2014-15

Corporate quarterly performance management report

Dudley
Metropolitan Borough Council

Quarter 3 October to December 2014

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Section 1: Introduction

This Quarterly Corporate Performance Management Report highlights performance for the period October 1st 2014 to December 31st 2014. It provides specific information detailed in the Council Plan 2016, relating to performance indicators and key actions.

The main body of the report focuses on the seven priorities contained in the Council Action Plan and provides a detailed review of the progress of the key performance indicators and activities contained within the plan.

The scorecards show performance for the;

- Reporting Quarter
- The score symbol status denotes performance against set targets.
- The trend symbol status compares latest performance against previous reporting frequency.

The score status symbol employed for performance indicators as follows;

- Where performance exceeds the target tolerance
- Where performance is on target and in the upper half tolerance
- Where performance is on target and in the lower half tolerance
- Where performance is below the target tolerance

Short term trend status symbol employed as follows;

- Performance is improved against previous reporting frequency
- Performance is consistent against previous reporting frequency
- Performance is worse against previous reporting frequency

The status symbol employed for performance against key actions as follows;

- Excellent progress/ ahead of schedule against completion date / milestone
- Good progress/on schedule against completion date/ milestone
- Fair progress/ behind schedule against completion date/ milestone

Following consideration by the Cabinet, this report will be made available to the public via the internet.

Section 2: Performance Summary

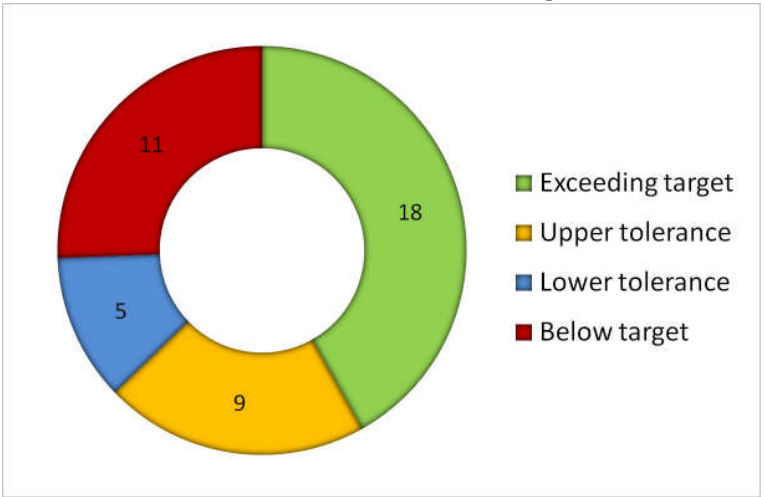
Overview: For Quarter 3 there is a set of 45 quarterly reported key performance indicators that monitor the progress of the delivery of the Council Plan. The key performance indicators (KPI's) are displayed in section 3 on scorecards based around a set of local priorities. These are;

- Young people
- Regeneration, skills and employment
- Tackling crime, fear of crime and anti-social behaviour
- Caring for the elderly and vulnerable
- Health and well-being
- Cleaner, greener and environmentally friendly
- Community council ~ People being served better

The performance indicators are monitored against their respective targets to provide the latest score status.
The score status for each key performance indicator @ 31st December 2014 is as follows;

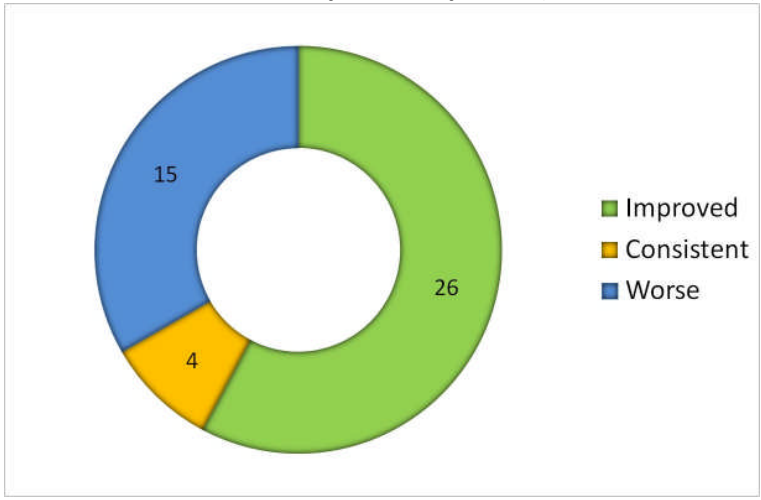
Performance Indicator status *(See Pie chart 1)*	**18** Exceeds target	**9** On target upper tolerance	**5** On target lower tolerance	**11** Below target	*2 PI's no target applied*

Pie chart 1: Performance v target



Of the 43 targeted performance indicators, 32 (74.4%) are either on target or exceeding target.

Pie chart 2: Performance v previous quarter (short term trend)



The short term trend compares latest performance with the previous reporting frequency. Currently 57.7% have improved since quarter 2.

The following table identifies performance indicators; where, the score status is below target for the reporting quarter, including its respective trend.

Performance indicators below target *(refers to pie chart 1)*

SPECTRUM PI Ref	PI Name	***Q3 score status***	Trend	Scorecard reference
PI 659	Referrals to children's social care going on to initial assessment		improving	Young people Page 7
PI 434	Average time between a local authority receiving court authority to place a child and the local authority deciding on a match to an adoptive family (days)		improving	
PI 157	% Children becoming the subject of a Child Protection Plan for a second or subsequent time		improving	
PI 340	Crime Survey England & Wales (Victim Crime)		improving	Tackling crime, fear of crime and anti-social behaviour Page 20
PI 97	Total recorded all crime		improving	
PI 64	Violence with injury		improving	
PI 282	Number of serious acquisitive crimes recorded		*worse*	
PI 565	Number of recorded incidents of Burglary Dwelling		*worse*	
PI 731	% of eligible cohort receiving a health check		improving	Health & Wellbeing Page 28
PI 418	Working days/shifts lost per FTE to sickness absence		*worse*	*People being served better Page 44*
PI 145	Average number of days lost per lost time accident at work			

Benchmark Summary

Dudley MBC has been participating in the LG Inform Benchmarking initiative to provide local performance data on a quarterly basis. This is purely a voluntary benchmarking club that started April 2014.

The following basket of indicators being selected for quarterly collection:

Indicators and position

Ref	Performance indicator name	**Quarter 2** Position
PI 348	Percentage of household waste sent for reuse, recycling and composting	Group Average
Pi 375	Kg of residual waste per household	Group Average
PI 418	Average number of working days lost due to sickness absence per FTE (full-time equivalent) employee (including schools)	Group Average
-	Average number of working days lost due to sickness absence per FTE (full-time equivalent) employee (excluding schools)	Group Average
-	Number of formal complaints received	Group lower tier
-	Number of formal complaints received per 10,000population	Group lower tier

Detailed information for each performance indicator and the participating group size can be viewed in section 5, on page 54.

Section 3: Reporting on Council Action Plan Priorities

This section provides key performance indicator data on priority scorecards and detailed information on progress against the identified key actions in delivering the Council Plan.

1. Young people

Quarterly performance indicator scorecard		2013-14	*Quarter 1*		*Quarter 2*		***Quarter 3***			
PI ref	**Performance indicator**	*Outturn*	actual	score	actual	score	**actual**	**target**	**score**	**trend**
PI 659	Referrals to children's social care going on to initial assessment	72.8%	50.4% revised	▲	52.7% revised	▲	**61.2%** provisional	**82%**	▲	↗
	Initial Assessments have been replaced by a Single Assessment. We can report that for Single Assessments the conversion rate has improved, but is also influenced by the appropriateness of referrals into the service. Implementation of the Early Help Offer and co-ordinated "front door" will direct referrals to the most appropriate service – which should then be reflected in a higher conversion rate. An action plan is in place to improve a number of processes and the data quality.									
PI 434	Average time between a local authority receiving court authority to place a child and the local authority deciding on a match to an adoptive family (days)	312 days	470 days	▲	353 days	▲	**303 days**	**151 days**	▲	↗
	Demonstrable improvements in average time between receiving court authority to place a child and deciding on a match to an adoptive family. Continuing in quarter 3.									
PI 157	% Children becoming the subject of a Child Protection Plan for a second or subsequent time	12.1%	15%	▲	16.8%	▲	**16.2%** provisional	**12%**	▲	↗
	This equates to 21 sibling groups (44 children). Currently of the 44 children, 21 are subject of plans under the category of neglect, 5 under physical, 6 under sexual and 12 under emotional harm. A review of each of these cases is taking place and a report will be provided to the Director of these cases with details of their care plans and future intervention plans.									
PI 154	% of Care leavers in education, employment or training	61.7%	65%	▲	57%	▲	**66%**	**65%**	◒	↗
	The score of 66% represents a cohort of 31 young people. This target remains a challenge. The main issue is sustainability and retention which will be addressed as part of the Early Help strategy.									
PI 120	% of 16 to 18 year olds who are not in education, employment or training (NEET)	5.9%	5.8%	★	6.3%	◒	**5.8%**	**6.4%**	★	↗
	Follow up work has been ongoing in Quarter 3, with a reduction in the number of not known's throughout the quarter deceasing from 19.6% in October to 11.0% in December. As this work progresses in Quarter 4, the participation rate of 17 year olds will increase as the number of not known decreases.									

1. Young People		
Objective 1	Keep Children Safe and Promote their Health and Wellbeing	
Ref (SPECTRUM)	**Key Activity**	**Progress**
1.1a (A.574)	Develop and Implement the Early Help Offer	✔ ONTARGET — Pauline Sharratt We are progressing our early help access arrangements through a joint LA/Clinical Commissioning development group which has been set up in this quarter to facilitate the development of the Multi Agency Hub. In addition a small Operational Group has been set up to facilitate the implementation of the Hub via an interagency network. The Hub will be responsible for screening enquiries, information gathering and signposting to a relevant agency or referring on to an appropriate service for assessment. Target date is 1 April 2015 with full implementation by Sept 2015. The impact of remodelling to 5 Clusters is already enabling the Local Authority to deliver a more consistent service across the borough. The early indications from the remodelling exercise indicate that the numbers of families accessing children' centre services has been maintained with 15,095 families registered and actively engaged with children's centres. Children's Centres provide significant support to children who are subject to Child Protection Plans and who are assessed as Children in Need. Family Support services within Children's Centres are developing skills and knowledge in order to offer targeted effective Early Help and Step Down support to families to enable them to meet their child(ren's) previously unmet need and where possible safely divert these children away from the need for protective action by the Local Authority in order to safeguard them. The new model for Integrated Youth Support was agreed during this quarter. Work is underway working alongside HR to draw up timescales regarding staff consultation and a process to start moving the new service forward.
1.1b (A.575)	Improve the effectiveness of transition of vulnerable young people into adulthood.	✔ ONTARGET — Pauline Sharratt Discussions and close working with Adult Social Care is progressing, however we need to continue to strengthen our strategies to improve co-ordination and consistency. Improved joined up commissioning arrangements need to be developed in order to ensure appropriate transition arrangements are in place. Discussions to update and refresh the SEN Transitions strategy are taking place but will be part of wider decisions regarding all age disability services as we develop into a People's Directorate. These discussions also include the homelessness review that has taken place and will have an impact on young people aged 16 years plus and in particular care-leavers. The review suggests an increase in care-leavers needing accommodation.

1. Young People		
Objective 1	Keep Children Safe and Promote their Health and Wellbeing	
Ref (SPECTRUM)	**Key Activity**	**Progress**
1.1c (A.14)	Ensure that looked after children have good care, security, stability and achieve the best possible outcomes	✔ ONTARGET — Pauline Sharratt Our adoption performance continues to improve with a further 10 children have been adopted during quarter 3 bringing the total of adoptions for the year to the end of quarter 3 to 28. The additional staffing resource that we have been able to secure due to the adoption reform grant has now been mainstreamed into base line budget for the service, and our commitment to adoption in the Black Country is continuing to ensure that we have families available within which we can place these children. Scorecard indicators are on an improving trajectory.
1.1d (A.576)	Improve safeguarding practices across the children's workforce	✔ ONTARGET — Ian McGuff The impact of Children's Centres using Signs & Safety (SoS) model has meant that every family has a full and comprehensive assessment that focuses on risk and protective factors; the Signs of Safety is used as a tool to enable parents to understand what it is they need to do to effect change. Family support workers use the framework and is utilised in targeted interventions. Social Work staff has templates for single assessments that support the terminology of SoS and therefore families that receive early help services and move into specialist services will understand the core principals of what they are doing well, what is of concern and needs to change for the child and how then will intervention support them to effect those changes.
1.1e (A.263)	Commission or provide a range of primary prevention programmes and lifestyle services for children and young people in schools, youth and college settings.	✔ ONTARGET — Bal Kaur **Healthy Schools** General -Newsletter produced and distributed for all schools staff and colleagues -Contribute to the School Health Advisor (SHA) re-commission Project Team and interviews. _Contributed to the Me Festival planning and delivery for secondary schools with the Clinical Commissioning Group (CCG) - Organised and managed the Healthy Schools Grant opportunity for all schools -Contribute to the 0-25 Children and Adolescent Mental Health (Camhs) Review **Oral Health** -Commissioned the Oral Health programme for targeted Children's Centres, nursery's and schools **Risk Taking** -Commissioned showcase event and tour of Primary school theatre and workshops for alcohol and drug advice messages. -Commissioned the R U Different programme for year 9 students in 14 secondary phase schools.

1. Young People		
Objective 1	Keep Children Safe and Promote their Health and Wellbeing	
Ref (SPECTRUM)	**Key Activity**	**Progress**
1.1e (A.263)	**Continued -** Commission or provide a range of primary prevention programmes and lifestyle services for children and young people in schools, youth and college settings.	✔ ONTARGET — Bal Kaur **Sex & Relationship Education (SRE)** •Planning and delivery of 2 SRE sessions for 180 year 10 pupils to support their SRE programme •Monitoring of Phase commissioned service to support SRE •1 hours SRE session planned and delivered to 120 year 11 pupils with local GP to promote LARC services within practice •Support and planning meeting with new Personal, social, health and economic education (PSHE) Coordinator and School Health Advisor (SHA) to plan Whole School Approach to SRE •Organisation and chairing of 3 young peoples' focus groups around views and perceptions of sexual health services to support Office of Public Health commission •Organisation of assemblies and information for World Aids Day in 3 schools delivered by Summit House Support •Showcase for new 'Working for Marcus' commissioned Theatre in Education Programme around child sexual exploitation held with attendance from SHA, Youth Offending Service (YOS), a Councillor, Teaching and school staff, voluntary sector •Supporting the youth service in the planning of SRE sessions •Sexual Health Promotion group attendance and input •3 partnership working meetings with Respect Team and managers to ensure best use of resources •Supported Young Peoples' Domestic Abuse Forum Stakeholders event •Planning and support SRE meeting with Special Educational Need College and loan of resources •Attendance at meetings to support C-Card (Condom Card) re-launch •Initial planning of referral pathway for professionals to refer young people facing pregnancy choices •2 x partnership meetings with YOS and Child Sexual Exploitation (CSE) services to support a school with CSE concerns, addressing CSE messages through SRE **Obesity Prevention** •Revised and updated Whole School Improvement Obesity Prevention Plan •Ongoing support to 32 primary schools around Forest School enhancement •Delivered Introduction to Forest School Training to 23 staff (13 schools) •Monitored the Food Dudes and Dynamic Dudes programmes.

1. Young People		
Objective 1	Keep Children Safe and Promote their Health and Wellbeing	
Ref (SPECTRUM)	**Key Activity**	**Progress**
1.1e (A.263)	**Continued -** Commission or provide a range of primary prevention programmes and lifestyle services for children and young people in schools, youth and college settings.	✔ ONTARGET — Bal Kaur **Cooking In the Curriculum** •48 x Schools trained in cooking programme •95 x Staff trained •5972 children cooked **Food and Nutrition** A total of 1074 pupils and 52 parents/carers participated in food growing activities as a result of small grants funded to 10 schools for developing food growing schemes (data from 7 out of 10 schools, 3 schools have not reported their outputs) Physical Activity Rowing – 428 activity hours delivered Stroke association commissioned FAST campaign delivered to Brownie Guide and Scout groups in the borough approximately 2500 children of in total. **Tobacco Control** 7 Kick Ash workshops Smoke free Me showcase celebration event held at Dudley college with 125 family members attended. Launched smoke free advert that was produced by local youngsters www.dudleykickash.com 4 secondary schools receiving stop smoking sessions 4 stop smoking sessions delivered across college sites 36 young people setting a quit date 12 tobacco education workshops delivered to various youth groups with 211 people attending 20 primary school received a smoke free children workshop with 1600 children participating

1. Young People		
Objective 2	Raise Aspirations and Achievement	
Ref (SPECTRUM)	**Key Activity**	**Progress**
1.2a (A.586)	Narrow the Gap for Vulnerable Groups	✔ ONTARGET — Huw Powell & Trish Brittain The Early Years Locality Intervention Pilot involved 5 settings in the Lye area. One children's centre, two private providers and two school nurseries took part in an LA facilitated 'Locality Pilot' during the academic year 2013/14. The LA delivered training to the five settings; they supported each other with intervention strategies to collectively make a difference to their vulnerable groups in the areas where many children were entering below age-related expectation. Data collated demonstrates a reduction in the number of 3 and 4 year old children operating below age-related expectation in the targeted areas of PSED, Physical Development and Communication and Language and therefore there are more children entering reception 'school- ready'. Information has been shared with the leaders of maintained and non-maintained early year's provision and the locality group continue to work together following the success of the pilot. At both KS2 and KS4 there is still a notable gap in achievement between disadvantaged pupils and others. However standards in primary (KS2) have improved in 2014 (compared with 2013) – with Pupil Premium outcomes improving across every measure (reading, writing, maths and making progress).
1.2b (A.589)	Ensure all young people make a positive post 16 transition in education, employment and training in order to meet the Raising Participation Age duty	✔ ONTARGET — H uw Powell & Trish Brittain Our 'Not in Education, employment or Training (NEET) remains consistent for this quarter the percentage figure being 5.8% which equates to 629 young people. The majority of our young people leaving school successfully enter a positive post 16 destination however care-leavers and young people with additional needs still remain the challenge. We have well established partnership with post 16 providers (colleges and post 16 providers) and the voluntary sector and this has a positive impact on our performance. The new 'IO' database system has improved the way we are able to prioritise our workload which has supported the NEET & not known agenda. We are better equipped through this system to share information between integrated youth services.

1. Young People		
Objective 2	Raise Aspirations and Achievement	
Ref (SPECTRUM)	**Key Activity**	**Progress**
1.2c (A.592)	Respond to and Implement the Revised Code of Practice for SEN Reforms	✔ ONTARGET — Huw Powell In relation to Post 16 support, this year; we have been successful in commissioning more placements in local further education (FE) colleges than in previous years reducing the number of placements into Specialist post 16 Institutions. This is clearly demonstrating that local FE colleges are developing the right type and level of provision that can meet the needs of high needs learners. It is encouraging and reassuring news for everyone as the pressures of studying away from home means that the young person remains in their familiar surroundings and less money is spent on additional costs of residential care and transport costs. SEN reforms; reforms have been implemented to the timescale and support activity continues, we have received positive feedback on Dudley processes and involvement of parents from local parent forum. All special schools now trialling education Health and Care Plans, HCP transfer process with some success.
1.2d (A.596)	Improving achievement in Maths	✔ ONTARGET — Huw Powell & Trish Brittain We continue to support schools to improve; case studies will be available at the end of the summer term detailing the impact of the Maths project and we are already seeing improvements to learning environments and an increase in staff knowledge and confidence in the subject. This quarter shows that the development of relationships and action planning takes at least a term and a half before productive work takes place.

2. Regeneration, skills and employment

Quarterly performance indicator scorecard		2013-14	Quarter 1		Quarter 2		Quarter 3			
PI ref	**Performance indicator**	*Outturn*	actual	score	actual	score	**actual**	**target**	**score**	**trend**
PI 329	Number gaining employment (following a learning intervention)	198	7		42		**92**	**80**		
PI 325	Number of Adults in English and Maths programmes	725	340		439		**711**	**600**		
PI 614	% learners achieving learning outcomes (Academic Year)	95%	98%		98%		**98%**	**95%**		
PI 405	Total number of Adults participating in learning	6,226	2,184		3,113		**4,901**	**4,500**		
PI 234	Number of employers supported by Adult Community Learning	76	7		21		**53**	**40**		
PI 443	Number of Hours Work Experience Provided to Libraries	721.5	140.75		(399) 503.75		**(64) 603.75**	**(104) 577**		
	Following discussions in SMT about Q3 performance and looking towards Q4, it was felt that the target of 1,000 hours should have represented a LAAL target (Libraries and Archives combined). However, in spite of this Libraries are working at capacity for work experience pla cements and as such; it is felt the target is unachievable. The target will be reviewed for 2015-16.									
PI 494	Number of Hours Work Experience Given In Archives	63	1.25	-	(99.5) 100.75		**(0) 100.75**	**(20) 60**		
PI 406	Total number of Credit Union members	4,378	4,400		4,177		**4,422**	**4,300**		
PI 170	Credit Union share to loan ratio	68%	69%		66.2%		**72%**	**75%**		
PI 280	Number of working age people claiming Job Seekers Allowance	7,988	7,127		6,510		**5,880**	**7,998**		
PI 79	% of working age people claiming Job Seeker's Allowance	4.1%	3.7%		3.4%		**3%**	**4.1%**		

2. Regeneration, skills and employment		
Objective 1	To create a thriving local enterprise economy	
Ref (SPECTRUM)	**Key Activity**	**Progress**
2.1a (A.19)	Work with partner agencies to ensure those wishing to establish new enterprises have access to maximum support	✔ ONTARGET — Rupert Dugdale In partnership with the Federation for Small Businesses (FBS) the following activities were undertaken in support of the national Small Business Week/Saturday campaign: - •8 business clinics held in public libraries across the Borough; providing advice and guidance to existing businesses and start ups; •Small Business Saturday Market –provision of free market stalls for home-based businesses; and •Engagement with students at the Peter Jones Enterprise Academy (Dudley College
2.1b (A.20)	To Support a thriving local enterprise economy through effective regulation	✔ ONTARGET — Nick Powell 36 high and medium risk premise inspections for food standards were carried out towards an end of year target of 68.
2.1c (A.36)	To monitor the implementation of the Black Country Core Strategy annually	✔ ONTARGET — Helen Martin Work is underway on the 2014 Authority Monitoring Report (AMR); a first draft has been completed and is on target for publication.
2.1d (A.622)	Services which enable Economic Well-Being	✔ ONTARGET — Matt Bowsher • Hits on Dudley Community Information Directory - 36,923 (source - Open Objects) • New followers, social media for libraries - 82 new Twitter followers; 284 active Facebook users; 13 new likes. • New followers, social media for Archives - 35 new Twitter followers. • Number of employers supported - 53. • Number gaining employment - 92

2. Regeneration, skills and employment		
Objective 2	To increase the number and diversity of businesses attracted to the borough	
Ref (SPECTRUM)	**Key Activity**	**Progress**
2.2a (A.24)	To work proactively with the development industry and business community to promote Dudley as a location for new investment and to facilitate the growth of existing businesses	✔ ONTARGET — Rupert Dugdale The Urban Environment Scrutiny Committee Working Group received a presentation on inward investment activities in Dudley Borough and the Black Country from Council Officers, Invest Black Country and Marketing Birmingham. A final report on inward investment will be presented to the Scrutiny Committee in during quarter 4 2015. To further promote Dudley Borough as a location for new investment Council Officers will be working with Invest Black Country and UK Trade and Investment (UKTI) to further promote investment opportunities to national and overseas investors via the Government's new Regeneration Investment Organisation (RIO).
2.2b (A.23)	Seek to develop/ provide affordable studio space in the borough for creative industries	✔ ONTARGET — Duncan Lowndes No further progress from Q2 update. Awaiting final confirmation of European Regional Development Fund (ERDF) funding prior to commencing project at the White House Cone that will increase the amount of studio/workshop space in the borough.

2. Regeneration, skills and employment		
Objective 3	Improve the vibrancy and attractiveness of the Borough's town centres	
Ref (SPECTRUM)	**Key Activity**	**Progress**
2.3a (A.25)	To deliver the regeneration framework for the borough through Area Action Plans and Development Strategy Development Plan	✔ ONTARGET — Helen Martin Brierley Hill, Stourbridge and Halesowen Area Action Plans have been adopted in line with the Local Development Scheme. The Development Strategy (Preferred options was published for 9 weeks consultation following approval at Cabinet on 3rd July 2014, Consultation closed 12th September 2014). Further consultation will take place in June 2015 for submission September 2015 and adoption March 2016. The Dudley Area Action Plan went to Cabinet on 4th December for approval to consult on the preferred options plan in during quarter 4 2015 for 6 weeks; this is progressing in line with the Local Development Scheme.

2. Regeneration, skills and employment		
Objective 3	Improve the vibrancy and attractiveness of the Borough's town centres	
Ref (SPECTRUM)	**Key Activity**	**Progress**
2.3b (A.26)	To deliver Area Action Plan for Dudley town centre in accordance with approved Local Development Scheme	✔ ONTARGET — Helen Martin Following consultation on the Issues and Options plan in March 2014, the Dudley Area Action Plan went to Cabinet on 4th December for approval to consult on the preferred options plan in quarter 4 2015 for 6 weeks. The production of the plan is on target in line with the Local Development Scheme with submission January 2016 and adoption November 2016.
2.3c (A.27)	To deliver actions against the existing Area Development Framework for Dudley Town Centre, Brierley Hill Area Action Plan, and emerging action plans for Stourbridge and Halesowen	✔ ONTARGET — Rupert Dugdale Dudley Townscape Heritage Initiative (THI): Work is well underway on the Fountain Arcade shop fronts, 23 Priory Street/former Carvers Café, the former Albion Public House and the final project in the initiative, 2 Priory Road, which includes the boundary wall with Coronation Gardens. The project is due to complete in May 2015. The Phase 2 THI bid for the town centre was resubmitted on target in August 2014 with a decision expected from the Heritage Lottery Fund during quarter 4 2015. Dudley Market Place; the Phase 1 contract (New Street) completed in August 2014 and works on Phase 2 (Market Place) are well underway on site. Design work is well advanced on the European Regional Development Fund (ERDF) funded enhancements to Coronation Gardens. The Cavendish Quarter has been chosen by the Council as the location for the proposed Dudley Town Centre food store, and the preferred developer is currently in negotiation with food store operators. Design work is advancing on the proposed 250 multi-storey car park at Tower Street with a planning application expected to be submitted in March 2015. Castle Hill: Work is complete on the construction of the car park and the Recreational Route and has commenced on the new zoo entrance and the Visitor Arrival Hub. Brierley Hill: The Brierley Hill Business Investment Zone has been launched, applications from potential occupiers are being received and the first occupier has been included in the initiative.
2.3d (A.21)	Development of a new Tourism Prospectus to identify tourism priorities for the Borough	✔ ONTARGET — Phil Coyne Prospectus framework under discussion pending initial consultations with key partners

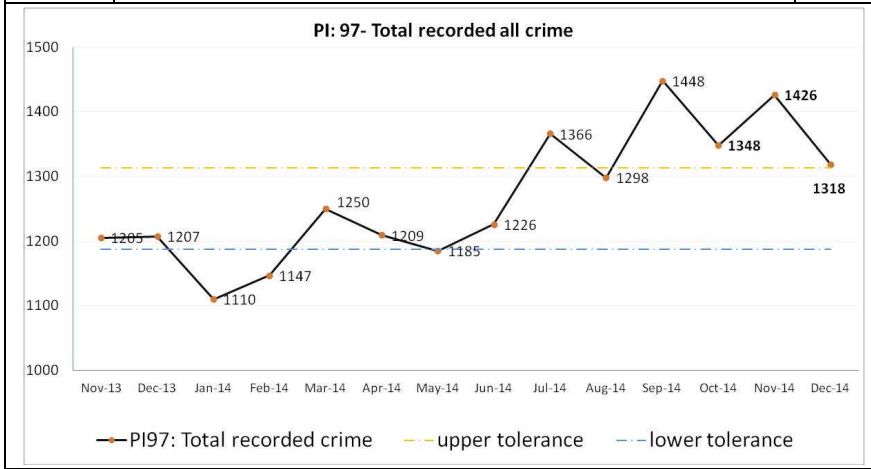
2. Regeneration, skills and employment		
Objective 4	To increase the number of people in the borough able to access training and job opportunities, leading to sustained employmen t	
Ref (SPECTRUM)	**Key Activity**	**Progress**
2.4a (A.28)	Working with partners & other agencies to support local people into local jobs through the provision of employability skills & training	✔ ONTARGET — Rupert Dugdale The Council meets, on a quarterly basis, with Jobcentre Plus and the three Prime Contractors, responsible for delivering the Government's Work Programme across the Black Country. The Black Country District Job Seekers Allowance (JSA) claimant count by its 14 Jobcentres stands at 25,268 (December 2014). The total number of Dudley residents on the JSA register currently stands at 5,800. This is a reduction of 0.4% from September 2014.
2.4b (A.623)	Services which enable Learning & knowledge and achievement	✔ ONTARGET — Matt Bowsher Number of Library issues - Total issues: 311,775. Consisting of 310,124 books, CDs and DVDs, 779 E-audiobooks and 872 Ebook issues. Use of on line library resources - 779 E-audiobook issues; 872 eBooks issues; 1,756 Britannica searches (Dec figures unavailable); 77,822 Ancestry searches; 822 driving theory tests taken; 166 Go Citizenship tests taken; 56 users of Who else writes like; 115 sign-ups to online magazines; 3,932 online magazine downloads; 121 Cobra documents viewed. Use of on line Archives resources (made up from Ancestry, A2A & Black Country History & Website) - Ancestry Page Impressions: 108,321 Ancestry User Visits: 1,215 Black Country History Page Impressions: 20,346 Black Country History User Visits: 5,562. % of learners achieving outcomes - 96%. % of learners retained - 98%. Number of adults working towards level 2 English & Maths – 711

2. Regeneration, skills and employment		
Objective 5	To alleviate hardship suffered by households resulting from low incomes and vulnerable to changes with the economy	
Ref (SPECTRUM)	**Key Activity**	**Progress**
2.5a (A.32)	Castle & Crystal Credit Union to provide efficient and cost effective financial services.	✔ ONTARGET — Dharminder Dhaliwal Raising awareness via Dmbc website, facebook & linked in as well as traditional payslip inserts.
2.5b (A.202)	Deliver targeted marketing, promoting financial services	✔ ONTARGET — Dharminder Dhaliwal via facebook / linked in / Dmbc website
2.5c (A.203)	Deliver homeless grant loans on behalf of the Directorate of Adult, Community & Housing Services	✔ ONTARGET — Dharminder Dhaliwal Continue to deliver as & when requested via Dachs

2. Regeneration, skills and employment		
Objective 6	Improve the transport network	
Ref (SPECTRUM)	**Key Activity**	**Progress**
2.6a (A.35)	To ensure that the local highway infrastructure is developed effectively to reduce congestion, maximise safety & increase access throughout the Borough to national networks	✔ ONTARGET — Martyn Holloway The 2014/15 programmes for Local Safety Schemes, Safer Routes to Schools and for Pedestrian Crossing improvements supported by the Integrated Transport Block is progressing well. Following the outcome of consultation, the proposed Pensnett Major Scheme has been revisited and a number of improvements made. The Scheme is proceeding on programme.

3. Tackling crime, fear of crime and anti social behaviour

Quarterly performance indicator scorecard		2013-14	Quarter 1		Quarter 2		Quarter 3			
PI ref	**Performance indicator**	*Outturn*	actual	score	actual	score	**actual**	**target**	**score**	**trend**
PI 340	Crime Survey England & Wales (Victim Crime)	7,620	1,926		4,119		**6,300**	**<5,643**		
PI 282	Number of serious acquisitive crimes recorded	3,244	701		1,550		**2,484**	**<2,362**		
	Increases in all 3 areas of crime for the above crime category in December compared to the same period last year. Burglary dwelling in particular is of note and has seen 23 more offences (29%) compared to November and 32 more (45%) when compared to December last year.									
PI 97	Total recorded all crime	new	3,621		7,732		**11,824**	**<11,250**		
PI 64	Violence with injury	new	436		920		**1,368**	**<1,170**		
	Twenty seven fewer offences recorded in December than in November (16% reduction), and 5 fewer offences than in December last year (3.4% reduction). December is the first time so far this year where the total for the month has been less than the previous year. The majority of offences within this category were Assault Occasion ABH which accounted for 71%, and over half of these were marked as domestic abuse. Other offences ranged from Owning a Dog Dangerously out of control through to Attempted Murder. Fourteen offences (10%) were directly linked to on-trade licensed premises.									
PI 335	Number of reported incidents of criminal damage	2,444	566		1,236		**1,801**	**<1,830**		
PI 565	Number of recorded incidents of Burglary Dwelling	838	196		438		**709**	**<630**		
PI 566	Number of recorded incidents of Robbery	238	51		130		**186**	**<180**		



A reduction of 108 offences (7.6%) was seen in December compared to November, but compared to December 2013; an additional 111 offences (9.1% increase) have been recorded.

The top 6 single offences of Criminal Damage to Vehicle, Theft from Shop/Stall, Theft from Motor Vehicle, Assault Occasion ABH, Burglary Other Building, and Burglary Dwelling collectively accounted for half of all offences (50.7%) of all crime recorded in December.

An increase has been seen each month so far this year compared to last year, neither has the trend of offending this year followed last year. This has impacted upon the year to date position of being 12.4% up.

3. Tackling crime, fear of crime and anti social behaviour		
Objective 1	Crime reduction: To maintain low levels of crime and seek opportunities to further reduce crime where possible	
Ref (SPECTRUM)	**Key Activity**	**Progress**
3.1a (A 37)	Contribute to the effective delivery of Integrated Offender Management	✔ ONTARGET — Sue Haywood IOM arrangements remain effective with in Dudley. There is an ongoing review of cohorts in respect of IOM arrangements
3.1b (A 48)	Co-ordinate activities through the Police and Crime Board	✔ ONTARGET — Bob Dimmock Numbers of campaigns were delivered throughout the autumn and winter periods. Loan shark campaign has yielded 2 results which are currently under investigation by the illegal money lending team. Police and Crime Board (PCB) have been made aware of the EDL March and have been fully briefed.
3.1c (A 49)	Ensure effective delivery of the Domestic Abuse Support Services which is to be commissioned to commence service delivery July 2014	✔ ONTARGET — Anne Bowden Two quality outcome meetings have taken place with satisfactory progress being made in delivering the requirements of the Service Level agreement. Court Independent Domestic Violence Adviser interviews to take place shortly.
3.1d (A 378)	Ensure the ongoing development and effectiveness of the Police and Crime Board for the Dudley Borough	✔ ONTARGET — Sue Haywood & Bob Dimmock The Police and Crime Board continue to meet on a bimonthly basis. The Board was established in November, 2014 and a review of membership and effectiveness is planned for 2015/16
3.1e (A 38)	To continue to improve security on local authority car parks through Park Mark Awards	✔ ONTARGET — Garry Dean Following independent inspection by the police and British Parking Association in quarter 1, 17 of the Council's pay and display car parks successfully retained their 'Safer Parking Awards'. Following the success of the project at Pool Road car park in Halesowen earlier in the year, Parking Management are entering into a second Service Level Agreement with the Community Payback Team to clean up graffiti and repaint Maybrook House car park in Halesowen and Ryemarket car park in Stourbridge. It is hoped that cleaning up the car parks will deter further anti-social behaviour, as well as providing a more pleasant environment for users.

3. Tackling crime, fear of crime and anti social behaviour		
Objective 2	Anti social behaviour: Reduce the risk of harm arising from ASB incidents and improve levels of customer satisfaction	
Ref (SPECTRUM)	**Key Activity**	**Progress**
3.2a (A 617)	Provide support to agencies and to communities and where appropriate co-ordinate partnership activities to reduce the level of risk of harm in identified situations	✔ ONTARGET — Andy Winning Coseley Railway Incidents Group has been very successful. "At risk" group of teenagers fully engaged in multi-agency programme addressing a variety of safety issues. No incidents of damage or ASB on railway line for almost a year. Community Safety involvement in Group to be discontinued after March 2015. Community Trigger process fully developed and in place. Scoping exercise due to be completed end of Feb as to gaps in partnership provision for positive requirements in Injunctions and Orders. Mobile CCTV procurement complete - bought and installed. Management process will be completed by mid-Feb.
3.2b (A 618)	To develop resources that address community safety issues relevant to children and young people	✔ ONTARGET — Katriona Lafferty Website updates almost complete (by end of Jan), including streetwise cards being uploaded. posters and cards promoting site will be sent to schools, colleges and other settings on completion, as will establishments with copies of the board game be informed of additional versions. darker nights resource went out in November, focus on dating abuse and re-launch of campaign end of Jan / early Feb. E-safety toolkit has been developed for practitioners in response to safer internet day 2015
3.2c (A 619)	To identify care and referral pathways for young people experiencing abusive relationships and promote these to other agencies	✔ ONTARGET — Katriona Lafferty First 3 training days successful with positive feedback from delegate's. March date is fully booked; June and October dates have been advertised to school staff. Working group continue to look at into best ways to support young people in abusive relationships - some development around IYS offering operational support - what this will look like to be confirmed in coming months, Police also looking at their response and taking this to force level
3.2d (A 707)	Anti Social Behaviour service improvement plan	✔ ONTARGET — Diane Channings Work continuing on "working together" with an audit of current service provision. Workshop run by Chartered Institute of Housing (CIH) lead with Anti social behaviour (ASB) / Legal Officers to build effective working relationships and review procedures. Further work done on draft implementation plan to be delivered in final quarter of the financial year. Job descriptions, job specifications & JEQs drafted for new concierge roles proposed for out of hour's service. Consultation planned for next quarter with tenants and elected members on concierge / ASB out of hour's service. Changes proposed to the forward delegations to deal with new powers in the Police & Crime Act.

3. Tackling crime, fear of crime and anti social behaviour		
Objective 3	Community Cohesion/Integration: Refine local approaches to cohesion and Integration and further develop tension monitoring	
Ref (SPECTRUM)	**Key Activity**	**Progress**
3.3a (A 379)	Work with partners to identify and lessen tensions and promote community cohesion/integration	✔ ONTARGET — Rosina Ottewell Special meeting of Community Cohesion & tension Monitoring Executive on 18th December and activiation of Dudley Contingency plan in response to intelligence that EDL will be protesting in Dudley on 7th February 2015. All Safe and Sound partners involved.
3.3b (A 620)	Increase the number of 3rd party reporting centres for Hate Crime across the Borough from eight	✔ ONTARGET — Rosina Ottewell Citizens Advice Bureaux for across the borough now signed up and website updated accordingly.
3.3c (A 621)	Align local information with local intelligence with counter terrorism local profile 2014	✔ ONTARGET — Sue Haywood The prevent delivery group has received an update on local information and a revised plan for 2015 will be developed by end of January 2015.
3.3d (A 55)	To ensure to review and respond to tensions in the borough through the Community Cohesion and Tension Monitoring Executive.	✔ ONTARGET — Sue Haywood The community tension monitoring reporting system was implemented and tensions remain assessed as low in the borough. It was announced however in December that an EDL demonstration was planned for February 2015 which may result in community tensions increasing in the new year.

3. Tackling crime, fear of crime and anti social behaviour		
Objective 4	Drugs and alcohol: Increase the number of adults who misuse substances into treatment in order to improve health and crime reductio n	
Ref (SPECTRUM)	**Key Activity**	**Progress**
3.4a (A 43)	Ensure effective delivery of commissioned services	✔ ONTARGET — Diane McNulty Commissioned Substance Misuse service is now fully operational. The service is performance managed through monthly meetings and formal quarterly contract meetings. A number of performance management tools are used to ensure that Substance Misusers in Dudley are receiving an effective and appropriate service. Monthly performance information from Public Health England through national drug treatment misuse service (NDTMS); DIRDet and quarterly information from the same sources. Treatment Outcome Performance (TOPS) is used to measure success in terms of reduced drug use, housing and employment outcomes.
3.4b (A 44)	Increase the use of Criminal Justice Interventions in respect of alcohol misuse where alcohol misuse has been a feature of offending (Alcohol Arrest Referral Scheme/Penalty Notice Disorder Waivers – Alcohol)	✔ ONTARGET — Diane McNulty Identification and engagement continues in the community and through the Drug and Alcohol Liaison Team (DALT) services provided within Russell's Hall Hospital. Availability of the DALT services is being extended to include weekends and evenings. Pathways are in place for assessment and referral into treatment for alcohol users in custody.
3.4c (A 54)	Review the effectiveness of the Joint Local Protocol between Adult Drug and Alcohol Services and Family and Safeguarding Services. (Number of Common Assessments Completed CAFs and increase of numbers into treatment)	✔ ONTARGET — Diane McNulty The substance misuse safeguarding forum is now Chaired by Public Health and reports into the Safeguarding Board structure.

3. Tackling crime, fear of crime and anti social behaviour		
Objective 5	Children and young people substance misuse: Increase the number of young people leaving specialist treatment in a planned way	
Ref (SPECTRUM)	**Key Activity**	**Progress**
3.5a (A 45)	Ensure effective delivery of commissioned services	✔ ONTARGET — Diane McNulty A comprehensive assessment is completed for all young people engaging with Switch across key areas of their lives. This enables clients to receive a multi-agency care package that addresses their multiple needs and access a range of specialist interventions. Monthly meetings are held to monitor the service.
3.5b (A 46)	Ensure that a referral process is in place and implemented for those children and young people leaving specialist treatment and in need of other services on exit	✔ ONTARGET — Diane McNulty At Qtr 2 61% of young people leaving treatment in a planned way engaged/were offered support for wider needs. This compares favourably against national figures of 36%. However, we have set a target of 86% to be reached by the end of the year.
3.5 c (A 381)	Increase awareness of the impact of parental substance misuse (hidden harm)	✔ ONTARGET — Diane McNulty The Steps Together project has engaged with 6 families affected by alcohol and provided a range of interventions to family members to promote coping skills, resilience and address parental health behaviour. Provision of support for children and young carers affected by someone they live with using drugs or alcohol continues through the Time for Me project. Due to reconfiguration of Aquarius, since losing the alcohol support contract in Dudley, and not being able to fill an existing vacancy, the partnership with Barnardo's on the Steps Together project has been terminated. Discussions have been held with CRI, who are now providing the drug and alcohol service in Dudley, who have agreed to deliver the programme in partnership with Barnardo's.
3.5d (A 47)	Reduce harm to children by limiting the access to alcohol and tobacco	✔ ONTARGET — Nick Powell Test purchases for alcohol and tobacco were carried out at 169 premises

4. Caring for the elderly and vulnerable										
Quarterly performance indicator scorecard		2013-14	*Quarter 1*		*Quarter 2*		***Quarter 3***			
PI ref	**Performance indicator**	*Outturn*	actual	score	actual	score	**actual**	**target**	**score**	**trend**
PI 501	ASCOF 2B P1 - Proportion of older people (65 and over) who were still at home 91 days after discharge from hospital into reablement or rehabilitation services	87.4%	85.6%		83.8%		**86.8%**	**88%**		

4. Caring for the elderly and vulnerable		
Objective 1	Enable and embed personalised community based support	
Ref (SPECTRUM)	**Key Activity**	**Progress**
4.1a (A624)	That our safeguarding processes are enabling adults to remain safe from harm and that staff across all partner agencies are equipped to respond to reported abuse. Implement Peer Review actions for improvement	AHEAD — Brendan Clifford & Matt Bowsher Safeguarding Annual Report completed and available on the website. Business Plan for 2014-15 agreed and on website. Councillor Representation on the safeguarding board. Threshold training delivered to operational staff as recommended by the peer review. Work completed and training in place. Recommendations that the views of the victim be incorporated into the safeguarding process are to be adopted mainstream as a result of the Peer Review and also the making safeguard personal pilot which Dudley is also now part of. Safeguarding website aims to deliver this and a new safeguarding leaflet has been developed to promote this further.
4.1b (A 625)	To drive improved outcomes for people who use services and carers	ONTARGET — Brendan Clifford & Matt Bowsher The first community information points went live during December. These will include points at Age UK, Dudley Community Volunteer Sector (DCVS), Castle & Crystal, Dudley Voices for Choices, Y Project, St Michaels Church Norton, Dudley Council – blue badge team, Living Well, Dudley falls, Enabling community support and the Assisted living centre. Advocacy, a draft model has been developed and was agreed at DMG on 14th January 2015. Establishing forum - Peoples network aiming to ensure that they are involved on an ongoing basis. Adult Social Care Survey and carer survey helping us gather customer experience. Satisfaction of life and quality indicators contributes to metrics.

4. Caring for the elderly and vulnerable		
Objective 2	Develop sustainable and high quality services which deliver value for money for local people	
Ref (SPECTRUM)	**Key Activity**	**Progress**
4.2a (A 626)	We will ensure that universal and preventative services support people's quality of life and wellbeing	✔ ONTARGET — Brendan Clifford & Matt Bowsher Plans for further development are ongoing agreement to utilise the DCID (Dudley Community Information Directory) as the council's primary engagement channel and database. The second 'Get Connected' event took place at Himley Hall on 9 October. Delegates from 14 different organisations attended and 27 organisations were represented in the market place. Feedback was extremely positive and the event facilitated more joint working across borough prevention services.

5. Health and well-being

Quarterly performance indicator scorecard		2013-14	*Quarter 1*		*Quarter 2*		***Quarter 3***			
PI ref	**Performance indicator**	*Outturn*	actual	score	actual	score	**actual**	**target**	**score**	**trend**
PI 293	Number of people where homelessness is prevented by intervention by DMBC or partner agency	968	328		658		**1,012**	**750**		
PI 680	Bookstart – Number of packs gifted to babies and 3 year olds	7,552	2,378		(1,690) 4,068		**(1,668) 5,736**	**(1,299) 5,632**		
PI 675	Number of accepted referrals for adult weight management programmes	7,216	1,816		3,673		**5,182**	**5,280**		
	The annual trend for referrals has shown that we have a lower number of referrals in Q3 due to the Christmas period. However, the number of accepted referrals is up from 1368 for the similar period last year.									
PI 730	% of eligible cohort offered an NHS health check	new	122%		112%		**112%**	**100%**		
PI 731	% of eligible cohort receiving a health check	new	37%		41%		**42%**	**50%**		
	Still below 50% but improving. Recovery plans in place.									

5.Health and well-being		
Objective 1	To reduce levels of obesity among people	
Ref (SPECTRUM)	**Key Activity**	**Progress**
5.1a (A 382)	To provide specific targeted activity programmes for those at risk of becoming overweight or obese	✔ ONTARGET — Andy Webb Working with the Chief Executive's Office for Public Health, programmes are on offer for customers at risk of becoming overweight or obese. These are available in leisure centres and at the Hubs delivered by the team of Activators. Programmes include MEND and Shapes plus the well established early intervention GP referral arrangements. Specific sessions are being planned for 2015 for women during pregnancy to engage them in physical activity. Work with the Clinical Commissioning Group (CCG) to assist the delivery of their action plan emerging from the Physical Activity & Sport Strategy provides further opportunities to develop interventions to address overweight and obesity.

5.Health and well-being		
Objective 2	Improve people's physical health and encourage healthy lifestyle choices	
Ref (SPECTRUM)	**Key Activity**	**Progress**
5.2a (A 69)	To increase the percentage of physically active adults and children	✔ ONTARGET — Andy Webb Active People Survey (APS) 7 results published in early December 2013 indicated that adult participation is continuing to increase in Dudley. APS indicated that from APS1 to APS7 participation of 3x30 mins per week had increased from 17% to 19.2%. There is a concern that APS indicates that 53.7% of adults do no physical activity or sport. Link: http://www.sportengland.org/research/who-plays-sport/local-picture/who-plays-sport-in-local-communities/ The next release of Active People data is not expected until quarter 4 2015. The Physical Activity and Sport Strategy seek to increase levels of activity among both adults and children through the engagement of a range of partner organisations. A physical activity and sport campaign under the 'Let's Get...' brand is being rolled out. A Christmas / New Year membership promotion commenced on 1 November 2014 and sales to date have been encouraging.

5.Health and well-being		
Objective 2	Improve people's physical health and encourage healthy lifestyle choices	
Ref (SPECTRUM)	**Key Activity**	**Progress**
5.2b (A 635)	To determine planning applications in accordance with the Planning for Health Supplementary Planning Document	✔ ONTARGET — Helen Martin The Planning for Health Supplementary Planning Document (SPD) is now a material consideration in the determination of planning applications. Applications are being determined with due regard to the guiding principles within the document.
5.2d (A 266)	Commission and provide a range of social marketing and health campaigns to raise awareness and trigger behaviour change	✔ ONTARGET — Diane McNulty Activity outlined in OPH campaign for Q3 delivered including - Road to wellbeing (mental health promotion), breast screening, reporting of underage/ illicit sales of alcohol and tobacco, public advice for emergency situations, Let's talk drink, World Aids day, self care week, smoke free children, Let's get (physical activity and nutrition), flu vaccine and winter warmth. Social marketing research commissioned to explore the views; attitudes and use of sunbeds by young people aged 14-18. Research completed and final report produced. **Vascular Team** An article was published in the GP Brief to inform providers regarding the evidence base for the NHS Health check programme and the expected benefits and cost savings the programme is expected to achieve. The article also included a testimonial from a practice which had improved performance and details of support available to providers to improve their service. A market research brief to increase uptake of health checks was developed and sent to relevant companies inviting them to put forward a quote for the work. The deadline for submissions in January 9th 2015. Weekly newspaper advertising has been secured for the first 4 weeks in January 2015. **Weight Management.** New resources for the Shapes and Fit Blokes programmes have been commissioned and produced for new programmes commencing in January 2015. An intensive advertising campaign - 'Get in Shape in 2015' has been delivered through poster campaign and newspaper advertising. Self Management Programme; Self Care week campaign. Successful promotion of self care message. Leaflets developed to encompass a broad message around management of health and wellbeing inc; SMP, HLP, symptom checker app and libraries community info directory. 8500 leaflets circulated through GP, pharmacy, libraries, voluntary sector and at road-show across borough. Pieces in press and in council comms. Took leaflets to national self care conference. Worked alongside CCG to co-produce message covering local and national angle. Physical Activity and Food and Nutrition. Lets get campaign developed new resources, engaged with CCG, developed new articles and images for the website. Launched it's twitter feed.

5.Health and well-being		
Objective 2	Improve people's physical health and encourage healthy lifestyle choices	
Ref (SPECTRUM)	**Key Activity**	**Progress**
5.2e (A 267)	Commission and provide a range of primary prevention programmes across the life course with a focus on tobacco control, breast feeding, cancer prevention, healthy living	✔ ONTARGET — Diane McNulty, David Pitches & Bal Kaur **Cancer prevention:** Commissioned qualitative research into sunbed usage and tanning with 14-18 year olds. Delivered breast and cervical cancer awareness workshops to 4 volunteers at Thomas Pocklington Trust; a cervical screening awareness session to 10 student midwives and a briefing session on 'Blood in Pee' to Adult Learning tutors. Engaged 370 women in conversations about the breast cancer screening programme during 5 road show events. Staff and Community Health Champions involved in the 'Life is Precious' cancer awareness project were interviewed for a case study for the forthcoming NICE guidance on 'Community engagement – approaches to improve health' which will be published in January 2016. **Alcohol health improvement:** A Young people's 'Think Alcohol' website has been developed to include interactive elements, and promoted. A partnership project with SWITCH and a creative agency to produce a short film to raise awareness of the young people's substance misuse service was completed. A partnership 'Safer Stourbridge Project' to include taxi marshals operating on 7 dates, the St John's Ambulance mobile unit on 6 dates and Street Pastors, who gave out 500 spikeys and foil blankets ran over the Christmas holiday. Three community alcohol awareness projects resulting in production and distribution of a resource for parents and carers (CfED) were supported, 5 photo stills and videos (Dudley College) and 2 pottery sessions were delivered to 20 adults (USP). Ten further drug and alcohol awareness training sessions were delivered by a commissioned provider - 66 people completed the Tier 1 (basic) training, 42 completed the Tier 2 training and 38 attended a bespoke training session. A creative arts agency was commissioned to work on an arts and alcohol awareness project with minority ethnic communities. **Breastfeeding** 7 update sessions run for Health Visitors, student Health Visitors and Nursery Nurseries for Introduction of Solid foods and UNICEF new standards with a total of 83 attendees. A total of 95 contacts made by volunteer breastfeeding buddies

5.Health and well-being		
Objective 2	Improve people's physical health and encourage healthy lifestyle choices	
Ref (SPECTRUM)	**Key Activity**	**Progress**
5.2f (A268)	Embed the Making Every Contact Count approach within the Council, Partner organisations and key providers.	✔ ONTARGET — Diane McNulty The Council Healthy Living Champions continue to have conversations about health and wellbeing and make every contact count by signposting/ referring to lifestyle services when appropriate. During Q3 they have had 239 conversations about health and wellbeing (taking the cumulative number of conversations for this year to 1504). During Q3 46% of conversations have been with the public/ a client, 41% have been with friends/ family and 13% have been with others. They have made 126 signposts/ referrals with 74% to physical activity programmes, 16% to food and nutrition programmes, 5% to the Health Trainer Service, 3% to weight management services, 1% to stop smoking services and 1% to other services not listed.
5.2g (A 269)	Increase the capacity of people to improve their own health and wellbeing through developing and evaluating asset based approaches, and the health champions and public health volunteers programmes	✔ ONTARGET — Diane McNulty Public health volunteers have contributed a total of 645.5 hours to the self management programme, physical activity team, healthy eating team, weight management team, breastfeeding buddies service and stop smoking service. An additional 89.5 hours of volunteer time have been invested in training and development (induction sessions, drug & alcohol, safeguarding and breastfeeding buddy training). A training survey has been undertaken to inform the training and development programme for 2015/16. Three job opportunities have been shared with the volunteers, as well as information on 'Keeping Warm & Well' The 'Healthy Communities Volunteer Programme' received an 'Investing in Volunteers' award in October. A notable practice case study was also completed for the Health & Wellbeing Board peer review challenge. Community Health Champions (CHCs) were engaged in the 'Be Clear on Cancer - Blood in Pee' campaign. Three CHCs recorded their learning and reflections about the taxi driver project. Seven CHCs took part in focus groups for the case study selected by NICE for their revised community engagement guidance. Asset based work in Wrens Nest continues 'Open Hub' - focus on building awareness and links with other local organisations (Adult & Community Learning, Wrens Nest Children's Centre and St Francis Church). Also further development of collaborative community spaces in Wrens Nest Community Centre and Priory Pavilion. Designed and started new projects as well as maintaining existing projects such as bulb planting, seed and feed and cooking. Started process of Developmental Evaluation. Three development days held with Civic Systems Lab - focus on sharing learning with a similar project in Lambeth, theory of change and links to multiple and complex deprivation.

5.Health and well-being		
Objective 2	Improve people's physical health and encourage healthy lifestyle choices	
Ref (SPECTRUM)	**Key Activity**	**Progress**
5.2h (A270)	Improve the mental health and wellbeing of people in Dudley Borough	✔ ONTARGET — Diane McNulty Produced and circulated Public Mental Health e-Bulletin Edition Six to 650 cross-sector contacts focusing on local mental health promotion activity and resources as well as national campaigns (dementia/ mental health /suicide prevention/self harm). Formally received the S-O-S Award from the Lord mayor of Dudley, in recognition of building capacity in the borough through suicide prevention training. Commissioned further safe TALK and ASIST suicide prevention training targeting frontline workers and primary health care setting for January. Updated mental health section on Workplace Health & Wellbeing web pages for Dudley Council Staff; provided input to development of DMBC policy for mental health and the design of DMBC counselling service. Produced 'Addressing Inequalities' section for draft Mental Health strategy for Dudley. Completed Quarter 2 monitoring community development worker service based in the mental health trust. Contributed to the First Quarterly Review of the newly commissioned Dudley Domestic Abuse Support Service. Commissioned a qualitative needs assessment to explore self-harm issues and perceptions amongst key groups in Dudley, using an arts and health approach, to identify local needs and start developing a local action plan. Commissioned a pilot project to support the mental health of unemployed men (30-50yrs).
5.2i (A 627)	Services which enable Health & Well Being	✔ ONTARGET — Matt Bowsher Number of individuals served – Home Library Service - Dudley 569: Wolverhampton: 484. No of enquiries for service Dudley 39; Wolverhampton 12. Issues of dementia collections from libraries - 44 issues of items in Dementia collections. Events & activities to support Health and Wellbeing, number held and numbers attending - Number of events: 41. Number of attendees: 333. Mental Health Week - Thoughts and Emotions session held at Coseley Library attended by 8 people, and a Breast Cancer Awareness coffee morning held on 22nd Oct, also at Coseley, well attended by 20 people. Also a Carer's launch day at Dudley library during this week. Book start – Number of packs gifted to babies and 3 year olds - Total: 1668 consisting of 975 to Babies and 693 Treasure Bags. % Learners who say they have enjoyed learning - 100%

5.Health and well-being		
Objective 3	To increase participation in leisure, recreational and cultural activities for learning, health improvement, socialising and personal growth	
Ref (SPECTRUM)	**Key Activity**	**Progress**
5.3a (A 383)	To support the voluntary sports sector in developing facilities, its workforce, and performance pathways	✔ ONTARGET — Duncan Lowndes Sport clubs and organisations are supported in developing bids for external funding. A number of Borough clubs have been successful in securing Sport England funding from the Inspired Facilities programme which equates to in excess of £350,000 investment in grass roots sport. Bids no longer have to be submitted in specific funding rounds as this has become an open application programme. Oldswinford & Stourbridge Cricket Club has recently been awarded upwards of £40,000 from Sport England's Inspired Facilities fund. Unit3Sixty, an indoor skateboard, scooter and BMX venue has been developed in Stourbridge and received a grant of £50,000 and opened in December. Activities at Dudley Water Sports Centre have been increased with the British Rowing programme ongoing and train athletes using the water. A walking group also makes regular use of the premises as a meeting point. Working with the Black Country Be Active County Sports Partnership it is intended to provide dedicated support to a small number of clubs to assist them in planning for the future. More broadly, and connected with the Physical Activity and Sport Strategy, there will be a determination of the best point of contact for sports clubs and organisations.

5.Health and well-being		
Objective 4	Improve health care quality and effectiveness of local healthcare providers	
Ref (SPECTRUM)	**Key Activity**	**Progress**
5.4c (A 286)	Provide guidance, support and oversight on Pharmaceutical public health	✔ ONTARGET — Duncan Jenkins Issued one newsletter and report to Quality and Safety committee on medicines and devices safety

5.Health and well-being		
Objective 5	Alleviate homelessness	
Ref (SPECTRUM)	**Key Activity**	**Progress**
5.5a (A 392)	To achieve the Gold Standard for Housing Advice Service	✔ ONTARGET — Diane Channings Peer review completed and score of 67% achieved. This was the highest within our peer group and enables us to commence work on the "10 challenges". Our three initial challenges will require corporate commitment and are a) no Bed & Breakfast Accommodation (B&B) for 16/17 year olds, b) no families in B & B for more than 6 weeks, c) Mortgage Rescue or equivalent scheme in place.

5.Health and well-being		
Objective 6	Protect people from infectious disease and environmental hazards across the life course	
Ref (SPECTRUM)	**Key Activity**	**Progress**
5.6a (A 278)	Provide advice, support, scrutiny and challenge to reduce the occurrence of infection control incidents across health and social care providers	✔ ONTARGET — Barry Jones 3 care home education sessions delivered, also 8 scheduled full infection control care home audits and 2 post audit follow up visits were undertaken. 1 GP education session was delivered in this quarter and 3 infection prevention audits of GP practices were undertaken. The 3rd Care home link practitioner network took place. The team continues to monitor incidence of Clostridium difficult and MRSA Bacteraemia and other avoidable infections for Dudley CCG. The team continues to assist/support the CCG with investigations into incidents and outbreaks in the local acute trust.

5.Health and well-being		
Objective 7	Ensure strategies, programmes and services are in place that will contribute to reducing health inequalities	
Ref (SPECTRUM)	**Key Activity**	**Progress**
5.7a (A 273)	Contribute to the delivery of the fuel poverty and excess winter deaths, coordinating responsibilities in the cold weather plan	✔ ONTARGET — Diane McNulty Continued co-ordination and support provided to Dudley's multi-agency winter warmth steering group. Work with Local Welfare Assistance team to ensure that residents receiving crisis payments are also offered winter warmth support. Pilot with pharmacies initiated to encourage referrals of residents who are vulnerable to the cold. Information on staying warm and well provided for inclusion in the Emergency Planning booklet which will inform the public of what to do in an emergency situation. Cold Weather Plan partnership meeting coordinated and action tracker document produced to identify further actions required and responsible officers.

6. Cleaner , greener and environmentally friendly

Quarterly performance indicator scorecard		2013-14	Quarter 1		Quarter 2		Quarter 3			
PI ref	**Performance indicator**	*Outturn*	actual	score	actual	score	**actual**	**target**	**score**	**trend**
PI 375	Residual household waste KG's per household (NI 191)	583.42 Kg's	134.91 kg's *second estimate*		270.5 kg's *second estimate*		403.28 kg's *First estimate*	423.75 kg's		
PI 348	Percentage of household waste sent for reuse, recycling and composting (NI 192)	35.67%	51.92% 19,695 tonnes *second estimate*		49.24% 15,694 tonnes *second estimate*		45.4% 45,435 tonnes *First estimate*	40%		
PI 350	Percentage of municipal waste land filled (NI 193)	5.85%	4.06% *second estimate*		3.87% *Second estimate*		3.5% *First estimate*	5%		
PI 194	Improved street and environmental cleanliness (detritus) (NI 195b)	5.15%	-	-	4.24%		3.2%	5.7%		
PI 195	Improved street and environmental cleanliness (fly posting) (NI 195d)	0.06%	-	-	0.17%		0.08%	0.1%		
PI 196	Improved street and environmental cleanliness (graffiti) (NI 195c)	1.06%	-	-	0.17%		0.42%	1.3%		
PI 197	Improved street and environmental cleanliness (litter) (NI 195a)	3.44%	-	-	1.5%		1.92%	3.3%		

6. Cleaner, greener and environmentally friendly		
Objective 1	To encourage sustainable waste management practices amongst the Borough's residents and businesses and to provide increased opportunities for recycling	
Ref (SPECTRUM)	**Key Activity**	**Progress**
6.1a (A 79)	To change public perception of waste minimisation and recycling through education and awareness raising activities	✔ ONTARGET — Heidi Marsh-Geyton With the enhanced recycling collection service rolled out Borough-wide, Waste are working on a number of initiatives to target areas of the Borough where recycling rates are low. Officers are working with national organisation, Waste & Resources Action Programme (WRAP) on an awareness campaign to be run during quarter 4 and which is aimed specifically at increasing levels of plastic bottle and glass recycling.
6.1b (A 80)	To develop more sustainable waste management, e.g. through greater recycling and improved public perception and participation	✔ ONTARGET — Heidi Marsh-Geyton The re-optimisation of collection rounds, the final element of the service transformation, continues to progress, and when complete will ensure efficiency. Waste Care and the site contractor, HW Martin, introduced a van and trailer permit scheme at the Household Waste Recycling Centre (HWRC) in November. The HWRC is provided for Dudley Borough residents to recycle and dispose of waste/recycling that cannot be collected by the regular kerbside collections. However, some commercial waste from businesses is also being brought into the site, which costs the Council and council tax payers over £100 per tonne to dispose of. The reason for introducing the permit scheme, which is free of charge, is to deter traders from disposing of their waste illegally at the site. The scheme is working well, with over 2,000 applications received and processed by the end of December, and a decrease in the number of large vans bringing waste in to the site already highlighted. Site staff are continuing with their efforts to decrease landfill and increase burnable loads into the incinerator.

6. Cleaner, greener and environmentally friendly		
Objective 2	To alleviate traffic congestion	
Ref (SPECTRUM)	**Key Activity**	**Progress**
6.2a (A 82)	Implementation of the Transport Asset Management Plan (TAMP) to manage and improve the borough's highway network	✔ ONTARGET — Garry Dean The Network Management Strategy & Plan continues to be used in the strategic management of the Borough's highway and road assets.

6. Cleaner, greener and environmentally friendly		
Objective 2	To alleviate traffic congestion	
Ref (SPECTRUM)	**Key Activity**	**Progress**
6.2b (A 83)	To promote sustainable modes of travel as a mechanism to reduce congestion, promote healthier lifestyles & improve air quality	✔ ONTARGET — Martyn Holloway Work is now been completed on the Better Bus Area Fund improvements at Merry Hill which include a new pedestrian crossing facility to Pedmore Road and Bus Gate to the Boulevard at the junction with Mill Street. These works will improve pedestrian access to the site and journey time reliability for buses. Works funded by reallocated Local Sustainable Transport Funding to improve pedestrian crossing facilities in and near Sedgley Town Centre are now substantially complete bringing much needed journey time improvements to public transport in the area
6.2c (A 84)	To reduce the impact of traffic congestion in order to improve journey times across the Borough & promote new investments	✔ ONTARGET — Martyn Holloway As discussed at A83, works on the 5 pedestrian crossings in the Sedgley area are now complete. As discussed at A35 development of improvements at Pensnett are continuing on programme.
6.2d (A 85)	To work with partners to develop the transport network to support investment in Brierley Hill	✔ ONTARGET — Martyn Holloway As discussed at A83 work to improve sustainable access to the Merry Hill Shopping Centre through the Better Bus Area Fund is now complete.

6. Cleaner, greener and environmentally friendly		
Objective 3	To protect and enhance the environment through advice, regulation and enforcement	
Ref (SPECTRUM)	**Key Activity**	**Progress**
6.3a (A 81)	To improve air quality in the borough through the Air Quality Action Plan	✔ ONTARGET — Nick Powell The Council has an Air Quality Action Plan approved by Cabinet. 100% (10) of the actions that were due in the first three quarters were completed
6.3b (A 70)	Ensure access to clean and safe food and water and safe places of work	✔ ONTARGET — Nick Powell 84% of food establishments in the Borough are broadly compliant with food hygiene law. 92% of food safety, health and safety and pollution control inspections for high risk premises that were due were carried out.

6. Cleaner, greener and environmentally friendly		
Objective 3	To protect and enhance the environment through advice, regulation and enforcement	
Ref (SPECTRUM)	**Key Activity**	**Progress**
6.3c (A 89)	Conservation and management of the Borough's green spaces	✔ ONTARGET — Garry Dean Officers from Green Care continue to work with Friends of Parks groups and volunteers across the Borough. The Green Spaces Asset Management Plan is currently being prepared for future approval by Council. The Plan seeks to provide future strategic direction and investment for the Borough's green spaces. It has been developed to help define the status and value of our green spaces, in future linking them to access corridors and recognising that they are at the heart of our communities. The Plan aims to support and inform the emerging Planning Policy Development Strategy.

6. Cleaner, greener and environmentally friendly		
Objective 4	To protect, preserve and develop for appropriate use the unique heritage of the borough for this and future generations	
Ref (SPECTRUM)	**Key Activity**	**Progress**
6.4a (A 86)	To undertake project work to identify mitigating actions regarding proactive flood management	✔ ONTARGET — Garry Dean Joint working arrangements around flood management are being developed between the four Black Country councils, including the appointment of a Black Country Flood Risk Manager. Dudley has been asked to move the recruitment process forward on behalf of the Black Country councils, and the job has been advertised during the quarter. Interviews will take place early in quarter 4. Street Maintenance continue to focus their gully emptying operation on the Borough's primary routes and identified flooding hotspots, especially during the periods of heavy rain experienced during the third quarter.
6.4b (A 22)	Protect, preserve and promote the uniqueness of the Borough through its historic assets, glass and geological heritage	✔ ONTARGET — Stuart Connelly The Street Cleansing Team continue to forge partnership links with community groups around the Borough who wish to carry out environmental clean-ups in their local areas. Over 60 community litter picks have taken place or are planned so far this year, all supported by Street Cleansing. Street Cleansing have also been helping the local fire service during quarter 3 with a planned campaign on fire prevention, which also includes the Local Police Unit who are cascading information down to a number of groups, such as 180 Neighbourhood Watch co-ordinators. One of the performance indicators for the fire service is arson, in particular petty arson of rubbish and parkland. The campaign includes information on how to report fly tipping and litter at the earliest opportunity, therefore reducing the chances for individuals to set fire to it. In turn, Street Cleansing will receive more reporting from the groups in receipt of the campaign information, which will help to identify nuisance areas in the Borough.

6. Cleaner, greener and environmentally friendly		
Objective 5	To preserve and improve the quality and biodiversity of the natural and built environment	
Ref (SPECTRUM)	**Key Activity**	**Progress**
6.5a (A 34)	To work with local businesses and the community in the improvement and maintenance of local town centres and the local environment	✔ ONTARGET — Garry Dean The Street Cleansing Team continues to forge partnership links with community groups around the Borough who wish to carry out environmental clean-ups in their local areas. Over 60 community litter picks have taken place or are planned so far this year, all supported by Street Cleansing. Street Cleansing have also been helping the local fire service during quarter 3 with a planned campaign on fire prevention, which also includes the Local Police Unit who are cascading information down to a number of groups, such as 180 Neighbourhood Watch co-ordinators. One of the performance indicators for the fire service is arson, in particular petty arson of rubbish and parkland. The campaign includes information on how to report fly tipping and litter at the earliest opportunity, therefore reducing the chances for individuals to set fire to it. In turn, Street Cleansing will receive more reporting from the groups in receipt of the campaign information, which will help to identify nuisance areas in the Borough.
6.5b (A 92)	To improve the quality of the environment by early interventions through Street, Green Care and Waste Care	✔ ONTARGET — Garry Dean & Heidi Marsh-Geyton Monitoring information is being used to inform service delivery and to improve standards of street and open space cleanliness across the Borough. Street Cleansing were finalists in both the Best Performer and Most Improved Performer categories of the Association of Public Service Excellence (APSE) 2014 performance awards. The team are already winners of the Best Community and Neighbourhood Initiative Award and were finalists in the Best Service Team category, at the APSE Service Awards held in Nottingham in September 2014. The new public conveniences in Dudley town centre has won the national 'Loo of the Year" Award as well as the Individual Attendant of the Year Award. The awards, which are promoted by the British Toilet Association, aim to promote the highest standards in public conveniences. The Council's trees continue to be managed in accordance with the Tree Strategy and the Tree Risk Strategy, with work undertaken on trees most in need of attention. The programme of carriageway and footway reconstruction and resurfacing works continues at various locations across the Borough. Street Maintenance deployed additional pot hole gangs during the Autumn to deal with any outstanding highway defects before the onset of winter weather. Winter gritting operations have taken place on a number of occasions during the quarter to ensure the safety of road users in snow and icy conditions.

6. Cleaner, greener and environmentally friendly		
Objective 5	To preserve and improve the quality and biodiversity of the natural and built environment	
Ref (SPECTRUM)	**Key Activity**	**Progress**
6.5c (A 93)	To preserve and improve the environment through the formulation of policy and its delivery, and the application of enforcement actions	✔ ONTARGET — Heidi Marsh-Geyton Proactive enforcement activity for environmental offences, e.g. fly-tipping, littering, abandoned and un-taxed vehicles etc., continues in accordance with the Council's Waste Enforcement Policy. During the third quarter, Street Cleansing removed 193 fly-tips from various locations around the Borough. During the same period Enforcement Officers issued 10 fixed penalty notices for dog fouling offences and 45 for litter offences, and responded to 153 abandoned vehicle reports.
6.5d (A 87)	Continue to improve the council's aging lighting stock and signage through the installation of more energy efficient systems	✔ ONTARGET — Garry Dean The implementation of the Central Management System (CMS) continues to progress well, and will in future allow us to control and monitor all of the Borough's street lights remotely, providing options for reducing energy consumption. The CMS is now fully commissioned and operational, and 20,200 of the Council's 32,000 street lights can be controlled via the system remotely to help save energy; 13,100 of these can be dimmed

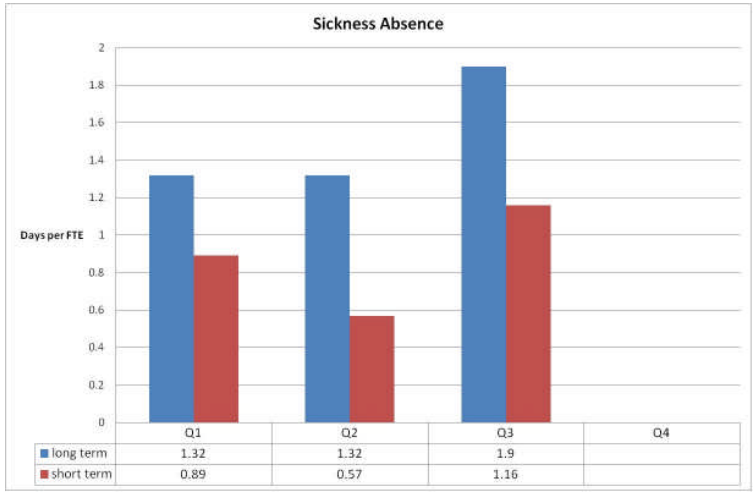
Objective 6	To strengthen and improve communities to provide choice and opportunity	
Ref (SPECTRUM)	**Key Activity**	**Progress**
6.6a (A 393)	To make the best use of our stock to ensure we can provide and maintain affordable housing for customers with housing need	✔ ONTARGET — Diane Channings 5 year detailed capital programme drafted for approval at Feb 2015 Cabinet. Asset Management Strategy works commenced; 30 year investment needs profiled, SAP (Standard Assessment Procedure of energy efficiency) proposals under evaluation, stock sustainability modelling ongoing, and 2014/15 500 stock surveys completed, new build programme developing. Fuel Poverty Action Plan updated; Energy and Fuel Poverty key performance indicators embedded within measureable investment outcomes. Development of a local offer to Housing Associations on fraud investigations developed this quarter with other LA's in the region. JD, PS & JEQ completed for proposed new post of senior fraud officer. Decision sheets prepared for submission in next quarter. Staff awareness sessions have resulted in an increase in internal referrals to the fraud team, including a significant increase in housing application referrals. Authorisation to procure document checkers and data matching service obtained. Home Check training and Home Check application rolled out. Post implementation issues being resolved but the application is now in use by all Housing Managers. Research started on alternative options for managing / reducing property damage in relation to re-chargeable repairs. Work also started on a cost / benefit exercise of current policy and procedure. Steer sought from Cabinet Member on whether to explore the feasibility of a wider tenant incentive scheme.

6. Cleaner, greener and environmentally friendly		
Objective 6	To strengthen and improve communities to provide choice and opportunity	
Ref (SPECTRUM)	**Key Activity**	**Progress**
6.6a (A 393)	**Continued;** To make the best use of our stock to ensure we can provide and maintain affordable housing for customers with housing need	✔ ONTARGET — Diane Channings Excellent progress has been made during this quarter to achieve implementation of new ICT modules for the DLO's service area and go-live during quarter 4. Refinements to Dudley's original specification have been identified and are being incorporated within the various implementation phases during 2015. Sustainability modelling addressing issues of low demand ongoing and reported to Scrutiny Committee on 21st October 2014. Netherton High rise report completed. New objectives set by Cabinet Member around "Love your Community" agenda & preparatory work commenced. Nominations Agreement & Extra Care Policy & Procedure completed & signed off. Fixed Term Tenancies Project placed on hold in order to create capacity for further review of allocations. Review of Leaseholders Service commenced. Process Maps being completed by relevant services and best and current practice research ongoing.
6.6b (A 628)	To provide advice and assistance through the Dudley Home Improvement Service to secure the repair, improvement and adaptation of homes using a variety of funding mechanisms.	✔ ONTARGET — Ron Sims Housing Assistance scheme amended to reflect all amendments made to date through decision sheets. The Winter Warmth Scheme 2014/15 was launched on 1st October 2014 and since this date, there have been 357 referrals.
6.6c (A 629)	Remodel delivery of Community Equipment Service following review completed in 2013/2014	✔ ONTARGET — Ron Sims Progress report to DMT on November 14 2014, further report in January 2015.
6.6d (A 630)	To continue to bring empty properties back into use using a combination of advice, guidance and enforcement action.	✔ ONTARGET — Ron Sims 7 homes in the private sector brought back into use in quarter three bringing a total of 70 homes brought back into use to date. Final draft of the Boroughs Empty Homes Strategy still under discussion. An initial meeting for the review of the Enforcement Strategy was held on November 14th 2014. Partnership work with Corporate Resources ongoing for identification/evidencing of empty properties. Maximising financial rewards and resources being developed as part of the revision of the Empty Homes Strategy.

6. Cleaner, greener and environmentally friendly		
Objective 7	Contribute to the wider determinants of health by developing an environment that promotes health and wellbeing	
Ref (SPECTRUM)	**Key Activity**	**Progress**
6.7a (A 288)	Embed workplace health across Dudley Borough workplaces, starting with the Council	✔ ONTARGET — Bal Kaur Corporate Board agreed rollout of workplace wellbeing programme across the Council in July 14. In this quarter, Workplace Wellbeing events were held at 9 Council Office sites; 1041 staff have taken a DIY Health Check, 42 people accessed the stop smoking service via the workplace events. 385 people had mini vascular checks at the workplace events. Work on Workplace Wellbeing Strategy for the Counselling began. Review of Counselling services for staff began.

7. Community Council – People being served better										
Quarterly performance indicator scorecard		2013-14	*Quarter 1*		*Quarter 2*		***Quarter 3***			
PI ref	**Performance indicator**	*Outturn*	actual	score	actual	score	**actual**	**target**	**score**	**trend**
PI 418	Working days/shifts lost per FTE to sickness absence	9.52 days	2.21 days		4.1 days		7.17 days	<6.75 days		
PI 361	Long term sickness absence per FTE	5.93 days	1.32 days	-	2.64 days	trend	4.54 days	-	-	
PI 362	Short term sickness absence per FTE	3.58 days	0.89 days	-	1.46 days	trend	2.62 days	-	-	
PI 145	Average number of days lost per lost time accident at work	26 days	31.5 days		17.48 days		30.1 days	< 14.4 days		
PI 258	Number of lost time accidents at work	129	11		38		69	<102		
PI 55	% local authority employees from an ethnic minority (BVPI 17)	6.6%	6.5%		6.4%		6.6%	6.6%		
PI 35	% employees declaring they have a disability	1.8%	1.9%		1.9%		1.9%	2%		
PI 104	% sundry debt raised paid within 6 months	97.6%	97.5%		97.9%		97.9%	97.3%		
PI 95	Speed of payment of suppliers	10 days	8.8 days		8.98 days		9.32 days	<10 days		

Quarterly outturn figures for sickness absence.



Additional information on sickness absence can be viewed in section 4, page 53

7. Community Council – People being served better		
Objective 1	Engage and empower communities enabling residents to make decisions on service outcomes in their local areas.	
Ref (SPECTRUM)	**Key Activity**	**Progress**
7.1a (A 281)	Provide support and further development of the new Community Forums	✔ ONTARGET — Geoff Thomas No additional activities were implemented this quarter, however the Community Forum meetings took place as scheduled.
7.1b (A 103)	Implementation and ongoing review of Community Forums as part of Community Council	✔ ONTARGET — Philip Tart Corporate Board agreed rollout of workplace wellbeing programme across the Council in July 14. In this quarter, Workplace Wellbeing events were held at 9 Council Office sites; 1041 staff has taken a DIY Health Check, 42 people accessed the stop smoking service via the workplace events. 385 people had mini vascular checks at the workplace events. Work on Workplace Wellbeing Strategy for the Counselling began. Review of Counselling services for staff began.
7.1c (A 367)	Support the council's community engagement strategy to involve and inform customer's decision-making, including the development of community forums, localism, community assets	★ AHEAD — Barry Hutchinson Attended committee meetings with media support and provided communications around corporate matters, including the Hall Street application. Jointly delivered the BME engagement event attended by over 200 community leaders and representatives, with a focus on health and wellbeing, community safety and community development. Set up twitter account @dudleyftp to support wider community engagement at and beyond Face the People event. A presentation on the council's facebook forum was delivered to council leaders from across the country. The Take Control and Get Involved housing conference was over-subscribed with more than 100 local residents attending the event.
7.1d (A96)	Ensure the Council fulfils its legal obligations resulting from the Localism Act and oversees / guides the changes the Council will undergo as a result of responding to community activity	✔ ONTARGET — Philip Tart The obligations of the Localism Act are being picked up by the relevant service area.
7.1e (A 368)	Make legal and mandatory information accessible and interactive in a consistent and cost-effective manner	✔ ONTARGET — Jan Jennings & Shelley Brooks However all public information requests that come through CAPA are considered in terms of the legal requirement, readability and accessibility and is provided in a range of accessible formats.

7. Community Council – People being served better		
Objective 1	Engage and empower communities enabling residents to make decisions on service outcomes in their local areas.	
Ref (SPECTRUM)	**Key Activity**	**Progress**
7.1f (A 631)	Services which enable Stronger communities	✔ ONTARGET — Matt Bowsher Number of Visits to Libraries – 1,147,900 Total number of activities: 1,464. Total Number attending: 17,601. At Coseley Library, there was a local history talk on 26th Nov by Keith Hodgkins, which was greatly received by those who attended but the numbers were disappointing (8) - one comment was "very informative - enjoyed listening and seeing old photographs" and a very popular author visit from Miranda Dickinson - one comment was "she was very friendly and involved us. I've bought a copy of her book!". At Gornal Library, there was a Peppa Pig children's event attended by 29 children and hugely enjoyed by all. Archive engagement events have been under review since the beginning of the year: Q1- 2 events (Friends of Archives and PSQG) engaged with a total of 93 people Q2- 1 event (Friends of Archives) engaged with 11 people Q3- 1 event (Friends of Archives) engaged with 12 people Number of volunteer hours received in Libraries - 190.5 Number of volunteer hours received in Archives - 490 TNA inspectors visited the Archives centre in October and gave very positive feedback. They gave approval for the service to proceed with an application for accreditation in 2015-16. Number of adults participating in informal learning - 3041. % BME Learners - 17%. % learners with disabilities - 17%.
7.1g (A 632)	We are clear about our vision and priorities and regularly consult, engage and communicate with staff, local people, partners and stakeholders.	✔ ONTARGET — Matt Bowsher In regards to service development and decision making e.g. Care Act and Budget proposals boards have been engaged and involved. The medium term financial plan (MTFP) 2015/16 is in the process of being firmed up. We will be engaging with staff over the likely impact. A survey aimed at staff and local people and carers will gather views to ensure that our MTFP and allied approaches are developed in way that has greater ownership and provenance.

7. Community Council – People being served better		
Objective 2	Strengthen partnership working with public bodies, Community, Voluntary Faith Sector to improve the effectiveness of public s ervices	
Ref (SPECTRUM)	**Key Activity**	**Progress**
7.2a (A 104)	Promote and support joint working between partners and the voluntary and community sector through	✔ ONTARGET — Simon Manson Following 'Moving Forward Together' event on 10 October, first meeting of the Relationship Management Group held with voluntary and community sector representatives on 28 November. Priority action areas identified along with refreshed Compact principles.
7.2b (A 338)	Further develop a new strategic approach to support the continued growth of the local social enterprise sector as part of the Dudley Borough delivery programme, with a focus on: • Drawing down ERDF funding to boost further rounds of CEF • Establishing a network of local community hub space • Exploiting opportunities arising from centre-based regeneration	✔ ONTARGET — Andy Wright & Diane Shenton Strategy report approved by Corporate Board; links connected with TORCH group project on social enterprise. ASW working with Phil Coyne et al to develop a cross-organisation joined up approach to maximise service opportunities.
7.2c (A 633)	Through partnership and integration we will enhance people's wellbeing and enable people to prevent and postpone the need for care and support.	✔ ONTARGET — Matt Bowsher & Brendan Clifford Multi disciplinary team in 5 localities. Pilot schemes to promote joint working. Developing new models for local voluntary independent organisations to support the implementation of the care act particularly around carer support. We are now undertaking the carer's survey. It will be submitted in May. It's a sample survey and helps understand quality of life and gather information on the service that carers receive. Customer journey remodelling has now been implemented and further work being undertaken to ensure the different strands of services are care act compliant.

7. Community Council – People being served better		
Objective 3	Improve service provision through initiatives around Technology, Innovation and Transformation, ensuring that they are more effective and at lower cost.	
Ref (SPECTRUM)	**Key Activity**	**Progress**
7.3a (A 116)	Review the options for delivering customer services and extend the use of Dudley Council Plus	✔ ONTARGET — Mike Williams, Sean Beckett & Sandra Taylor IVR (voice recording) options being revised. More reception options being considered. Delivering services from libraries being developed – going live in January. Reception trial at MSP successful. Self & assisted self-service being promoted.
7.3b (A 118)	Complete Transforming our Workplace (ToW) and review transformational elements in order to use learning from the initiative	✔ ONTARGET — Steve Cooper & Sarah Treneer The ToW project has now been completed in that all staff has now been relocated into core offices and all refurbishment work has been completed. All 13 surplus sites are now vacant with 8 having been sold. An overarching review of the project is currently being undertaken along with a review of the staff car parking policy.
7.3c (A 138)	Review Repairs and Maintenance policy in line with ToW	✔ ONTARGET — Paul Bickerdike Policy will be prepared second qtr in 2015 (30 Jun 15) immediately following establishment of the new Corporate Landlord Model
7.3d (A 257)	Develop phase 2 of the consolidated ICT service – review of operational processes and efficiency savings.	✔ ONTARGET — Sandra Taylor The restructure of IT Services realigns directorate teams with the new structure of the council and also realigns teams within I.C.T. Services to enable an in-depth review of processes. 6 officers from HR joined I.C.T. Services on the 1st October as part of the 2nd phase of consolidation. Work on the review of posts across the directorate teams continues to identify consistent job roles across all of the teams. In December 2014 the new organisation structure of ICT Services was announced, which will not only meet savings targets but also to modernise the service, leverage potential synergies between service areas and promote efficiency. Work is ongoing between January to March to fully implement the restructure.
7.3e (A 258)	Undertake a review of Procurement as part of the corporate review of senior management and support services	✔ ONTARGET — Ian Clarke To be agreed with Iain Newman. This review is subject to other strategic initiatives being resolved first. Work commenced, restructure, roles and responsibilities being reviewed.

7. Community Council – People being served better		
Objective 4	Provide robust strategic policy and guidance in order to discharge the Council's legislative responsibilities	
Ref (SPECTRUM)	**Key Activity**	**Progress**
7.4a (A 170)	Ensure that the Council understands its equality obligations by providing advice and guidance on advancing equality in service delivery, employment and training across the council, particularly on the implementation of the Equality Act 2010.	✔ ONTARGET — Simon Manson Review of council's approach to equality continuing. Budget sub-group continuing to meet. Replacement for current e-learning on equality being looked at.
7.4b (A 98)	Ensure that the actions of the council and its partners in response to the community rights in the Localism Act and in developing our society in Dudley advance equality of opportunity and foster good relations	✔ ONTARGET — Geoff Thomas The Moving forward Together event took place in October and a new Relationship Management Group established to take forward action agreed at the event.
7.4c (A 253)	Implement the requirements of the Local Government Finance Act 2012 including: • Managing the impact of transactional local Council Tax Reduction scheme • Implementation of empty homes premium	✔ ONTARGET — Mike Williams The approved Year 2 Council Tax Reduction (CTR) scheme was implemented on 1st April 2014 to include an 8.5% reduction in CTR (with some vulnerable group protection). The impact on collection rates is being monitored On 31st Oct 2014 the cabinet recommended that the 20% reduction in CTR (with the same vulnerable group protection) be applied to the scheme from April 2015 and this received full council approval in Dec 2014. All affected claimants will be notified in Q4. Empty Homes Premium successfully applied to appropriate accounts from 1st April 2014. Some payment issues arising amongst affected tax payers, although impact on overall Council Tax collection rate is minimal.

7. Community Council – People being served better		
Objective 4	Provide robust strategic policy and guidance in order to discharge the Council's legislative responsibilities	
Ref (SPECTRUM)	**Key Activity**	**Progress**
7.4d (A 254)	Respond to the government's plans to reform other Welfare Benefits: • Respond appropriately to Universal Credit implementation Programme. • review localised Welfare Assistance scheme in response to removal of funding for scheme at end of 14/15 • Respond to Govt plans for a single fraud investigation service(SFIS) • Continue to review Discretionary Housing Payments policy	✔ ONTARGET — Mike Williams In an October Ministerial statement it was announced that Universal Credit will commence national rollout from February 2015. This will be a phased implementation but as yet no further rollout timetable has been issued Local Welfare Assistance scheme implemented. The original government decision to cease funding from 15/16 was declared unlawful and the government have undertaken a formal consultation on this issue. Discretionary Housing Payments (DHP), there has been significant increase in demand for DHP payments this year due to the impact of welfare reform schemes and DHP schemes receiving a lot of publicity. Single Fraud Investigation Service A date of Feb 15 has been announced for the Dudley transfer of Fraud staff to the DWP under the SFIS initiative. The requirement for retaining resources for corporate fraud initiatives was investigated with a bid for external being submitted. This was however unsuccessful.
7.4e (A 111)	Ensure the Council meets the requirements of the Health and Safety at Work etc. Act 1974, by implementing the key improvement objectives of the Corporate Health and Safety Action Plan	✔ ONTARGET — Simon Reece The new 5 year Corporate Health and Safety Plan is now in place and elements have been implemented.
7.4f (A 634)	We will design and deliver services and systems that enhance quality of life and wellbeing and meet financial, legislative and demographic challenges.	✔ ONTARGET — Matt Bowshe r & Brendan Clifford A report on the financial implications of the care act was presented to the Directorate of Adult, Community & Housing Service Scrutiny Committee on 17th November 2014. Work on the potential impact of the care act has been undertaken.
7.4g (A 97)	Provide support processes, advice & guidance on the implications of the Localism Act 2011 regarding; • The general power of competence for local authorities • Community Rights to challenge • Community Rights to bid (Assets of Community Value)	✔ ONTARGET — Andy Wright & Diane Shenton Seven Stars Public House listed as an Asset of community value by Corporate Property Group on 8/10/14. Subsequent challenge from Marston's led to review (27/11/14) of that decision by Head of Legal Services, who upheld the original decision. Assets Task & Finish subgroup of the Relationship Management Group commenced led jointly by MBC and CVS.

7. Community Council – People being served better		
Objective 5	Develop and promote the governance process	
Ref (SPECTRUM)	**Key Activity**	**Progress**
7.5a (A 100)	Review the Constitution (including on-going review of Scrutiny Committees) and Code of Corporate Governance	✔ ONTARGET Philip Tart The annual review of the Constitution was endorsed by the Council on 1st December 2014. Further work to review the Constitution will be undertaken during 2015 in the context of the ongoing corporate restructure.
7.5b (A 102)	Promote the highest standards of information governance across the organisation including data protection, information security and records management through promoting good practice and taking prompt action to resolve any issues	✔ ONTARGET Iain Newman Continued to develop work plan in accordance with agreed Information Governance Strategy. Progress overseen by Information Governance Board.

7. Community Council – People being served better		
Objective 6	Workforce planning, People Management and Leadership	
Ref (SPECTRUM)	**Key Activity**	**Progress**
7.6a (A 106)	Develop the Corporate HR and OD Strategy based on council priorities and budget savings	✔ ONTARGET Teresa Reilly Consultation for the next Corporate People Strategy to commence in Q4 following the senior management restructure.
7.6b (A 109)	Address the key organisational priorities for learning and development identified in the corporate L&D Strategy, including the leadership development programme	✔ ONTARGET Teresa Reilly The learning and development priorities in the strategy are being reviewed and are likely to include Leadership development – in particular developing an approach for middle leaders (pre TORCh), developing commercial awareness, performance management. The strategy will link in with the Health and Wellbeing strategy. Torch action learning projects commenced for cohorts 4-6
7.6c (A 727)	Support directorates in delivering budget savings through professional advice relating to effective and fair workforce including managing the employee impact of restructuring.	✔ ONTARGET Teresa Reilly Work is on-going as necessary with the relevant policies and processes reviewed and updated as applicable. Manager briefings held in Q2 to support leadership development in managing change Human Resource officers providing guidance and support as necessary through the process

7. Community Council – People being served better		
Objective 7	Effective use of financial resources	
Ref (SPECTRUM)	**Key Activity**	**Progress**
7.7a (A 112)	Implement the council's budget and medium term financial strategy	✔ ONTARGET — Iain Newman Updated Medium Term Financial Strategy approved by Cabinet on 3rd July 2014 with current year amendments to budgets being approved by Full Council on 14th July. Further updates to the Strategy reported to Cabinet on 29th October. Budget reports considered by Scrutiny Committees during November.
7.7b (A 259)	Ensure best value through sound Procurement practice.	✔ ONTARGET — Iain Newman Best value is actively promoted in relation to procurement practice.
7.7c (A 115)	Undertake the Audit Plan and value for money and other efficiency reviews across the Council.	BEHIND — Iain Newman Staff turnover and management reorganisation is impacting on ability to deliver plan and value for money audits. Every effort will be made to achieve all targets.

7. Community Council – People being served better		
Objective 8	Provide high quality health surveillance and intelligence systems and public health knowledge management services	
Ref (SPECTRUM)	**Key Activity**	**Progress**
7.8a (A 298)	Provide a range of health surveillance reports to inform the development of health related services and programmes	✔ ONTARGET — Angela Moss Most Public Health Intelligence core health data sets are being received. Q3 has re-established links to aggregated GP data through Merck Sharp & Dohme Informatics. Still trying to re-establish links to other data sources e.g. bowel cancer screening data etc All routine reporting where data flows are established are on target, three weekly reports, four monthly reports and 10 quarterly reports to Office of Public Health, the health economy and strategy groups. Maintaining regular reporting of the three outcomes frameworks (Public Health, NHS and Adult health and social care). The Director of Public Health Annual Report 2014 is being scoped.

Section 4: Sickness Absence (Sickness Analysis for April 2014 to December 2014)

All Employees	A	B	C	D
DIRECTORATE	**FTE days of sickness since 1 April**	**FTE STAFF**	**Days lost per FTE member of staff**	**Sickness as a % of FTE days since 1 April**
Chief Executive's	616.24	155.87	3.95	2.37%
Children's Services	11,326.56	1232.47	9.19	5.52%
DACHS	17,76.31	1,828.31	9.70	5.83%
Corporate Resources	4,640.67	751.01	6.18	3.71%
Urban Environment	9,844.20	982.51	10.02	*6.02%
Total	**44,163.98**	**4,950.17**	**8.92**	**5.36%**
All Employees				
Schools Total	**21464.45**	**4,203.96**	**5.11**	**3.44%**
All Employees				
AUTHORITY TOTAL	**65,628.43**	**9,154.13**	**7.17**	**4.53%**

Sickness as a % of FTE days in 2013/14	9.52	4.50%
Sickness as a % of FTE days in 2012/13	10.63	4.79%
Sickness as a % of FTE days in 2011/12	9.27	4.40%
Sickness as a % of FTE days in 2010/11	9.82	4.65%
Sickness as a % of FTE days in 2009/10	9.99	4.73%
Sickness as a % of FTE days in 2008/9	9.85	4.66%
Sickness as a % of FTE days in 2007/8	9.91	4.68%
Sickness as a % of FTE days in 2006/7	10.40	4.92%

*of the 6.02% sickness in Urban Environment 4.18% was long term absence including serious accidents in Environmental Management

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

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

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

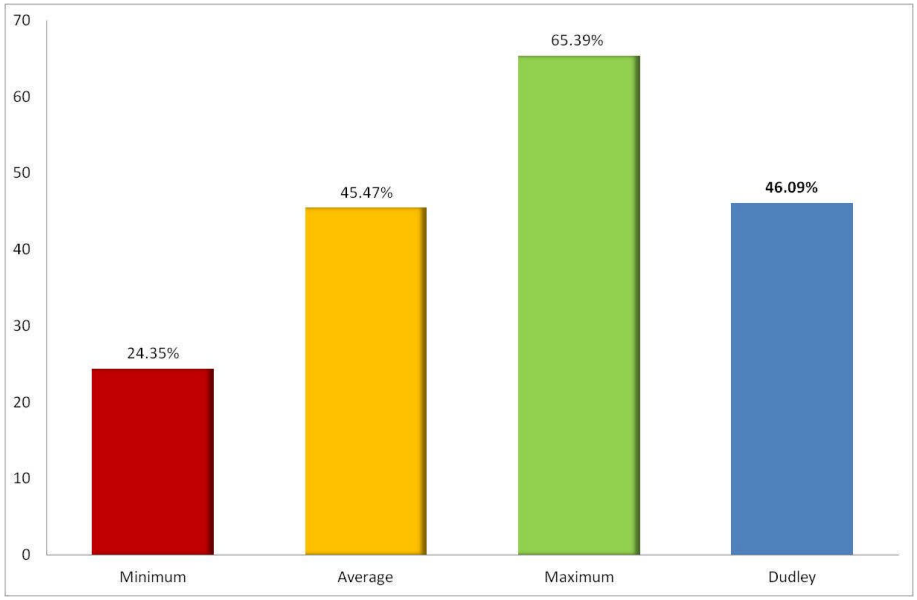
Section 5: LG Inform Benchmarking Group (*Quarter 2 July 2014 to September2014)*

The following data is based on all participating single tier and county councils

PI 348: Percentage of household waste sent for reuse, recycling and composting (national alias NI 192)
Source name: Department for Environment, Food and Rural Affairs
Collection name: Municipal Waste Management Statistics
Polarity: High is good
Quartile range: (4th 29.13 to 38.75) (3rd 38.75 to 43.7) (2nd 43.72 to 54.05) (1st 54.05 > 65.39)
Dudley: 2nd quartile 46.09 %
For this Pi there were 35 entries in this category of for single tier and county councils, these include 9 metropolitan boroughs.

Period: 2014/15 Quarter 2
Unit of measure: percentage of household waste

At the time of data submission this was calculated as first estimate
Quartile position is based on all authority figures on first estimate.
(Revised Q2 second estimate is 49.24%)



Dudley rating average for this comparator group

Latest local performance can be seen on the performance scorecard on page 36.

Section 5: LG Inform Benchmarking Group (*Quarter 2 July 2014 to September2014)*

PI 375: Residual household waste KG's per household (national alias NI 191) Residual waste is any collected household waste that is **not** sent for reuse, recycling or composting.

Source name: Department for Environment, Food and Rural Affairs

Collection name: Municipal Waste Management Statistics

Polarity: Low is good

Quartile range: (1st 77.61 to 119.84) (2nd 119.84 to 139) (3rd 139 to 151.25 (4th 151.25 to 185.93)

Dudley: 2nd quartile 135.54 kg's

For this Pi there were 32 entries in this category of for single tier and county councils, these include 8 metropolitan boroughs.

Period: 2014/15 Quarter 2

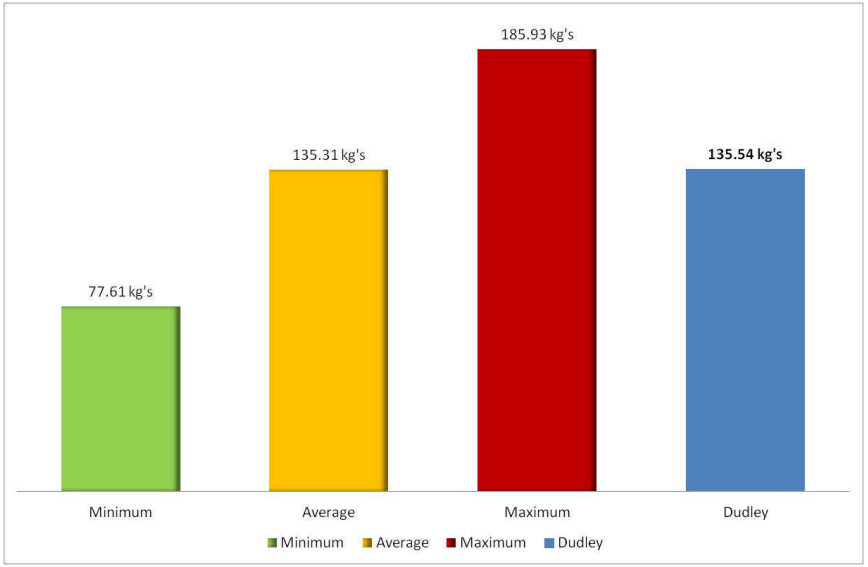
Unit of measure: kg's per household

At the time of data submission this was calculated as first estimate

Quartile position is based on all authority figures on first estimate.

(Revised Q2 second estimate is 135.59kg's – Q2 cumulative figure is 270.57kg's)

Q2 increased by 0.63kg's per household against Q1 outturn.



Dudley rating average for this comparator group

Section 5: LG Inform benchmarking group (*Quarter 2 July 2014 to September 2014)*

Average number of working days lost due to sickness absence per FTE employee

Source name: Local Government Association

Polarity: Low is good

Including Schools

Quartile range:

(1st 1.2 to 1.5) (2nd 1.5 to 1.9) (3rd 1.9 to 2.1) (4th 2.1 to 2.5)

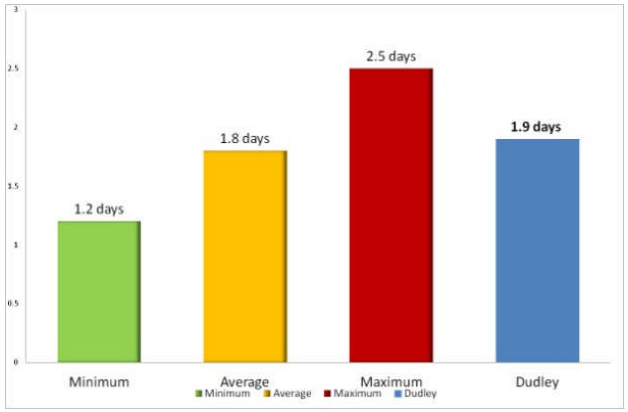
Dudley: 2nd quartile 1.9 days

For this Pi there were 25 entries in this category of for single tier and county councils, these include 7 metropolitan boroughs.

Period: 2014/15 Quarter 2

Unit of measure: Days per Full Time Equivalent

Q2 cumulative status 4.1 days per FTE



Dudley rating average for this comparator group

Excluding Schools

Quartile range:

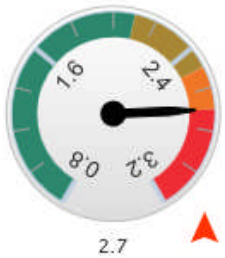
(1st 0.8 to 1.9) (2nd 1.9 to 2.3) (3rd 2.3 to 2.7) (4th 2.7 to 10.5)

Dudley: 3rd quartile 2.7 days

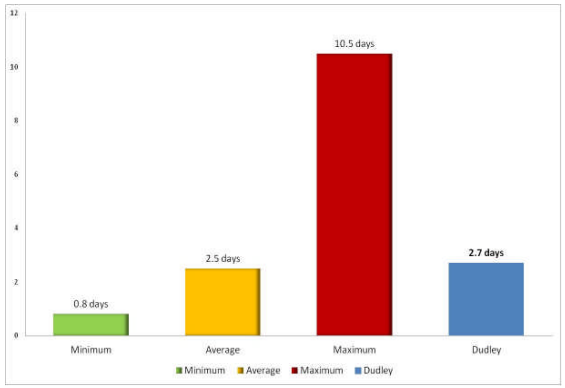
For this Pi there were 38 entries in this category of for single tier and county councils, these include 10 metropolitan boroughs.

Period: 2014/15 Quarter 2

Unit of measure: Days per Full Time Equivalent



Q2 cumulative status 5.3 days per FTE



Dudley rating average for this comparator group

Section 5: LG Inform Benchmarking Group (*Quarter 2 July 2014 to September2014)*

Number of formal complaints received.
Source name: Local Government Association

Polarity: Low is good

Quartile range:
(1st 79 to 181) (2nd 181 to243) (3rd 243 to 470) (4th 470 to 4026)
Dudley: 2nd quartile (Q1: 182)

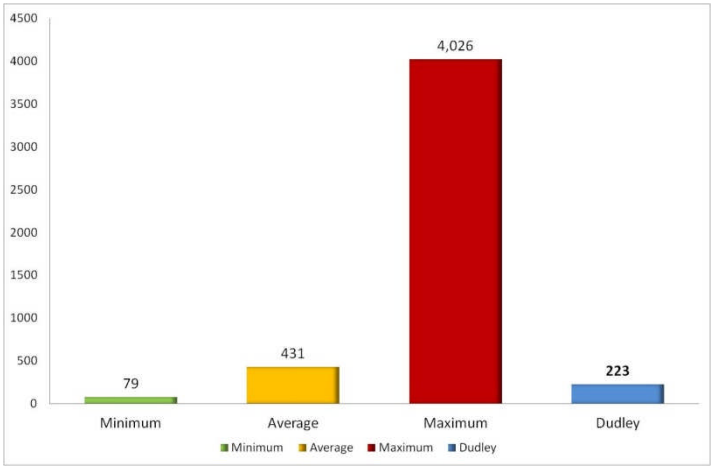
Number of formal complaints received per 10,000 population.
Source name: Local Government Association

Polarity: Low is good

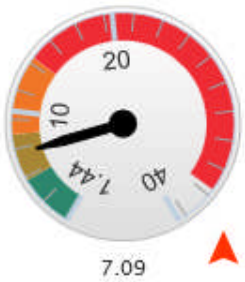
Quartile range:
(1st 1.44 to 5.2) (2nd 5.2 to 8.43) (3rd 8.43 to 13.85) (4th 13.85 to 36.96)
Dudley: 2nd quartile 7.09 per 10,000 population (Q1: 5.79)

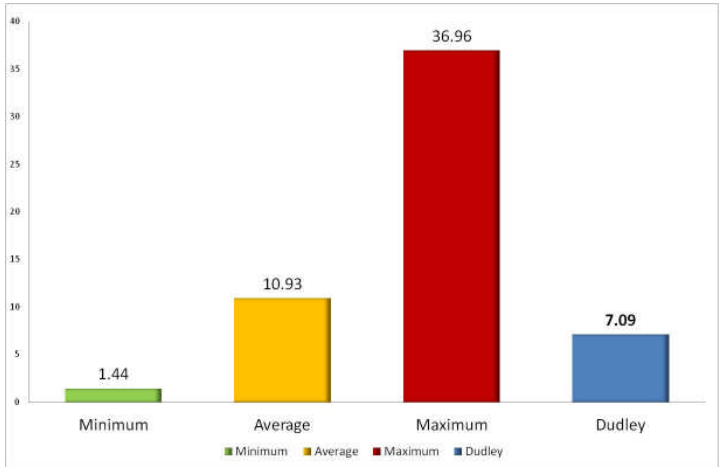
For these Pi's there were 46 entries in this category of for single tier and county councils, these include 13 metropolitan boroughs.

Period: 2014/15 Quarter 2
Unit of measure: Number of formal complaints



Period: 2014/15 Quarter 2
Unit of measure: Formal complaints per 10,000 population





Dudley rating (+) below the average for this comparator group for both PI'S

Section 6: Corporate risk register

All Corporate risks are identified and assessed in accordance with the Corporate Risk Management Strategy, and scrutinised by Audit and Standards committee including details to their respective mitigating actions. The table below provides the latest summary information for each risk and its current rating as presented to the Audit and Standards committee on the 9th December 2014.

Risk Ref	The Risk	Risk Owner	Risk rating 2014-15			
			Q1	Q2	**Q3**	Q4
ORG0001 (R.14)	Potential implications of equal pay settlements	Phil Tart	*Moderate (8)*	*Moderate (8)*	*Moderate (8)*	
ORG0002 (R.15)	The Council may be unable to set and/or manage its budget so as to meet its statutory obligations within the resources available	Iain Newman	*Major (20)*	*Major (20)*	*Major (20)*	
ORG0003 (R.16)	Energy and Carbon reduction targets not achieved by the Council resulting in: increased energy costs, increased carbon emissions, financial penalties from the Environment Agency under the CRC scheme	Phil Tart	*Significant (12)*	*Significant (12)*	*Significant (12)*	
ORG0007 (R.17)	Corporate Property Review There is a risk that the Council fails to vacate sites in a timely manner and is unable to release sites to the LLP for disposal in accordance with the development agreement, resulting in financial consequences detrimental to the Council.	Phil Tart	*Moderate (10)*	*Minor (5)*	*Minor (5)*	
ORG0013 (R.18)	Information Governance: The Council may fail to; assess the importance of information to the business and may be unaware of the potential impact on the organisation should the confidentiality, integrity or availability of information be compromised.	Iain Newman	*Major (16)*	*Major (16)*	*Major (16)*	
ORG0017 (R.20)	Welfare reform/s - There is a risk that various changes to welfare and benefits could place people at risk and increase demand for statutory services	Phil Tart	*Significant (15)*	*Significant (15)*	*Significant (15)*	
ORG0019 (R.21)	The Council acknowledges that there is a risk of fraud across all areas of its operations and is working both internally and with external partners to prevent and reduce this risk.	Iain Newman	*Significant (12)*	*Significant (12)*	*Significant (12)*	
ORG0021 (R.22)	It is becoming increasingly difficult for the Council to mitigate against the risks to children and young people who are vulnerable to harm due to rising demand for services and contracting budgets	Ian McGuff	*Major (20)*	*Major (20)*	*Major (20)*	
New risk (R.19)	If the Council (and its partners) fail to deliver the improved outcomes required by the Better Care Fund, the demand on acute services will not be reduced and consequently the performance related funding will not be received	Andrea Pope-Smith			*Significant (rating to be verified in Q4)*	

For further information reference the corporate quarterly performance report please contact;

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