

2014-15

Corporate quarterly performance management report

Contents

Section 1: Introduction **Page 3**

Section 2: Performance summary **Page 4**

Section 3: Key performance indicator scorecards **Page 6**

Section 4: Reporting on Council Action Plan Priorities

1. Young People **Page 13**

2. Regeneration, skills and employment **Page 18**

3. Tackling crime, fear of crime and anti-social behaviour **Page 23**

4. Caring for the elderly and vulnerable **Page 29**

5. Health and Well-being **Page 30**

6. Cleaner, greener and environmentally friendly **Page 38**

7. Community Council ~ People being served better **Page 48**

Section 5: Sickness Absence **Page 56**

Section 6: LG inform bench mark (quarter 1) **Page 57**

Section 7: Customer Feedback **Page 63**

Section 8: Corporate Risks **Page 67**

Section 1: Introduction

This Quarterly Corporate Performance Management Report highlights performance for the period July 1st 2014 to September 30th 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 2 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 score status for all the key performance indicators @ 30th September 2014 is as follows;

Performance Indicators status (See chart 1)	★ 17 Exceeds target	● 6 On target upper tolerance	● 8 On target lower tolerance	▲ 12 Below target	2 PI's no target applied
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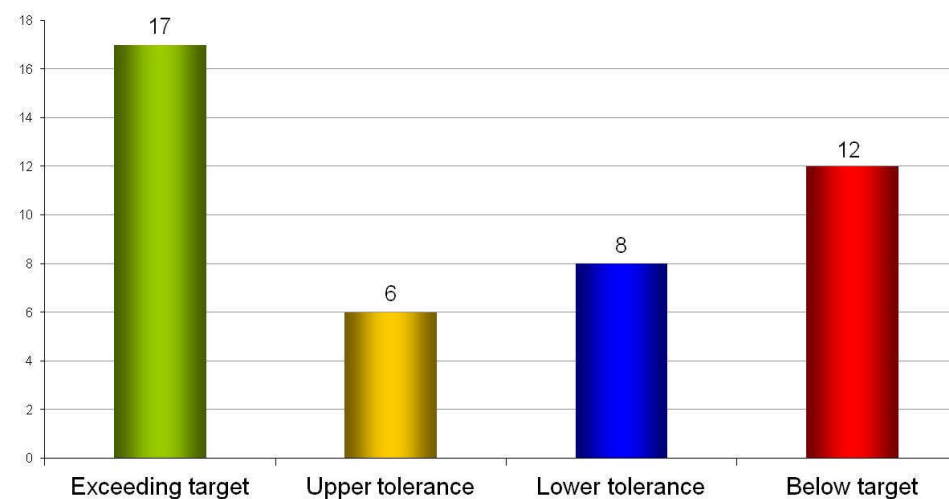
Of the 42 targeted performance indicators, 31 (73.8%) are either on target or exceeding target.

The following table shows the number of performance indicator by score status and the number in each trend category.

Score status	-Trend-			
	Improving	consistent	worse	
Exceeding target	11	0	6	17
Upper tolerance	2	1	3	6
Lower tolerance	1	1	6	8
Below target	3	0	9	12
No target applied	1	1	0	2
Totals	18	3	24	45

























The table on page 5 highlights the 12 key performance indicators that are currently below target.

Chart 1: Key Performance Indicator Status



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 chart 1)

PI Ref	PI Name	Q1 status	Trend	Scorecard reference
PI 659	Referrals to children's social care going on to initial assessment			Young people Page 6
PI 154	% of Care leavers in education, employment or training	 Q4 march 2014		
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)			
PI 157	% Children becoming the subject of a Child Protection Plan for a second or subsequent time			
PI 170	Credit Union share to loan ratio			Regeneration, skills and employment Page 7
PI 340	Crime Survey England & Wales (Victim Crime)			Tackling crime, fear of crime and anti-social behaviour Page 8
PI 64	Violence with injury			
PI 566	Number of recorded incidents of Robbery			
PI 680	Book start – Number of packs gifted to babies and 3 year olds			Health and well-being Page 9
PI 731	% of eligible cohort receiving a health check			
PI 195	Improved street and environmental cleanliness (fly posting) (NI 195d) 0.6% reported March 31 st 204	 Q4 march 2014		Cleaner ,greener and environmentally friendly Page 10
PI 145	Average number of days lost per lost time accident at work			People being served better Page 11

Section 3: Performance Scorecards

1. Young people									
Quarterly performance indicator scorecard		2013-14	Quarter 1			Quarter 2			
PI ref	Performance indicator	Outturn	Actual	target	score	actual	target	score	trend
PI 659	Referrals to children's social care going on to initial assessment	72.8%	36%	82%		26.4%	82%		
	Initial Assessments have now been replaced by Single Assessments. During Q2 there were 863 such assessments. The conversion rate raises questions about appropriateness of referrals which will be considered as part of developing the early help offer and front door arrangements.								
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	151 days		353 days	151 days		
	18 children adopted to the end of Qtr 2 which is a further 9 children during Qtr 2. An increased level of activity due to an increase in capacity in the team.								
PI 157	% Children becoming the subject of a Child Protection Plan for a second or subsequent time	12.1%	15%	12%		16.8%	12%		
	<i>An increasing trend in repeat plans</i>								
PI 154	% of Care leavers in education, employment or training	61.7%	-	65%		57%	65%		 Q4 march 2014
	Quarter 2 is showing 57% of our care leavers have moved into a positive post 16 outcome. This priority remains a challenge and one that a number of developments are taking place. Post 16 Providers are heavily resourcing and prioritising LAC but retention remains an issue. More Early Help activity is required with this particular target group and this will be a priority as the Early Help strategy develops.								
PI 120	% of 16 to 18 year olds who are not in education, employment or training (NEET)	5.9%	5.8%	6.4%		6.3%	6.5%		
	We have identified those at risk which is resulting in more young people participating post 16 education training or employment through targeted activity								

Trend status is quarter 2 v quarter 1 unless otherwise stated

2. Regeneration, skills and employment									
Quarterly performance indicator scorecard		2013-14	Quarter 1			Quarter 2			
PI ref	Performance indicator	Outturn	Actual	target	score	actual	target	score	trend
PI 329	Number gaining employment (following a learning intervention)	198	7	7	🟡	42	44	🟡	📈
	This indicator is not a flat profile, and we expect a higher number after December.								
PI 325	Number of Adults in English and Maths programmes	725	340	300	★	439	400	★	📉
PI 614	% learners achieving learning outcomes (Academic Year)	95%	98%	95%	🟡	98%	95%	🟡	➡
PI 405	Total number of Adults participating in learning	6,226	2,184	1,800	★	3,113	2,400	★	📉
PI 234	Number of employers supported by Adult Community Learning	76	7	7	🟡	21	20	★	📈
PI 443	Number of Hours Work Experience Provided to Libraries	721.75	140.75	111	★	399	362	★	📈
PI 494	Number of Hours Work Experience Given In Archives	63	1.25	-	-	99.5	40	★	📈
	We are unable to accurately profile the target using last year's performance due to the closure of the Archives for part of the year. Work Experience in Qtr2 is expected to be the highest quarter due to schools work experience period. Remainder of the target evenly distributed across the remaining two quarters.								
PI 406	Total number of Credit Union members	4,378	4,400	>4,300	🟡	4177	>4,300	🟡	📉
	Part of the annual process to clear dormant accounts at the end of the Credit Union financial year.								
PI 170	Credit Union share to loan ratio	68%	69%	75%	🟡	66.2%	75%	⚠	📉
	Customer saving increasing at a greater rate than new loans.								
PI 280	Number of working age people claiming Job Seekers Allowance	7,998	7,127	<7,998	★	6,510	<7,998	★	📈
PI 79	% of working age people claiming Job Seeker's Allowance	4.1%	3.7%	<4.1%	★	3.4%	<4.1%	★	📈

Trend status is quarter 2 v quarter 1 unless otherwise stated


















3. Tackling crime, fear of crime and anti social behaviour									
Quarterly performance indicator scorecard		2013-14	Quarter 1			Quarter 2			
PI ref	Performance indicator	Outturn	Actual	target	score	actual	target	score	trend
PI 340	Crime Survey England & Wales (Victim Crime)	7,620	1,926	<1,881	🟡	4119	<3,762	🔴	📉
PI 282	Number of serious acquisitive crimes recorded	3,244	701	<787	🟢	1,554	<1,575	🟡	📉
PI 97	Total recorded all crime	new	3,621	<3,750	🟡	7,735	<7,500	🟡	📉
	Understandably increased due to the increase in the other reported crime types. However the increase is fuelled by other crime types that are not part of our reporting i.e. bilking which have a big impact on our figures and very hard to prevent without business buy in.								
PI 64	Violence with injury	new	436	<390	🔴	920	<780	🔴	📉
	This in the main has been caused by an increase in reporting around domestic abuse. Taking the positives from this it is good to see that more reports of domestic abuse are being made.								
PI 335	Number of reported incidents of criminal damage	2,444	566	<610	🟢	1,236	<1,219.5	🟡	📉
PI 565	Number of recorded incidents of Burglary Dwelling	838	196	<210	🟢	439	<420	🟡	📉
	After a sharp increase particularly in Aug this is now reducing. Increase was due to cross border activity involving car key crimes. Significant arrests have been made.								
PI 566	Number of recorded incidents of Robbery	238	51	<60	🟢	133	<120	🔴	📉
	Increased but numbers are still small								

Trend status is quarter 2 v quarter 1 unless otherwise stated
























4. Caring for the elderly and vulnerable									
Quarterly performance indicator scorecard		2013-14	Quarter 1			Quarter 2			
PI ref	Performance indicator	Outturn	Actual	target	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%	88%		83.8%	88%		
	Numerator = 280 Denominator = 334								

5. Health and well-being									
Quarterly performance indicator scorecard		2013-14	Quarter 1			Quarter 2			
PI ref	Performance indicator	Outturn	Actual	target	score	actual	target	score	trend
PI 293	Number of people where homelessness is prevented by intervention by DMBC or partner agency	968	328	250		658	500		
PI 680	Bookstart – Number of packs gifted to babies and 3 year olds	7,552	2,378	1,976		1,690 (4,068)	2,357 (4,333)		
	Fewer packs issued in Quarter 2 due to higher number issues in Q1. Cumulative year to date figure remains on course.								
PI 675	Number of accepted referrals for adult weight management programmes	7,216	1,816	1,760		3,673	3,520		
PI 730	% of eligible cohort offered an NHS health check	new	122%	100%		112%	100%		
PI 731	% of eligible cohort receiving a health check	new	37%	50%		41%	50%		
	Still below 50% but an improvement of 4%, as a result of the additional community based checks completed by the external provider and the Office of Public Health team. GP completed checks are still being hampered by migration to EMIS web.								

Trend status is quarter 2 v quarter 1 unless otherwise stated

6. Cleaner , greener and environmentally friendly									
Quarterly performance indicator scorecard		2013-14	Quarter 1			Quarter 2			
PI ref	Performance indicator	Outturn	Actual	target	score	actual	target	score	trend
PI 375	Residual household waste KG's per household (NI 191)	583.42 kg's	134.91 kg's	141.25 kg's		270.45 kg's	282.5 kg's		
	Quarter 1: Second estimate Quarter 2: First estimate								
PI 348	Percentage of household waste sent for reuse, recycling and composting (NI 192)	35.67%	51.92% 19,695 tonnes	40%		46.09% 15,694 tonnes	40%		
	First estimate. Equating to 35,545 tonnes for the period April – September 2014 During Q1 Dudley had the highest recycling rate in the West Midlands and the 7th highest compared to the other METS. Whilst some authorities may recycle more, they also have a higher landfill rate. Our landfill is less than 8% because the waste is treated through the incinerator with the waste to energy plant, producing electricity for the national grid.								
PI 350	Percentage of municipal waste land filled (NI 193)	5.85%	4.06%	5%		3.81%	5%		
	First estimate. Equating to 3,044 tonnes for the period April – September 2014								
Following Pi's reported 3 times per year in Q2, 3& 4									
PI 194	Improved street and environmental cleanliness (detritus) (NI 195b)	5.15%	-	-		4.24%	5.7%		 Q4 march 2014
PI 195	Improved street and environmental cleanliness (fly posting) (NI 195d)	0.06%	-	-		0.17%	0.1%		 Q4 march 2014
	One site out of 300 measured had an incident of fly posting on the frontage of an empty shop .								
PI 196	Improved street and environmental cleanliness (graffiti) (NI 195c)	1.06%	-	-		0.17%	1.3%		 Q4 march 2014
PI 197	Improved street and environmental cleanliness (litter) (NI 195a)	3.44%	-	-		1.5%	3.3%		 Q4 march 2014

Trend status is quarter 2 v quarter 1 unless otherwise stated

7. Community Council – People being served better									
Quarterly performance indicator scorecard		2013-14	Quarter 1			Quarter 2			
PI ref	Performance indicator	Outturn	Actual	target	score	actual	target	score	trend
PI 418	Working days/shifts lost per FTE to sickness absence	9.52 days	2.21 days	2.25 days		4.1 days	4.5 days		
PI 361	Long term sickness absence per FTE	5.93 days	1.32 days	-	-	2.64 days	-	-	
PI 362	Short term sickness absence per FTE	3.58 days	0.89 days	-	-	1.46 days	-	-	
PI 145	Average number of days lost per lost time accident at work	26 days	31.5 days	14.4 days		17.48 days	14.4 days		
	The value quoted is the average number of days lost from accidents for Q2. The average number of days lost for accidents for Q1 and Q2 (and including a few carried over previous to Q1) is 18.7								
PI 258	Number of lost time accidents at work	129	11	34		38	68		
PI 55	% local authority employees from an ethnic minority (BVPI 17)	6.6%	6.5%	6.6%		6.4%	6.6%		
PI 35	% employees declaring they have a disability	1.8%	1.9 %	2%		1.9%	2%		
PI 104	% sundry debt raised paid within 6 months	97.6%	97.5%	97.3%		97.9%	97.3%		
PI 95	Speed of payment of suppliers	10 days	8.8 days	10 days		8.98 days	10 days		

Section 4: Reporting on Council Action Plan Priorities



This section provides detailed information on progress against the identified key actions in delivering the Council Plan.




Highlights of achievement


- The national Association of Public Service Excellence (APSE) Service Awards took place. Dudley's Street Cleansing Team won the award for the Best Community and Neighbourhood Initiative and was finalists in the Best Service Team Street Cleansing and Street scene category.
- The DPH Annual report for 2013 Inspire, Engage, Involve was based on how different art forms have been used to deliver a range of public health outcomes in Dudley. It added to the national evidence base for the use of arts as a legitimate tool to engage with different population groups about health and well being issues. It was well received at the Faculty of Public Health Conference in July and has been referred to in a number of Arts and academic journals since then.
- The Office of Public Health shared learning and best practice by delivering the following poster presentations at the Public Health England's Annual Conference in September 2014:
 - Winter warmth programme
 - Healthy Towns evaluation findings
 - Working together to reduce teenage pregnancy
 - It's time to re-think the National Child Measurement Programme (NCMP) as an intervention opportunity
 - First National Childhood Measurement Programme Cohort Study in Dudley
 - Staff Workplace Wellbeing project
 - Patient Reported Outcome Measures




Also the Pharmacy team gave a presentation on Hospital Admissions Related to Medicines


- Using the learning to drive improved outcomes for people who use services and carers (A625)






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
		<p>Work is underway to progress our Early Help Strategy and operating model. The aim is to ensure that children and young people receive the help they need in a timely way to improve their outcomes and prevent the escalation of problems to a more serious level.</p> <p>The focus of the strategy is the provision of targeted support where needs cannot be met with in universal services. As part of this the remodelling of Children's Centres based within township clusters is now complete. We have also completed a review of Integrated Youth Support for young people.</p> <p>Work has commenced on developing an 'integrated front door' for Children's Services to help improve co-ordinated access to services. An Initial Mapping exercise has been completed and a project plan is in place.</p>
1.1b (A.575)	Improve the effectiveness of transition of vulnerable young people into adulthood.	 ONTARGET Pauline Sharratt
		<p>Respect Yourself Campaign have committed to embed provision for young men to both support Teenage Fathers and educate young men to make healthy sexual health life choices. Young fathers are benefiting from the Service, as we look to support them in parenting skills, and staying involved with their children. Young men are also taking part in extensive learning regarding sexual health and masculinity, improving their knowledge base for relationship development in adulthood.</p> <p>We are engaged in a scoping exercise with the CCG to a 0-25 year's emotional health & well-being service, which will include provision of CAMHs to young people in transition.</p> <p>Engaging with DACHs through 'Supporting People' to ensure that commissioning and provision for young people in transition reflects analysis of need.</p>

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
		<p>We continue to develop the external placements strategy for looked after children; the project is in its infancy having being initiated on 1st July 2014. There is a priority list of 22 young people currently in external placements with a further 22 to explore. Early indications are that it has started to make a difference to both the cost of resources and to the lives of children and young people. Further reports will be made in Qtr 3 & 4.</p> <p>Our adoption performance continues to improve with a further 9 children adopted during the quarter which brings the total adoptions for the first part of the year to 18.</p> <p>Marcomms and Children's Services have jointly commissioned activity to recruit more internal foster carers; there will be a further report in Qtr 3.</p>
1.1d (A.576)	Improve safeguarding practices across the children's workforce	 ONTARGET Ian McGuff
		<p>There has been an improvement in timeliness of LAC reviews held in comparison to Q1 where it was reported to be 78.2%; for Q2 performance is reported at 84.9%. Improvements have been made in how meetings are convened; this means that children are having their LAC reviews in a timely manner. The challenge is to ensure that services are appropriate to need and when these children step down to targeted or universal provision and that this is robust and prevents them from returning back into specialist services.</p> <p>There continues to be a challenge in improving timeliness of Initial Child Protection Conferences and work continues to improve our performance in this area; current developments in West Midlands Police will also improve this delivery.</p>
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
		<p>Food Dudes programme has been commissioned for a further year to deliver in primary schools with further development in 13 primary schools.</p> <ul style="list-style-type: none"> - Delivered Healthy Schools Update sessions to School Health Advisors and Children's Services heads of service. - Commissioned 'What's Your Poison' substance misuse theatre and workshops for secondary 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.	<div>  ONTARGET Bal Kaur </div> <ul style="list-style-type: none"> - Commissioned the delivery of the 'R U Different' programme, the social norms programme in secondary schools. - Revised and updated Whole School Improvement Obesity Prevention Plan and gave ongoing support to 32 primary schools around Forest School enhancement - Finalised supporting resources for Cooking in the Curriculum programme - Delivered 'cooking in the curriculum' training to 23 staff (15 primary schools) - Commissioned Level 2 Food Safety training to 17 staff (8 primary schools) - Planning and delivery of 2 school off timetable SRE themed days - 1 day training delivered exploring the issues of pornography and young people to multiagency staff including secondary school staff - Sex and Relationships Education session planned and delivered to 15 year 10 vulnerable pupils - Planning and delivery of 1 day sexual health training for 17 staff from the Youth offending Service - Commissioning of TIE to support primary and secondary SRE programmes - Supported the youth service in the planning of SRE session for 1 school off timetable day - - Delivered weekly sexual health service at Brook for 6 weeks to inform planning and development of young people's SRE programmes. - 3174 walk hours delivered. - Play week figures (August) 3100 children attended. -Indoor rowing sessions delivered providing 784 attendances and 67 people at Dudley Water sports Centre providing 176 attendances. -960 activity hours delivered through the rowing project. - 242 pupils from 3 schools participated in food growing activities. - Online survey undertaken with young people to evaluate the condom distribution scheme. Findings to inform options appraisal and new model of service delivery. - 22 Kick ash tobacco workshops delivered with 57 young people participating -2 secondary schools received 'The Resistance' tobacco education session with 420 pupils participating -2 stop smoking workshops delivered with 288 young people 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
		<p>The gap between Pupil Premium (PP) and non PP in Early Years and at KS1 has narrowed but it has widened in KS2.</p> <p>KS2 outcomes show that both PP and non PP pupils improved their performance in 2014 compared with 2013, but non PP improved more than PP so the gap is wider. Work is being undertaken with schools that focus on 'closing the gap' strategies, pilot projects have commenced within early years and primary schools.</p> <p>KS4 results continue to be challenge in the context of national changes to the determination of grades.</p>
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 Huw Powell & Trish Brittain
		<p>The Connexions website is aimed at all young people aged 13-19; version two of the site was launched earlier this year which incorporated feedback from young people and the community. All secondary schools have indicated that will be purchasing this resource which is testament to the quality of the resource and its content. A number of activities took place over the summer months to ensure young people were supported for example identifying those at risk of becoming NEET via youth contract - 92 young people have been on programme during this period and summer programmes of support such as the Phase Trust 'Step up' programme designed to keep young people engaged during the summer months, Phase Trust had 48 young people identified as suitable for support.</p>
1.2c (A.592)	Respond to and Implement the Revised Code of Practice for SEN Reforms	 ONTARGET Huw Powell
		<p>The 'Local Offer' has been completed and published; this will continue to be refined. Further training planned on 'mental capacity' for colleges and special school and other professionals December 2014. Connexions Service have undertaken joint delivery of training for professionals in the borough around transition in light of the new SEN reforms, this focussed on local and national developments. Parent Transition meetings undertaken as a result of feedback received in Q1, 2 meetings have taken place to understand parents concerns and to address areas of improvement where possible.</p> <p>In relation to Post 16 support we have successfully commissioned placements for new and existing young people eligible under the arrangements and enhanced evidence based contracts have been issued that will detail a better understanding of the journey and outcomes that young people experience.</p>





1. Young People		
Objective 2		Raise Aspirations and Achievement
Ref (SPECTRUM)	Key Activity	Progress
1.2d (A.596)	Improving achievement in Maths	 ONTARGET <div>Huw Powell & Trish Brittain</div>
		<p>There has been an improvement in end of KS1 & KS2 results in Mathematics – especially at Level 5 at the end of KS2; this is in line with national figures for attainment in maths for first time ever. At KS1 - % pupils achieving: Level 2+ was just below National (Dudley 91, national 92 – 2014 was 0.4% down on 2013); Level 2b below National (79 cf 80 – 2014) and was in line with 2013; Level 3 above National (25.5 cf 24 – 2014 and 2.5% above 2013).</p> <p>We continue to support schools in their improvement through the development of Centres for Developing Maths (CDMs), a joint initiative between Education Services and 8 schools to share good maths practice, Maths Specialist Teachers (MAST) project – final cohort of teachers will complete course in Oct and Stourbridge Maths Project – Education Services support to link 10 Stourbridge schools to share resources and good practice.</p>



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	<div>  ONTARGET Rupert Dugdale </div> <p>Dudley Council has been awarded the Best Local Authority Small Business Friendly Programme by the Federation of Small Businesses (FSB) for the Dudley Business Loan Fund.</p> <p>To date the Dudley Business Loan Fund has supported 40 local businesses, created 106 jobs and safeguarded 339 jobs. In addition the Fund has supported 4 Black and Minority Ethnic businesses and supported 11 women-led businesses.</p>
		<div>  ONTARGET Nick Powell </div> <p>25 high and medium risk premise inspections for food standards were carried out towards an end of year target of 68.</p>
2.1c (A.36)	To monitor the implementation of the Black Country Core Strategy annually	<div>  ONTARGET Helen Martin </div> <p>The DMBC Authorities Monitoring Report (AMR) has been produced and was published in December 13.</p> <p>Work is underway on the 2014 AMR which is on target for publication in December 2014.</p>
		<div>  ONTARGET Matt Bowsher </div> <ul style="list-style-type: none"> • 35,806 hits on the Community Information Directory. • 14,804 hits on the library website. • 38% adult learners have made economic progression. • 42 learners have gained employment.
2.1d (A.622)	Services which enable Economic Well-Being	<div>  ONTARGET Matt Bowsher </div> <ul style="list-style-type: none"> • 35,806 hits on the Community Information Directory. • 14,804 hits on the library website. • 38% adult learners have made economic progression. • 42 learners have gained employment.




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 third “Meet the Funders” event took place on during September 2014. This provided an overview of available funding opportunities for local businesses and the process for applying for grants/loans and seeking business advice and guidance.
		<p>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. Development/marketing briefs are being prepared for a number of key employment/residential sites identified in the Black Country Joint Core Strategy Regeneration Corridors and the Council’s Local Centres Regeneration Strategies, and the economic growth opportunities provided by these sites are being developed as part of the approved Black Country City Deal programme, the draft Black Country European Strategic Investment Fund and the delivery plan in the Black Country Strategic Economic Plan.</p> <p>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.</p>
2.2b (A.23)	Seek to develop/ provide affordable studio space in the borough for creative industries	 ONTARGET Duncan Lowndes
		All units at Red House Cone are currently let and the European Regional Development Fund (ERDF) project for the White House Cone contains further units within it. This project is currently going through the final approvals process with Department for Communities and Local Government (DCLG)

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	<div>  ONTARGET Helen Martin </div> <p>Brierley Hill, Stourbridge and Halesowen Area Action Plans have been adopted in line with the Local Development Scheme. The Development Strategy (Preferred options went out for consultation during the quarter). The Dudley Area Action Plan is going to Cabinet in quarter 3 for approval to consult on the preferred options plan; in line with the Local Development Scheme.</p>
2.3b (A.26)	To deliver Area Action Plan for Dudley town centre in accordance with approved Local Development Scheme	<div>  ONTARGET Helen Martin </div> <p>Following consultation on the Issues and Options plan in March 2014, the Dudley Area Action Plan is going to Cabinet in quarter 3 for approval to consult on the preferred options plan. The production of the plan is on target in line with the Local Development Scheme.</p>
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	<div>  ONTARGET Rupert Dugdale </div> <p>Dudley Townscape Heritage Initiative (THI) work is well underway on the Fountain Arcade shop fronts, 23 Priory Street/former Carvers Café and the former Albion Public House. Grant negotiations on the final project in the initiative, 2 Priory Road, are well advanced with a grant offer expected shortly. 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 in January 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 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 foodstore operators. Castle Hill: Work is nearing completion on the construction of the car parks with parts of the site already in use and detailed design is underway for the new zoo entrance. The contract has been awarded for the Visitor Arrival Hub and the Recreational Route. 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</p>
2.3d (A.21)	Development of a new Tourism Prospectus to identify tourism priorities for the Borough	<div>  ONTARGET Phil Coyne </div> <p>Draft tourism prospectus proposed pending discussion with Members and Partners.</p>






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 employment
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	<div>  ONTARGET <div>Rupert Dugdale</div> </div> <p>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.</p> <p>The Black Country District Job Seekers Allowance (JSA) claimant count by its 14 Jobcentres stands at 32,888 (June 2014). The total number of Dudley residents on the JSA register currently stands at 7,127. This is a reduction of 0.4% from March 2014.</p>
		<div>  ONTARGET <div>Matt Bowsher</div> </div> <p>Our libraries have issued 357,081 items this quarter consisting of 355,365 books, CDs and DVDs, 872 E-books, 844 E-audio books.</p> <ul style="list-style-type: none"> • 96% of learners achieved qualifications.

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.	<div>  ONTARGET <div>Dharminder Dhaliwal</div> </div> <p>Raising awareness reference credit union services via dudley mbc website, local newspapers, facebook & leaflets</p>
		<div>  ONTARGET <div>Dharminder Dhaliwal</div> </div> <p>Continue to promote via social & local media</p>
2.5c (A.203)	Deliver homeless grant loans on behalf of the Directorate of Adult, Community & Housing Services	<div>  ONTARGET <div>Dharminder Dhaliwal</div> </div> <p>Continue to deliver as & when requested via Directorate of Adult, Community & Housing Services (DACHS)</p>

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	<div>  ONTARGET Martyn Holloway </div>
		<p>Progressing well with completing delivery of the 13/14 programme for Local Safety Schemes, Safer Routes to Schools and for Pedestrian Crossing improvements which is supported by the Integrated Transport Block.</p> <p>Preparation of the major scheme business case for Pensnett Improvement is well under way. Public consultation has now been completed. This Scheme will bring much needed journey time reliability on this important route between Pensnett Trading Estates and the National Road Network.</p>

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	<div>  ONTARGET Sue Haywood </div> <p>Partnership working continues to be robust in respect of Integrated Offender Management. The role and remit of the IOM/Reducing Reoffending Strategy Board is currently being reviewed to ensure continued effectiveness</p>
3.1b (A 48)	Co-ordinate activities through the Police and Crime Board	<div>  ONTARGET Bob Dimmock </div> <p>Police crime board continues to provide support for crime reduction initiatives. The partnership will engage in OP Sentinel, Darker Nights, Loan Shark and Xmas Campaign.</p>
3.1c (A 49)	Ensure effective delivery of the Domestic Abuse Support Services which is to be commissioned to commence service delivery July 2014	<div>  ONTARGET Anne Bowden </div> <p>Launch of the new service, entitled 'Dudley Domestic Violence and Abuse Support Service' took place on 12 September.' Event well supported. IDVAs fully operational with an added court based IDVA to be recruited shortly. Monitoring systems in place with first quality outcomes review arranged for October.</p>
3.1d (A 378)	Ensure the ongoing development and effectiveness of the Police and Crime Board for the Dudley Borough	<div>  ONTARGET Sue Haywood & Bob Dimmock </div> <p>The Board is currently consulting on priorities for the 2015-16 Police and Crime Plan. Membership will be reviewed in light of various organisational changes</p>
3.1e (A 38)	To continue to improve security on local authority car parks through Park Mark Awards	<div>  ONTARGET Garry Dean </div> <p>Following independent inspection by the police and British Parking Association in quarter 1, 17 of the Council's pay and display car parks have successfully retained their 'Safer Parking Awards'. During the second quarter, Parking Management received their annual audit from the British Standards Institution, and successfully received reaccreditation to the Quality Systems Standard.</p>

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
		Work continues in respect of specific projects e.g. Railway Safety ASB, Crime and Policing Act 2014 - Community Trigger implemented
3.2b (A 618)	To develop resources that address community safety issues relevant to children and young people	✓ ONTARGET Katriona Lafferty
		Electronic Streetwise cards received Darker nights resource and campaign material completed and with CAPA and graphics - should be completed in next week or two Website update drafts signed off
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
		Referral / care pathway now in final DRAFT. Stakeholders event successfully took place on 13th October with over 80 delegates 6 training dates agreed up to December 2015, first 3 fully booked, first training day took place on 23rd October working group to continue meeting to look at gaps in service and how to address these
3.2d (A 707)	Anti Social Behaviour service improvement plan	✓ ONTARGET Diane Channings
		Work done on proposals for future resources with paper agreed at DMG and submitted to the Cabinet Member for consideration. Draft decision sheet and HR implementation plan completed. Work continuing on improving working relationships with Legal Services and implementation of tools and powers within the new Police & Crime Act. Work also commenced this quarter on "working together" a CIH (Chartered Institute of Housing) sponsored peer assessment of the service.




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
		New identification of tension group set up. Emails are sent out to a wide range of individuals and partners for them to feed into the tension monitoring process any concerns they pick up around community tension as part of the improved process.
3.3b (A 620)	Increase the number of 3 rd party reporting centres for Hate Crime across the Borough from eight	✓ ONTARGET Rosina Ottewell
		Further 3rd Party reporting centre set up bringing the number to 12. Also plans to visit Queen's Cross Network in October for presentation.
3.3c (A 621)	Align local information with local intelligence with counter terrorism local profile 2014	✓ ONTARGET Sue Haywood
		Intelligence and information continue to be aligned with the Counter Terrorism Local Profile through the work of the Prevent Delivery Group
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
		Meetings to review cohesion taking place in line with the established programme





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 re duction


Ref (SPECTRUM)	Key Activity	Progress
3.4a (A 43)	Ensure effective delivery of commissioned services	<div>  ONTARGET Diane McNulty </div> <p>The newly commissioned integrated substance misuse service continues to be monitored. At quarter one review, CRI reported that following a period of transition the new recovery focused service model has now been implemented within the organisation.</p> <p>A staff structure is now in place that supports a recovery focused model of service delivery.</p> <p>CRI are developing pathways of referral into and out of service to ensure clients are accessing appropriate interventions that enhance recovery.</p>
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)	<div>  ONTARGET Diane McNulty </div> <p>Identification and engagement with alcohol users within the community is an area of continued development for the assertive outreach team based within CRI (the substance misuse service).</p> <p>12 alcohol treatment requirements were needed and 6 have been completed (55% completion rate against a 75% target).</p>
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)	<div>  ONTARGET Diane McNulty </div> <p>All the partners are signed up now and implementing the Protocol.</p>


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	<div>  ONTARGET Diane McNulty </div> <p>Young people engaging with Switch (substance misuse service) are being provided with a thorough assessment across key areas of their lives and offered a comprehensive range of interventions. Those young people with complex needs are receiving a multi-agency care package that addresses their multiple needs and provides access to a range of specialist services.</p>
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	<div>  ONTARGET Diane McNulty </div> <p>Currently 95% of young people were offered referral to other support services following planned exits from specialist treatment.</p>
3.5 c (A 381)	Increase awareness of the impact of parental substance misuse (hidden harm)	<div>  ONTARGET Diane McNulty </div> <p>The Steps Together (alcohol misuse support services) 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 risk behaviour. The Time for Me project continues its provision of support for children and young carers affected by someone they live with using drugs or alcohol, as well as reducing waiting times into service.</p>
3.5d (A 47)	Reduce harm to children by limiting the access to alcohol and tobacco	<div>  ONTARGET Nick Powell </div> <p>Test Purchases for alcohol and tobacco were carried out at 119 premises</p>



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	<div>  ONTARGET Brendan Clifford & Matt Bowsher </div> <p>The Action plan remains a focus for the Board, A survey was carried out in July 2014 and Dudley presented findings to the DoH about the interviews of victims of abuse.</p> <p>Dudley signed up to Making Safeguard personal in Sept 2014 and is exploring how to implement the survey throughout the Safeguard process rather than at the end.</p> <p>Case studies and reports from Partner agencies continue and an assessment framework for partner audits established for 2015.</p> <p>The Annual report 2013 completed reflecting the voice of victim and partner agency responses to protect the vulnerable adult.</p> <p>Dudley Group of Hospitals has developed a training programme for the Mental Capacity Act and has updated protocols to reflect this.</p> <p>Short life working group has been established to look at learning from threshold application and a course of training planned for Oct- November 2014.</p> <p>A SAR sub group established in June 2014.</p> <p>The Safeguard Computer system has received an update and the Safeguard pathways revised in line with departmental changes.</p> <p>A specialist internal resource was established to provide support and monitoring to an organisation subject to serious concerns in September 2013.</p>
		<div>  ONTARGET Brendan Clifford & Matt Bowsher </div> <p>We are continuing the learning from complaints and using this information to improve services. We are gathering information and details are contained within the annual report. We are agreeing a process which will identify learning under 3 headings - Individual/Team, Service, and Organisation. Reports will be produced every quarter.</p>
4.1b (A 625)	To drive improved outcomes for people who use services and carers	<div>  ONTARGET Brendan Clifford & Matt Bowsher </div> <p>We are continuing the learning from complaints and using this information to improve services. We are gathering information and details are contained within the annual report. We are agreeing a process which will identify learning under 3 headings - Individual/Team, Service, and Organisation. Reports will be produced every quarter.</p>



4. Caring for the elderly and vulnerable		
Objective 1		Enable and embed personalised community based support
Ref (SPECTRUM)	Key Activity	Progress
4.1b (A 625)	Continued - To drive improved outcomes for people who use services and carers	 ONTARGET Brendan Clifford & Matt Bowsher
		Workshops on the Care Act are currently taking place. Attendees include, providers, professionals, Users of the Services, carers. There are 9 workshops being held and they are being held to capture information on our services. This information will be used to inform the Care Act Implementation Action plan.
		Work continuing with Health watch and Reference Group working towards a completed Local Account. Meetings have been scheduled to take place with the Reference Group November and December.




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
		The New Customer Journey – restructure and remodelling is now in its implementation phase (from 1 September). Adult social care staff are also being asked to complete a short on-line questionnaire on how the programme has been communicated as well as their views on the programme in general. A professionals and partners guide is now being put together and will be available later on this month.
		38,506 (data provided by Open Objects) Hits received on the Dudley Community Information directory during quarter 2. Dudley Community Information Points Launched. The information points are staffed by trained information champions. They will give local residents easy, local, face to face access to current information about health, wellbeing and social care services and support, as well as information about benefits and debt support that is available. Dudley Council has teamed up with Health watch Dudley and Dudley Citizens Advice Bureau, together with other local organisations.


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	<div>  ONTARGET <div>Andy Webb</div> </div> <p>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 Mind, Exercise, Nutrition, Do it! (MEND) and Shapes plus the well established early intervention GP referral arrangements.</p> <p>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.</p>


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	<div>  ONTARGET <div>Andy Webb</div> </div> <p>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 minutes per week had increased from 17% to 19.2%.</p> <p>Link:</p> <p>http://www.sportengland.org/research/who-plays-sport/local-picture/who-plays-sport-in-local-communities/</p> <p>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.</p> <p>A Commonwealth Games linked promotion in the summer increased the number of members and a Christmas / New Year promotion is due to commence during quarter 2.</p>


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	<div>  ONTARGET <div>Helen Martin</div> </div> <p>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.</p>
		<div>  ONTARGET <div>Diane McNulty</div> </div> <p>Activity outlined in OPH campaign plan for Q2 delivered, including flu vaccinations, hands up for hand washing, Shop Healthy, Let's get (food and nutrition), Stoptober, Think Pharmacy, Sun Smart.</p> <p>Breastfeeding social marketing programme - post campaign awareness survey and results presented to stakeholders.</p> <p>Resources have now been identified to undertake a market research programme to develop bespoke Health Check marketing materials for Dudley.</p> <p>4 full page colour adverts were placed in Dudley News Group publications in quarter 2.</p> <p>Your Spice Kitchen' healthy recipe booklet promoted at regional food board with a view to sell on, local press release in July with Lead Member.</p> <p>Get Cooking! service promotion - leaflets were distributed in 54 GP waiting rooms across the borough with 94% uptake of leaflets over a 3 month period.</p> <p>7 local shops participated in the Shop Healthy initiative.</p> <p>Let's get cooking campaign was delivered across the borough.</p> <p>Lets-get.com promoted across the borough</p> <p>Let's get campaign stand at Armed forces day</p>
5.2d (A 266)	Commission and provide a range of social marketing and health campaigns to raise awareness and trigger behaviour change	


5. Health and well-being		
Objective 2		Improve people's physical health and encourage healthy lifestyle choices
Ref (SPECTRUM)	Key Activity	Progress
5.2d (A 266)	Continued - Commission and provide a range of social marketing and health campaigns to raise awareness and trigger behaviour change	 ONTARGET Diane McNulty
		<p>Play Week promotional events at 4 park sites delivered with 350 service users engaged.</p> <p>The breastfeeding social marketing project has been completed for this year.</p> <p>One breastfeeding promotional evening attended at Toys R Us.</p> <p>Stop to Move campaign implemented resulting in over 1,000 hits to Dudley Stop Smoking website</p> <p>Commissioned a smoking and mental health scoping exercise to gain insight into barriers to quitting smoking for mental health patients</p> <p>Planned activity for Stobtober campaign- main dissemination was during September including engagement of GP clinics and pharmacies and 0 public promotional events with 147 face to face contacts .</p>
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
		<p>Cancer prevention: Five cervical screening effective communication workshops delivered to receptionists, health care assistants, practice nurses and practice manager. 39 participants attended from 16 GP practices. Sun awareness sessions delivered to 12 minority ethnic men and women from the Milap group, 5 staff at Priory Pharmacy, and 4 staff from Universal Support Project along with support to run sun awareness campaigns in the community. 250 sunsmart activity packs provided to Sycamore Adventure for parents and children attending summer activities.</p> <p>Alcohol Health Improvement: 28 young people engaged in developing interactive elements for the young people's 'Think Alcohol' website. Supported SWITCH to create a short video to promote the service to young people. Supported Cfed to work with young people to create an information leaflet for parents/ carers on conversations about alcohol. Delivered alcohol awareness training to 14 young people at Dudley college to inform alcohol awareness work as part of the design syllabus. Managed contract with Drug train for delivery of Tier 1 and 2 drug and alcohol training. 5 courses and 80 people trained at Tier 1 basic level, 1 course and 10 people received a Tier 1 refresher and 2 bespoke courses for college staff run with 15 attending.</p>


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)	Continued - 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
		<p>Breastfeeding 2 day Breastfeeding Management course delivered. Contracts have been renewed for the buddy support service at Dudley Group of Hospitals and Black Country Partnership. One update session for 15 Family Support Workers delivered. Community Baby Friendly, Safe Sleep and Breast Pump policies all ratified by Black Country Foundation Trust.</p> <p>Tobacco Control - Delivered stop smoking service provider update training - 14 providers attended, supported 3 grandparents evening sessions and delivered safe sleep session (82 attendees), delivered 2 stop smoking sessions for midwives as part of mandatory training - 48 attendees.</p>
5.2f (A268)	Embed the Making Every Contact Count approach within the Council, Partner organisations and key providers.	 ONTARGET Diane McNulty
		A review of Making Every Contact Count training and delivery is currently being undertaken to inform a future training and development plan.
5.2f (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
		<p>Public health volunteers have contributed a total of 478 hours to the self management programme, physical activity team, healthy eating team, weight management team and stop smoking service. An additional 99 hours of volunteer time have been invested in training and development (excluding breastfeeding buddies). Three job opportunities have been shared with the volunteers, and two volunteers have been elected as volunteer representatives. 44 breastfeeding buddy volunteers are in the process of joining the volunteer programme - 22 currently active and 22 going through the training and application process. Two volunteers nominated for DCVS volunteer award.</p> <p>Three new projects running at Wrens Nest (Open Hub) - Creative Thursdays, Baking Club, and Seed and Feed gardening project. Nineteen different families involved across all three projects.</p> <p>Community Health Champions visited three taxi bases in central Dudley to engage with taxi drivers and raise awareness of cancer and other health issues. Face to face conversations with 10 drivers/ operators who agreed to share resources with other staff at the start of their shift/ when coming in to pay their rent.</p>


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
		<p>Mental health promotion activity this quarter:</p> <ul style="list-style-type: none"> - 117 self help resource packs sent to individuals and organisations on request. - Produced and circulated Public Mental Health e-Bulletin Edition Five 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). - Implemented local campaign to support World Mental Health Day by distributing 1 800 self-help packs to services and organisations in Dudley Borough to support stress and anxiety management. - Supported Health at Work Wellbeing Day for staff at Mapei UK in Halesowen and disseminated 45 Road to Wellbeing relaxation resources and relevant information around mental wellbeing. <p>Commissioned 15 mental health promotion projects across the borough through Round 18 of the annual small grant fund.</p> <p>Wrote the draft vision and guiding principles section for the new Mental Health strategy for Dudley which is currently being developed by Dudley CCG commissioners.</p> <p>Completed Quarter 1 monitoring of the public health commissioned community development worker service based in the mental health trust.</p> <p>Received an award by Forward for Life in recognition of suicide prevention work at a local level which entailed the delivery of safe TALK and ASIST accredited suicide intervention skills training. This was rolled out to approximately 110 frontline workers from across sectors including primary care, community organisations, colleges, housing, substance misuse services and others.</p>


5.Health and well-being		
Objective 2		Improve people's physical health and encourage healthy lifestyle choices
Ref (SPECTRUM)	Key Activity	Progress
5.2i (A 627)	Services which enable Health & Well Being	 ONTARGET Matt Bowsher
		<p>The libraries have organised 36 Health & Well Being events attended by 757 this quarter. 3113 adults participating in community learning. St Pauls Church, Halesowen: workshop on alternative therapies engaged new learners who would not otherwise participate in learning. The aromatherapy session to learn alternative ways to relieve joint pain received very positive feedback. Volunteering class at Woodside Day Centre, 31st July 2014: Tutor feedback - The group have worked brilliantly together, supported by one volunteer, who previously attended a volunteer course. The learners have been highly motivated supporting each other leading discussions. Over the weeks, I have seen a huge difference in all learners, huge improvements in confidence and a reduction in anxiety. The support from the centre has also been very good with positive feedback on learner's progress from the centre staff. All learners are continuing on to other courses with two of the learners going to university in September 2014.</p>


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
		<p>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.</p> <p>Oldswinford & Stourbridge Cricket Club has recently been awarded upwards of £40,000 from Sport England's Inspired Facilities fund.</p> <p>Unit3Sixty, an indoor skateboard, scooter and BMX venue being developed in Stourbridge recently received a grant of £50,000 and is due to open shortly</p>

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)	Continued - 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.
		<p>Oldswinford & Stourbridge Cricket Club has recently been awarded upwards of £40,000 from Sport England's Inspired Facilities fund.</p> <p>Unit3Sixty, an indoor skateboard, scooter and BMX venue being developed in Stourbridge recently received a grant of £50,000 and is due to open shortly</p>

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 Public Health Advice note, 3 newsletters on Pharmaceutical Public Health to Dudley Clinical Commissioning Group this quarter.
		Taking on lead role of Designated Medicines and Devices safety officer for Dudley.






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
		Reviews of the other authorities have been completed, and ours will take place during this financial year .




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	<div>  ONTARGET <div>Barry Jones</div> </div> <p>4 care home education sessions delivered, also 7 scheduled and 1 unscheduled (as part of a safeguarding investigation) care home audits undertaken. 1st meeting of new care home link practitioner network took place in July. The team continues to monitor incidence of Clostridium difficile and MRSA Bacteraemia and other avoidable infections for Dudley CCG. The team assisted the CCG with investigations into an MRSA bacteraemia and a care home resident who had acquired a Clostridium difficile infection that contributed to cause of death. With both of these incidents the infection prevention and control team, provided support to these areas to assist with action planning so that lessons can be learnt.</p>



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	<div>  ONTARGET <div>Diane McNulty</div> </div> <p>Presentations to prepare primary care and pharmacy professionals for winter referrals delivered through flu update sessions and Local Pharmacy Committee.</p> <p>Key winter warmth messages and signposting information for winter warmth service integrated into partnership winter communication's plan.</p> <p>Marketing and communications plan agreed. 'Get ready for winter' newspaper adverts in local press and 'Warm Homes Discount' fliers targeted at families in receipt of free school meals.</p> <p>Monitoring forms reviewed to include TB, pregnancy and housing tenure (to include high rise flats) - in line with draft NICE Guidance on Excess Winter Deaths.</p> <p>Poster presentation on 'Increasing referrals from health and social care professionals' presented at Public Health England Annual Conference.</p>

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
		Now that the enhanced recycling collection service has been 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 also working with national organisation, Waste & Resources Action Programme (WRAP) on a bid for funding to run an awareness campaign 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
		<p>The re-optimisation of collection rounds, the final element of the service transformation, continues to progress. The re-optimised Tuesday and Wednesday rounds have been implemented during the quarter, and are working well. The re-optimisation will ensure that the service is as efficient as it possibly can be, and is being carried out with minimal impact on residents other than potential changes to times of collections.</p> <p>Waste Care and the site contractor, HW Martin, are working on the introduction of a van and trailer permit scheme at the Household Waste Recycling Centre (HWRC). The Household waste recycling centre 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 will be free of charge, is to deter traders from disposing of their waste illegally at the site. The permit scheme will be in force from Monday 3rd November 2014 and will apply to anyone accessing the site with a trailer or commercial type vehicle. Further information, including terms and conditions of the scheme, can be found on the Council's website: /www.dudley.gov.uk/resident/bins-recycling/household-waste-recycling-centre/van-and-trailer-permits/ A small reuse shop has been opened at the HWRC. Residents are able to deposit any items suitable for reuse in the shop and these are then available for other visitors to the site to purchase. This initiative will increase the site's recycling rate and help to further reduce landfill.</p>	

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	<div>  ONTARGET Garry Dean </div> <p>The Network Management Strategy & Plan continues to be used in the strategic management of the Borough's highway and road assets.</p>
		<div>  ONTARGET Martyn Holloway </div> <p>The Council continues to work in partnership with Centro delivering the larger Sustainable Transport Fund project and has recently been successful in securing £210K which had been reallocated from under spent elements in the Scheme within the wider West Midlands. This funding will be used to improve existing pedestrian facilities in Sedgley which will bring much needed journey time improvements to public transport in the area. Two of these crossings are now complete. Work has progressed well on the construction of a new split pedestrian crossing facility to the busy A4036 Pedmore Road which will bring much need improvements to pedestrian safety and access to the Merry Hill Shopping Centre. Work is now well advanced on improving bus journey time reliability through the inclusion of bus lanes on the Boulevard.</p>
6.2c (A 84)	To reduce the impact of traffic congestion in order to improve journey times across the Borough & promote new investments	<div>  ONTARGET Martyn Holloway </div> <p>As discussed at (A83) funds have now been secured to improve 5 pedestrian crossings in the Sedgley area which will facilitate improvements to journey time and reliability.</p> <p>Work continues on the development of improvements to the High Street, Pensnett as discussed at A35.</p>
		<div>  ONTARGET Martyn Holloway </div> <p>As discussed at (A83) work is well advanced on pedestrian improvements across the busy A4036 Pedmore Road to facilitate safer access to the Merry Hill Shopping Centre from the adjacent residential estate and public footpath network and improve journey time reliability for buses on the Boulevard.</p>
6.2d (A 85)	To work with partners to develop the transport network to support investment in Brierley Hill	<div>  ONTARGET Martyn Holloway </div> <p>As discussed at (A83) work is well advanced on pedestrian improvements across the busy A4036 Pedmore Road to facilitate safer access to the Merry Hill Shopping Centre from the adjacent residential estate and public footpath network and improve journey time reliability for buses on the Boulevard.</p>

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	<div>  ONTARGET Nick Powell </div>
		The Council has an Air Quality Action Plan approved by Cabinet. 100% (6) of the actions that were due in the first two quarters were completed
6.3b (A 70)	Ensure access to clean and safe food and water and safe places of work	<div>  ONTARGET Nick Powell </div>
		<ul style="list-style-type: none"> 88% of food establishments in the Borough are broadly compliant with food hygiene law. 100% of health and safety inspections for high risk premises that were due were carried out.
6.3c (A 89)	Conservation and management of the Borough's green spaces	<div>  ONTARGET Garry Dean </div>
		Officers are in the process of final consultation on the draft Green Spaces Asset Management Plan, before it is submitted for approval early next year. The Plan will provide a hierarchy of sites to assist in the strategic planning of future maintenance of our green spaces, and will seek to provide good quality community parks that are available to all across the Borough.

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	<div>  ONTARGET Garry Dean </div> <p>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 description for the role is now agreed and evaluated, and the post will be advertised during quarter 3. 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 second quarter.</p>
		<div>  ONTARGET Stuart Connelly </div> <p>Planning permission for the new White House Cone museum was granted on 20 October. Work continues to progress this initiative which will ultimately enhance the glass offer within the borough and ensure long term sustainability of the collection.</p> <p>We continue to provide glass outreach sessions, specially designed for visually impaired groups developed with advice from the Pocklington Trust) to stimulate and engage participants both mentally and socially.</p> <p>The museum team continue to work on collections management in a bid to improve the physical care and access to the collections.</p> <p>The Black Country Geopark application requires re-submission as the governing body have asked for clearer information on the links between the four Authorities. We remain confident that the submission date of Nov 2015 will result in the area being accepted as a Geopark.</p> <p>We work with the health authority and key partners to provide a healthy walks programme based around the Dudley walking festival and heritage attractions (e.g. Himley Hall, The Limestone way etc).</p> <p>We are working on new initiatives – particularly at Himley to identify new activities that would complement the site. Further information will be available during Quarter 3.</p> <p>We are working with external partners to promote the museum collections, venues and services, and the borough as a visitor destination.</p>
6.4b (A 22)	Protect, preserve and promote the uniqueness of the Borough through its historic assets, glass and geological heritage	



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	<p>✓ ONTARGET Garry Dean</p> <p>The national Association of Public Service Excellence APSE Service Awards took place during September. Dudley's Street Cleansing Team won the award for the Best Community and Neighbourhood Initiative and were finalists in the Best Service Team Street Cleansing and Streetscene category.</p> <p>The award for Best Community and Neighbourhood Initiative relates to the work being undertaken by the team in Dudley Market Place to reduce waste through the recycling of cardboard and also food waste for animal feed. The benefits have been significant in that market waste has reduced from 2.5 tonnes per week to less than one tonne, saving over £20k per year.</p> <p>Over 1.25 tonnes of cardboard is now recycled each week and 300kgs of recycled food has been donated to the Brockwood Animal Sanctuary.</p> <p>The Heart of England 'in bloom' results were released in September. Stourbridge town again received a gold award, and Halesowen town were awarded a Silver Gilt in their first year of entry. These awards are as a result of partnership working between town traders, the Council, schools, businesses and community groups including Friends of Parks groups.</p> <p>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 50 community litter picks have taken place or are planned so far this year, all supported by Street Cleansing.</p>
		<p>✓ ONTARGET Garry Dean & Heidi Marsh-Geyton</p> <p>Monitoring information is being used to inform service delivery and to improve standards of street and open space cleanliness across the Borough.</p> <p>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.</p> <p>The programme of carriageway and footway reconstruction and resurfacing works continues at various locations across the Borough.</p> <p>Work has taken place to update rotas and finalise working arrangements for winter gritting operations over the forthcoming winter period, when crews will be on standby to respond to gritting requests to ensure the safety of road users in the event of icy conditions.</p>
6.5b (A 92)	To improve the quality of the environment by early interventions through Street, Green Care and Waste Care	

6. Cleaner, greener and environmentally friendly






Objective 5 To preserve and improve the quality and biodiversity of the natural and built environment - continued

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	<div>  ONTARGET Heidi Marsh-Geyton </div> <p>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 second quarter, Street Cleansing removed 218 fly-tips from various locations around the Borough. During the same period Enforcement Officers issued 16 fixed penalty notices for dog fouling offences and 20 for litter offences, and responded to 131 abandoned vehicle reports.</p>
		<div>  ONTARGET Garry Dean </div> <p>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 17,619 of the Council's 32,000 street lights can be controlled via the system remotely to help save energy; 11,006 of these can be dimmed.</p>

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)	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
		Sustainability modelling ongoing and due to go to Scrutiny Committee 21 Nov 2014.
		Stock Survey ongoing for 500 homes including high rise and Buffrey area during quarter 3. New 5 year plan in progress based on results of Tenant Conference.
		New build programme ongoing with Site Investigations and surveys complete for early schemes. Energy and Fuel Poverty key performance measures embedded within measureable investment outcomes; 980 homes receiving (in total) 2,900 energy improvements.
		Case management software (FIMMs3) implemented this quarter. Recruitment to vacant Fraud Officer post completed to ensure DCLG grant is spent as intended. 2nd WMBUS meeting held with Dudley as the chair, data obtained from most members of WMBUS on number of fraud investigations and detections within their stock which can be used to benchmark our own performance and to drive partnership initiatives. Roll out of Kirona Home Check application delayed due to design / testing issues between ICT and Kirona. Training days and implementation delayed until October.
		Audit report received relating to Re-Chargeable repairs and considered with management responses being agreed and returned to Audit. Project Mandate for the review amended to reflect audits findings and briefing note on rewards and incentives that could incorporate a new approach to re-charges drafted for consideration by DMG.
		Tender evaluation has been completed relating to the implementation of new ICT modules for the DLO service area. Contractual documentation has been completed and signed with the Implementation Phase commencing in October 2014.
		Sustainability modelling addressing issues of low demand ongoing and report tabled at Adult, Community and Housing Scrutiny Committee 21st October 2014.

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	<div>  ONTARGET <div>Diane Channings</div> </div> <p>During this quarter, most work relating to the ongoing review of Housing Allocations has been on the Extra Care Nominations Policy & Procedure for Lime Gardens, and on the renegotiation of our General Needs Nominations Agreement with Private Registered Providers through Dudley Housing Partnership. These will be finally signed off in Quarter 3.</p> <p>Meeting conducted with Walsall Housing Group, who implemented Fixed Term Tenancies two years ago and are now reviewing how they have worked. This learning will be used in developing our proposals. Review of Rent Arrears Policy practically completed, checking amendments to tenancy conditions. Review commenced relating to the Leaseholders service and first scoping meeting held.</p>
		<div>  ONTARGET <div>Ron Sims</div> </div> <p>Review of Winter Warmth Scheme 13/14 completed.</p> <p>Winter Warmth for 14/15 launched on 1st October 14</p>
6.6c (A 629)	Remodel delivery of Community Equipment Service following review completed in 2013/2014	<div>  ONTARGET <div>Ron Sims</div> </div> <p>Progress report to go to DMT in November 14.</p>
		<div>  ONTARGET <div>Ron Sims</div> </div> <p>12 homes brought back into use in quarter 2 bringing a total of 46 homes brought back into use to date.</p> <p>Ongoing discussions / amendments to draft Borough Empty Homes Strategy. Maximising financial rewards, initiatives to maximise resources and performance targets being developed as part of the revision of the Empty Homes Strategy. Partnership work with Corporate Resources ongoing for identification /evidencing of empty properties.</p>
6.6d (A 630)	To continue to bring empty properties back into use using a combination of advice, guidance and enforcement action.	<div>  ONTARGET <div>Ron Sims</div> </div> <p>Ongoing discussions / amendments to draft Borough Empty Homes Strategy. Maximising financial rewards, initiatives to maximise resources and performance targets being developed as part of the revision of the Empty Homes Strategy. Partnership work with Corporate Resources ongoing for identification /evidencing of empty properties.</p>

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
6.7b (A 288)	Embed workplace health across Dudley Borough workplaces, starting with the Council	<p>✔ ONTARGET Bal Kaur</p> <p>Pilot Evaluation presented to Corporate Board 29th July 2014 Agreed to continue Workplace Wellbeing programme. Recommendations as follows</p> <ul style="list-style-type: none"> - Sign up DMBC to Workplace Wellbeing Charter - Roll programme out across Council - Develop Workplace Wellbeing strategy - Corporate Board to take strategic governance of the strategy <p>Submitted pilot evaluation to Public Health England Annual conference. Poster accepted and presented at conference.</p> <p>Workplace booklet completed</p> <p>Roll out plan developed and implementation in progress</p> <p>Reviewed first phase of 5 ways to wellbeing course to improve staff resilience</p> <p>Phase 2 of 5 ways to wellbeing resilience training programme underway with 1 course available per month to all staff</p>






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 Key aims: <ul style="list-style-type: none"> Continued public support Community outcomes delivered through forums 	<div>✔ ONTARGET Geoff Thomas</div> <div>Community Forum activity underway, with discussions initiated with the Police regarding the co-ordination with PACT meetings</div>
7.1b (A 103)	Implementation and ongoing review of Community Forums as part of Community Council	<div>✔ ONTARGET Philip Tart</div> <div>Various issues relating to the operation of the Community Forums and the grants process were discussed by Chairs/Vice-Chairs and Lead Officers in August 2014. The Community Forums will continue to be subject of an ongoing review process during the 2014/15 municipal year</div>
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	<div>✔ ONTARGET Barry Hutchinson</div> <div>Met with policy colleagues to take forward plans to introduce a new corporate approach to community engagement. Agreed a joint plan to engage and communicate with employees, elected members and senior management to gain their experiences and learning of current practice. The Facebook community forum in August attracted an audience of more than 780 people on line.</div>
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	<div>✔ ONTARGET Philip Tart</div> <div>The Director of Corporate Resources is chairing an officer steering group to co-ordinate corporate activity The obligations of the Localism Act are being picked up by the relevant service areas.</div>
7.1e (A 368)	Make legal and mandatory information accessible and interactive in a consistent and cost-effective manner	<div>✔ ONTARGET Jan Jennings & Shelley Brooks</div> <div>Information protocol is ready for signing off for DACHS. A core information set of 6 publications is being designed for Adult Social Care -This work has been delayed whilst Care Act is understood and the asc restructuring goes on. DoH is also working on an accessible information standard. We are also awaiting a response to a legal claim about accessible information and a tell us once approach</div>

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	<p>✔ ONTARGET Matt Bowsher</p> <p>Number of adults engaged / participating in events: 1415. Art Exhibition Launch: More than 40 people attended the launch of an exhibition of art work from learners in Arts and Family. Enrichment: learners visited Cosford Air Museum to paint and to create an exhibition for the visitors. The work they created will form part of a year-long exhibition in Hanger One at RAF Cosford. Netherton Park Fun Day, July, was well attended by members of the local community and an opportunity to promote adult and family learning. 20 families took part in a family learning workshop.</p> <p>Play Week activities: ACL team supported events in Huntingtree – Halesowen, Silver Jubilee – Coseley, Mary Stevens – Stourbridge, Priory – Dudley, The Dell – Pensnett. Over 200 learners engaged in family learning activities. Library staffs at Dudley Wood NLC were invited to attend the Enlight Youth Group session resulting in a number of young people joining the Library.</p> <p>Learning at Artspace. Learners shared their work with the community who attended the event, and promoted it on Black Country Radio. Feedback from participants was excellent.</p> <p>Our Libraries have organised 1,221 activities attended by 15,109 people that support local communities. Our archives section have organised an additional 17 events attended by 1,112 people achieving similar outcomes</p>
		<p>✔ ONTARGET Matt Bowsher</p> <p>Work is continuing on the communication plans for BCF, Customer Journey and Care Act, Local Account and MFT Strategy.</p> <p>Learning Disability Partnership, Age Alliance is fully supported by DACHS and are systematically involved in key areas of development.</p>
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.	



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
		Moving Forward Together event held on 10 October. Plans in place to establish a high level 'relationship management group' to manage issues coming out of the event and the ongoing relationship.
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: <ul style="list-style-type: none"> • 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
		The strategic model has been further developed and now links with the two TORCH projects on (a) assets and (b) social enterprise as a service delivery model. has been endorsed by the Development Coordination Group; due to go to Board in Q3
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
		<p>Work is continuing on the Better Care Fund (BCF). The new arrangements will see virtual multi-disciplinary teams in five localities based around GP surgeries, as well as five physical prevention hubs that will be linked closely to Access and Prevention and Assessment and Independence Services.</p> <p>This year's 'Adult Social Care survey has seen improved satisfaction rates in all areas that contribute to the Adult Social Care Outcomes Framework. Social care related quality of life and individual safety being the best since the survey started in 2010-11. The national results will be published in December which will enable us to benchmark our performance.</p> <p>Significant amendments to the national policy on BCF 'Pay for Performance' this period has caused all Health & Well Being Board (HWWB) to redefine BCF Plans Revised plan was submitted on 19th September in line with national guidance.</p> <p>The customer journey has ensured that preventative services are delivered in a more joined up way and that throughout the journey people will be supported to access preventative services, this will also ensure we are working to the requirements of the Care Act.</p>

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 - ongoing. Further reception being trialled at MSP. 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 All staff have now been relocated into core offices. All building work will have been completed with the imminent completion of the final cycle shower/store in the Council house. An overarching review of the project will be carried out early in the new year 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 revision will be deferred pending the completion of the Transforming our workplace agenda and the wider review of the corporate property function. It will also encompass revisions to the Capital Strategy, This has determined a new scope/timetable (March 2015)
7.3d (A 257)	Develop phase 2 of the consolidated ICT service – review of operational processes and efficiency savings.	 ONTARGET Sandra Taylor A restructure of IT Services will be put in undertaken in the autumn. A structure has been drawn up and meetings with affected officers will take place in October. The restructure 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.
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.

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
		Budget equality sub-group meeting to ensure 2015/16 budget proposals comply with public sector equality duty. Annual review of equality 2014 prepared and submitted to Cabinet. Review of equality scheme commencing.
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
		No additional activities were planned for this quarter, although preparations were initiated to hold the moving forward together event in October
7.4c (A 253)	Implement the requirements of the Local Government Finance Act 2012 including: <ul style="list-style-type: none"> Managing the impact of transactional local Council Tax Reduction scheme Implementation of empty homes premium 	✓ ONTARGET Mike Williams
		The approved Year 2 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 monthly. Empty Homes Premium successfully applied to appropriate accounts from 1st April 2014. Some negative customer feedback received, however no impact on collection rate to date, although monitoring will continue.
7.4d (A 254)	Respond to the government's plans to reform other Welfare Benefits: <ul style="list-style-type: none"> 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
		Universal Credit - . 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 but Govt funding may cease from 31/03/15. Review undertaken and a small number of changes proposed. The original government decision to cease funding from 15/16 was declared unlawful and the government have undertaken a formal consultation on this issue.


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)	Continued; Respond to the government's plans to reform other Welfare Benefits: <ul style="list-style-type: none"> 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
		<p>Discretionary Housing Payments policy updated from April 2014. Both are being regularly monitored. 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.</p> <p>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 funding currently awaiting a response.</p>
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 Bowsher & Brendan Clifford
		<p>The 1st Care Act workshop took place Tuesday 7th October,1 workshop a week will be held until end of November. We have received an overwhelming response from Staff, providers, users of the service and carers to attend the sessions. Further information and presentations are available on the Making it Real Website.</p> <p>The project office is up and running. The Project Management Office are supporting the implementation of the Customer Journey, Better Care Fund, Care Act Implementation and Efficiency Deliveries. As with any major change project, there are a number of post-implementation issues that are currently being managed through.</p>

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
7.4f (A 634)	Continued; We will design and deliver services and systems that enhance quality of life and wellbeing and meet financial, legislative and demographic challenges.	<div>  ONTARGET Matt Bowsher & Brendan Clifford </div> <p>The Commissioning Team is being restructured to align closely with the customer journey. Commissioners will be directly linked with the three service areas. The new commissioning structure is now in place and 3 new strategic commissioners appointed. You will start to see commissioners attending team meetings to build upon established relationship and ensure we are working together to meet the needs of local people.</p>
		<div>  ONTARGET Andy Wright & Diane Shenton </div> <p>Provide support processes, advice & guidance on the implications of the Localism Act 2011 regarding;</p> <ul style="list-style-type: none"> • The general power of competence for local authorities • Community Rights to challenge • Community Rights to bid (Assets of Community Value) <p>The council has received its first nomination for an asset to be listed, although the nominating body is yet to prove validity. Accordingly, Corporate Property Group are due to take the decision</p>

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	<div>  ONTARGET Philip Tart </div> <p>Revised Constitution published and the 2014 review was submitted to Cabinet on 29th October</p>
		<div>  ONTARGET Iain Newman </div> <p>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</p> <p>Continued to develop work plan in accordance with agreed Information Governance Strategy. Progress overseen by Information Governance Board.</p>

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	<div> ONTARGET Teresa Reilly </div>
		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	<div> ONTARGET Teresa Reilly </div>
		<p>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.</p> <p>The strategy will link in with the Health and wellbeing strategy. Torch action learning projects commenced for cohorts 4-6</p>
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.	<div> ONTARGET Teresa Reilly </div>
		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, The briefings included how managers communicate the message to improve skills around Emotional Intelligence which appears to have been well received.

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	<div> ONTARGET Iain Newman </div>
		Updated Medium Term Financial Strategy approved by Cabinet on 3rd July 204 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.
7.7b (A 259)	Ensure best value through sound Procurement practice.	<div> ONTARGET Iain Newman </div>
		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.	<div> ONTARGET Iain Newman </div>
		Staff turnover and management reorganisation will impact 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 <div>Angela Moss</div>
		<p>Most Public Health Intelligence core health data sets are being received. Q2 has concentrated on applying the new alcohol attributable fractions to the hospital admissions data. Trying to re-establish links to other data sources e.g. GP data, bowel cancer screening data etc</p>
		<p>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.</p>
		<p>Maintaining regular reporting of the three outcomes frameworks (Public Health, NHS and Adult health and social care).</p> <p>The Director of Public Health Annual Report 2014 is being scoped.</p>

Section 5: Sickness Absence (Sickness Analysis for April 2014 to September 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	359.48	161.48	2.23	2.01%
Children's Services	6,935.71	1229.77	5.64	5.08%
DACHS	10,454.47	1,852.03	5.64	5.09%
Corporate Resources	2,659.17	759.62	3.50	3.15%
Urban Environment	6,160.15	979.09	6.29	*5.67%
Total	26,568.98	4,981.99	5.33	4.80%

All Employees

Schools Total	11,308.27	4,249.09	2.66	2.69%
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All Employees

AUTHORITY TOTAL	37,856.73	9,235.17	4.10	3.89%
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Sickness as a % of FTE days in 2013/14	9.52	4.50%		*of the 5.67% sickness in Urban Environment 3.95% was long term absence including serious accidents in Environmental Management.
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%		

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

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

Column B

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

(Number of months of report x working days per month x Column B) x 100

Section 6: LG Inform benchmarking group

Introduction

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 LG Inform service has been running since the summer of 2013 and over that time, the service has grown from a couple of hundred metrics to over 2,000 metrics about local authorities or of relevance to the work of local authorities. The majority of the metrics in LG Inform have been submitted by local authorities to Government who then publish the aggregate data to their schedule which, in some cases, can be months after the data was originally submitted.

LG Inform have been developing the next phase of the LG Inform story, collecting local data directly from councils. The ambition of this pilot was to, where appropriate; start to reduce the sector's reliance on nationally published data either through collecting new data items or providing more timely access to existing data on a provisional basis.

During a 12 week consultation on which metrics to include in the pilot exercise, over 400 votes were cast by authorities resulting in the following basket of indicators being selected for collection:

- Percentage of household waste sent for reuse, recycling and composting – quarterly
- Kg of residual waste per household – quarterly
- Average number of working days lost due to sickness absence per FTE (full-time equivalent) employee (including schools) - quarterly
- Average number of working days lost due to sickness absence per FTE (full-time equivalent) employee (excluding schools) - quarterly
- Number of formal complaints received - quarterly (this is to be used as a numerator for the metric 'number of formal complaints received per 10,000 population')

Whilst we there are only a small number of indicators, the project group are keen to see this basket grow and have set up a ['new metrics ideas'](#) forum on Knowledge Hub for you to use to post your suggestions or to comment on metrics suggested by other users. Once we have established there is demand for a certain metric, it will be added to the basket of those that we are collecting.

Section 6: LG Inform benchmarking group (Quarter 1 April 2014 to June 2014)

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

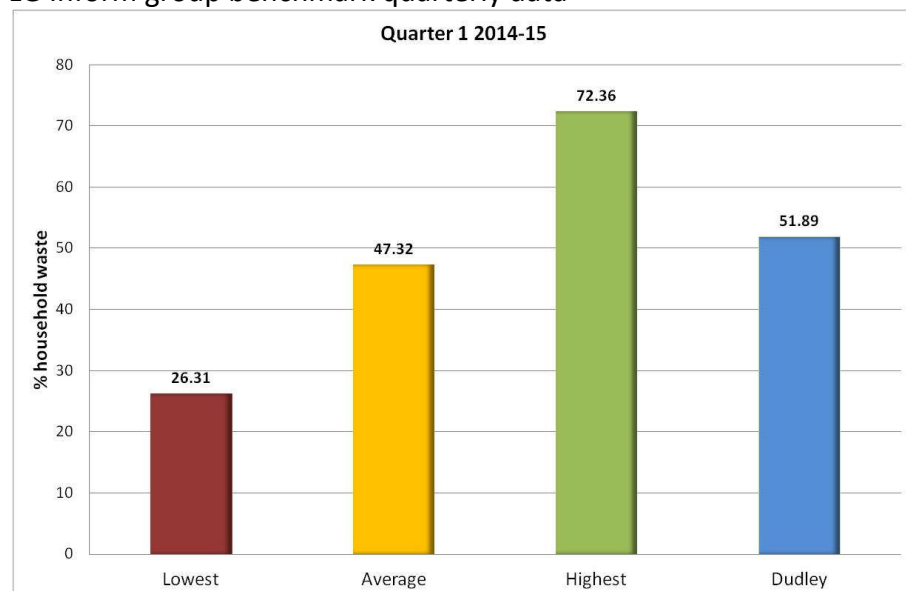
Polarity: High is good

Quartile range: (4th 26.31 to 41.44) (3rd 41.44 to 47.98) (2nd 47.98 to 51.36) (1st 51.36 > 72.36)

Dudley: 1st quartile 51.89 %

For this Pi there were 32 entries in this category of for single tier and county councils, these include 6 metropolitan boroughs.

LG Inform group benchmark quarterly data



Our current performance is 4.57% points above the average; this places us in the 1st quartile.

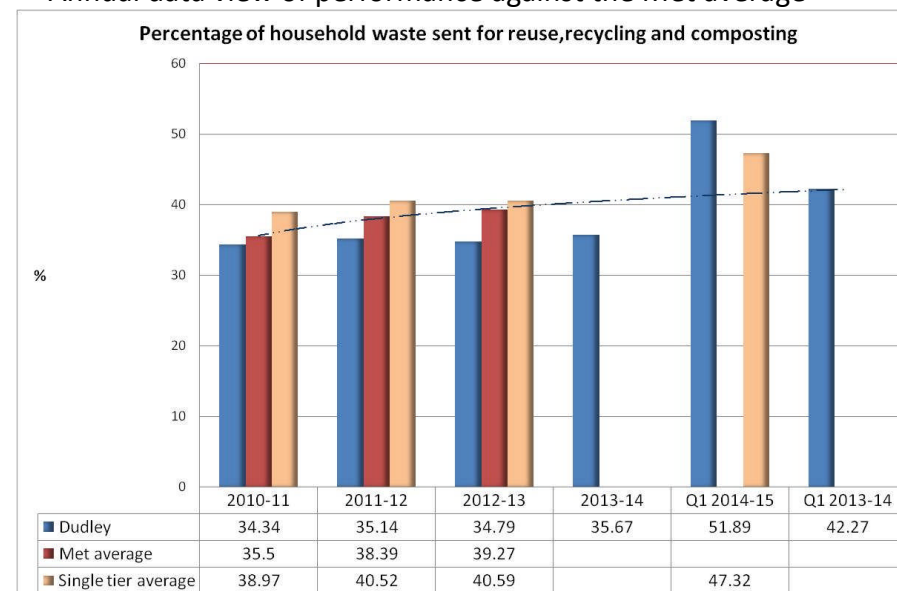
All authority figures for this PI are first estimate

Period: 2014/15 Q1 , Unit of measure:
Percentage of household waste



51.89

Annual data view of performance against the Met average



Validated annual average figures for Metropolitan boroughs, Single tier and Dudley's Q1 performance for the last 2 years, along with a Metropolitan borough trend projection.

(Generally Q1 yields a higher % score for any quarter in a financial year).

Section 6: LG Inform benchmarking group (Quarter 1 April 2014 to June 2014)

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 62 to 125) 2nd 125 to 145.4) (3rd 145.4 to 157) (4th 157 to 174.91)

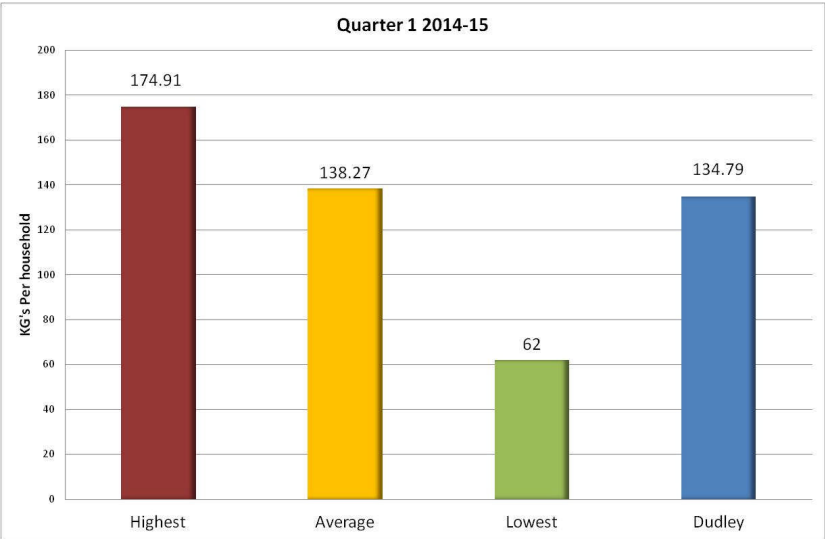
Dudley: 2nd quartile 134.79 kg's

For this Pi there were 29 entries in this category of for single tier and county councils, these include 5 metropolitan boroughs.

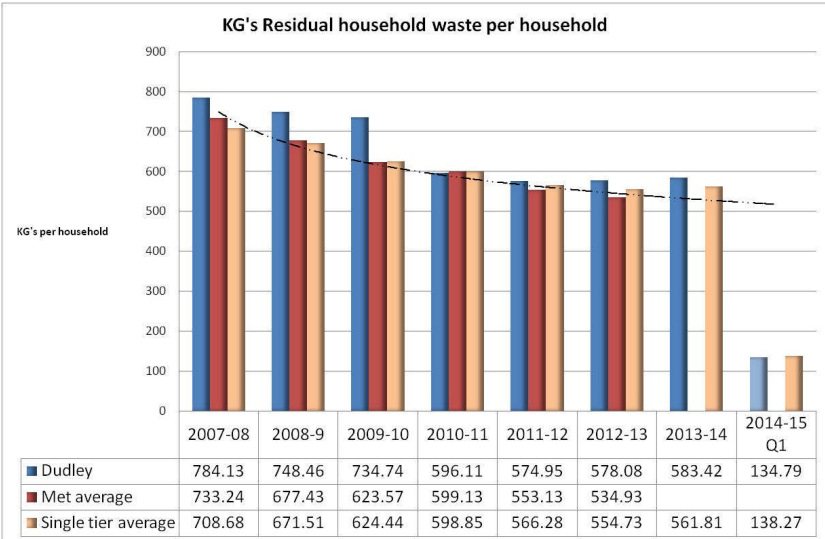
Period: 2014/15 Q1 , Unit of measure:
Kg per household



LG Inform group benchmark quarterly data



Annual data view of performance against the Met & Single tier averages



Our current performance is just above average for the benchmark group, this places us in the 2nd quartile.

When compared with the same quarter for 2013-14, we have improved by a reduction of residual waste of 12.78 kg's per household.

All authority figures for this PI are first estimate

The MET average has been reducing year on year since 2007-08, if 2014-15 follows a similar trend then the average could be as low as 540 kg's per household. This is a cumulative score over the financial year and each quarter produces very similar volumes. Maintaining Q1 score for the remaining financial year could yield a score of approximately 535kg's per household in Dudley.

Section 6: LG Inform benchmarking group (Quarter 1 April 2014 to June 2014)

PI 418: Average number of working days lost due to sickness absence per FTE employee including schools.

Source name: Local Government Association

Collection name: Local Collection

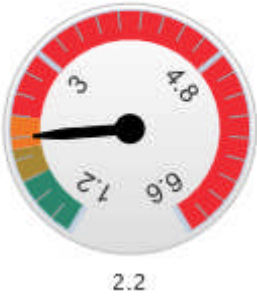
Polarity: Low is good

Quartile range: (1st 1.1 to 1.7) (2nd 1.7 to 1.9) (3rd 1.9 to 2.2) (4th 2.2 to 6.6)

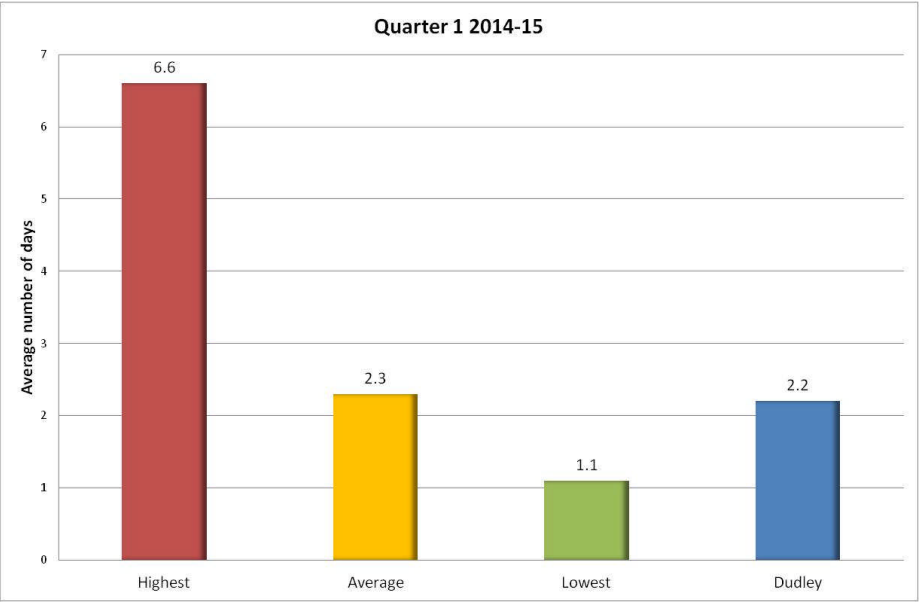
Dudley: 3rd quartile 2.2 days

For this Pi there were 23 entries in this category of for single tier and county councils, these include 7 metropolitan boroughs.

Period: 2014/15 Q1 , Unit of measure:
Days per FTE



LG Inform group benchmark quarterly data



Our current performance is in line with the average for the benchmark group and places us in the 3rd quartile.

(Also refer to section 5, page 56 sickness absence).

There has been a slight increase in days lost per FTE when compared with the same reporting period for 2013-14.

(There are no Met comparison data for this PI which includes schools)

Section 6: LG Inform benchmarking group (Quarter 1 April 2014 to June 2014)

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

Source name: Local Government Association

Collection name: Local Collection

Polarity: Low is good

Quartile range: (1st 1.1 to 1.9) (2nd 1.9 to 2.3) (3rd 2.3 to 2.5) (4th 2.5 to 8.2)

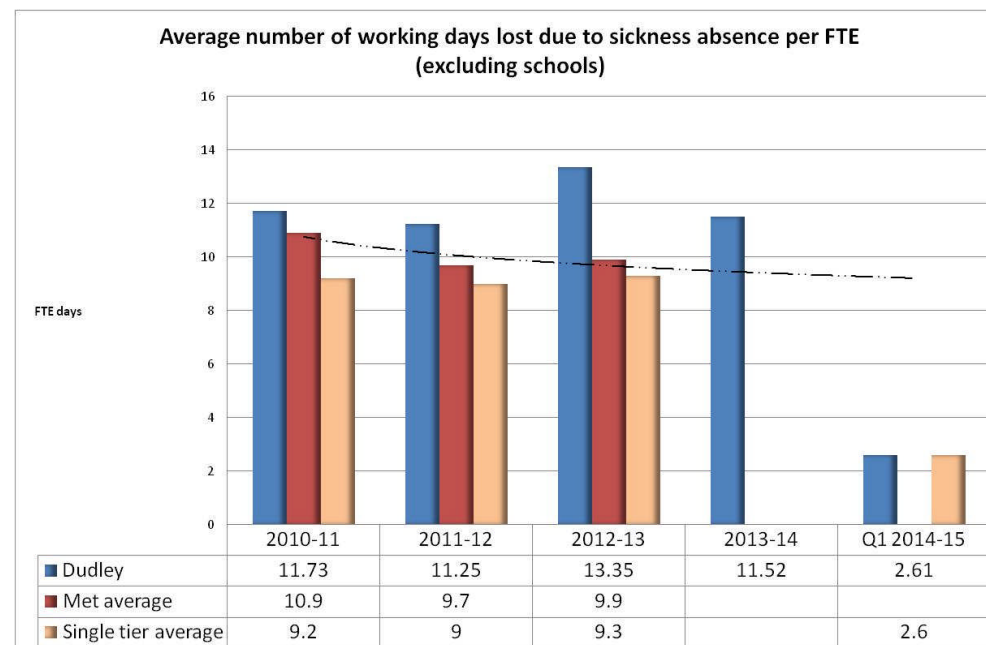
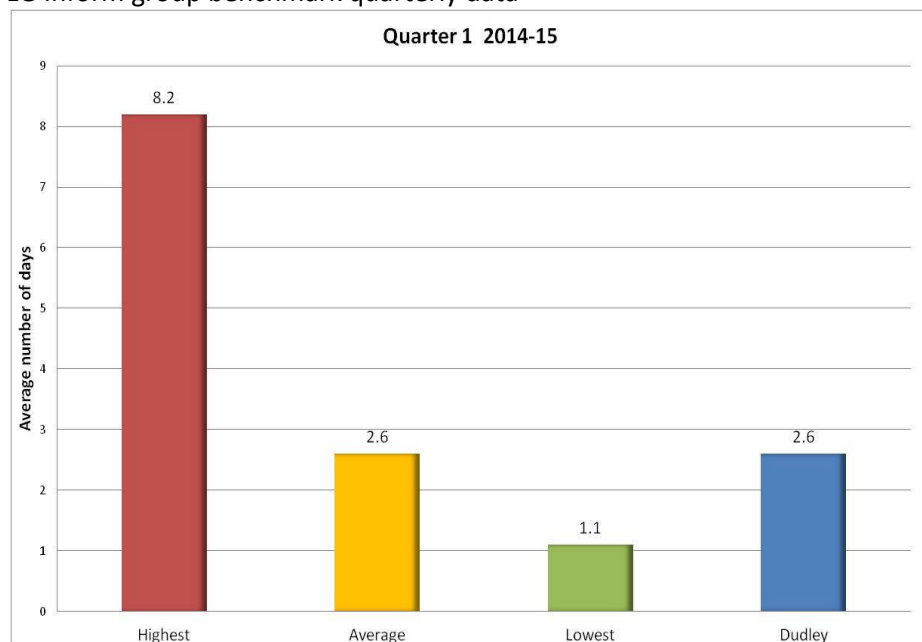
Dudley: 4th quartile 2.6 days

For this Pi there were 34 entries in this category of for single tier and county councils, these include 9 metropolitan boroughs.

Period: 2014/15 Q1, Unit of measure:
Days per FTE



LG Inform group benchmark quarterly data



Our current performance is average for the benchmark group; this places us in lowest end of the 4th quartile.

When compared with the same quarter for 2013-14, the average number of days per FTE has seen a slight increase from 2.09 days to 2.2 days.

The MET average has been reducing each year since 2010; if 2014-15 follows a similar trend then the Met average could be down to 9.2 days per FTE. This is a cumulative score over the financial year, and quarter 1 generally is the lowest score with the remaining quarters having a very slight seasonal increase.

Section 6: LG Inform benchmarking group (Quarter 1 April 2014 to June 2014)

Number of formal complaints received per 10,000 population.

Source name: Local Government Association

Collection name: Local Collection

Polarity: Low is good

Quartile range: (1st 0.19 to 3.44) (2nd 3.44 to 6.6) (3rd 6.6 to 14.57) (4th 14.57 to 46.63)

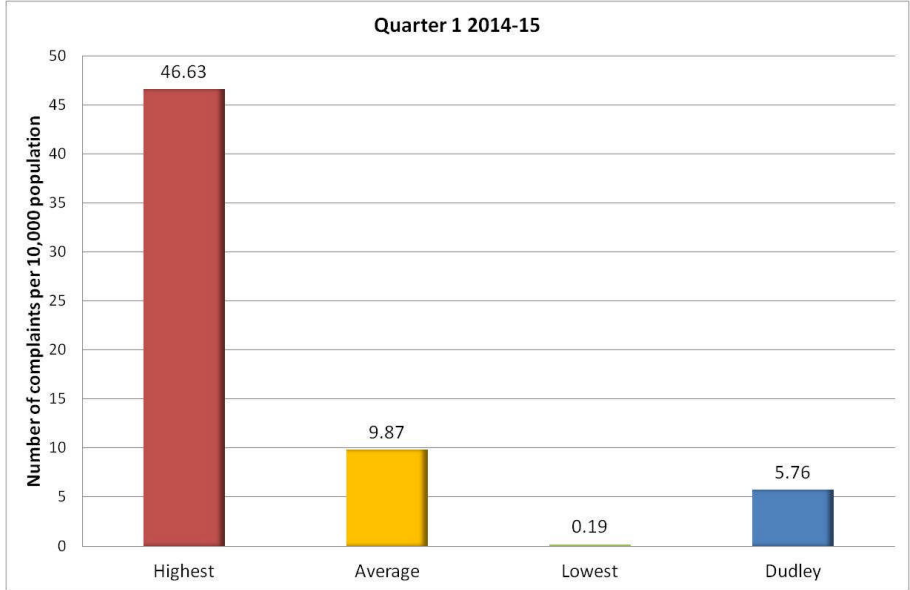
Dudley: 2nd quartile 5.79 complaints per 10,000 population

For this Pi there were 41 entries in this category of for single tier and county councils, these include 12 metropolitan boroughs.

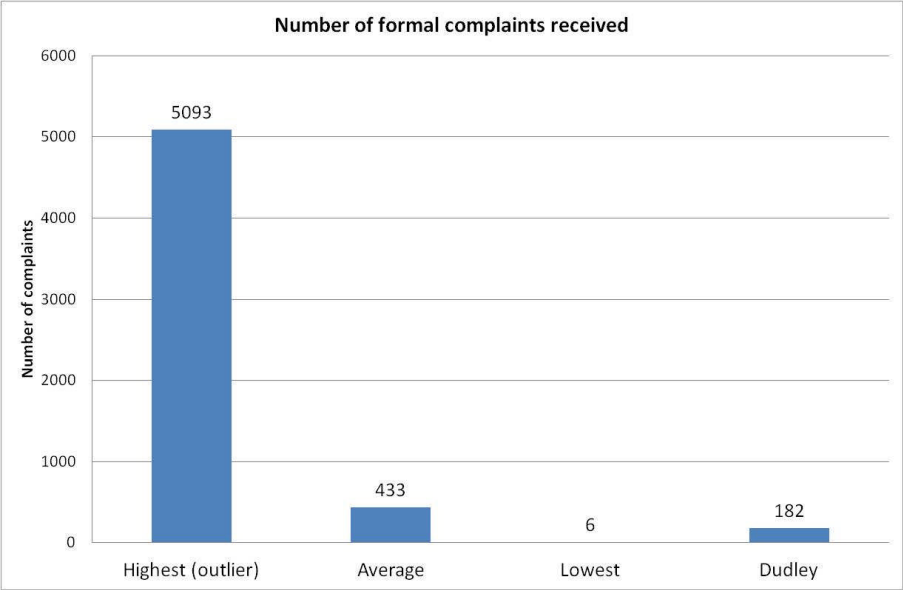
Period: 2014/15 Q1 , Unit of measure:
Complaints per 10,000 population



LG Inform group benchmark quarterly data



Unit measure: number of formal complaints received



Of the 12 Metropolitan boroughs in this benchmark group, 3 are in the 1st quartile , 2 including Dudley in the 2nd quartile , 3 in the 3rd quartile and 4 in the 4th quartile (4th quartile in excess of 14.57 complaints per 10,000 population)

Total number of complaints received in quarter 1 by Dudley compared with the Benchmark group. Current number of complaints considerably below average. (Also refer to section 7, page 63 customer feedback).

Section 7: Customer Feedback: April 2014 to September 2014

Introduction

To facilitate the quarterly monitoring of customer feedback, services are required to manage complaints and compliments on the corporate customer feedback system (M3).

Customer feedback data for this report has been extracted from this corporate system and contains personal information that should not be published. This corresponds with Ombudsman's view that it is neither necessary, nor desirable for the Council to make such details public. Therefore the information provided in this report is largely statistical in nature.

Details

Information in the headline summary contains compliments and two types of complaints, Statutory & Corporate.

Statutory Complaints

Social Care Statutory complaints have different timescales, with Adult Social Care complaints subject to a single stage review with flexible timescales to be confirmed within 10 working days and Children's Social Care complaints subject to a three stage process with the following timescales:

- Stage 1 within 10 working days
- Stage 2 within 25 working days
- Stage 3 within 30 working days

Corporate complaints

For corporate complaints there is a 3 stage process procedure

Stage 1 response timescales are;

- Acknowledge receipt of complaint within 5 working days
- Provide a full response within 20 working days.

Stage 2 If you remain dissatisfied with the outcome of your complaint, you can take your complaint further by contacting the appropriate senior manager detailing why you remain dissatisfied.

Stage 3 If your issue is not resolved following stage 2, you can contact the Council's Chief Executive in writing at the address given.

1. Headline summary

Customer feedback received between **1st April and 30th September**.

The council has received;

- 120 Statutory complaints(Adult Social Care: 79 - Children and Families Social Care: 41)
- 405 Corporate complaints
- 284 Customer compliments

We also receive anonymous customer feedback. Whilst all feedback is potentially useful, we continue to record the information on the system, it is difficult sometimes to investigate, impossible to respond to and open to abuse. Anonymous feedback is not included in this report.

The remainder of the report focuses on **corporate customer feedback**.

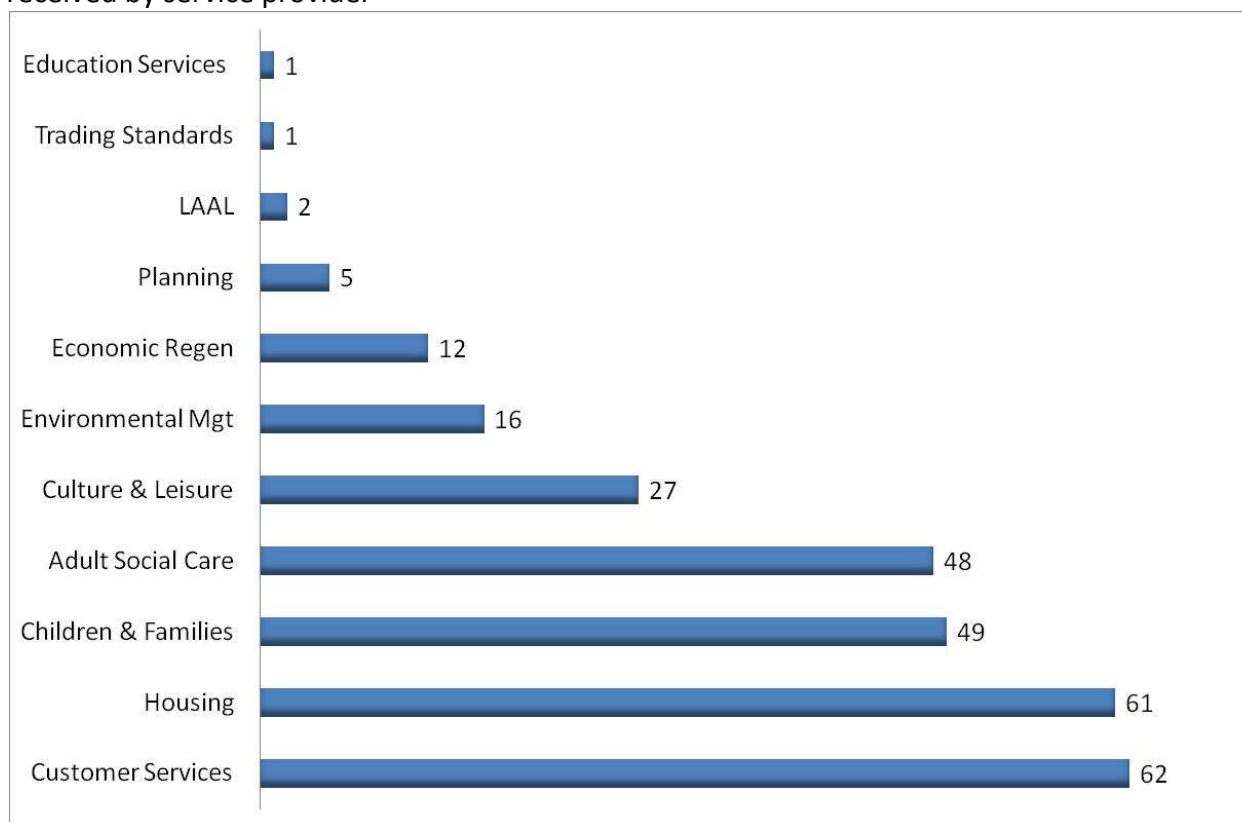
2. Customer Compliments: Number of Compliments received by service provider

In addition to looking at each compliment by service provider, we identify the nature of the compliment.

To date the majority of compliments received fall into two categories.

- Service quality (43%)
- Service delivery (38%)

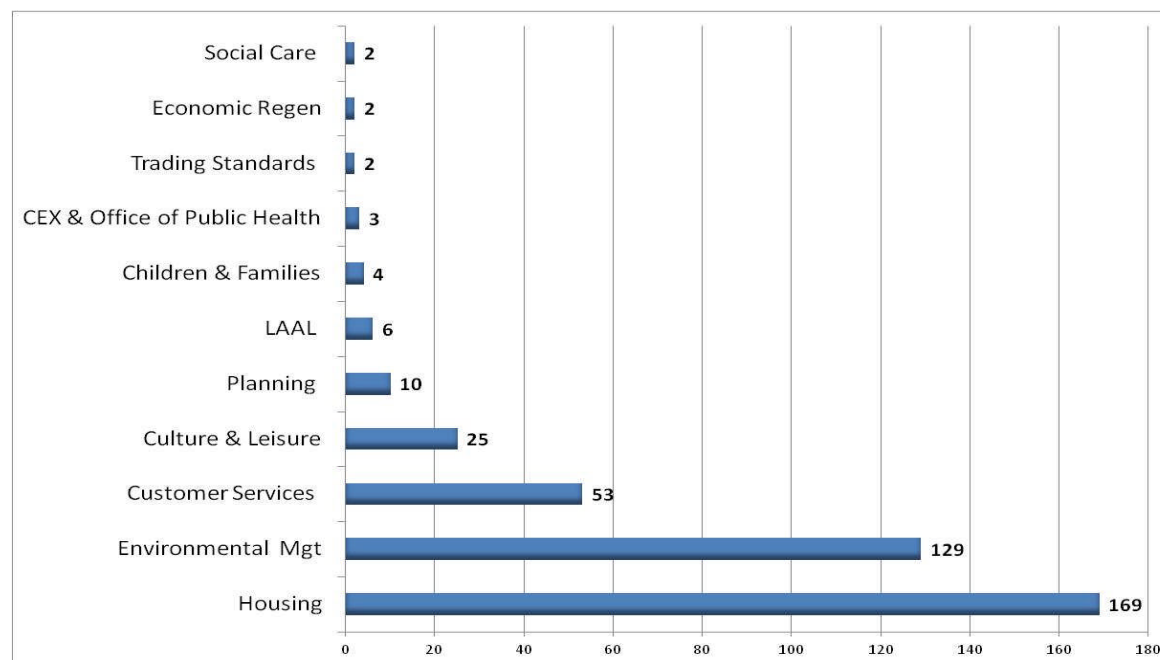
The chart provides information on compliments received by each service provider.



3. Corporate Complaints: The council received 405 corporate complaints during the first half of the financial year; these are further broken down to service provision.

It should be noted that the number of complaints per service does not necessarily provide a direct correlation with the standard of customer service provided, service results can be influenced by the type of service provided and the customer base.

A benchmarking exercise is in operation with other local authorities facilitated by the Local Government Association, and is detailed in section 6, page 57 of this report.

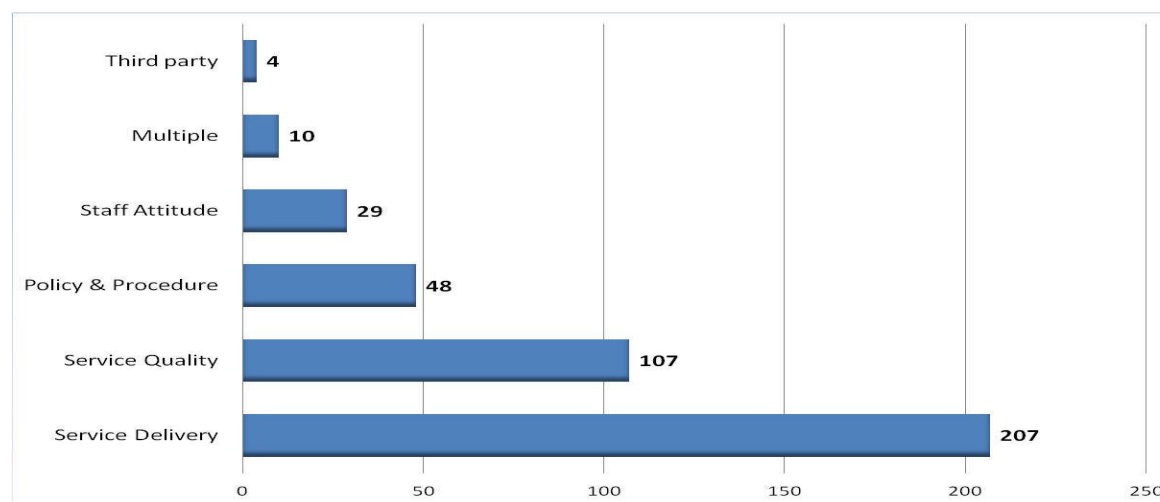


On receipt of a complaint the root cause (or nature of the complaint) is identified.

The analysis of the root cause of complaints received has shown the majority fall into three categories.

- Service delivery (51%)
- Service quality (26%)
- Policy & Procedure (12%)

The chart provides information of the root cause of the total number of corporate complaints.



4. Complaints process handling

When handling complaints we aim to contact the customer within 5 working days to acknowledge receipt of their complaint and provide a full response within 20 working days. Of the 405 corporate complaints received;

- 100% of complaints acknowledged within 5 working days
- 83.46% of complaints given a full response within 20 working days.

There can be some delays in responding to complaints; this usually happens when we need to investigate the complaint in more detail or need more information from one of our partners to make sure we deal with the complaint satisfactorily.

5. Complaints outcome

The outcome for the complaints that received a full response within 20 working days is as follows;

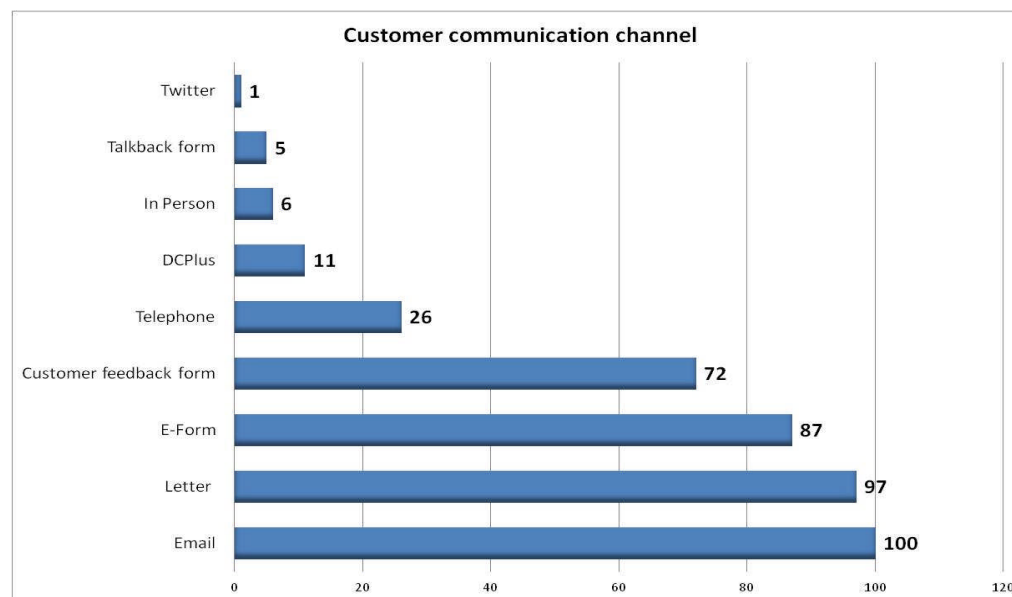
- 41 % of complaints upheld (i.e. justified)
- 39 % of complaints Not upheld (i.e. not justified)
- 14.8 % of complaints partially upheld
- 5.92% (20) complaints progressed to stage 2

6. Customer communication channel

We endeavour to ensure that making a complaint is easy, and provide numerous channels for customers to make complaints via telephone, email/ internet, or by mail/leaflet and in person at any council building.

The four main communication channels being used by our customers are

- Email (25%)
- Letter (24%)
- E-Form (21%)
- Customer feedback form (18%)



Section 8: 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.

Risk Ref	The Risk	Risk Owner	Risk rating 2014-15			
			Q1	Q2	Q3	Q4
ORG0001	Potential implications of equal pay settlements	Phil Tart	Moderate (8)	Moderate (8)		
ORG0002	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)		
ORG0003	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)		
ORG0007	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)		
ORG0013	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)		
ORG0017	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)		
ORG0019	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)		
ORG0021	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)		

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

Geoff Thomas



815270



geoff.thomas@dudley.gov.uk

Michael Wooldridge



814737



michael.wooldridge@dudley.gov.uk

For additional performance reports please visit:

<http://www.dudley.gov.uk/council-democracy/performance-matters-in-dudley/performance-reporting/>