
DUDLEY LOCAL AREA AGREEMENT

MID YEAR PERFORMANCE REVIEW

2007/08

SUBMISSION OCTOBER 2007

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SECTION 1

Introduction

1.0 This first mid year Self Assessment reviews the progress of Dudley's Local Area Agreement (LAA) between 01 April & 30 September 2007. The aim of this assessment is to:

- a) Review progress towards achievement of all existing outcomes in the LAA through analysis of:
 - Indicators;
 - Baselines;
 - Targets;
 - Milestones;
 - Direction of travel;
- b) Assess whether delivery of the outcomes in the LAA is on track, identify the primary risks to delivery and agree any action needed to address them;
- c) Identify any key issues for consideration during the transition to the second generation LAA for 2008;
- d) Review the progress made across the partnership with specific emphasis on the structures & processes adopted for successful performance management across the LAA.
- e) Address gaps in outcomes, indicators, baselines, targets, milestones and data where appropriate;

1.1 This document falls into two sections. The first section provides a frank and honest self-assessment of the partnership and performance management of the LAA, summarising key achievements and future challenges plus an overview of the performance achieved across the whole agreement. The areas focussed on have been drawn broadly from those within the IDeA LAA Toolkit but in particular partnership structures, engagement & governance, plus performance management, monitoring & reporting. It is felt that a focus on these key areas will be particularly relevant to our successful delivery of the second generation LAA. The judgments made regarding our progress have been informed by the categories outlined in IDeA LAA Toolkit.

1.2 The second section provides an overview of progress to delivery of the outcomes in each of the four constituent blocks. Included within this section is an evaluation of risks to delivery of the outcomes. This section is supported by a detailed performance report by indicator showing the most recent performance data and any significant milestones for annual targets.

Background

2.0 Dudley's LAA became operational on 1 April 2007. During the period under review there have been significant changes in the national agenda that have altered the focus and approach of the partnership towards the existing LAA. That is not to say that the importance of this LAA has decreased, indeed the importance from a process and structural perspective has significantly increased. There is no doubt however that the opportunity to revisit, revise and refine the current LAA into the second generation LAA means the current LAA is viewed increasingly as an aid to the negotiation of improvement priorities within the second generation LAA rather than an end in itself. It is from this perspective that this self assessment is made and therefore focus is not only on performance data but also on the whether the current structures and processes are fit for the future.

Partnership Structures Engagement and Governance

3.1 The overall vision for Dudley's LAA is enshrined within the Community Strategy 2005 – 2020. Allied to this is the agreement that the achievement of building stronger communities involves three key principles. Firstly, the achievement of genuine community engagement in agreeing the priorities and working in partnership to aid delivery. Secondly the recognition that stronger communities are built on the basis of equality and the recognition that in many areas of work inequality in terms of employment, education, health etc exists. Our second principle therefore recognises the need to narrow the gap in a range of areas. Finally the recognition that recent events nationally and locally have put a sever strain on community cohesion and such cohesion is critical to any notion around stronger communities. All our priorities therefore have been considered against these three priorities.

3.2 During the first 6 months of the LAA, Dudley's Local Strategic Partnership (LSP) (known as Dudley Community Partnership [DCP]) has further evolved, partly in response to the changing national milieu, but also in response to a shared desire to better manage and drive the LAA. The original six partnerships have changed with the dissolution of the Dudley Learning Partnership, creation of a Leisure Heritage & Culture Partnership and the Stronger Community Steering Group. The current partnerships are therefore:

- Safe & Sound (S&S)
- Health & Wellbeing (H&WB)
- Economic Development & Regeneration (EDRP)
- Children & Young People (CYP)
- Strategic Housing & Environment Partnership (SHEP)
- Leisure Heritage & Culture (LH&C)
- Plus the Stronger Community Steering Group (Stronger)

This transformation is still in progress but we believe this structure will better support the delivery of the LAA.

3.3 Achievements in the first six months are:

- Development of clear strategic vision informed by evidence from robust data.
- A real focus across the wider partnership on performance management and the inter relationships that exist around delivery.
- Continued involvement of key partners in restructuring to develop structures that are both fit for the purpose of managing the commitments of the current agreement whilst remaining sufficiently dynamic to move forward towards the new LAA acknowledging other partner structures.
- Improved governance arrangements albeit at the same time recognising outstanding work to be done in this area.
- The partnership has matured and knows more about itself, each other and the needs of Dudley Borough which places us in a better position to challenge ourselves and negotiate & implement the second generation LAA.
- Robust & transparent processes around funding allocations and the links to LAA priorities.

3.3 Future Key Challenges include:

- Better understanding of the links between resources (i.e. funding) and delivery, particularly looking at value added through partnership activity.
- Better appreciation of current approaches to commissioning across partner agencies, particularly focussing on new opportunities for joint commissioning and exploring further potential for third sector involvement in delivery.
- Exploring all opportunities to increase pool funding in support of shared priorities.
- Improved delivery of cross cutting themes
- Improved understanding of the links with wider partnerships (BCC, City Region, and Regional MAA) along with closer alignment with Regional Spatial Strategy.
- Improved understanding of cause & effect so as to better address root cause rather than mere symptoms.

3.4. Throughout the negotiation and implementation of the LAA there has been broad acceptance that this changed agenda will inevitably involve conflict and challenge as we endeavour to work in new and, often untested, ways. Inevitably we recognise that there are areas within the current LAA where, were we to be in the midst of a real refresh process, we would be looking to make significant change. There are currently far too many priorities and targets with a consequential risk that the real priorities get missed. The new LAA, following so closely behind our current LAA will bring the opportunity to change that we would otherwise have been seeking. Third Sector involvement in our current LAA has been significant and we need to ensure that the change process is inclusive of their participation otherwise we risk the damaging affect of disengagement

Performance Management

4.0 The existing DCP Performance Management Group (PMG) was restructured early in May 2007 and included an extension of the groups remit to:

- discuss, agree and facilitate actions, particularly collaborative actions between partners, that will enable performance targets to be met for the various plans and strategies for which the Partnership has responsibility
- provide appropriate and regular (quarterly) performance reporting to the Board
- provide policy advice to the Board on local, regional and national matters
- organise collaborative bidding as necessary

This new group chaired by the Vice Chair of the DCP Executive and including senior representatives of all thematic partnerships now meet quarterly to fulfil these responsibilities.

4.1 At the same time as this restructuring, a new group of data management practitioners from appropriate partner organisations responsible for the collation and reporting of performance information within each thematic partnership (Partnership Performance Coordinators [PPC]) was formed. The makes group recommendations to PMG, and under their direction, carries their authority to implement. The delivery and reporting of performance remains the responsibility of Thematic Partnerships however the group support this by:

- acting collectively as a group in the pursuance of good, timely performance management across the totality of DCP business regarding the responsibilities for the LAA;

- making the links with regard to the delivery responsibilities for each themed partnership, where there are interdependencies;
- supporting each other in the framing of intelligence reports, based on performance data, to PMG;
- overseeing the implementation of Performance Plus for the purposes of the LAA

The combination of the work of these two groups (PMG & PPC) has seen significant developments and improvements in the performance management of the LAA.

4.2 Achievements in the first six months include:

- Development of clear lines of reporting and standard reporting formats.
- Successful integration & utilisation of P+ as performance monitoring system.
- PMF framework including; formal reporting process and testing timetable supported by guidance assessment of risk & data quality. Formal agreement and adoption of ladder of intervention to address poor performance.
- Increase in challenge across the partnership based on quality performance data.
- Significant knowledge gained regarding the importance of selecting the right indicator with appropriate timely & robust measures that support the right outcomes.

4.3 Key challenges include:

- Improved linkages between key partner agencies' data systems.
- Increased utilisation across partner agencies of Performance Plus live system (hoped for single entry process).
- Increased development of delivery plans including key milestones etc for all outcomes particularly those measured on an annual basis.
- The speed at which we are able to react to downturns in performance.
- Developing and understanding the links between funding & performance, particularly focussing on VFM.

4.4. The challenges above are being addressed by adopting learning and developmental supportive approach to performance across the partnership and by encouraging support and resourcing of the process at all stages and levels. As an area we are linked in to the Learning to Deliver Programme particularly focussing on data & evidence plus leadership.

Performance Assessment

5.0 An assessment of the risks to achievement of each outcome has been undertaken as follows:

 Majority of indicators on track and confident will remain so at the end of the financial year or target period OR indicators considered to have the most significant impact on outcome on track and despite other indicators being off track remain confident will achieve outcome.

 Significant proportion of indicators not currently on track but robust plans in place however uncertain whether outcome will be achieved by the end of the financial or target period AND/OR significant number of indicators currently on track but not confident that this will be the case at the end of the financial year or target period and uncertain as to whether outcome will be achieved.



Majority of indicators not on track and little or no confidence that it will be by the end of the financial year or target period OR agreement of outstanding indicators, baselines and targets behind schedule

5.1 The outcomes in each of the constituent blocks are supported by indicators which are reported on annually or quarterly (and in some cases monthly) via the Thematic Partnerships to PMG and on to the DCP Executive Board. This report and appendix summarise indicator performance for the first two quarters and is illustrated by the following symbols:

-  Performance above target
-  Performance on target (within 5% tolerance unless stretch where 0 tolerance applied)
-  Performance below target

5.2 Where performance is below target on an individual indicator the DCP ladder of intervention is invoked as follows:

	Performance	Data	Implications
Level 4	Projected failure to achieve key LAA targets including stretch targets.	Lack of robust information systems – audited reports of compromised data sources.	Review Partnership resource allocation to theme area and specific target.
Level 3	Performance outside target for 2 or more report schedules – despite Action Plan.	Data quality errors and/or unavailability of data for 2 or more reviews.	Partnership review of theme area and target.
Level 2	Performance outside target threshold for 2 continuous Quarters.	Data not available for 2 successive reports.	Exception report and improvement plan identified.
Level 1	Performance outside target threshold for 1 Quarter.	Data not reported in time.	Highlight Exception Report to PMG.
Level 0	Performance in line with targets.	Data on time. Data quality checked.	No action.

5.3 In addition, where performance data is collected the direction of travel for indicators has also been assessed and is symbolised as follows:

-  Performance Improving
-  Performance steady
-  Performance worsening

Overall Performance Summary

6.0 There are 32 outcomes within the LAA distributed across the four blocks.

Outcome risk assessments:

2	Have been risk assessed as	
17	Have been risk assessed as	
12	Have been risk assessed as	

- There are a total of 185 indicators within the LAA.
- Of these 108 are annual targets (58% of total) and performance on them is expected to be reported in the 2007/08 Annual Performance Review. Where appropriate, processes are being put in place to monitor performance and report more regularly. The experience of this LAA and an acknowledgement that to be responsive progress is better monitored on at least a quarterly basis, has taught us that, where possible, annual indicators should be avoided, but where included they must be supported by additional data (e.g. milestones, activity analysis etc) to allow effective performance management . It is acknowledged that in some cases (e.g. annual or even biannual survey data) this will not be possible and appropriate.
- Of the remaining indicators data has been available for 52 indicators and it has been possible to assess the performance of these as follows:1

29	(56% of reported indicators)	Indicators are performing above target	
11	(21% of reported indicators)	Indicators are performing on target (within 5% tolerance)	
12	(23% of reported indicators)	Indicators are performing below target	

More detailed performance of all of the indicators in the LAA, including most recent performance data and direction of travel, where available, is given at Appendix A

6.1 Gap analysis

It is not possible yet to report performance on 25 of the non annual indicators (32% of non annual targets). In some cases this is because base line data has not yet been established and in others it is recommended that the target be revised or deleted from the current LAA and serious consideration be given to including them within the second generation new LAA. These are categorised in the block outcome performance tables below as N/A and highlighted in Appendix A.

Overall Self Assessment

Overall progress is assessed as	
Direction of travel is assessed as	

¹ Performance of indicators relating to Stretch targets is shown against stretched target.

SECTION 2

Children & Young People (C&YP) Block Performance

1.0 The LAA has been used as a mechanism to help deliver the Children & Young People Plan, which itself is being revised for January 2008. The overall vision for the Children & Young People's Partnership, which has now evolved into the Children's Trust for Dudley, is to ensure the achievement the Every Child Matters Outcomes.

1.1 There are 5 LAA outcomes within the C&YP block.

The risk to achieving these outcomes has been assessed as:

1	Have been risk assessed as	
4	Have been risk assessed as	
0	Have been risk assessed as	

1.2 This partnership is experiencing significant problems around data collection and this is being addressed both within the partnership and through PMG. At this point there are significant issues surrounding NEETS targets which have resulted in the outcome "Achieve Economic well-being" having to be assessed as red. This is also being addressed through PMG.

1.3 Performance against the outcomes in this block is detailed below¹:

Outcome	Outcome Risk Assessment	No. Of Annual Targets	Non Annual Targets			
			★	●	▲	N/A
Be Healthy (11 Indicators)		7	0	0	0	4
Enjoy & Achieve (14 Indicators)		10	1	2	0	0
Achieve Economic well-being (5 Indicators)		0	0	1	3	1
Stay Safe (3 Indicators)		1	0	0	0	2
Make a Positive Contribution (8 Indicators)		4	1	0	0	3
Total (5 Outcomes supported by 41 Indicators)		20	2	3	3	13

More detailed performance of the 41 indicators contributing to this block including most recent performance data and direction of travel is given at Appendix A.

1.4 Within the C&YP Block there are a total of 5 Stretch Targets covered by 9 indicators. Of these, 5 are annual indicators 3 of which are reported on at the mid year point and are detailed below. The remaining 2 annual stretch indicators are:

- CYP02.1 Number of conceptions under 18 (number per 1000)
- CYP03.2 % of schools achieving the National Healthy Schools Standards (NHSS),

1.5 The performance of the 3 annual indicators that report at mid year (as mentioned above) and the 4 quarterly reported indicators in the block is as follows:

¹ Performance of indicators relating to Stretch targets is shown against stretched target.

Indicator	Mid Year Stretch Target	Mid Year Actual	Status	Direction of Travel
CYP06.1a% of pupils at target schools achieving level 5 or above at key stage 3 in English	58.33%*	57.00%*	●	➔
CYP06.1b% of pupils at target schools achieving level 5 or above at key stage 3 in Maths	58.33%*	60.00%*	●	➔
CYP06.1c% of pupils at target schools achieving level 5 or above at key stage 3 in Science	58.00%*	61.4%*	★	➔
CYP11.1 % of 16 – 18 year olds not in education, employment or training (NEET)	4.9%	6.60%	▲	➔
CYP11.2a % of care leavers in NEET (19yrs)	75.8	60	▲	➔
CYP11.2b Number of young people with learning difficulties and disabilities NEETS	147	165	▲	➔
CYP11.2c % EETS (Education, Employment & Training) in Young Offenders	74	71.09 (Q1 Data)	●	➔

*

Annual Indicator - target and performance are annual figures

Safe & Stronger Communities Block Performance

2.0 Overall Dudley Borough remains one of the safest boroughs in the West Midlands. The Safe & Strong Partnership (formally the CDRP), is a well developed partnership with robust performance management arrangements and implementation groups strongly focussed upon delivery. In order to take forward the stronger communities element a Stronger Community Steering Group has very recently been established. Terms of Reference have been agreed and they clarify the relationship between Theme Partnerships and the stronger communities' agenda. The Strategic Housing & Environment Partnership (SHEP) was established in 2006 and has recently undergone a review of its structure with particular focus around implementation. In consequence of the LAA outcomes DCP have agreed the formation of a Heritage, Culture & Leisure Partnership to take forward this agenda.

2.1 There are 16 LAA outcomes within the S&SC Block.

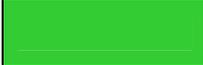
The risk to achieving these outcomes has been assessed as:

1	Have been risk assessed as	
8	Have been risk assessed as	
7	Have been risk assessed as	

2.2 Outcomes currently assessed as RED

The outcome "Widen participation in learning in a range of informal and formal learning delivery by and in partnership with the voluntary sector" is assessed as RED. Activity towards targets contributing to this outcome has not started and evidence for baselines is unclear. The Steering Group which is overseeing this outcome has now met twice and agreed the need to remove existing targets from year one, concentrating instead on the establishment of new baselines and a delivery plans for consideration of inclusion in the next generation LAA.

2.3 Performance against the outcomes in this block is detailed below¹:

Outcome	Outcome Risk Assessment	No. Of Annual Targets	Non Annual Targets			
			★	●	▲	N/A
Reduce crime (12 Indicators)		1	6	1	3	1
Reassure the Public, reducing the fear of crime (4 Indicators)		3	1	0	0	0
Reduce the harm caused by illegal drugs (2 Indicators)		0	1	0	0	1
Build respect in communities & reduce anti-social behaviour (11 Indicators)		11	0	0	0	0
Empower local people to have greater choice/influence over local decision making & a greater role in public service delivery (13 Indicators)		13	0	0	0	0
Reduce waste to landfill and increase recycling (3 Indicators)		3	0	0	0	0
Improve quality of local environment, reducing the gaps in aspects of liveability (3 Indicators)		1	2	0	0	0

¹ Performance of indicators relating to Stretch targets is shown against stretched target.

Outcome	Outcome Risk Assessment	No. Of Annual Targets	Non Annual Targets			
			★	●	▲	N/A
Ensure all Social Housing is decent by 2010 (1 Indicator) &		1	0	0	0	0
Ensure 70 % of vulnerable households living in private sector housing are made decent by 2010 (1 Indicator)		1	0	0	0	0
Increase no. case work interventions for households who consider themselves homeless, where intervention resolved situation (1 Indicator)		0	0	0	1	0
Increase domestic fire safety and reduce arson (3 Indicators)		0	3	0	0	0
Reduce the harm caused by alcohol (1 Indicators)		1	0	0	0	0
Tackling climate change through reduced carbon emissions in housing and transportation (6 Indicators)		6	0	0	0	0
Increase and broaden the impact of Culture and Recreation (12 Indicators)		11	0	0	1	0
Widen participation in learning in a range of informal and formal learning delivery by and in partnership with the voluntary sector (4 Indicators)		0	0	0	0	4
To improve parks and open spaces (3 Indicators)		3	0	0	0	0
Total (16 Outcomes supported by 80 Indicators)		61	11	1	4	3

More detailed performance of the 80 indicators contributing to this block including most recent performance data and direction of travel is given at Appendix A

2.4 Within the S&SC Block there are a total of 6 Stretch Targets covered by 14 indicators. Of these 5 are annual indicators:

- SSC06.3a Number of people recorded as or reporting that they have engaged in formal volunteering on an average of at least 2 hours per week over the past year
- SSC06.3bi % of children & young people registered on www.activemag.net reporting they have undertaken 25 hours or more formal volunteering in the previous 12 months
- SSC06.3bii % of children & young people registered on www.activemag.net reporting they have undertaken 50 hours or more formal volunteering in the previous 12 months
- SSC06.3biii % of children & young people registered on www.activemag.net reporting they have undertaken 100 hours or more formal volunteering in the previous 12 months
- SSC06.3biv % of children & young people registered on www.activemag.net reporting they have undertaken 200 hours or more formal volunteering in the previous 12 months

The performance of the remaining 9 indicators relating to Stretch Targets across the block is as follows:

Indicator	Mid Year Target	Mid Year Actual	Status	Direction of Travel
SSC01.1a Number of violent crimes	1668	1672	●	↗
SSC01.1b Number of incidents of criminal damage	2694	2173	★	↗
SSC01.1cii % repeat victim rate of domestic violence	35.35	35.8	▲	↗
SSC01.1ciii Number of sanctioned detections for domestic violence crime incidents	372	318	▲	↘
SSC01.1civ Number of offences brought to justice	156	204	★	↗
SSC01.1d Number of recorded crime incidents for theft of motor vehicle	690	492	★	↘
SSC10.1 Number of malicious vehicle fires	120	52	★	→
SSC10.2 Number of accidental dwelling fires	122	88	★	↗
SSC10.3 Number of arson incidents other buildings	30	19	★	↗

Healthier Communities & Older People (HC&OP) Block Performance

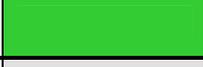
3.0 The Health & Wellbeing Partnership is a well established partnership with broad strategic representation. In line with other partnerships it is using the LAA process to review its current remit, membership and focus.

3.1 There are 7 LAA outcomes within the HC&OP block.

The risk to achieving these outcomes has been assessed as (1 assessed as N/A):

0	Have been risk assessed as	
4	Have been risk assessed as	
2	Have been risk assessed as	

3.2 Performance against the outcomes in this block is detailed below¹:

Outcome	Outcome Risk Assessment	No. Of Annual Targets	Non Annual Targets			
			★	●	▲	N/A
Improved health and reduced health inequalities (4 Indicators)		4	0	0	0	0
Reduce premature mortality rates and inequalities in premature mortality rates (4 Indicators)		4	0	0	0	0
Supporting People outcome (being developed by DCLG, due Feb Commissioning Board) (0 Indicators)	N/A	0	0	0	0	0
Halt the rise in obesity (14 Indicators)		10	1	0	1	2
Reduce smoking prevalence (8 Indicators)		6	1	0	0	1
Better lives for older people (20 Indicators)		3	10	3	2	2
Reduce poverty (3 Indicators)		0	0	3	0	0
Total (7 Outcomes supported by 53 Indicators)		27	12	6	3	5

More detailed performance of the 53 indicators contributing to this block including most recent performance data and direction of travel is given at Appendix A

3.3 Within the HC&OP Block there is 1 Stretch Target the data for quarter 2 (mid year) will not be available until Nov 2007. The position at the end of quarter 1 was as follows:

Indicator	Q1 target	Q1 Actual	Status	Direction of Travel
HCOP08.2b Number of smokers who quit at 4 week follow up with the NHS smoking cessation service	596	635	★	↗

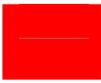
¹ Performance of indicators relating to Stretch targets is shown against stretched target.

Economic Development & Enterprise (EDE) Block Performance

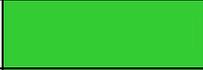
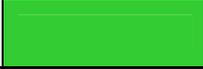
4.0 Whilst EDE is a well established partnership with a strong performance ethos it has been acknowledged that the group is currently too operationally focussed and needs a broader more strategic role. Plans are well advanced for the creation of an additional tier of membership to separate out strategic direction and delivery. Following the review of DLP it is likely that learning and skills linked to employment will be realigned to be more closely linked to EDE.

4.1 There are 4 LAA outcomes within the EDE block.

The risk to achieving these outcomes has been assessed as:

0	Have been risk assessed as	
1	Have been risk assessed as	
3	Have been risk assessed as	

4.2 Performance against the outcomes in this block is detailed below¹:

Outcome	Outcome Risk Assessment	No. Of Annual Targets	Non Annual Targets			
			★	●	▲	N/A
Increase employment rates (2 Indicators)		0	0	1	1	0
Increase enterprise (1 Indicators)		0	1	0	0	0
Increased competition (1 Indicators)		0	1	0	0	0
Increase skills levels (7 Indicators)		0	2	1	0	4
Total (4 Outcomes supported by 11 Indicators)		0	4	1	2	4

More detailed performance of the 11 indicators contributing to this block including most recent performance data and direction of travel is given at Appendix A.

4.3 Within the EDE Block there are a total of 2 Stretch Targets covered by 4 indicators:

Indicator	Mid Year Target	Mid Year Actual	Status	Direction of Travel
EDE04.1.1 Number of people aged 18 - 64 moving into sustained employment from within either our Priority Areas (as defined) or from Key Priority Groups (as defined)	17	15		
EDE04.4.4.1 Number of working aged adults (18 – 64) drawn from within either Priority Wards or Priority Groups (as defined) with NVQ Level 1 or equivalent	0	1		
EDE04.4.4.2 Number of working aged adults (18 – 64) drawn from within either Priority Wards or Priority Groups (as defined) with Skills for Life at levels 1 & 2	3	7		

¹ Performance of indicators relating to Stretch targets is shown against stretched target.

Indicator	Mid Year Target	Mid Year Actual	Status	Direction of Travel
EDE04.4.4.3 Number of working aged adults (18 – 64) drawn from within either Priority Wards or Priority Groups (as defined) who possess Skills for Life within entry levels 1 - 3	0	0		