver the new contract for housing asylum seekers				
9.6a	To deliver the new Home Office contract for housing asylum seekers	April 2007	July 2011	Regional & national Strategies & Policies WMSPARS Home Office	DACHS Resham Sandhu	
9.6b	To keep abreast of national/regional policy changes and to review their impact on the borough	April 2007	March 2008		DACHS Steve Forbes	
Key objective 7		To develop five extra care schemes across the borough				
9.7a	To Identify strategic partner to develop schemes	April 2007	March 2008	DACHS Directorate Strategic Plan	DACHS Ron Sims	
9.7b	To develop scheme for planning and commence first scheme on site					
Key Performance Indicators		2006/07 result /forecasted outturn	Targets			Reporting Directorate
			2007/08	2008/09	2009/10	
BVPI 64	No of vacant dwellings returned into occupation or demolished as a direct result of action by the authority	61	80	85	90	DACHS
BVPI 66a	Rent collected by the local authority as a proportion of rents owed on Housing revenue account dwellings	97.63%	97.7%	97.85%	98%	DACHS
BVPI 212	Void turnaround times	28	30	28	26	DACHS
Risk	Failure to maintain the sustainability of our estates.					

Environment Matters

council action plan 2010

Priority 10 Provision of decent homes

Key objective 1		Ensuring that Dudley borough residents live in decent homes				
ref	Critical Success Factors	Timescales		Linkages with other plans	Lead officer	
		Start	Finish			
10.1a	To ensure all homes in the Council's Housing Stock meet the Decent Homes Standard 2010	April 2007	March 2011	Decent Homes Standards Building Service Divisional Action Plan	DACHS David Harris/Paul Griffiths	
10.1b	To target investment towards properties which give the most benefit to achieving the target of dealing with climate change	April 2007	May 2011			
Key objective 2		To lead on the regeneration of the North Priory estate to create a mixed sustainable community.				
10.2a	North Priory clearance programme Providing homes that meet residents needs	April 2007	March 2010	DACHS Directorate Strategic Plan	DACHS Nigel Collumbell	
10.2b	To develop and oversee a relocation plan for residents and to clear the estate.	April 2007	Dec 2008	Dudley's Housing Strategy	Andrew Leigh Nigel Collumbell	
10.2c	To produce a developers brief and procure a partner for regeneration of the estate.	April 2007	Oct 2007		DACHS Andrew Leigh	
Key objective 3		Develop an updated Housing Strategy for the borough.				
10.3a	To undertake consultation with stakeholders at key stages including establishing a Strategy Steering Group	April 2007	June 2007	Black Country Study HMRA(Evolve) Prospectus	DACHS Andrew Leigh	
10.3b	To ensure actions in the Housing Strategy are incorporated into divisional plans.	July 2007	March 2008			
Key Performance Indicators		2006/07 result /forecasted outturn	Targets			Reporting Directorate
			2007/08	2008/09	2009/10	
BVPI 184a	Increase the number of homes meeting the Decent Homes Standard	25%	17%	14%	8%	DACHS
BVPI 184b	Decent homes standard compared to profiled programme	32%	17.6%	42.9%	50%	DACHS
BVPI 63	Energy efficiency of Housing stock	65	66	67	68	DACHS
Major Projects Programme		Project reporting frequency				Reporting Directorate Champion
EM02	A green Dudley	Quarterly progress report				
EM03	North Priority regeneration	Quarterly Progress report				DACHS Ron Sims
Risk	Failure to deliver Decent Homes Standard. Capital Programme does not meet stock investment, local and corporate needs. Poor average SAP rating for Housing Stock					

learning matters

We want people of all ages and backgrounds to achieve their potential and ensure all children and young people are equipped to be successful to make a positive contribution in society.



Facts 2006/07

School attendance for children in care has improved with absence reduced from 27% to 13%

An additional 23 schools now offer extended services to the community

Future Skills Dudley, the council's training and support provider to the unemployed, has been named one of the top training providers in the country by an independent assessor

GCSE results A* - C are now up from 53.5% to 57% continuing the trend of improvement over recent years

Targets for 2007/08

To achieve an overall target of 59% of pupils gaining A* - C in their maths and english GCSEs

To improve the educational attainment of children in care

To close the gap in educational achievement of vulnerable and minority groups by effectively targeting resources and support

To increase the numbers of young people entering higher education

Priority 11 Ready for School

Key objective 1		Improve the quality of early years & childcare settings				
ref	Critical Success Factors	Timescales		Linkages with other plans		Lead officer
		Start	Finish			
11.1a	To increase engagement of early years and childcare settings in becoming accredited to a national recognised quality assurance programme	April 2007	March 2010	DCS Directorate Strategic Plan		DCS Helen Kew & Denise Jarratt
11.1b	To improve the content and delivery of training and development opportunities offered to practitioners so that take up is increased and impact on services contributes to raising standards	April 2007	March 2010			
11.1c	To raise the level of qualifications within the early years and childcare sector and to ensure settings meet national standards for the number of qualified staff	April 2007	March 2010			
Key objective 2		To support the development of integrated services for under fives and their families				
11.2a	To implement the Children's Centre strategy to ensure that 11 Phase 2 Centres are designated by March 2008 and 6 Phase 1 Centres are delivering effective services	April 2007	March 2010	DCS Directorate strategic Plan		DCS Helen Kew
11.2b	To increase engagement of parents of 0 – 5 year olds in supporting their children's learning through a targeted project	April 2007	March 2008			
11.2c	To support the development of multi-agency working with under 5's through a range of projects	April 2007	March 2008			
Key objective 3		To improve take up of the free early education entitlement for three and four year olds				
11.3a	Ensure the provision of early education and childcare places across the borough to enhance outcomes for children under 5.	April 2007	March 2010	DCS Directorate strategic Plan		DCS Helen Kew
11.3b	To develop guidance and support to enable the implementation of the flexible offer for 3 & 4 year olds when this is introduced	April 2007	March 2008			
11.3c	To ensure that parents and carers are aware of their child's entitlement and that appropriate support is given to encourage an increase in take up, particularly for disadvantaged groups	April 2007	March 2008			
Key Performance Indicators		2006/07 result /forecasted outturn	Targets			Reporting Directorate
			2007/08	2008/09	2009/10	
DCS Local PI	% of Phase Two Children's Centres designated	-	100%	n/a	n/a	DCS
DCS Local PI	% of settings offering free part time early education that are offering the entitlement flexibility to parents	New Pi	To be established	-	-	DCS
DCS Local PI	% of three and four year olds taking up their entitlement to a free part time early education place	New Pi	80%	85%	90%	DCS
Risk	Failure to support the successful implementation of the Childcare Act 2006					

Priority 12 Attend and enjoy school

Key objective 1 Reduce exclusions and improve attendance

ref	Critical Success Factors	Timescales		Linkages with other plans	Lead officer
		Start	Finish		
12.1a	Implement strategies to ensure positive outcomes for pupils with regards to improving attendance	April 2007	March 2010	DCS Directorate Strategic Plan	DCS Jon McCabe
12.1b	EWS to provide a range of support to the 5 priority schools who have more than 100 persistent absentees	Dec 2006	March 2008		
12.1c	Review the role of the Pupil Referral Service with respect to increasing the volume of preventative and early intervention work.	Jan 2007	Sept 2008		

Key objective 2 To prosecute for non-school attendance

12.2a	To issue prosecutions for non-school attendance within 14 days of receipt of instruction	Apr 07	Mar 08	L&P Directorate Strategic Plan 2007-08, Business Plan – Corporate Litigation 2007-08	L&P Keith Edwards Principal Solicitor
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Key objective 3 Improve educational outcomes and range of provision for children with Special Educational Needs (SEN)

12.3a	Complete implementation of the Special Education Needs Strategy	April 2007	Sept 2009	DCS Directorate Strategic Plan	DCS Joanne Tasker Allen Hudson
12.3b	Improve the efficiencies of Special Educational Needs provision by maximising opportunities for local delivery from school sites.	April 2007	Sept 2012		

Key objective 4 Create the right environment to support teaching and learning

12.4a	Complete the programme to replace temporary accommodation from school sites to provide permanent accommodation.	April 2007	August 2009	DCS Directorate Strategic Plan	DCS Ray Watson Fay Hayward
12.4b	Use capital resources to incorporate production kitchens where	April 2007	Sept 2014		

Key objective 5 Provide access to high quality digital learning resources

12.5a	Provision of School ICT beyond 2009. Consultation with users, stakeholders and funders.	Feb 2007	Dec 2008	DCS Directorate Strategic Plan	DCS Geoff Baker & Shirley Hackett
12.5b	Provision and embedding of learning platforms to support personalised learning agenda in all Dudley educational communities.	Sept 2005	Dec 2008		

Key objective 6 Increase participation in education and training post 16

12.6a	Targeted action on specific wards to reduce young people becoming NEET - Not in Employment , Education and Training	April 2007	March 2010	DCS Directorate Strategic Plan	DCS Ian McGuff
12.6b	Provide high quality information, advice and guidance about future learning pathways to all young people				
12.6c	Improve transition arrangements to post 16 education for vulnerable groups of young people e.g. looked after children and those with learning difficulties and disabilities				

Learning Matters

council action plan 2010

Priority 12 Attend and enjoy school

Key Performance Indicators		2006/07 result /forecasted outturn	Targets			Reporting Directorate
			2007/08	2008/09	2009/10	
BVPI 45	% of half days missed due to total (that is authorised & unauthorised) absences in secondary schools maintained by the Local Education Authority	7.23%* * Autumn 2006	7.22	7.18	7.16	DCS
BVPI 46	% of half days missed due to total(that is authorised and unauthorised) absences in primary schools maintained by the Local Education Authority	4.74%* * Autumn 2006	5.05	5.0	4.98	DCS
BVPI 43a	% of statements of Special Educational Need issued by the authority (a) excluding those effected by exceptions to the rule under SEN code of practice	94.44%	100%	100%	100%	DCS
BVPI 43b	% of statements of Special Educational Need issued by the authority (b) including those affected exceptions to the rule under SEN code of practice	90.57%	95%	95%	95%	DCS
LDS 129	Percentage of Court Proceedings issued within 14 days.	51%	90%	91%	92%	Law & Property
BVPI 47	% of schools being placed I OffSTED serious weakness/improvement notices	2.68%	0%	0%	0%	DCS
BVPI 48	% of schools being placed in OffSTED special measures	2.68%	0%	0%	0%	DCS
DCS Local PI	% of looked after children having a current (up to date) Personal Education Plan	57.4%	75%	85%	100%	DCS
CYP 11.2a	% of those young people who were looked after in their 17 th year (aged16), who were engaged in education, training or employment at the age of 19.	60.7% baseline	75.8%	78.4%	80%	DSC
Risk	Increase in pupil non attendance Failure to issue proceedings (Law & Property) Failure to deliver high quality services due to poor accommodation					

Learning Matters

council action plan 2010

Priority 13 Investing for the future- Develop capital spending programmes to secure effective outcomes for children and young people

Key objective 1		Right school Right place Right time			
Ref	Critical Success Factors	Timescales		Linkages with other plans	Lead officer
		Start	Finish		
13.1a	Complete Phase 1 of Primary School Review Rationalisation to create fewer, sustainable schools	2005	Sept 2007	DCS Directorate Strategic Plan	DCS Ray Watson
Key objective 2		Maximise the bidding opportunities for capital funding			
13.2a	Ensure all bidding opportunities including Targeted Capital Funds are explored	April 2007	March 2008	DCS Directorate Strategic Plan	DCS Faye Hayward
13.2b	Maximum capital allocation awarded to the authority enabling large scale investment and improvements to school buildings	April 2007	April 2011		
Key objective 3		Ensure effective and efficient use of capital funding			
13.3a	Continued development of AMP scoring matrix for agreement of priorities to be targeted using centrally held funds	April 2007	March 2008	DCS Directorate Strategic Plan	DCS Faye Hayward
13.3b	Development of alternative mechanisms for training schools in targeting their capital resources appropriately	Sept 2007	Sept 2008		
Key objective 4		Develop a framework that supports Children's Centres and extended Schools			
13.4a	To ensure phase of all Children's centres and Extended schools within Children's Services asset management plan	April 2008	March 2008	DCS Directorate Strategic Plan	DCS Ray Watson Helen Kew
13.4b	Ensure all phase two Children's centres are completed in accordance with DFES requirements				
13.4c	Ensure schools offer extended provision (All schools by September 2010)				
Major Projects Programme		Project reporting frequency			Reporting Directorate Champion
LM04	Building Schools for the Future & Children's Centres	Quarterly progress report			DCS Ray Watson
Risk	Failure to satisfy DfES with respect to critical approval criteria, e.g. value for money, transformation of learning and outcomes for children & young people. Capacity to deliver within the Council. Failure to manage projects within the Building Schools for the Future budget.				

Learning Matters

council action plan 2010

Priority 14 Learning Opportunities for adults

Key objective 1		Adult community learning				
Ref	Critical Success Factors	Timescales		Linkages with other plans	Lead officer	
		Start	Finish			
14.1a	Ensure adult learning is planned and delivered in community settings to meet individual and group needs	August 2007	July 2008	DACHS Directorate Strategic Plan	DACHS Ros Partridge	
Key objective 2		Enhanced learning opportunities				
14.2a	Develop a varied programme of lifelong learning opportunities and make them easily and locally accessible to users of sheltered housing services.	April 2007	March 2008	DACHS Directorate Strategic Plan & Adult Services Divisional Plan	DACHS Val Beint	
Key Performance Indicators		2006/07 result /forecasted outturn	Targets			Reporting Directorate
			2007/08	2008/09	2009/10	
KPI 2	Number of learners engaged in Adult Community Learning	7612	7230	6868	6525	DACHS
Risk	Inability to maintain external funding levels required to maintain service/staff levels, would result in staff and service loss across the borough.					



regeneration matters

We want to create a prosperous borough where our town centres are busy thriving places. We will support existing and new businesses to flourish and provide local people with the necessary skills to gain well paid employment.

Facts 2006/07

The Keep Brierley Hill Moving project received a funding contribution of over £20 million from the Department of Transport

It is now possible to submit new planning applications or object to existing applications through the council's on-line services

We have continued to promote tourism with a number of borough attractions winning national awards

Action plans are currently being produced following town centre consultations in Stourbridge and Halesowen

Targets for 2007/08

To start work on the Brierley Hill new road network, bringing significant access, safety, air quality, congestion relief and regeneration benefits to the area

To begin work on the multi-million pound development of Castle Hill, that will provide business, employment, leisure and housing opportunities with significant investment and improvements to Dudley Zoo

To provide quality training and supporting services to more than 200 local adults to equip them with the skills and qualifications demanded by local employers

To provide effective job search programmes linking more than 200 local residents with local jobs

Priority 15 Creating a prosperous borough

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

Ref	Critical Success Factors	Timescales		Linkages with other plans	Lead officer
		Start	Finish		
15.1a	Develop Castle Hill for mixed use to provide business, employment, leisure and housing opportunities with significant investment and improvements to Dudley Zoo. Advantage West Midlands contracted outputs: <ul style="list-style-type: none"> • 673 new FTE jobs created • 60 FTE jobs safeguarded • 639 people assisted to get a job (employment support) • 25.12 hectares of brown field land reclaimed/redeveloped • £35.35m private sector leverage 	Oct 2007	March 2012	Economic Strategy Cultural Strategy Dudley Area Development Framework	DUE Rupert Dugdale

Key objective 2 To promote the regeneration of the borough's town and local centres.

15.2a	Deliver the regeneration and transformation of the Borough's town centres <ul style="list-style-type: none"> • Establish an appropriate mechanism to deliver the regeneration developments in Dudley town centre • Adoption of Area Action Plans for Brierley Hill, Halesowen and Stourbridge town centres 	April 2007 Aug 2006	Aug 2008 April 2011	Economic Strategy Dudley Area Development Framework Brierley Hill Implementation Strategy	DUE George Whitehouse
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Major Projects Programme		Project reporting frequency		Reporting Directorate Champion
RM05	Castle Hill development	Quarterly progress report		DUE Rupert Dugdale
RM06	Town centre regeneration	Quarterly progress report		DUE George Whitehouse
Risk	Failure to identify and commit suitable development partners			

Regeneration Matters

council action plan 2010

Priority 16 To champion the interests and assets of the Dudley borough – securing resources and improving its position regionally, nationally and internationally.

Key objective 1		To maximise resources and funding opportunities to support economic regeneration activities.				
ref	Critical Success Factors	Timescales		Linkages with other plans	Lead officer	
		Start	Finish			
16.1a	To ensure the successful design and implementation of the Dudley Local Area Agreement Block 4 - Economic Development and Enterprise to attract and bring together funding to support Economic Well Being initiatives.	April 2007	March 2010	Community Strategy Local Area Agreement Block 4 Economic Strategy	DUE Jean Brayshay Mark Lavender	
16.1b	To develop the Wren's Nest and Seven Sisters Visitor Experience project and support the development of the Black Country as an Urban Park submission to the Living Landmarks the People's Millions Programme of the BIG Lottery Fund and the submission of an application to the Heritage Lottery Fund (HLF) for a discrete component of the BIG Lottery fund proposal. <ul style="list-style-type: none"> Submission of Stage 2 BIG application Outcome of the Heritage Lottery Fund application Peoples Millions Public vote 	Dec 2006	Oct 2007 May 2007 June 2007 Dec 2007	Black Country Visitor Economy Strategy Cultural Strategy Economic Strategy	DUE Rupert Dugdale	
Key Performance Indicators		2006/07 result /forecasted outturn		Targets		Reporting Directorate
		2007/08	2008/09	2009/10		
EDE 04.2	Number of new business starts	220 baseline	150	200	242	DUE
EDE 04.3	Number of businesses assisted	241 baseline	186	220	249	DUE
Major Projects Programme		Project reporting frequency				Reporting Directorate Champion
RM07	Wren's Nest BIG lottery project	Quarterly progress report				DUE John Woodall
Risk	Failure to secure commitment and resources from external funding bodies and deliver in accordance with their requirements.					

Regeneration Matters

council action plan 2010

Priority 17 Optimise the opportunities for local people to obtain local jobs.

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

ref	Critical Success Factors	Timescales		Linkages with other plans	Lead officer	
		Start	Finish			
17.1a	The delivery of effective local jobs for local people brokerage/jobs search programmes, which link local residents with employment opportunities.	April 2007	March 2008	Dudley Local Area Agreement – Block 4 Economic Strategy	DUE Mark Lavender	
17.1b	The delivery of quality training and supporting services that equip local people with the skills & qualifications demanded by local employers.	April 2007	March 2008		DUE Mark Lavender	
Key Performance Indicators		2006/07 result /forecasted outturn	Targets			Reporting Directorate
			2007/08	2008/09	2009/10	
CP DUE ER001	Number of disadvantaged residents placed into work through Future Skills Dudley	291	250	63 (end of JCP Contract)	63 (end of JCP Contract)	DUE
CP DUE ER002	Number of disadvantaged residents receiving training and/or achieving recognised qualifications through Future Skills Dudley	1199	1100	275 (end of JCP Contract)	275 (end of JCP Contract)	DUE
Risk	Local employers fail to engage with the council over employment opportunities.					

safety matters

We want Dudley borough to be a safe and peaceful place to live, work and visit. We will work with partners to continue the reduction in crime, anti-social behaviour and ensure that children and young people stay safe.



Facts 2006/07

Through the Safe & Sound Partnership, crime levels have fallen by 23% in the last three years making the borough the safest place in the West Midlands

There has been a reduction in the numbers of young people taking drugs

Anti-bullying policies are now in place in all schools

The replacement of over 300 street lights has improved the security of the night time environment

Targets for 2007/08

To reduce incidents of violent crime, criminal damage and motor vehicle crime by a further 5%

To ensure 67% of schools have a school travel plan by March 2008

To keep vulnerable people safe, sound and secure in their own homes by ensuring safe and timely discharges from hospital and through a locks and bolts fitting scheme

To support local businesses by reducing commercial crime by 5%

Safety Matters

council action plan 2010

Priority 18 Safer Communities

Key objective 1		Reduce overall crime				
ref	Critical Success Factors	Timescales		Linkages with other plans	Lead officer	
		Start	Finish			
18.1a	Implement the actions of the Community Safety Partnership / Safe & Sound to reduce crime across the borough	April 2007	March 2010	CEX Directorate Strategic Plan Safe & Sound Partnership	CEX Dawn Hewitt	
Key objective 2		Prolific offenders				
18.2a	Implement the actions of the Prolific & other Priority Offenders team	April 2007	March 2010	CEX Directorate Strategic Plan Safe & Sound Partnership	CEX Dawn Hewitt	
18.2b	Identify our most prolific and other priority offenders and reduce the number of crimes they commit (PPO)					
Key objective 3		Local Area Agreement priorities (LAA)				
18.3a	Crime reduction initiatives to focus on LAA crime priorities <ul style="list-style-type: none"> • Motor vehicle Theft • Criminal damage • Domestic abuse • Violent crime 	April 2007	March 2010	Local Area Agreement - Block 2 CEX Directorate Strategic Plan Safe & Sound Partnership	CEX Safe & Sound Partnership Will O'Connor	
Key objective 4		Reduce crime & fear of crime through improvements to the night time environment, authority car-parks and the highway network.				
18.4a	To target reduced crime and instances of anti-social behaviour through an effective street lighting maintenance, repair and replacement programme	April 2007	March 2009	DUE Street Care Service Plan	DUE Garry Dean	
Key objective 5		Vulnerable people, safe, sound and secure in their homes				
18.5a	Ensure minor equipment to maintain people in their homes is delivered within seven working days	April 2007	March 2008	DACHS Directorate Strategic Plan	DACHS Val Beint	
18.5b	Reduced waiting times for major adaptation in owner -occupied housing				Ron Sims	
Key Performance Indicators		2006/07 result /forecasted outturn	Targets			Reporting Directorate
			2007/08	2008/09	2009/10	
CEX CS 001	Reduce overall crime	4% reduction	< 15524	-	-	CEX
CEX CS 008	Reduce commercial crime	2685	-5%	-	-	CEX
S&SC 1.1a	Reduce violent crime (Local Area Agreement)	Baseline 3371	< 3341	< 3277	< 3213	CEX
S&SC 1.1b	Reduce criminal damage	Baseline 5532	< 5388	< 5190	< 4991	CEX
S&SC 1.1ci	Maintain reporting levels of domestic abuse incidents	Baseline 3339	> 3300	> 3300	> 3300	CEX
S&SC 1.1d	Reduce thefts of motor vehicles	Baseline 1406	< 1382	< 1330	< 1280	CEX
BVPI 215a	Average days to repair street light faults	4.18 days	4 days	3.9 days	3.8 days	DUE
DUE EM 005	Number of new street lighting units installed	321	300	320	340	DUE
DUE EM 006	% of all street lighting faults attended within 5 days	94%	94.5%	95%	95.5%	DUE
Risk	Failure to meet the community safety partnership targets.					

Safety Matters

council action plan 2010

Priority 19 Anti social behaviour and reassurance

Key objective 1		Anti-social behaviour unit					
ref	Critical Success Factors	Timescales		Linkages with other plans	Lead officer		
		Start	Finish				
19.1a	Develop the cross agency anti- social behaviour unit (ASBU) and	April 2007	March 2009	CEX Directorate Strategic Plan Community Safety Service Plan	CEX Dawn Hewitt & Andy Winning		
19.1b	Identify cross agency teams to contribute to the ASBU	April 2007	Oct 2007				
19.1c	Develop Anti Social Behaviour Unit team	April 2007	March 2008				
Key objective 2		Anti-social behaviour orders					
19.2a	To reduce anti-social behaviour in the borough by reviewing potential ASBO cases in the pipeline to ensure that resources will be available and identify potential problems at an early stage	April 2007	March 2008	L&P Strategic Plan, Business Plan - Community Safety & Child Protection Team 2007-08	Mohammed Farooq, Principal Lawyer, LDS		
Key objective 3		Reduce fear of crime					
19.3a	Through the reassurance initiative reduce fear of crime and increase public confidence	April 2007	March 2010	CEX Directorate Strategic Plan Community Safety Service Plan	CEX Phil Dent		
Key objective 4		Reduce incidents of hate crime					
19.4a	Reduce incidents of racially aggravated crimes.	April 2007	March 2010	CEX Directorate Strategic Plan	CEX Andy Winning		
19.4b	Build respect in communities and reduce its impacts on ant-social behaviour						
Key Performance Indicators		2006/07 result /forecasted outturn	Targets			Reporting Directorate	
			2007/08	2008/09	2009/10		
LDS 131	Percentage of ASBO applications that result in a successful legal outcome	10 ASBO's issued (LDS017)	80%	90%	100%	Law & Property	
CEX CS 006	Reduce the number of racially aggravated crimes	308	-5%	-5%	-	CEX	
Risk	Failure to impact upon anti social behaviour (CEX). Failure to obtain Anti Social Behaviour Orders (L&P).						

Safety Matters

council action plan 2010

Priority 20 Substance misuse

Key objective 1 Reduce the harm caused by substance misuse to individuals, families and communities

ref	Critical Success Factors	Timescales		Linkages with other plans	Lead officer
		Start	Finish		
20.1a	Implement the Drugs Intervention Programme (DIP) improving client engagement action plan	April 2007	March 2010	Community Safety Partnership Strategic Plan Local Area Agreement	CEX Dawn Hewitt Sue Haywood
20.1b	Reduce harm caused by illegal drugs				
20.1c	Ensure adults and young people have access to drug treatment services				
20.1d	Reduce the harm caused by alcohol				

Key objective 2 Reduction of young people using drugs and alcohol

20.2a	Appropriate education, prevention and early intervention programmes in place	April 2007	March 2008	Children and young Persons Substance Misuse Plan Children and Young People's Strategic Partnership Plan,	CEX Audrey Heer
20.2b	Ensure staff working with children and young people are appropriately trained				Audrey Heer
20.2c	Appropriate young person centre treatment services commissioned				Audrey Heer Elaine Hopwood

Key objective 3 Marketing, communication and public reassurance

20.3a	Increase public awareness of the harm caused by alcohol to individuals, families and communities	April 2007	March 2010	Community Safety Strategic Plan, Alcohol Strategy Action Plan	Sue Haywood
20.3b	Reduce public perception of drug dealing and drug use as a problem				

Key objective 4 Combine key initiatives

20.4a	Align the Prolific & other Priority Offenders (PPO) and the Drugs Intervention Programme (DIP) working arrangements as required by the Home Office	April 2007	March 2008	Community Safety Strategic Plan	Will O'Connor Sue Haywood
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Key Performance Indicators		2006/07 result /forecasted outturn	Targets			Reporting Directorate
			2007/08	2008/09	2009/10	
SSC0 4.2 CEX CS003	Number of problematic drug users entering treatment Local Area Agreement	Baseline 1134	1285	-	-	CEX
Risk	Failure to meet the community safety partnership targets.					

Safety Matters

council action plan 2010

Priority 21 Children and young people stay safe- have security, stability and are cared for

Key objective 1		Improve outcomes and support for children in need of protection				
ref	Critical Success Factors	Timescales		Linkages with other plans	Lead officer	
		Start	Finish			
21.1a	Work with key partners to safeguard and promote children's wellbeing.	April 2007	March 2008	DCS Directorate Strategic Plan	DCS Pauline Sharratt	
Key objective 2		Improve outcomes, placement choice and support for Looked After Children (LAC) & care leavers				
21.2a	Implement the Placement Strategy Action Plan	April 2007	March 2008	DCS Directorate Strategic Plan	DCS Pauline Sharratt	
21.2b	Implement the leaving Care Forum Improvement					
21.2c	Ensure that all Looked After Children have the required plans and arrangements					
Key objective 3		Support and challenge to raise attainment of Looked After Children				
21.3a	Create closer working links between Looked after children education support services and the education improvement team in order to facilitate more effective support and challenge to schools	June 2007	March 2010	DCS Directorate Strategic Plan	DCS Jane Porter	
21.3b	Secure high quality fit for purpose learning environments in school and non school settings	June 2007	March 2010			
Key objective 4		Improve family support, early intervention and prevention services				
21.4a	Develop family group conferencing to improve outcomes and prevent the need for children to become looked after	June 2007	March 2008	DCS Directorate Strategic Plan	DCS Pauline Sharratt	
21.4b	Increase the number of residential assessment places for families					
Key objective 5		Engage with children and young people and their cares/parents				
21.5a	Set up Participation Unit to support the involving and consulting children and young people strategy	Sept 2007	April 2008	DCS Directorate Strategic Plan	DCS Cindy Peek	
21.5b	Develop and implement parenting strategy	April 2007	April 2008			
Key Performance Indicators		2006/07 result /forecasted outturn	Targets			Reporting Directorate
			2007/08	2008/09	2009/10	
BVPI 49 PAF CF/AO1	% of children looked after at 31 st March with three or more placements during the year	14.7%	11.6%	11%	11%	DCS
BVPI 50 PAF CF/AO2	% of young people leaving care aged 16 or over with at least 1 GCSE at A*- G or GNVQ	55.9%	70%	72%	75%	DCS
BVPI 161 PAF CF/AO4	Ratio of looked after children in employment, education and training for care leavers	0.65	0.88	0.91	0.93	DCS
BVPI 163	Number of Looked after children adopted during the year as % of looked after children	6.8%	6.8%	6.8%	6.8%	DCS
Risk	Risk of not implementing the Children's Act 2004.					



quality service matters

We want to build on our success for high quality cost-effective public services. We will develop greater choice and flexibility for people accessing our services with a focus on strong partnership working, best use of technology and improved productivity.

Facts 2006/07

We have increased the services available at Dudley Council Plus who have handled over half a million customer requests this year

The council is on course to meet the government's decent homes standard by 2010

63% of our primary school pupils now feel listened to, making it easier to involve them in making decisions about services that affect children and young people

We have increased customer satisfaction with the registrars service by making bookings more readily available

An independent assessment of council housing has confirmed we have improved, moving from a three star to four star service

Targets for 2007/08

To develop a take-up strategy for council tax and housing benefit to help tackle areas of poverty and social exclusion, so there is extra spending in the local economy

To develop an on-line admissions scheme for primary schools

To invest additional funds in our electoral service to make it easier for local people to vote by post

To have the lowest council tax in the West Midlands in 2007/08 and again exceed the government's efficiency targets

Quality Service Matters

council action plan 2010

Priority 22 Customer access to services

Key objective 1		Extend the range of cross directorate single coordinated services				
ref	Critical Success Factors	Timescales		Linkages with other plans	Lead officer	
		Start	Finish			
22.1a	Produce and implement a strategy to support corporate transformation through service redesign and efficiency savings including service transfers to Dudley Council Plus	April 2007	March 2010	CEX Directorate Strategic Plan Dudley Council Plus Strategic Plan	CEX Tony Hinkley	
Key objective 2		Extend Dudley Council Plus provision into other key locations across the borough				
22.2a	Identify appropriate locations and secure agreements for the continued development and growth of the Dudley Council Plus network so as to improve customer access across the borough.	April 2007	March 2010	CEX Directorate Strategic Plan Dudley Council Plus Strategic Plan	CEX Tony Hinkley	
Key objective 3		To increase range of services areas offered to customers				
22.3a	Joint work with directorates and CATS team to facilitate the effective and efficient transfer of services to Dudley Council Plus	April 2007	March 2010	CEX Directorate Strategic Plan Dudley Council Plus Strategic Plan	CEX Tony Hinkley	
Key objective 4		Absent voting - Increase the availability of methods for voting during elections				
22.4a	Provide services to give the electorate the opportunity to apply to vote by post/proxy.	April 2007	March 2008	CEX Directorate Strategic Plan	CEX Ali Mason	
Key objective 5		Provide a community based Library Service				
22.5a	Complete Remodelling of Library Service.	April 2007	March 2010	DACHS Directorate Strategic Plan Library Service Divisional Action Plan	DACHS Elizabeth Woodcock	
22.5b	Achieve threshold for Public Library Standards (PLS) <ul style="list-style-type: none"> • PLSS02 Aggregate scheduled opening hours per 1,000 population for all libraries (quarter1) • PLSS06 Number of library visits per 1,000 population (quarter 2) • PLSS09 Annual items added through purchase per 1,000 population.(quarter3) • PLSS10 Time taken to replenish the lending stock on open access or available on loan. (quarter 4) 	April 2007	March 2008			
Key Performance Indicators		2006/07 result /forecasted outturn	Targets			Reporting Directorate
			2007/08	2008/09	2009/10	
CEX DCP 003	% of telephony answered <30 seconds	61.5%	80%	80%	80%	CEX
CEX DCP 004	% of switchboard answered < 30 seconds	New PI	80%	80%	80%	CEX
CEX DCP 008	% customers seen by an adviser < 10 minutes	88.03%	80%	80%	80%	CEX
CEX DCP 016	% customers making cash payments < 10 minutes	88.38%	80%	80%	80%	CEX
Risk	Failure to deliver the Customer Access to Services project. Failure to improve access to council services.					

Quality Service Matters

council action plan 2010

Priority 23 Maximise the potential of council employees- our greatest asset

Key objective 1		Recruitment ,retention and diversity-ensure we recruit the right staff and retain and develop their skills				
ref	Critical Success Factors	Timescales		Linkages with other plans	Lead officer	
		Start	Finish			
23.1a	Implementation of Single status /Pay and reward	April 2007	March 2008	People Management Strategy Chief Executive's Directorate Strategic Plan	CEX Steve Woodall	
23.1b	Design and implement a new council wide Pay and reward strategy	April 2007	July 2007			
23.1c	Design and implement a new appeals procedure for grading appeals	April 2007	July 2007			
Key objective 2		Equality and diversity				
23.2a	Establish the ethnicity, disability, gender, age and religious profile of our workforce to be reflective of the local population	April 2007	March 2008	People Management Strategy	CEX Nicola Johnson	
23.2b	Promote and implement the actions of the Equality Scheme	April 2007	March 2010	Chief Executive's Directorate Strategic Plan	CEX Simon Manson	
Key objective 3		People and performance management				
23.3a	Manage poor performance- Review, update and implement the employee improvement and Disciplinary Policy and Procedure	April 2007	Sept 2007	People Management Strategy	CEX Nicola Johnson	
Key objective 4		Learning and Development				
23.4a	Develop a new corporate model workforce plan to ensure that skill needs are identified and addressed	April 2007	Dec 2007	People Management Strategy	CEX Steve Woodall	
23.4b	Provide and manage a learning and development service to the council	April 2007	March 2010	Corporate Learning & Development Strategy	CEX Sarah Treener Phil Cutler	
Key objective 5		Health and wellbeing				
23.5a	Produce and implement a corporate Sickness and Absence Management procedure	April 2007	March 2008	People Management Strategy	CEX Nicola Johnson	
Key Performance Indicators		2006/07 result /forecasted outturn	Targets			Reporting Directorate
			2007/08	2008/09	2009/10	
BVPI 11a.02	Women in top 5% earners	45.1%	45%	47.5%	50%	CEX
BVPI 11b.02	Black/ethnic in top 5% earners	4.6%	4.6%	4.8%	5.0%	CEX
BVPI 12	Days lost due to sickness absence per FTE	10.4%	10.2%	10.0 %	9.8%	CEX
BVPI 16	% of employees declaring they have a disability	1.7%	1.7%	1.8%	2.0%	CEX
BVPI 17	% BME employees	5.1%	5.1%	5.2%	5.3%	CEX
Risk	Loss of staff. Job evaluation implementation. Pay grades review.					

Quality Service Matters

council action plan 2010

Priority 24 ICT Strategy & E-Government

Key objective 1 Develop our information management information capabilities

ref	Critical Success Factors	Timescales		Linkages with other plans	Lead officer
		Start	Finish		
24.1a	Meet legislation such as Data Protection, Freedom of Information and Computer Misuse Act	April 2007	March 2008	Corporate ICT Strategy	FIN Dave Cook
Key objective 2 Provide support for Dudley Council Plus					
24.2a	Support the continued ICT needs of Dudley Council Plus	April 2007	March 2008	Corporate ICT Strategy	FIN Dave Cook
Risk	Failure to meet government initiatives. Failure to provide prompt service. Failure to understand business need.				

Priority 25

Value for money

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

ref	Critical Success Factors	Timescales		Linkages with other plans	Lead officer
		Start	Finish		
25.1a	Develop all processes to enable directorates to identify further cash and efficiency savings for the council; Publish annual efficiency statement	April 2007	March 2008	Council revenue budget	Director of Finance
Key Performance Indicators		2006/07 result /forecasted outturn		Targets	
				2007/08	2008/09
				2009/10	Reporting Directorate
FIN COR 001 Local PI	Level of Gershon savings achieved (2.5%)	£5m (2.5%)		£5.2m	To be advised by Central Government
Risk	Failure to undertake medium term financial planning.				

Quality Service Matters

council action plan 2010

Priority 26 Restructuring for the future needs

Key objective 1 Rationalisation of premises – Civic quadrant

Ref	Critical Success Factors	Timescales		Linkages with other plans	Lead officer
		Start	Finish		
26.1a	Examine Phase; Examining the viability of the project against a set of success criteria and then set up a special purpose vehicle to develop a Business and Programme Plan	April 2007	Dec 2007	Timescales determined by completion of the Evaluate Phase	L&P John Polychronakis
26.1b	Evaluate Phase; Evaluate the supply chain of companies that would deliver the project	Jan 2008	-		
26.1c	Engage Phase; Engage a network of companies to create a Joint Venture to implement the agreed programme	-	-		
Risk	Civic Quadrant Project; the council fails to agree an affordable and acceptable solution from the E2 stage of the project				

Major Projects Programme		Project reporting frequency	Reporting Directorate Champion
QSM08	Dudley civic quadrant	Quarterly progress report	Law & Property John Polychronakis
QSM09	Transformational Government	Quarterly progress report	DCS John Freeman
QSM10	Customer Access to Services	Quarterly progress report	CEX Tony Hinkley

Quality Service Matters

council action plan 2010

Priority 27 **Effective partnerships-** ensure the council provides appropriate leadership to secure collaborative partnerships that make a difference

Key objective 1		Community Strategy			
ref	Critical Success Factors	Timescales		Linkages with other plans	Lead officer
		Start	Finish		
27.1a	Continuous development and performance management of the hierarchy of plans to ensure the council delivers against the priorities of the community strategy	April 2007	March 2010	Chief Executive's Directorate Strategic Plan	CEX Geoff Thomas
27.1b	Support the Local Strategic Partnership (Dudley Community Partnership) with research and intelligence and performance management	April 2007	March 2010		CEX Andy Wright
Key objective 2		Local Area Agreement			
27.2a	Support performance management arrangements of the local Area Agreement	April 2007	March 2010	Chief Executive's Directorate Strategic Plan Local Area Agreement	CEX Andy Wright
27.2b	Support quarterly performance reports for the Partnership Performance Management Group and 6 monthly reports for Government Office West Midlands (GOWM)				CEX Jennie Webb
27.2c	Support Thematic partnership performance management				
Key objective 3		Community engagement – maintaining a clear focus on local peoples priorities			
27.3a	Customer satisfaction; development of a coordinated approach to customer satisfaction and engagement	April 2007	March 2008	Consultation Forward Planner Chief Executive's Directorate Strategic Plan	CEX Andy Wright
27.3b	Coordinate the annual and quarterly reports on planned consultation				
Key objective 4		Provision of intelligence			
27.4a	Further development of the Local Strategic Partnership website to hold management intelligence linked to the Local Area Agreement and Community Strategy	April 2007	March 2008	Consultation Forward Planner	CEX Andy Wright
27.4b	Data warehouse development and maintenance				
Key objective 5		Neighbourhood Renewal			
27.5a	Develop Commissioning Plan for 2007/08	April 2007	July 2007	Thematic Partnership Action Plans Local Area Agreement Chief Executive's Directorate Strategic Plan	CEX John Hodt
27.5b	Allocation and monitoring of funded projects	April 2007	March 2008		
27.5c	Review of local Neighbourhood Renewal strategy				
Risk	Failure to develop efficient partnership working Failure to develop a management structure to deliver the Community Strategy Failure to identify customer expectations of council services				

PERFORMANCE INDICATOR INFORMATION

The Council's results for Best Value Performance Indicators (BVPIs) must be published annually. The following results are for five years up to and including 2006/07. Also included are targets for 2006/07 until 2009/10 against which to judge performance and the ambitions of the Council.

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

The 'Actual 2006/07' figures given here may change as they are still subject to audit. The final figures will be posted on our website later in the year and contained in next year's version of this document.

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

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

Performance against target in 2006/07

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

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

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

Comparative data

Comparative data against other authorities is in the columns marked 'Met Av 05/06', 'Top Q 05/06' and 'Bottom Q 05/06' as appropriate:

Met Av – indicates the average of results for all metropolitan authorities in 2005/06;

Top and Bottom Q – stand for Top and Bottom Quartile for all English metropolitan authorities. Top Quartile is the level which only 25% exceeded in 2005/06 and Bottom Quartile is the level which 75% exceeded in 2005/06. In these cases 'Top' does not necessarily represent good performance or 'Bottom' bad. For example, if only 25% of authorities take 10 days or more to perform a service they would be in the top quartile but good performance would be indicated by a shorter time period. Comparisons by quartiles need to be considered for individual BVPIs in the same way that a view must be taken as to whether it is better to have a result that is higher or lower than average.

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

Further information about performance

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

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

Caring Matters BVPIs 2006/07

Ref	Description	Actual 2003/04	Actual 2004/05	Actual 2005/06	Actual 2006/07	Target 2006/07	Status 2006/07	Target 2007/08	Target 2008/09	Target 2009/10	Met Av 05/06	Top Q 05/06	Bottom Q 05/06	Comments
BV049	The percentage of Looked After Children at 31 March with three or more placements during the last financial year.	-	13.10	11.30	14.70	11.00	★	11.60	11.00	11.00	-	-	-	
BV054	Older people helped to live at home per 1,000 population aged 65 or over.	82.00	80.00	92.50	92.00	93.00	★	94.00	95.00	94.00	94.28	100.10	72.20	
BV163	The number of children who ceased to be looked after during the year as a result of the granting of an adoption or special guardianship order, as a percentage of the number of children looked after at 31st March (excluding unaccompanied asylum seekers) who had been looked after for 6 months or more on that day.	4.30	3.40	4.9	6.80	6.00	●	6.80	6.80	6.80	8.0	9.50	5.60	
BV170c	The number of pupils visiting museums and galleries in organised school groups.	4810.00	3698.00	12636.00	12359.00	4000.00	★	13000.00	10000.00	11000.00	15067.00	8156.00	641.00	
BV183a	The average length of stay in bed and breakfast accommodation of households that are unintentionally homeless and in priority need.	1.00	0.00	0.57	0.66	0.40	●	0.50	0.50	0.50	1.99	1.00	4.25	
BV183b	The average length of stay in hostel accommodation of households that are unintentionally homeless and in priority need.	10.00	8.00	8.31	0.00	0.00	●	-	-	-	4.79	0.00	17.00	PI deleted wef 07/08
BV197	Percentage change in number of conceptions amongst 15 - 17 year olds.		-12.20	-12.10	-14.80	-22.20	★	-28.80	-34.80	-40.3	-10.10	-18.20	-4.50	
BV201	Adults and older people receiving direct payments at 31st March per 100,000 population aged 18 or over (age standardised).	-	40.00	56.00	72.00	90.00	●	125.00	150.00	150.00	81.00	99.00	58.00	

Caring Matters BVPIs 2006/07

Ref	Description	Actual 2003/04	Actual 2004/05	Actual 2005/06	Actual 2006/07	Target 2006/07	Status 2006/07	Target 2007/08	Target 2008/09	Target 2009/10	Met Av 05/06	Top Q 05/06	Bottom Q 05/06	Comments
BV202	The number of people sleeping rough on a single night within the area of the authority.	-	1.00	1.00	1.00	1.00	●	1.00	1.00	1.00	5.00	0.00	5.00	
BV203	The percentage change in the average number of families placed in temporary accommodation.	-	68.46	-23.89	-35.47	-20.00	★	-	-	-	4.44	-16.00	19.09	PI deleted wef 07/08
BV213	Number of households who considered themselves as homeless, who approached the local housing authority's housing advice service(s), and for whom housing advice casework intervention resolved their situation.	-	-	1.10	1.52	1.25	★	1.75	2.00	2.25	28.00	5.00	1.00	
BV214	Proportion of households accepted as statutorily homeless who were accepted as statutorily homeless by the same Authority within the last two years.	-	-	0.89	0.00	1.00	★	-	-	-	4.08	0.37	4.23	PI deleted wef 07/08

Environment Matters BVPIs 2006/07

Ref	Description	Actual 2003/04	Actual 2004/05	Actual 2005/06	Actual 2006/07	Target 2006/07	Status 2006/07	Target 2007/08	Target 2008/09	Target 2009/10	Met Av 05/06	Top Q 05/06	Bottom Q 05/06	Comments
BV063	The average SAP rating of local authority-owned dwellings.	52.00	59.00	64.00	65.00	65.00	●	66.00	67.00	68.00	63.00	69.00	63.00	Instruction change May 2007. Authorities should continue to report outturns based on the SAP 2001 methodology (1 - 120 rating). Outturn for 2006/07 and future targets have been changed to reflect 2001 edition methodology
BV064	Number of non-local authority-owned vacant dwellings returned to occupation or demolished during the financial year as a direct result of action by the local authority.	92.00	51.00	53.00	61.00	66.00	●	80.00	85.00	90.00	223.69	76.50	7.00	
BV082ai	Percentage of household waste arisings which have been sent by the Authority for recycling.	-	8.61	11.22	12.85	12.00	●	13.00	14.00	15.00	12.85	20.87	14.25	
BV082aii	Total tonnage of household waste arisings sent by the Authority for recycling.	-	11118.91	14084.24	17882.52	14990.00	★	18850.00	20720.00	22200.00	18109.20	15126.10	6140.14	
BV082bi	The percentage of household waste sent by the Authority for composting or treatment by anaerobic digestion.	-	6.86	8.46	10.12	12.00	▲	14.00	16.00	17.00	6.98	13.05	3.55	
BV082bii	The tonnage of household waste sent by the Authority for composting or treatment by anaerobic digestion.	-	8641.26	10577.68	14091.38	14990.00	●	20300.00	23600.00	25160.00	9200.48	8770.30	1823.31	
BV082ci	Percentage of the total tonnage of household waste arisings that have been used to recover heat, power and other energy sources.	-	67.18	63.20	61.08	58.00	●	56.00	54.00	53.00	19.71	6.72	0.00	
BV082cii	Total tonnage of household waste arisings that have been used to recover heat, power and other energy sources.	-	85476.83	79017.03	85017.47	72451.67	★	81200.00	80000.00	78440.00	37228.24	13174.00	0.00	
BV082di	Percentage of household waste that has been landfilled.	-	17.35	17.07	15.93	18.00	★	17.00	16.00	15.00	59.88	59.41	77.40	

Environment Matters BVPIs 2006/07

Ref	Description	Actual 2003/04	Actual 2004/05	Actual 2005/06	Actual 2006/07	Target 2006/07	Status 2006/07	Target 2007/08	Target 2008/09	Target 2009/10	Met Av 05/06	Top Q 05/06	Bottom Q 05/06	Comments
BV082dii	The tonnage of household waste arisings that have been landfilled.	-	22071.19	21342.44	22168.55	22485.00	●	24650.00	23680.00	22200.00	90485.09	53892.20	187764.00	
BV084a	Number of kilograms of household waste collected per head of the population.	-	417.44	410.86	455.43	410.58	▲	475.14	484.85	484.73	461.20	394.00	480.00	
BV084b	Percentage change from the previous financial year in the number of kilograms of household waste collected per head of the population.	-	-	-1.58	10.97	-1.25	▲	4.33	2.04	-0.02	-1.71	-3.79	1.01	
BV086	Cost of household waste collection per household.	38.16	39.79	45.29	47.67	47.87	●	49.34	50.30	51.33	42.16	39.48	52.43	
BV087	Cost of waste disposal per tonne of municipal waste.	43.24	46.75	52.90	46.28	52.37	★	46.39	46.85	47.31	41.23	39.46	53.71	
BV091a	Percentage of households resident in the authority's area served by kerbside collection of recyclables.	-	-	88.00	98.90	100.00	●	100.00	100.00	100.00	94.80	100.0	93.5	
BV091b	Percentage of households resident in the authority's area served by kerbside collection of at least two recyclables.	-	-	88.00	98.90	100.00	●	100.00	100.00	100.00	82.60	100.0	90.1	
BV184a	The percentage of local authority dwellings which were non-decent at the start of the financial year.	27.00	28.00	26.00	25.00	25.00	●	17.00	14.00	8.00	48.00	16.00	47.00	
BV184b	The percentage change in the proportion of non-decent dwellings between the start and the end of the financial year.	1.60	7.10	7.70	32.00	12.00	★	17.60	42.90	50.00	19.80	28.30	4.10	
BV199a	The percentage of relevant land and highways that is assessed as having combined deposits of litter and detritus that fall below an acceptable level.	-	24.00	18.00	13.50	18.00	★	14.00	14.00	13.00	17.50	8.80	21.00	
BV199b	The percentage of relevant land and highways from which unacceptable levels of graffiti are visible.	-	-	8.00	6.00	8.00	★	5.00	5.00	5.00	7.00	1.00	6.00	

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BV199c	The percentage of relevant land and highways from which unacceptable levels of fly-posting are visible.	-	-	0.00	1.00	1.00	●	1.00	1.00	1.00	1.00	0.00	2.00	
BV212	Average time taken to re-let local authority housing.	-	-	32.00	27.00	30.00	●	30.00	28.00	26.00	51.00	29.00	51.00	
BV216a	Number of 'sites of potential concern' in the local authority area with respect to land contamination.	-	-	68.00	68.00	-	-	-	-	-	-	-	-	Still no progress n agreeing targets due to nationwide lack of clarity and guidance. DEFRA letter on file. We need to establish/understand what the national approach is to this indicator before targets can be set
BV216b	Number of sites for which sufficient detailed information is available to decide whether remediation of the land is necessary, as a percentage of 'sites of potential concern'.	-	-	1.00	1.47	-	-	-	-	-	17.00	9.00	1.00	
BV217	Percentage of pollution control improvements to existing installations completed on time.	-	-	72.00	75.00	75.00	●	90.00	90.00	90.00	83.00	100.00	83.00	
BV218a	Percentage of new reports of abandoned vehicles investigated within 24hrs of notification.	-	-	99.74	99.38	100.00	●	100.00	100.00	100.00	80.09	96.64	73.00	
BV218b	Percentage of abandoned vehicles removed within 24 hours from the point at which the authority is legally entitled to remove the vehicle.	-	-	100.00	100.00	100.00	★	100.00	100.00	100.00	85.00	95.00	61.11	

Learning Matters BVPIs 2006/07

Ref	Description	Actual 2003/04	Actual 2004/05	Actual 2005/06	Actual 2006/07	Target 2006/07	Status 2006/07	Target 2007/08	Target 2008/09	Target 2009/10	Met Av 05/06	Top Q 05/06	Bottom Q 05/06	Comments
BV038	Percentage of 15 year old pupils in schools maintained by the local education authority achieving five or more GCSEs at grades A* - C or equivalent.	50.90	51.10	53.40	55.80	59.00	▲	60.50	-	-	52.00	58.30	49.40	Targets only set annually with DfES
BV039	Percentage of 15 year old pupils in schools maintained by the local education authority achieving 5 or more GCSEs or equivalent at grades A*-G including English and Maths.	88.90	88.50	90.40	90.60	-	-	-	-	-	86.40	90.80	85.90	Target not required
BV040	Percentage of pupils in schools maintained by the local education authority achieving Level 4 or above in the Key Stage 2 Mathematics test.	68.60	72.00	73.00	74.60	82.00	▲	82.00			74.40	77.40	72.10	Targets only set annually with DfES
BV041	Percentage of pupils in schools maintained by the local education authority achieving Level 4 or above in the Key Stage 2 English test.	72.20	77.00	79.0	78.80	85.00	▲	83.00	-	-	77.80	81.20	76.00	Targets only set annually with DfES
BV043a	Percentage of proposed statements of special educational need issued by the authority in a financial year and prepared within 18 weeks excluding exceptions under the Education (Special Educational Needs) (England) (Consolidation) Regulations 2001.	82.80	56.31	89.80	94.44	100.00	▲	100.00	100.00	100.00	95.00	100.00	95.70	
BV043b	Percentage of proposed statements of special educational need issued by the authority in a financial year and prepared within 18 weeks including 'exceptions' set out in the Education (Special Educational Needs) (England) (Consolidation) Regulations.	53.70	45.10	79.80	90.57	95.00	●	95.00	95.00	95.00	79.70	95.40	72.50	

Learning Matters BVPIs 2006/07

Ref	Description	Actual 2003/04	Actual 2004/05	Actual 2005/06	Actual 2006/07	Target 2006/07	Status 2006/07	Target 2007/08	Target 2008/09	Target 2009/10	Met Av 05/06	Top Q 05/06	Bottom Q 05/06	Comments
BV045	Percentage of half days missed due to total absence in secondary schools maintained by the local education authority.	8.24	7.81	8.05	7.23	7.54	★	7.22	7.18	7.16	8.29	7.26	8.30	
BV046	Percentage of half days missed due to total absence in primary schools maintained by the local education authority.	6.35	5.59	6.10	5.07	5.48	★	5.05	5.00	4.98	5.56	5.13	5.98	
BV050	The percentage of young people leaving care aged 16 or over with at least one GCSE at Grade A* - G or a GNVQ.	46.00	56.80	60.70	55.90	70.00	●	70.00	72.00	75.00	55.00	59.00	46.00	
BV161	The ratio of the percentage of those young people who were looked after on 1st April in their 17th year (aged 16), who were engaged in education, training or employment at the age of 19 to the percentage of young people in the population who were engaged in education, training or employment at the age of 19.	-	0.50	0.70	0.64	0.79	★	0.88	0.91	0.93	0.78	0.91	0.65	This indicator is predictable as the cohort is known prior to targets being set. The target was based upon 17 out of cohort of 26 young people having positive outcomes on or around their 19th birthday. At the time of target setting this was the expected result, however, circumstances for several of the young people changed during the year and a positive result was not achieved
BV170a	The number of visits to/uses of local authority funded or part-funded museums and galleries per 1,000 population.	153.00	391.43	593.00	406.30	174.40	★	425.39	376.31	379.58	1209.00	958.00	133.00	
BV170b	The number of those visits to Local Authority funded, or part-funded museums and galleries that were in person, per 1,000 population.	148.00	170.20	194.00	155.78	109.00	★	163.62	132.94	134.98	658.00	523.00	87.00	
BV181a	Percentage of 14 year old pupils in schools maintained by the local education authority achieving Level 5 or above in the Key Stage 3 test in English.	69.00	69.00	74.00	71.20	79.00	▲	79.00	-	-	70.22	77.00	69.00	Targets only set annually with DfES

Learning Matters BVPIs 2006/07

Ref	Description	Actual 2003/04	Actual 2004/05	Actual 2005/06	Actual 2006/07	Target 2006/07	Status 2006/07	Target 2007/08	Target 2008/09	Target 2009/10	Met Av 05/06	Top Q 05/06	Bottom Q 05/06	Comments
BV181b	Percentage of 14 year old pupils in schools maintained by the local education authority achieving Level 5 or above in the Key Stage 3 test in Mathematics.	70.00	72.00	73.00	74.10	79.00	▲	79.00	-	-	70.63	77.00	70.00	Targets only set annually with DfES
BV181c	Percentage of 14 year old pupils in schools maintained by the local education authority achieving Level 5 or above in the Key Stage 3 test in Science.	69.00	66.00	69.00	71.40	77.00	▲	78.00	-	-	65.41	74.00	64.00	Targets only set annually with DfES
BV181d	Percentage of 14 year old pupils in schools maintained by the local education authority achieving Level 5 or above in the Key Stage 3 <i>teacher assessment</i> in ICT.	72.80	74.00	71.00	68.50	78.00	▲	78.00	-	-	68.38	73.83	63.23	Targets only set annually with DfES
BV194a	The percentage of 11 year old pupils achieving Level 5 in Key Stage 2 in English.	23.70	24.00	25.00	31.60	-	-	-	-	-	25.00	29.00	23.00	Target not required
BV194b	The percentage of 11 year old pupils achieving Level 5 in Key Stage 2 Mathematics.	25.10	27.00	27.00	31.60	-	-	-	-	-	29.00	32.00	27.00	Target not required
BV221a	Percentage of young people aged 13-19 gaining a recorded outcome compared to the percentage of young people who participate in youth work in the local authority area.	-	-	4.00	30.78	20.00	▲	40.00	60.00	60.00	51.00	59.00	29.00	
BV221b	Percentage of young people aged 13-19 gaining an accredited outcome compared to the percentage of young people aged 13-19 participating in youth work ¹ .	-	-	6.00	11.76	10.00	▲	20.00	30.00	30.00	22.00	25.00	10.00	
BV222a	Percentage of integrated early education and childcare settings funded or part-funded by the local authority where leaders have a qualification at Level 4 or above.	-	-	40.00	29.10	45.00	▲	32.00	33.00	40.00	29.00	35.00	16.00	

Learning Matters BVPIs 2006/07

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BV222b	Percentage of integrated early education and childcare settings funded or part-funded by the local authority that have input from staff with graduate or postgraduate qualifications in teaching or child development.	-	-	13.00	19.54	60.00	▲	22.00	25.00	30.00	59.00	100.00	21.00	

Regeneration Matters BVPIs 2006/07

Ref	Description	Actual 2003/04	Actual 2004/05	Actual 2005/06	Actual 2006/07	Target 2006/07	Status 2006/07	Target 2007/08	Target 2008/09	Target 2009/10	Met Av 05/06	Top Q 05/06	Bottom Q 05/06	Comments
BV066a	Rent collected by the Local Authority as a proportion of rents owed on Housing Revenue Account (HRA) dwellings.	-	97.40	97.09	97.63	97.30	●	97.70	97.85	98.00	96.87	98.59	97.07	
BV066b	Percentage of Local Authority tenants with more than seven weeks (gross) rent arrears.	-	-	5.29	4.75	5.20	●	4.70	4.60	4.50	6.90	4.12	8.53	
BV066c	Percentage of Local Authority tenants in arrears who have had Notices Seeking Possession served.	-	-	28.42	29.46	25.00	▲	25.00	23.00	20.00	34.73	17.06	35.18	
BV066d	Percentage of Local Authority tenants evicted as a result of rent arrears.	-	-	0.72	0.58	0.70	★	0.55	0.50	0.45	0.59	0.21	0.58	
BV106	To encourage the provision of additional housing on previously developed land and through conversions of existing buildings in order to minimise development on green fields.	98.00	99.13	99.82	-	98.00	-	95.00	95.00	95.00	87.04	96.74	62.52	Data not available until July 2007
BV109a	Percentage of major applications determined within 13 weeks.	41.00	41.00	58.11	55.13	60.00	●	60.00	60.00	60.00	67.35	74.90	57.08	
BV109b	Percentage of minor applications determined within 8 weeks.	37.00	50.70	77.37	75.63	65.00	★	65.00	65.00	65.00	76.30	81.07	69.00	
BV109c	Percentage of 'other' applications determined within 8 weeks.	74.00	74.80	92.63	88.98	80.00	★	80.00	80.00	80.00	88.05	91.39	83.37	
BV200a	Did the local planning authority submit the Local Development Scheme (LDS) by 28th March 2005 and thereafter maintain a 3-year rolling programme?	-	Yes	Yes	Yes	Yes	★	Yes	Yes	Yes	-	-	-	
BV200b	Has the local planning authority met the milestones which the current Local Development Scheme (LDS) sets out?	-	Yes	Yes	Yes	Yes	★	Yes	Yes	Yes	-	-	-	

Regeneration Matters BVPIs 2006/07

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BV066a	Rent collected by the Local Authority as a proportion of rents owed on Housing Revenue Account (HRA) dwellings.	-	97.40	97.09	97.63	97.30	●	97.70	97.85	98.00	96.87	98.59	97.07	
BV066b	Percentage of Local Authority tenants with more than seven weeks (gross) rent arrears.	-	-	5.29	4.75	5.20	●	4.70	4.60	4.50	6.90	4.12	8.53	
BV066c	Percentage of Local Authority tenants in arrears who have had Notices Seeking Possession served.	-	-	28.42	29.46	25.00	▲	25.00	23.00	20.00	34.73	17.06	35.18	
BV066d	Percentage of Local Authority tenants evicted as a result of rent arrears.	-	-	0.72	0.58	0.70	★	0.55	0.50	0.45	0.59	0.21	0.58	
BV106	To encourage the provision of additional housing on previously developed land and through conversions of existing buildings in order to minimise development on green fields.	98.00	99.13	99.82	-	98.00	-	95.00	95.00	95.00	87.04	96.74	62.52	Data not available until July 2007
BV109a	Percentage of major applications determined within 13 weeks.	41.00	41.00	58.11	55.13	60.00	●	60.00	60.00	60.00	67.35	74.90	57.08	
BV109b	Percentage of minor applications determined within 8 weeks.	37.00	50.70	77.37	75.63	65.00	★	65.00	65.00	65.00	76.30	81.07	69.00	
BV109c	Percentage of 'other' applications determined within 8 weeks.	74.00	74.80	92.63	88.98	80.00	★	80.00	80.00	80.00	88.05	91.39	83.37	
BV200a	Did the local planning authority submit the Local Development Scheme (LDS) by 28th March 2005 and thereafter maintain a 3-year rolling programme?	-	Yes	Yes	Yes	Yes	★	Yes	Yes	Yes	-	-	-	
BV200b	Has the local planning authority met the milestones which the current Local Development Scheme (LDS) sets out?	-	Yes	Yes	Yes	Yes	★	Yes	Yes	Yes	-	-	-	

Regeneration Matters BVPIs 2006/07

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BV200c	Did the Local Planning Authority publish an annual report by 31st December each year?	-	Yes	Yes	Yes	Yes	★	-	-	-	-	-	-	PI deleted wef 07/08
BV204	The number of planning appeal decisions allowed against the authority's decision to refuse on planning applications, as a percentage of the total number of planning appeals against refusals of planning applications.	-	42.00	41.9	46.67	38.00	▲	36.00	33.00	30.50	31.50	25.00	36.10	
BV219a	Total number of conservation areas in the local authority area.	-	20.00	21.00	21.00	21.00	★	-	-	-	-	-	-	PI deleted wef 07/08
BV219b	Percentage of conservation areas in the local authority area with an up-to-date character appraisal.	-	5.00	4.80	28.57	26.00	●	28.50	36.30	45.00	30.34	31.81	00.00	
BV219c	Percentage of conservation areas with published management proposals.	-	5.00	4.80	28.57	26.00	●	-	-	-	7.23	7.70	0.00	PI deleted wef 07/08
BV223	Percentage of the local authority principal road network where structural maintenance should be considered.	-	37.97	14.00	-	14.00	-	14.00	14.00	14.00	-	-	-	
BV224a	Percentage of the non-principal classified road network where maintenance should be considered.	-	11.60	17.00	-	17.00	-	17.00	17.00	17.00	-	-	-	Survey data awaited
BV224b	Percentage of the unclassified road network where structural maintenance should be considered.	-	10.40	9.97	-	13.00	-	13.00	13.00	13.00	-	-	-	

Safety Matters BVPIs 2006/07

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BV053	Households receiving intensive home care per 1,000 population aged 65 or over.	12.10	12.90	13.18	12.60	13.50	▲	13.70	13.90	12.00	15.62	16.64	9.24	
BV056	Percentages of items of equipment delivered and adaptations made within 7 working days.	73.00	77.00	80.00	93.00	85.00	★	85.00	85.00	95.00	88.00	91.00	82.00	
BV099ai	Number of people killed or seriously injured (KSI) in road traffic collisions.	-	105.00	90.00	132.00	161.92	★	153.82	145.73	137.63	146.00	83.00	268.00	
BV099aai	Percentage change in the number of people killed or seriously injured (KSI) in road traffic collisions since the previous year.	-	-15.32	-14.30	46.67	-4.00	▲	-4.00	-4.00	-4.00	-3.10	-19.30	0.80	
BV099aiii	Percentage change in the number of people killed or seriously injured (KSI) in road traffic collisions since the 1994-98 average.	-	-48.12	-55.5	-34.78	-20.00	★	-24.00	-28.00	-32.00	-22.90	-40.40	-15.60	
BV099bi	Number of children (aged under 16 years) killed or seriously injured (KSI) in road traffic collisions.	-	11.00	19.00	19.00	30.60	★	28.56	26.52	24.48	24.00	11.00	27.00	
BV099bii	Percentage change in the number of children (aged under 16 years) killed or seriously injured (KSI) in road traffic collisions since the previous year.	-	-62.07	72.70	0.00	-5.00	▲	-5.00	-5.00	-5.00	0.90	-26.50	22.20	
BV099biii	Percentage change in the number of children killed or seriously injured (KSI) in road traffic collisions since the 1994-98 average.	-	-73.04	-53.40	-53.43	-25.00	★	-30.00	-35.00	-40.00	-39.40	-55.70	-29.60	
BV099ci	Number of people slightly injured in road traffic collisions.	-	1089.00	1021.00	1141.00	1054.50	●	1043.40	1032.30	1021.20	1416.00	718.00	1840.00	
BV099cii	Percentage change in the number of people slightly injured in road traffic collisions since the previous year.	-	-11.25	-6.20	11.75	-1.00	▲	-1.00	-1.00	-1.00	-2.80	-8.60	2.60	

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BV099ciii	Percentage change in the number of people slightly injured in road traffic collisions since the 1994-98 average.	-	-1.86	-8.21	1.78	-5.00	▲	-6.00	-7.00	-8.00	-8.90	-21.10	-0.80	
BV100	Number of days of temporary traffic controls, or road closure, on traffic sensitive roads, caused by roadworks, per km of traffic sensitive road.	0.80	0.15	0.10	0.00	0.10	★	0.10	0.10	0.10	1.10	0.10	1.40	
BV126	Domestic burglaries per 1,000 households in the Local Authority area.	18.08	13.74	11.80	9.73	11.22	★	10.66	10.12	-	16.90	6.40	13.70	Awaiting further info from the Home Office re target setting
BV127a	Violent crime per 1,000 population in the local authority area.	-	-	15.40	15.89	14.58	●	13.85	13.16	-	23.60	12.50	22.90	Awaiting further info from the Home Office re target setting
BV127b	Robberies per 1,000 population in the local authority area.	-	-	1.80	1.59	1.66	●	1.58	1.50	-	1.90	0.30	1.30	Awaiting further info from the Home Office re target setting
BV128	The number of vehicle crimes per 1,000 population in the local authority area.	18.90	14.09	11.90	10.70	11.28	●	10.72	10.18	-	16.60	7.30	14.60	Awaiting further info from the Home Office re target setting
BV162	The percentage of child protection cases which were reviewed regularly as a percentage of those cases that should have been reviewed during the year.	96.00	100.00	100.00	99.00	100.00	★	100.00	100.00	100.00	99.00	100.00	100.00	
BV165	The percentage of pedestrian crossings with facilities for disabled people, as a proportion of all crossings in the local authority area.	99.50	99.53	99.60	100.00	100.00	★	100.00	100.00	100.00	73.60	99.60	75.60	
BV166a	Score against a checklist of best practice for: Environmental Health Trading Standards Please return two separate figures.	73.30	90.00	100.00	100.00	100.00	★	100.00	100.00	100.00	96.40	100.00	85.00	

Safety Matters BVPs 2006/07

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BV166b	Score against a checklist of best practice for: Environmental Health Trading Standards Please return two separate figures.	80.70	90.00	100.00	100.00	100.00	★	100.00	100.00	100.00	97.70	100.00	96.60	
BV174	The number of racial incidents reported to the local authority, and subsequently recorded, per 100,000 population.	113.11	147.20	176.68	182.92	170.00	●	170.00	170.00	170.00	-	-	-	
BV175	The percentage of racial incidents reported to the local authority that resulted in further action.	100.00	100.00	100.00	100.00	100.00	★	100.00	100.00	100.00	95.54	100.00	100.00	
BV178	The percentage of the total length of rights of way in the local authority area that are easy to use by the general public.	-	66.50	32.40	60.00	71.00	▲	65.00	66.00	67.00	66.70	88.20	64.80	
BV 187	The percentage of category 1, 1a and 2 footway network where structural maintenance should be considered	-	15.53	18.00	-	18.25	-	18.23	18.20	18.00	25.00	12.00	33.00	Survey data awaited
BV195	For new older clients (that is over 65 years of age), the average of: the percentage where the time from first contact to contact with client is less than or equal to 48 hours (that is, 2 calendar days), and the percentage where the time from first contact to completion of assessment is less than or equal to four weeks (that is, 28 calendar days).	50.00	68.00	80.50	86.00	85.00	★	85.00	85.00	90.00	75.70	83.50	72.40	
BV196	For new older clients, the percentage for whom the time from completion of assessment to provision of all services in the care package is less than or equal to four weeks.	91.00	93.00	92.80	95.00	93.00	★	95.00	95.00	95.00	87.70	91.50	82.50	

Safety Matters BVPs 2006/07

Ref	Description	Actual 2003/04	Actual 2004/05	Actual 2005/06	Actual 2006/07	Target 2006/07	Status 2006/07	Target 2007/08	Target 2008/09	Target 2009/10	Met Av 05/06	Top Q 05/06	Bottom Q 05/06	Comments
BV 198	The number of drug users in treatment per 1000 population aged 15-44.	-	-12.10	24.48	37.11	36.55	●	-	-	-	55.10	78.25	34.39	PI deleted wef 07/08
BV215a	The average number of days taken to repair a street lighting fault that is under the control of the local authority.	-	-	3.57	4.18	4.90	★	4.00	3.90	3.80	5.06	3.43	6.69	
BV215b	The average time taken to repair a street lighting fault, where response time is under the control of a DNO.	-	-	11.31	25.90	21.00	▲	20.00	19.00	18.00	25.76	14.03	33.77	
BV225	The percentage of questions from a checklist to which a local authority can answer 'yes'.	-	-	73.00	73.00	91.00	▲	91.00	91.00	91.00	-	-	-	
BV226a	Total amount spent by the local authority on advice and guidance services provided by external organisations.	-	-	546998	875700	-	-	-	-	-	-	-	-	
BV226b	Percentage of monies spent on advice and guidance services provision that was given to organisations holding the CLS Quality Mark at 'General Help' level and above.	-	-	-	-	-	-	-	-	-	-	-	-	Not separately reported
BV226c	Total amount spent on Advice and Guidance in the areas of housing, welfare benefits and consumer matters which is provided directly by the authority to the public.	-	-	2636.67	2475.00	-	-	-	-	-	-	-	-	Indicator causing problems nationally

Quality Service Matters BVPs 2006/07

Ref	Description	Actual 2003/04	Actual 2004/05	Actual 2005/06	Actual 2006/07	Target 2006/07	Status 2006/07	Target 2007/08	Target 2008/09	Target 2009/10	Met Av 05/06	Top Q 05/06	Bottom Q 05/06	Comments
BV002a	The level of the Equality Standard for local government to which the Authority conforms in respect of gender, race and disability.	1	2	2	2	3	▲	3	3	3	-	-	-	
BV002b	The quality of an Authority's Race Equality Scheme (RES) and the improvements resulting from its application.	58.00	68.42	68.00	68.00	73.68	●	73.68	73.68	73.68	72	79	53	
BV008	Percentage of invoices for commercial goods & services paid by the Authority within 30 days of receipt or within the agreed payment terms.	96.24	95.89	97.06	91.30	100.00	●	100.00	100.00	100.00	90.21	96.71	89.24	
BV009	The percentage of council tax collected by the Authority in the year.	97.73	97.80	97.80	97.90	97.70	●	97.90	97.90	98.00	95.81	89.40	96.39	
BV010	The percentage of national non-domestic rates collected in-year.	98.40	97.60	98.00	98.00	98.00	●	98.10	98.10	98.20	98.13	99.26	98.10	
BV011a	Percentage of top-paid 5% of staff who are women.	34.40	39.69	41.40	45.10	42.00	●	45.00	47.50	50.00	42.66	42.45	22.22	
BV011b	The percentage of the top 5% of local authority staff who are from an ethnic minority.	3.74	2.32	3.60	4.60	3.70	★	4.60	4.80	4.00	4.19	4.33	0	
BV011c	Percentage of the top paid 5% of staff who have a disability (excluding those in maintained schools).	-	1.55	1.00	2.90	1.55	★	2.90	3.00	3.00	2.80	4.83	0	
BV012	The number of working days/shifts lost to the Authority due to sickness absence.	11.10	10.86	10.83	10.40	10.40	●	10.20	10.00	9.80	11.17	8.34	10.94	
BV014	The percentage of employees retiring early (excluding ill-health retirements) as a percentage of the total work force.	0.41	0.19	0.31	0.45	0.25	▲	0.25	0.25	0.25	0.70	0.17	0.78	
BV015	The percentage of local authority employees retiring on grounds of ill health as a percentage of the total workforce.	0.28	0.12	0.19	0.15	0.15	●	0.15	0.15	0.15	0.37	0.10	0.37	

Quality Service Matters BVPs 2006/07

Ref	Description	Actual 2003/04	Actual 2004/05	Actual 2005/06	Actual 2006/07	Target 2006/07	Status 2006/07	Target 2007/08	Target 2008/09	Target 2009/10	Met Av 05/06	Top Q 05/06	Bottom Q 05/06	Comments
BV016a	The percentage of local authority employees with a disability.	0.80	1.08	0.82	1.70	1.00	★	1.70	1.80	2.00	2.56	3.89	1.86	
BV016b	The percentage of the economically active population in the local authority area who have a disability.	14.88	14.88	14.88	14.88	-	-	-	-	-	-	-	-	This figure is beyond local authority control and therefore no targets are set
BV017a	The percentage of local authority employees from ethnic minority communities.	4.30	4.60	4.40	5.10	4.50	★	5.10	5.20	5.30	5.5	4.80	0.9	
BV017b	The percentage of the economically active (persons aged 18-65) population from ethnic minority communities in the local authority area.	3.80	3.80	6.30	5.82	-	-	-	-	-	-	-	-	PI deleted wef 07/08
BV076a	The number of housing benefit claimants in the local authority area visited, per 1,000 caseload.	249.50	235.91	220.28	155.94	147.00	●	-	-	-	-	-	-	PI deleted wef 07/08
BV076b	The number of fraud investigators employed by the Local Authority, per 1,000 caseload.	0.16	0.15	0.15	0.15	0.15	●	0.11	0.11	0.10	-	-	-	
BV076c	The number of Housing Benefit and Council Tax Benefit (HB/CTB) fraud investigations carried out by the Local Authority per year, per 1,000 caseload.	25.08	26.11	30.21	24.42	30.00	▲	22.00	22.00	22.00	-	-	-	
BV076d	The number of Housing Benefit and Council Tax Benefit (HB/CTB) prosecutions and sanctions, per year, per 1,000 caseload, in the Local Authority area.	2.98	3.28	3.25	4.26	3.20	★	3.50	3.50	3.50	-	-	-	
BV078a	To measure average processing time taken across all new Housing and Council Tax Benefit (HB/CTB) claims submitted to the Local Authority, for which the date of decision is within the financial year being reported.	28.10	17.23	25.10	22.03	22.00	●	23.00	23.00	22.00	37.5	26.4	39.1	

Quality Service Matters BVPIs 2006/07

Ref	Description	Actual 2003/04	Actual 2004/05	Actual 2005/06	Actual 2006/07	Target 2006/07	Status 2006/07	Target 2007/08	Target 2008/09	Target 2009/10	Met Av 05/06	Top Q 05/06	Bottom Q 05/06	Comments
BV078b	The average processing time taken for all written notifications to the Local Authority of changes to a claimant's circumstance that require a new decision on behalf of the Authority.	16.00	8.43	16.00	13.72	11.00	▲	14.00	13.00	12.00	16.8	9.1	18.8	
BV079a	The percentage of cases within a random sample for which the Authority's calculation of Housing and Council Tax Benefit (HB/CTB) is found to be correct.	98.40	100.00	99.20	98.80	99.00	●	99.00	99.00	99.00	97.79	99.00	96.60	
BV079bi	The amount of Housing Benefit overpayments (HB) recovered as a percentage of <i>all</i> HB overpayments.	-	-	77.80	75.41	60.00	★	60.00	60.00	60.00	73.29	79.39	58.98	
BV079bii	HB overpayments recovered as a percentage of the total amount of HB overpayment debt outstanding at the start of the year, plus amount of HB overpayments identified during the year.	-	-	52.83	38.82	50.00	▲	45.00	46.00	47.00	31.59	39.69	27.35	
BV079biii	Housing Benefit (HB) overpayments written off as a percentage of the total amount of HB overpayment debt outstanding at the start of the year, plus amount of HB overpayments identified during the year.	-	-	5.94	6.37	10.00	▲	8.00	7.75	7.50	-	-	-	

Quality Service Matters BVPIs 2006/07

Ref	Description	Actual 2003/04	Actual 2004/05	Actual 2005/06	Actual 2006/07	Target 2006/07	Status 2006/07	Target 2007/08	Target 2008/09	Target 2009/10	Met Av 05/06	Top Q 05/06	Bottom Q 05/06	Comments
BV156	The percentage of authority buildings open to the public in which all public areas are suitable for, and accessible to, disabled people.	10.60	16.79	23.00	29.00	33.60	▲	40.00	40.00	40.00	-	-	-	
BV164	Does the authority follow the Commission for Racial Equality's code of practice in Rented Housing and the Good Practice Standards for Social Landlords on Tackling Harassment included in 'Tackling Racial Harassment: Code of Practice for Social Landlords'?	Yes	Yes	Yes	Yes	Yes	★	Yes	Yes	Yes	-	-	-	
BV205	The local authority's score against a 'quality of planning services' checklist.	-	72.00	83.00	100.00	100.00	★	100.00	100.00	100.00	93.6	100.0	83.3	
BV220	Compliance' Public Library Service Standards.		6.00	6.00	3.00	4.00	●	4.00	4.00	4.00	-	-	-	

Satisfaction BVPIs

PI Ref	Definition	Actual 2003/04	Actual 2006/07	Target 2006/07	Target 2009/10	Top Q 2006	Bottom Q 2006	Met Av 2006
BV 003	Satisfaction with the Council overall	51%	51%	60%	56%	55%	46%	51.5%
BV 004	Satisfaction with complaint handling	35%	40%	50%	50%	35%	29%	32%
BV 074a	Satisfaction – Tenants overall	72%	74%	76%	79%	78%	68%	73.9%
BV 074b	Satisfaction – Tenants – black & ethnic minorities	60%	75%	75%	79%	73.5%	61%	67.8%
BV 074c	Satisfaction – Tenants – non-black & ethnic minorities	75%	74% * * Weighting to be confirmed by the Audit Commission	76%	79%	79%	69%	74.4%
BV 075a	Satisfaction – Participation	60%	66%	63%	69%	67%	56%	63.1%
BV 075b	Satisfaction – Participation – Participation & ethnic minorities	50%	64%	60%	69%	67%	54%	62.8%
BV 075c	Satisfaction – Participation – non-black & ethnic minorities	62%	66%	63%	69%	67%	57%	63.4%
BV 080a	Satisfaction – Benefits Service – Contact	77%	79%	77%	79%	-	-	-

Satisfaction BVPIs

PI Ref	Definition	Actual 2003/04	Actual 2006/07	Target 2006/07	Target 2009/10	Top Q 2006	Bottom Q 2006	Met Av 2006
BV 080b	Satisfaction – Benefits Service – Office	81%	80%	81%	80%	-	-	-
BV 080c	Satisfaction – Benefits Service – Telephone Service	66%	73%	70%	73%	-	-	-
BV 080d	Satisfaction – Benefits Service – Staff	82%	82%	82%	82%	-	-	-
BV 080e	Satisfaction – Benefits Service – Forms	63%	61%	65%	61%	-	-	-
BV 080f	Satisfaction – Benefits Service – Speed	74%	74%	76%	74%	-	-	-
BV 080g	Satisfaction – Benefits Service - Overall	79%	79%	83%	79%	-	-	-
BV 089	Satisfaction with cleanliness – litter and refuse	52%	68.82%	69%	60%	69%	59%	60.9%
BV 090a	Satisfaction with waste collection	81%	80%	85%	82%	84%	74%	82.1%
BV 090b	Satisfaction with waste recycling (local facilities)	63%	74.38%	77%	67%	72%	61%	67.1%

Satisfaction BVPIs

PI Ref	Definition	Actual 2003/04	Actual 2006/07	Target 2006/07	Target 2009/10	Top Q 2006	Bottom Q 2006	Met Av 2006
BV 090c	Satisfaction with waste disposal (local tips)	74%	71%	77%	78%	85%	77%	82.1%
BV 103	Satisfaction with transport information (all)	44%	50%	54%	55%	59.5%	48%	56.8%
BV 103f	Satisfaction with transport information – those who have seen information in the last year	-	72%	72%	75%	77%	69%	75%
BV 104	Satisfaction with bus services (all)	65%	60%	70%	62%	68%	54%	60.9%
BV 104f	Satisfaction with bus services – those who have used the bus service in the last year	-	68%	70%	70%	71%	61%	65.7%
BV 111	Satisfaction – Planning applications	69%	71%	75%	74%	80%	65%	73.8%
BV 118a	Satisfaction – Found Books	68%	86%	70%	To be set	90%	84.1%	87.8%
BV 118b	Satisfaction – Book reservations	75%	79%	75%	To be set	80.5%	73.9%	78.9%
BV 118c	Satisfaction – Library information	82%	94%	85%	To be set	94.3%	90.3%	93.4%

Satisfaction BVPIs

PI Ref	Definition	Actual 2003/04	Actual 2006/07	Target 2006/07	Target 2009/10	Top Q 2006	Bottom Q 2006	Met Av 2006
BV 119a	Satisfaction – Sports users	50%	47%	55%	50%	60.5%	51%	55.1%
BV 119b	Satisfaction – Library users	72%	76%	-	To be set	75.5%	68.5%	72.4%
BV 119c	Satisfaction – Museum users	44%	42%	48%	45%	52%	32%	49.6%
BV 119d	Satisfaction – Theatre users	47%	41%	50%	44%	55%	35.5%	46.8%
BV 119e	Satisfaction – Parks & open spaces	68%	64%	72%	70%	77%	67.5%	68.5%

The following table explains variances of +/- 15% between 'Actual 2005/06' and 'Actual 2006/07 figures

Ref	Council Plan Theme	Description	Actual 2005/06	Actual 2006/07
BV049	Caring Matters	The percentage of Looked After Children at 31 March with three or more placements during the last financial year.	11.30	14.70
The looked after cohort is transient in nature. Targets were set based upon the 2005/06 looked after population. A number of factors influence this indicator, for example, the age profile of the group and the duration of the period of care. Small numbers greatly affect the value of the indicator, however the PI has still maintained excellent performance and retains the optimum banding for the 7 th consecutive year.				
BV163	Caring Matters	The number of children who ceased to be looked after during the year as a result of the granting of an adoption or special guardianship order, as a percentage of the number of children looked after at 31st March	4.90	6.80
Performance better than expected and adoptions went through quickly. The work of the Adoption Task Force is coming to fruition.				
BV201	Caring Matters	Adults and older people receiving direct payments at 31st March per 100,000 population aged 18 or over	56.00	72.00
We purposefully set a very stretching target for 2006/07.				
BV203	Caring Matters	The percentage change in the average number of families placed in temporary accommodation	-23.89	-35.47
Progress better than predicted with a reduction of households in temporary accommodation compared to the previous year.				
BV082aii	Environmental Matters	Total tonnage of household waste arisings sent by the Authority for recycling	14084.24	17882.52
The black box recycling scheme has been extended throughout the borough which has enabled an increased amount of recycled waste to be collected.				
BV082bi	Environment Matters	The percentage of household waste sent by the Authority for composting or treatment by anaerobic digestion	8.46	10.12
The roll-out of the green wheelie bins for composting has been extended throughout the borough which has enabled more compostable waste to be collected.				

Ref	Council Plan Theme	Description	Actual 2005/06	Actual 2006/07
BV082bii	Environment Matters	The tonnage of household waste sent by the Authority for composting or treatment by anaerobic digestion	10577.68	14091.38
The roll-out of the green wheelie bins for composting has been extended throughout the borough which has enabled more compostable waste to be collected.				
BV184b	Environment Matters	The percentage change in the proportion of non-decent dwellings between the start and the end of the financial year	7.70	32.00
The June 2006 definition and guidance update states that for reporting purposes refusals are not counted as non-decent until the property becomes void, thus accounting for a larger percentage variance from target. Landlords are not expected to make a home decent if this is against a tenant's wishes, as work can be undertaken when the dwelling is next void.				
BV199a	Environment Matters	The percentage of relevant land and highways that is assessed as having combined deposits of litter and detritus that fall below an acceptable level	18.00	13.50
Pro-active inspections and the use of collated data have enabled the targeting of hot spot areas directly impacting on improved standards of street cleanliness.				
BV199b	Environment Matters	The percentage of relevant land and highways from which unacceptable levels of graffiti are visible	8.00	6.00
Service employs a dedicated graffiti removal team. Borough inspections have provided information on areas subject to high levels of graffiti and its subsequent removal.				
BV212	Environment Matters	Average time taken to re-let local authority housing	32.00	27.00
Improvement due to improved business processes and close working relationship with building services aimed at maximising efficiency and minimising repair time, for example, review of letting processes in collaboration with building services.				
BV046	Learning Matters	Percentage of half days missed due to total absence in primary schools maintained by the local education authority	6.10	5.07
2005-2006 produced significant levels of sickness which was experienced nationally, targets needed to be realigned, during 2006-2007 we have seen significant improvement across primary schools in each township and across 13 secondary schools, additional support will be targeted to those schools with challenging absence. Additionally, due to a change in registration codes in Sept 2006, "study leave" which previously was a present mark, is now an absence mark. Targets will need to be realigned again as they are not representative of the % average of targets set by schools and we are awaiting the release of the new School Attendance Target Regulations.				

Ref	Council Plan Theme	Description	Actual 2005/06	Actual 2006/07
BV170a	Learning Matters	The number of visits to/uses of local authority funded or part-funded museums and galleries per 1,000 population	593.00	406.30
In 2005/06 we hosted the World War Two exhibition at the Merry Hill Centre and then toured it. This was a one-off event which significantly inflated visitor numbers for that period. Problems with the museums website during 2006/07 have also contributed to the fall in visitor numbers.				
BV170b	Learning Matters	The number of those visits to Local Authority funded, or part-funded museums and galleries that were in person, per 1,000 population	194.00	155.78
In 2005/06 we hosted the World War Two exhibition at the Merry Hill Centre and then toured it. This was a one-off event which significantly inflated visitor numbers for that period. Problems with the museums website during 2006/07 have also contributed to the fall in visitor numbers.				
BV194a	Learning Matters	The percentage of 11 year old pupils achieving Level 5 in Key Stage 2 in English	25.00	31.60
The Local Authority has supported schools through the Able Children Programme for past 2 years. Significant support has been given to improve the subject knowledge of teachers and subject co-ordinators.				
BV194b	Learning Matters	The percentage of 11 year old pupils achieving Level 5 in Key Stage 2 Mathematics	27.00	31.60
The Local Authority has supported schools through the Able Children Programme for past 2 years. Significant support has been given to improve the subject knowledge of teachers and subject co-ordinators.				
BV221a	Learning Matters	Percentage of young people aged 13-19 gaining a recorded outcome compared to the percentage of young people who participate in youth work in the local authority area	4.00	30.78
The significant progress the service has made has been due to a better understanding of such outcomes through briefings at staff team days, area staff meetings and information being filtered down to staff. Capturing the evidence training has had an impact on the increase. Improved data capture through effective paperwork has resulted in this achievement also. With a new Client Management System in place from April 2007 onwards this should improve even further as the local target set for 07/08 is 40%.				
BV221b	Learning Matters	Percentage of young people aged 13-19 gaining an accredited outcome compared to the percentage of young people aged 13-19 participating in youth work'	6.00	11.76
The significant progress the service has made has been due to a better understanding of such outcomes through briefings at staff team days, area staff meetings and information being filtered down to staff. Capturing the evidence training has had an impact on the increase. Improved data capture through effective paperwork has resulted in this achievement also. With a new Client Management System in place from April 2007 onwards this should improve even further as the local target set for 07/08 is 20%.				

Ref	Council Plan Theme	Description	Actual 2005/06	Actual 2006/07
BV222a	Learning Matters	Percentage of integrated early education and childcare settings funded or part-funded by the local authority where leaders have a qualification at Level 4 or above	40.00	29.10
The guidance has not been clear and is open to interpretation; we have sought guidance from other authorities for clarity. Furthermore the National Qualifications Framework was revised in January 2006 and a number of qualifications were realigned. There was confusion nationally regarding the classification of 2 of the most popular level 3 and level 4 courses. Our team has had to recheck qualifications attained and amend the database to reflect the new levels. Furthermore we are developing additional systems to track and account for childcare practitioners undertaking qualifications. Obtaining up to date and accurate information on qualification levels within the Private, Voluntary and Independent sector has historically been difficult. We have, however, designed a new system for the collection of information which will be assessed termly for most group settings and annually for childminders. We are confident that the actual PI is accurate and the new target more realistic.				
BV222b	Learning Matters	Percentage of integrated early education and childcare settings funded or part-funded by the local authority that have input from staff with graduate or postgraduate qualifications in teaching or child development	13.00	19.54
The guidance is open to interpretation and we have considered feedback and views from other authorities for clarity. Quantifying the involvement of Early Years Development Advisors in supporting Private, Voluntary and Independent settings has been problematic. At the time of the target setting any involvement from an Early Years Advisor was included. We now support all integrated Early Years and Childcare settings with at least a termly visit but we have decided not to include them in this target. We have decided to report on those settings where we know there is a graduate input for more than 50% of the time.				
BV066d	Regeneration Matters	Percentage of Local Authority tenants evicted as a result of rent arrears	0.72	0.58
The introduction of postponed orders has created a new layer in the legal process. This has led to fewer convictions as the postponed order has to be breached before further action can be taken.				
BV219b	Regeneration Matters	Percentage of conservation areas in the local authority area with an up-to-date character appraisal	4.80	28.57
This indicator was proposed for inclusion within the Culture Service Assessment Framework for CPA 2007. Additional resourcing was focused within this area of work to ensure that performance would fall between the proposed lower and upper thresholds.				
BV219c	Regeneration Matters	Percentage of conservation areas with published management proposals	4.80	28.57
This indicator was proposed for inclusion within the Culture Service Assessment Framework for CPA 2007. Additional resourcing was focused within this area of work to ensure that performance would fall between the proposed lower and upper thresholds.				
BV099aiii	Safety Matters	Percentage change in the number of people killed or seriously injured (KSI) in road traffic collisions since the 1994 average	-55.53	-34.78
BV099biii	Safety Matters	Percentage change in the number of children killed or seriously injured (KSI) in road traffic collisions since the 1994 average	-53.40	-53.43

Ref	Council Plan Theme	Description	Actual 2005/06	Actual 2006/07
BV099ciii	Safety Matters	Percentage change in the number of people slightly injured in road traffic collisions since the 1994 average	-8.21	1.78
These targets represent an average or linear assessment of the overall level of accident reduction needed to meet Central Government's 10 year targets for reducing road accidents between 2000 and 2010. The council is already ahead of its projected linear target for reducing road accidents and well on course for meeting the 2010 targets. Several of our results vary by more than 15%, this is because they are based in very small figures which can be significantly affected in terms of percentage change by, in some cases, one accident.				
BV178	Safety Matters	The percentage of the total length of rights of way in the local authority area that are easy to use by the general public	32.40	60.00
Information from enhanced site inspections and surveys of the network provided for improved targeting of minor faults through repair and maintenance works.				
BV198	Safety Matters	The number of drug users in treatment per 1000 population aged 15-44	24.48	37.11
Through Home Office funding the Drug Intervention Programme has successfully engaged prolific drug users through this initiative.				
BV215b	Safety Matters	The average time taken to repair a street lighting fault, where response time is under the control of a DNO	11.31	25.90
A series of discussions has taken place with the network provider both locally and nationally to target future improvement in performance.				
BV011b	Quality Service Matters	The percentage of the top 5% of local authority staff who are from an ethnic minority	3.60	4.60
Improvement in performance is down to the update of personal data. Many employees hadn't previously declared their ethnicity or disability. In Jan 2007, the opportunity was given to all employees to update their data. We now have up to date info on 97.5% of employees (excluding schools).				
BV011c	Quality Service Matters	Percentage of the top paid 5% of staff who have a disability (excluding those in maintained schools)	1.00	2.90
Improvement in performance is down to the update of personal data. Many employees hadn't previously declared their ethnicity or disability. In Jan 2007, the opportunity was given to all employees to update their data. We now have up to date info on 97.5% of employees (excluding schools).				
BV014	Quality Service Matters	The percentage of employees retiring early (excluding ill-health retirements) as a percentage of the total work force	0.31	0.45
The small numbers involved mean that a small increase/decrease can significantly impact upon the percentage outturn.				

Ref	Council Plan Theme	Description	Actual 2005/06	Actual 2006/07
BV015	Quality Service Matters	The percentage of local authority employees retiring on grounds of ill health as a percentage of the total workforce	0.19	0.15
The small numbers involved mean that a small increase/decrease can significantly impact upon the percentage outturn.				
BV016a	Quality Service Matters	The percentage of local authority employees with a disability	0.82	1.70
Improvement in performance is down to the update of personal data. Many employees hadn't previously declared their ethnicity or disability. In Jan 2007, the opportunity was given to all employees to update their data. We now have up to date info on 97.5% of employees (excluding schools).				
BV017a	Quality Service Matters	The percentage of local authority employees from ethnic minority communities	4.40	5.10
Improvement in performance is down to the update of personal data. Many employees hadn't previously declared their ethnicity or disability. In Jan 2007, the opportunity was given to all employees to update their data. We now have up to date info on 97.5% of employees (excluding schools).				
BV076a	Quality Service Matters	The number of housing benefit claimants in the local authority area visited, per 1,000 caseload	220.28	155.94
Comment awaited.				
BV076c	Quality Service Matters	The number of Housing Benefit and Council Tax Benefit (HB/CTB) fraud investigations carried out by the Local Authority per year, per 1,000 caseload	30.21	24.42
Risk assessment process was improved during the year, so low quality referrals were rejected earlier and not subject to an investigation.				
BV076d	Quality Service Matters	The number of Housing Benefit and Council Tax Benefit (HB/CTB) prosecutions and sanctions, per year, per 1,000 caseload, in the Local Authority area	3.25	4.26
Improved performance on target that was set on basis of previous years.				
BV079bii	Quality Service Matters	HB overpayments recovered as a percentage of the total amount of HB overpayment debt outstanding at the start of the year, plus amount of HB overpayments identified during the year	52.83	38.82
Target was overstated. Performance still top quartile.				

Ref	Council Plan Theme	Description	Actual 2005/06	Actual 2006/07
BV156	Quality Service Matters	The percentage of authority buildings open to the public in which all public areas are suitable for, and accessible to, disabled people	23.00	29.00
The improvement in performance is due to several reasons, including: improvement to council buildings; building closures and removal of those buildings from the performance indicator that no longer provide a local authority service or do not employ local authority staff.				
BV205	Quality Service Matters	Quality of Planning Service checklist	83.00	100.00
This year new software has been implemented for planning policy and online payments which has completed those issues that were outstanding on the checklist.				

The following table explains variances of +/- 15% between 'Actual 2006/07' and 'Target 2006/07 figures

Ref	Council Plan Theme	Description	Actual 2006/07	Target 2006/07
BV049	Caring Matters	The percentage of Looked After Children at 31 March with three or more placements during the financial year.	14.70	11.00
The looked after cohort is transient in nature. Targets were set based upon the 2005/06 looked after population. A number of factors influence this indicator, for example, the age profile of the group and the duration of the period of care. Small numbers greatly affect the value of the indicator, however the PI has still maintained excellent performance and retains the optimum banding for the 7 th consecutive year.				
BV170c	Caring Matters	The number of pupils visiting museums and galleries in organised school groups.	12359.00	4000.00
We have expanded the museums outreach programme and schools services this year. Through close working with schools we are able to choose exhibits that compliment the school curriculum.				
BV201	Caring Matters	Adults and older people receiving direct payments at 31 March per 100,000 population aged 18 or over (age standardised).	72.00	90.00
We purposefully set a very stretching target for 2006/07 and although we did not achieve it this year, the target has been increased further for 2007/08.				
BV203	Caring Matters	The percentage in the average number of families placed in temporary accommodation.	-35.47	-20.00
Progress better than predicted with a reduction of households in temporary accommodation compared to the previous year.				
BV213	Caring Matters	Number of households who considered themselves as homeless, who approached the local housing authority's housing advice service(s), and for whom housing advice casework intervention resolved their situation.	1.52	1.25
Progress better than predicted with an overall improvement in housing casework intervention measures aimed at resolving potential homelessness situations.				
BV082aii	Environment Matters	The percentage of household waste arising sent by the authority for recycling.	17882.52	14990.00
The roll-out of the black box recycling service to kerbside properties has been extended throughout the borough. In addition we are working to increase participation rates within target areas, hence the increase.				

Ref	Council Plan Theme	Description	Actual 2006/07	Target 2006/07
BV082bi	Environment Matters	The percentage of household waste sent by the authority for composting or treatment by anaerobic digestion.	10.12	12.00
The hot summer resulted in less grass being cut. This affected the amount of green waste available for composting. In addition, the anticipated performance of the last quarter was less than expected.				
BV082cii	Environment Matters	The tonnage of Household waste arisings that have been used to recover heat, power on other energy sources.	85017.47	72451.67
For three quarters of the year the plant was processing high levels of street cleansing waste which resulted in volumes of waste processed being higher than expected. The new Waste Incineration Directive and Waste Acceptance Criteria means that this type of waste can no longer be processed by the plant.				
BV184b	Environment Matters	The percentage change in the proportion of non-decent dwellings between the start and end of the financial year.	32.00	12.00
The June 2006 definition and guidance update states that for reporting purposes refusals are not counted as non-decent until the property becomes void, thus accounting for a larger percentage variance from target. Landlords are not expected to make a home decent if this is against a tenant's wishes, as work can be undertaken when the dwelling is next void.				
BV199a	Environment Matters	The percentage of relevant land and highways that is assessed as having combined deposits of litter and detritus that fall below an acceptable level.	13.50	18.00
Pro-active inspections and the use of collated data have enabled the targeting of hot spot areas directly impacting in improved standards of street cleanliness.				
BV199b	Environment Matters	The percentage of relevant land and highways from which unacceptable levels of graffiti are visible.	6.00	8.00
Service areas employ a dedicated graffiti removal team. Borough inspections have provided information on areas subject to high levels of graffiti and its subsequent removal.				
BV050	Learning Matters	The percentage of young people leaving care aged 16 or over with at least one GCSE at Grade A* - G or a GNVQ	55.90	70.00
This is an unpredictable indicator due to the transient nature of the looked after cohort. The target was set based upon the minimum requirement for the optimum performance banding (PAF). However, although it was an aspirational target it was thought to have been achievable if the circumstances were favourable.				
BV161	Learning Matters	The ratio of the percentage of those young people who were looked after on 1st April in their 17th year (aged 16), who were engaged in education, training or employment at the age of 19	0.64	0.79
This indicator is predictable as the cohort is known prior to targets being set. The target was based upon 17 out of cohort of 26 young people having positive outcomes on or around their 19th birthday. At the time of target setting this was the expected result, however, circumstances for several of the young people changed during the year and a positive result was not achieved.				

Ref	Council Plan Theme	Description	Actual 2006/07	Target 2006/07
BV170a	Learning Matters	The number of visits to/uses of local authority funded or part-funded museums and galleries per 1,000 population	406.30	174.40
This year's target was set at a level that would account for an expected reduction in visitor numbers due to resourced staffing levels, closure of the hot glass studio for 12 months and problems with the web site. The actual visitor numbers turned out to be much higher than expected which has been due to continued support from the public and also the hire of a mobile furnace during closure. This year's international festival of glass and fossil fayre have proved very successful and there has been growth in the museums outreach programme and schools service.				
BV170b	Learning Matters	The number of those visits to Local Authority funded, or part-funded museums and galleries that were in person, per 1,000 population	155.78	109.00
This year's target was set at a level that would account for an expected reduction in visitor numbers due to resourced staffing levels, closure of the hot glass studio for 12 months and problems with the web site. The actual visitor numbers turned out to be much higher than expected which has been due to continued support from the public and also the hire of a mobile furnace during closure. This year's international festival of glass and fossil fayre have proved very successful and there has been growth in the museums outreach programme and schools service.				
BV221a	Learning Matters	Percentage of young people aged 13-19 gaining a recorded outcome compared to the percentage of young people who participate in youth work in the local authority area	30.78	20.00
The significant progress the service has made has been due to a better understanding of such outcomes through briefings at staff team days, area staff meetings and information being filtered down to staff. Capturing the evidence training has had an impact on the increase. Improved data capture through effective paperwork has resulted in this achievement also. With a new Client Management System in place from April 2007 onwards this should improve even further as the local target set for 07/08 is 40%.				
BV221b	Learning Matters	Percentage of young people aged 13-19 gaining an accredited outcome compared to the percentage of young people aged 13-19 participating in youth work	11.76	10.00
The significant progress the service has made has been due to a better understanding of such outcomes through briefings at staff team days, area staff meetings and information being filtered down to staff. Capturing the evidence training has had an impact on the increase. Improved data capture through effective paperwork has resulted in this achievement also. With a new Client Management System in place from April 2007 onwards this should improve even further as the local target set for 07/08 is 20%.				
BV222a	Learning Matters	Percentage of integrated early education and childcare settings funded or part-funded by the local authority where leaders have a qualification at Level 4 or above	29.10	45.00
The guidance has not been clear and is open to interpretation; we have sought guidance from other authorities for clarity. Furthermore the National Qualifications Framework was revised in January 2006 and a number of qualifications were realigned. There was confusion nationally regarding the classification of 2 of the most popular level 3 and level 4 courses. Our team has had to recheck qualifications attained and amend the database to reflect the new levels. Furthermore we are developing additional systems to track and account for childcare practitioners undertaking qualifications. Obtaining up to date and accurate information on qualification levels within the Private, Voluntary and Independent sector has historically been difficult. We have, however, designed a new system for the collection of information which will be assessed termly for most group settings and annually for childminders. We are confident that the actual PI is accurate and the new target more realistic.				

Ref	Council Plan Theme	Description	Actual 2006/07	Target 2006/07
BV222b	Learning Matters	Percentage of integrated early education and childcare settings funded or part-funded by the local authority that have input from staff with graduate or postgraduate qualifications in teaching or child development	19.54	60.00
The guidance is open to interpretation and we have considered feedback and views from other authorities for clarity. Quantifying the involvement of Early Years Development Advisors in supporting Private, Voluntary and Independent settings has been problematic. At the time of the target setting any involvement from an Early Years Advisor was included. We now support all integrated Early Years and Childcare settings with at least a termly visit but we have decided not to include them in this target. We have decided to report on those settings where we know there is a graduate input for more than 50% of the time.				
BV066d	Regeneration Matters	Percentage of Local Authority tenants evicted as a result of rent arrears	0.58	0.70
The introduction of postponed orders has created a new layer in the legal process. This has led to fewer convictions as the postponed order has to be breached before further action can be taken.				
BV109b	Regeneration Matters	Percentage of minor applications determined within 8 weeks	75.63	65.00
Process improvements including an increased focus on performance monitoring in addition to growth investment and full staff compliment have all contributed towards this year's level of performance.				
BV204	Regeneration Matters	The number of planning appeal decisions allowed against the authority's decision to refuse on planning applications, as a percentage of the total number of planning appeals against refusals of planning applications	46.67	38.00
This level of performance reflects the number of applications refused through the committee process, which were found to be contrary to planning considerations in some cases, and were therefore allowed on appeal.				
BV099aiii	Safety Matters	Percentage change in the number of people killed or seriously injured (KSI) in road traffic collisions since the 1994 average	-34.78	-20
BV099biii	Safety Matters	Percentage change in the number of children killed or seriously injured (KSI) in road traffic collisions since the 1994 average	-53.43	-25.00
BV099ciii	Safety Matters	Percentage change in the number of people slightly injured in road traffic collisions since the 1994 average	1.78	-5.00
These targets represent an average or linear assessment of the overall level of accident reduction needed to meet Central Government's 10 year targets for reducing road accidents between 2000 and 2010. The council is already ahead of its projected linear target for reducing road accidents and well on course for meeting the 2010 targets. Several of our results vary by more than 15%, this is because they are based in very small figures which can be significantly affected in terms of percentage change by, in some cases, one accident.				

Ref	Council Plan Theme	Description	Actual 2006/07	Target 2006/07
BV178	Safety Matters	The percentage of the total length of rights of way in the local authority area that are easy to use by the general public	60.00	71.00
The target was at a level to put the services within the upper threshold of performance against CPA targets. Although performance has improved from last year's 32.4%, it remains below target. Action is being taken to ensure performance further improved.				
BV215b	Safety Matters	The average time taken to repair a street lighting fault, where response time is under the control of a DNO	25.90	21.00
A series of discussions has taken place with the network provider both locally and nationally to target future improvement in performance.				
BV225	Safety Matters	The percentage of questions from a checklist to which a local authority can answer 'yes'	73.00	91.00
The Domestic Violence Strategy is currently in draft form and will be published by the end of 2007. In addition, the 'sanctuary' scheme will be in place by September 2007. We are currently behind target on the number of refuge places available per 10,000 population.				
BV011b	Quality Service Matters	The percentage of the top 5% of local authority staff who are from an ethnic minority	4.60	3.70
Improvement in performance is down to the update of personal data. Many employees hadn't previously declared their ethnicity or disability. In Jan 2007, the opportunity was given to all employees to update their data. We now have up to date info on 97.5% of employees (excluding schools).				
BV011c	Quality Service Matters	Percentage of the top paid 5% of staff who have a disability (excluding those in maintained schools)	2.90	1.55
Improvement in performance is down to the update of personal data. Many employees hadn't previously declared their ethnicity or disability. In Jan 2007, the opportunity was given to all employees to update their data. We now have up to date info on 97.5% of employees (excluding schools).				
BV014	Quality Service Matters	The percentage of employees retiring early (excluding ill-health retirements) as a percentage of the total work force	0.45	0.25
The small numbers involved mean that a small increase/decrease can significantly impact upon the percentage outturn.				
BV076c	Quality Service Matters	The number of Housing Benefit and Council Tax Benefit (HB/CTB) fraud investigations carried out by the Local Authority per year, per 1,000 caseload	24.42	30.00
Risk assessment process was improved during the year, so low quality referrals were rejected earlier and not subject to an investigation.				

Ref	Council Plan Theme	Description	Actual 2006/07	Target 2006/07
BV076d	Quality Service Matters	The number of Housing Benefit and Council Tax Benefit (HB/CTB) prosecutions and sanctions, per year, per 1,000 caseload, in the Local Authority area	4.26	3.20
Improved performance on target that was set on basis of previous years.				
BV078b	Quality Service Matters	The average processing time taken for all written notifications to the Local Authority of changes to a claimant's circumstance that require a new decision on behalf of the Authority	13.72	11.00
Dip in performance earlier in the year due to new system implementation. However performance at the end of the year was achieving target.				
BV079bi	Quality Service Matters	The amount of Housing Benefit overpayments (HB) recovered as a percentage of <i>all</i> HB overpayments	75.41	60.00
Comment awaited.				
BV079bii	Quality Service Matters	HB overpayments recovered as a percentage of the total amount of HB overpayment debt outstanding at the start of the year, plus amount of HB overpayments identified during the year	38.82	50.00
Target was overstated. Performance still top quartile.				
BV079biii	Quality Service Matters	Housing Benefit (HB) overpayments written off as a percentage of the total amount of HB overpayment debt outstanding at the start of the year, plus amount of HB overpayments identified during the year	6.37	10.00
Comment awaited.				

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

The Council has not let any contracts involving a transfer of its staff to another service provider over the last year.

Community Strategy 2005 ~ 2020 Stronger Communities	council plan themes						council plan 2010 local people matter
<p>Priority 1: Creating a prosperous borough</p> <p>Our Vision is to create competitive and prosperous communities where existing businesses thrive, new businesses are attracted to invest, and all of the borough's residents are equipped with the skills needed for the current and future jobs market.</p>	<p>● Primary driver ○ Strong connection</p>						<p>Regeneration matters</p> <p>We want to create a prosperous borough where our town centres are busy thriving places. We will support existing and new businesses to flourish and provide local people with the necessary skills to gain well paid employment.</p>
	Caring	Environment	Learning	Regeneration	Safety	Quality Service	
<p>Developing Brierley Hill as an economic and retail centre for the Black Country, with the three main town centres of Dudley, Halesowen and Stourbridge undertaking area action plans to offer a model of urban living and working whilst promoting the built heritage.</p>		○		●		○	<p>⇨ Creating a prosperous borough</p> <p>⇨ Improve the quality of public spaces</p> <p>⇨ Effective partnerships</p> <p>⇨ Castle Hill development: Major Projects Programme</p> <p>⇨ Town centre regeneration: Major Projects Programme</p> <p>⇨ A Green Dudley: Major Projects Programme</p>
<p>Creating an environment to enable existing and new businesses to thrive whilst championing the interests and assets of the Borough so as to encourage more business investment.</p>		○		●		○	<p>⇨ To champion the interests and assets of the Dudley borough</p> <p>⇨ Transport plan and transport infrastructure developments up to 2011</p> <p>⇨ Safer communities</p>
<p>Creating opportunities for local people to gain well paid employment in the borough by equipping residents with the necessary skills and encouraging employers to invest in employee development</p>			○	○	○		<p>⇨ Optimise the opportunities for local people to obtain local jobs</p> <p>⇨ Attend & enjoy school</p> <p>⇨ Investing for the future</p> <p>⇨ Learning opportunities for adults</p>
<p>Ensuring that Dudley develops as a sub-regional focus for leisure and tourism activity building on existing leisure attractions within the centre.</p>	○	○		●	●		<p>⇨ To increase access to & participation in cultural activity</p> <p>⇨ Improve the quality of public spaces</p> <p>⇨ Wren's Nest BIG lottery project: Major Projects Programme</p> <p>⇨ Castle Hill Development: Major Projects Programme</p>

Dudley Borough Strategy Map							
Community Strategy 2005 ~ 2020 Stronger Communities	council plan themes					council plan 2010 local people matter	
<p>Priority 2: Promoting a Sense of well Being and Good Health for Everyone</p> <p>Our vision for the borough is one where people enjoy a sense of well being, and enjoy healthier and more active lifestyles</p>	<p>● Primary driver ○ Strong connection</p>					<p>Caring matters</p> <p>We want to improve access and support services for vulnerable people to improve their independence and wellbeing. We will also encourage people to lead healthy and active lives and provide more choice of cultural and leisure facilities</p>	
	Caring	Environment	Learning	Regeneration	Safety		Quality Service
Tackling the connection between poverty and poor health	●						<p>⇒ To tackle health inequalities and enable healthy choices to be made</p> <p>⇒ Tackling poverty and social exclusion</p> <p>⇒ Provision of decent homes</p> <p>⇒ Optimise the opportunities for local people to obtain local jobs</p> <p>⇒ Support vulnerable adults and promote independent living</p>
Promoting and improving access to physical activity and encouraging healthy eating so as to reduce levels of obesity.	●	●					<p>⇒ To increase access to and participation in cultural activity</p> <p>⇒ Improve the quality of public spaces</p>
Minimising the effect of smoking by achieving a smoke free generation in Dudley in advance of government targets	●				○		<p>⇒ To tackle health inequalities and enable healthy choices to be made</p> <p>⇒ Substance misuse</p>

Dudley Borough Strategy Map

Community Strategy 2005 ~ 2020 Stronger Communities	council plan themes						council plan 2010 local people matter
<p>Priority 3: Celebrating our heritage and the diversity of local culture</p> <p>Our Vision is to build upon the real sense of pride, respect and belonging that stems from living in the Borough, by celebrating the physical heritage and varied cultural life of its people and enjoying its many leisure opportunities.</p>	<p>● Primary driver ○ Strong connection</p>						<p>Cross cutting all themes & Cultural Strategy</p>
	Caring	Environment	Learning	Regeneration	Safety	Quality Service	
Increasing the percentage of the population with good access to cultural, leisure and sports facilities.	○	●		●			<p>⇒ To increase access to and participation in cultural activity</p> <p>⇒ To tackle health inequalities and enable healthy choices to be made</p> <p>⇒ Improve the quality of public spaces</p> <p>⇒ Castle Hill development: Major Projects Programme</p> <p>⇒ Wren's Nest BIG lottery project: Major Projects Programme</p>
Build upon the range of sports, arts and leisure activities for children and young people and encouraging their participation in healthy, purposeful cultural activities.	●	●				○	<p>⇒ Improve the quality of public spaces</p> <p>⇒ Customer access to services</p> <p>⇒ To increase access to and participation in cultural activity</p> <p>⇒ To tackle health inequalities and enable healthy choices to be made</p>
Improving the parks and open spaces of the Borough through improved design and layout to increase activity and use by all sections of the community.		●		○	○		<p>⇒ To champion the interests and assets of the Dudley borough</p> <p>⇒ Children & young people stay safe</p> <p>⇒ Improve the quality of public spaces</p>

Dudley Borough Strategy Map							
Community Strategy 2005 ~ 2020 Stronger Communities	council plan themes					council plan 2010 local people matter	
<p>Priority 4: Safeguarding and Improving the Environment</p> <p>Our Vision is of an attractive, healthy, safe and sustainable natural and built environment that everyone who lives and works in the borough will care for and can be proud of. It is one which promotes and protects the features that are a legacy of the Borough's geological and industrial for current and future generations.</p>	<p>● Primary driver ○ Strong connection</p>					<p>Environment Matters</p> <p>We want our environment - parks, open spaces and town centres to be clean and attractive places to be enjoyed by everyone. We will work towards a decent standard of homes and encourage everyone to recycle and compost more of the waste we all produce.</p>	
	Caring	Environment	Learning	Regeneration	Safety		Quality Service
Improving the quality of local authority housing and also private housing occupied by vulnerable households, in line with the Government's 'Decent Homes Standard'.	○	● ● ●					<p>⇨ Provision of decent homes</p> <p>⇨ Helping people to live in homes of their choice</p> <p>⇨ North Priory regeneration: Major Projects programme</p> <p>⇨ Extra care housing: Major Projects programme</p>
Identify and address the needs of the community for parks, green spaces and recreational facilities, and adequate access to such facilities. This will be achieved by a variety of ways including the development of a 'Green Space Strategy' and a 'Rights of Way Improvement Plan' for the Borough		● ●			○ ●		<p>⇨ Improve the quality of public spaces</p> <p>⇨ Transport plan and transport infrastructure developments up to 2011</p> <p>⇨ Safer communities</p> <p>⇨ To increase access to and participation in cultural activity</p>
Work to secure further improvements to the cleanliness and overall appearance of our Borough including initiatives to reduce the number of abandoned vehicles, littering and fly tipping. We will look specifically at prevention through education and widespread community engagement		● ●			○	○	<p>⇨ A Green Dudley: Major Projects programme</p> <p>⇨ Recycling and Waste management</p> <p>⇨ Safer communities</p> <p>⇨ Effective partnerships</p>

Dudley Borough Strategy Map							
Community Strategy 2005 ~ 2020 Stronger Communities	council plan themes					council plan 2010 local people matter	
<p>Priority 5: Promoting individual and community learning</p> <p>Our vision is of a Borough where everyone, irrespective of background, or personal circumstance, has the opportunity to realise their full potential, and one where our young people in particular, aspire to realise their full potential and are supported in doing so</p>	<p>● Primary driver ○ Strong connection</p>					<p>Learning Matters</p> <p>We want people of all ages and backgrounds to achieve their potential and ensure all children and young people are equipped to be successful to make a positive contribution in society.</p>	
	Caring	Environment	Learning	Regeneration	Safety		Quality Service
Improving the participation and achievement of children and young people in learning and raising their aspirations			● ●		○		<p>⇒ Ready for School</p> <p>⇒ Attend and enjoy school</p> <p>⇒ Children and young people stay safe</p>
Ensuring that learning provision is of the highest quality and is relevant to both the current and future needs of employers, learners and potential learners			● ●	○			<p>⇒ Building schools for the future: Major Projects Programme</p> <p>⇒ Optimise the opportunities for local people to obtain local jobs</p> <p>⇒ Learning opportunities for adults</p>
To support communities so that they are properly equipped to make a contribution to regeneration in their own areas			●			○ ○	<p>⇒ Investing in the future</p> <p>⇒ Transformational Dudley: Major Projects Programme</p> <p>⇒ Customer access to services</p>

Dudley Borough Strategy Map						
Community Strategy 2005 ~ 2020 Stronger Communities	council plan themes					council plan 2010 local people matter
<p>Priority 6: Making Dudley a safe and peaceful place to live</p> <p>Our overall vision for the Borough is one where people are and feel safer and enjoy a greater sense of freedom from crime in their daily lives.</p>	<p>● Primary driver ○ Strong connection</p>					<p>Safety matters</p> <p>We want the Dudley borough to be a safe and peaceful place to live, work and visit. We will work with partners to continue the reduction in crime, anti-social behaviour and ensure that children and young people stay safe.</p>
	Caring	Environment	Learning	Regeneration	Safety	
Reducing anti-social behaviour such as graffiti, offensive behaviour and noise nuisance, to reduce the fear of crime	○ ○				● ●	<p>⇨ Protecting vulnerable people</p> <p>⇨ To increase access to and participation in cultural activity</p> <p>⇨ Anti social behaviour and reassurance</p> <p>⇨ Substance misuse</p>
Continue to reduce serious crime		○			●	<p>⇨ Safer communities</p> <p>⇨ Improve the quality of public spaces</p>
Continuing to focus on crime prevention to reduce the number of victims of crime	○ ○				●	<p>⇨ Safer communities</p> <p>⇨ Support vulnerable adults and promote independent living</p> <p>⇨ Protecting vulnerable people</p>
Reducing the impact of crime on children and young people and tackling the fear of crime associated with children and young people	○				● ● ●	<p>⇨ Children and young people stay safe</p> <p>⇨ Substance misuse</p> <p>⇨ Anti social behaviour and reassurance</p> <p>⇨ To increase access to and participation in cultural activity</p>

Block Lead & links to Council plan	Council Plan Priorities					
	● Primary driver ○ Strong connection					
Outcomes	Caring	Environment	Learning	Regeneration	Safety	Quality Service
Children and young people						
Be healthy	●	○				
Enjoy and achieve		○	●			
Achieve economic wellbeing			●			
Stay safe	○				●	
Make a positive contribution			●			
Healthier communities						
Improved health and reduced health inequalities	●	●				
Reduce premature mortality rates & inequalities in premature mortality rates	○	○				
Supporting people outcome	●					
Halt the rise in obesity	●	●				
Reduce smoking prevalence	○					
Better lives for older people	●			○	○	○
Reduce poverty	●			○		
Economic development & enterprise						
Increase employment rates				●		
Increase enterprise				●		
Increased competition				●		
Increased skill levels			○	●		

Block Lead & links to Council plan	Council Plan Priorities					
	● Primary driver ○ Strong connection					
Outcomes	Caring	Environment	Learning	Regeneration	Safety	Quality Service
Safer and stronger communities						
Reduce crime					●	
Reassure the public, reducing fear of crime					●	
Reduce the harm caused by illegal drugs					●	
Build respect in communities & reduce anti social behaviour					●	
Empower local people to have greater choice/ influence over local decision making & a greater role in public service delivery						●
Reduce waste to landfill & increase recycling		●				
Improve quality of local environment, reducing the gaps in aspects of liveability	○	●		○		
Ensure all social housing is decent by 2010		●				
Ensure 70% of vulnerable households living in private sector housing are made decent by 2010	○	●				
Increase no case work interventions for households who consider themselves homeless, where intervention resolved situation	●					
Increase domestic fire safety & reduce arson	●				●	
Reduce the harm caused by alcohol					●	
Tackle climate change through reduced carbon emissions in housing & transportation		●				
Increase and broaden the impact of culture & recreation	●	●		○		
Informal & formal learning delivery by & in partnership with the voluntary sector			●	○		
Improve parks & open spaces	○	●				

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

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For more information on the council plan,
call Michael Wooldridge on 01384 814737 or email michael.wooldridge@dudley.gov.uk

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

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



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The logo for Dudley Metropolitan Borough Council. It features the word "Dudley" in a large, white, sans-serif font. Above the letter "y" is a white, curved line that arches over the top of the word. Below "Dudley" is the text "Metropolitan Borough Council" in a smaller, white, sans-serif font.

