



## Corporate quarterly performance management report **2013-2014**

---

**Quarter 2**

July 1<sup>st</sup> 2013 to September 30<sup>th</sup> 2013

## Contents

---

**Section 1: Introduction** **Page 3**

**Section 2: Performance summary** **Page 4**

**Section 3: Reporting on Council Action Plan Priorities**

1. Young People **Page 7**

2. Regeneration, skills and employment **Page 11**

3. Tackling crime, fear of crime and anti-social behaviour **Page 17**

4. Caring for the elderly and vulnerable **Page 21**

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

6. Cleaner, greener and environmentally friendly **Page 39**

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

**Section 4: Sickness Absence** **Page 56**

**Section 5: Corporate Risks** **Page 57**

## Section 1: Introduction

---

This Quarterly Corporate Performance Management Report highlights performance for the period July 1<sup>st</sup> 2013 to September 30<sup>th</sup> 2013. It provides specific information detailed in the Council Plan 2016, relating to performance indicators and key actions. Enabling us to monitor progress towards our vision where;

“To make Dudley amongst the best places in Britain in which to live and work; and one that we can all be proud of.

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 quarterly reported performance indicators and key actions.  
 Number of performance indicators due for reporting this quarter: **40**  
 Number of key actions due for reporting this quarter: **110**

### Performance Indicators status

(see Chart 1)

★ **8**

Exceeds target

● **8**

On target upper tolerance

● **11**

On target lower tolerance

▲ **11**

Below target

1 Pi outturn data due Nov/Dec. see page 17  
 1 Pi no target applied

### Short term trend status

(see Chart 2)

↗ **21**

Short-term trend Improved

→ **1**

Short-term trend Consistent

↘ **13**

Short-term trend Worse

4 pi's with no trend value due to reporting frequency (3 times /year) see page 39  
 1 Pi outturn due Nov/Dec

Chart 1: Performance indicator summary

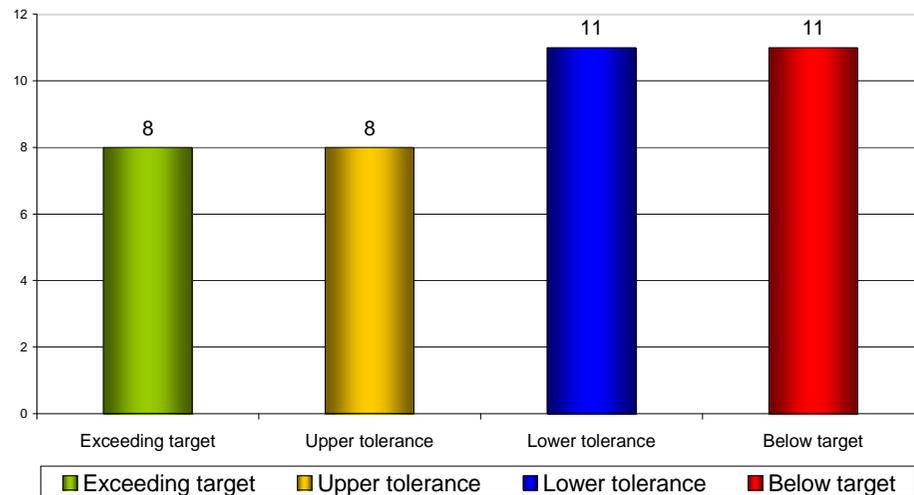
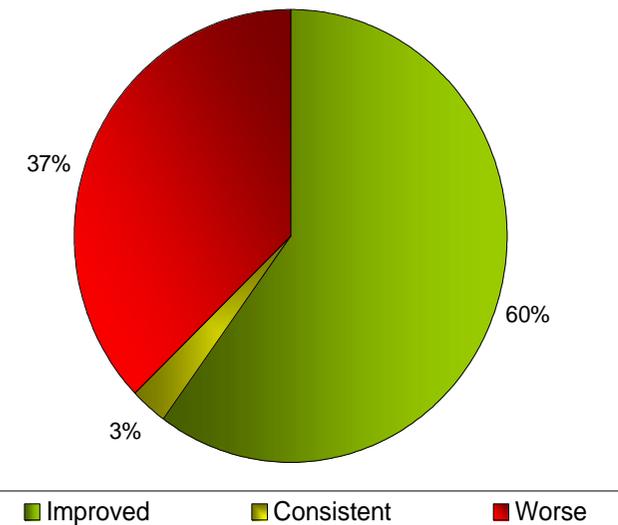


Chart 2: Short-term trend



Quarter 2 Status: **71%** of 38 performance indicators either on target or exceeding target.

Previous quarter status 70% of 35 performance indicators.

37% of performance indicators showing a worsening short-term trend compared with quarter 1 outturn.

**Action plan status:** 100 of key actions progressing to action plan milestone target dates, 7 making excellent progress and 3 behind schedule.

Action plan progress status1

★ **7**

Excellent progress Ahead of schedule

✓ **100**

Good progress On schedule

▲ **3**

Fair progress Behind schedule

Actions behind schedule  
 A 380: page 19  
 A 54: page 20  
 A298: page 55

## Section 2: Performance Summary cont'd

The following tables identify performance indicators;

- Where the score status is below target for the reporting quarter, including its respective short-term trend.
- All performance indicators with a trend status worsening, including its respective score status.

11 Pi's below target, of which 9 have trend values. (4 Pi trends improving, 1 Pi trends consistent and 4 Pi trends worsening).

Performance indicators below target  (refers to chart 1)	Q2 trend	Priority & reference to comments
<b>PI 154:</b> % of Care leavers in employment, education and training	 improving	<b>Young people:</b> see exception comments on page 7
<b>PI 434:</b> Average time (days) to match a child to an adoptive family.	 improving	
<b>PI 666:</b> Number of primary schools in an OfSTED category	 Consistent	
<b>PI 668:</b> Number of secondary/special schools in an OfSTED category	 Worse	
<b>PI 170:</b> Credit Union share to loan ratio	 improving	<b>Regeneration, skills and employment:</b> see exception comments on page 11
<b>PI 67:</b> Number of eligible cohort receiving a health check	 Worse	<b>Health and wellbeing:</b> see exception comments on page 30
<b>PI 195:</b> Improved street & environmental cleanliness – Fly posting	-	<b>Cleaner , greener and environmentally friendly:</b> see exception comments on page 39
<b>PI 197:</b> Improved street & environmental cleanliness - Litter.	-	
<b>PI 145:</b> Average number of days lost per lost time accident at work.	 improving	<b>Community Council People being served better:</b> see exception comments on page 48
<b>PI 35:</b> Percentage of employees declaring they have a disability.	 Worse	
<b>PI 95:</b> Speed of payment of suppliers (** see page 6)	 Worse	

## Section 2: Performance Summary cont'd

The following table identifies performance indicators with a worsening short-term trend.

Performance indicators with a worsening short-term trend  (refers to chart 2)	Q1 Score	Q2 Score	Priority
<b>PI 432:</b> Number of Looked After Children per 10,000 of the child population. (Rate)			<b>Young people:</b> see scorecard on page 7
<b>PI 668:</b> Number of secondary/special schools in an OfSTED category			
<b>PI 325:</b> Number of adults in English and Maths programmes			<b>Regeneration, skills and employment:</b> see scorecard on page 11
<b>PI 340:</b> Overall Recorded Crime			<b>Tackling crime, fear of crime and anti-social behaviour:</b> see scorecard on page 17
<b>PI 281:</b> Number of assaults with less serious injury			
<b>PI 335:</b> Number of reported incidents of criminal damage			
<b>PI 675:</b> Number of eligible cohort offered an NHS health check			<b>Health and wellbeing:</b> see scorecard on page 30
<b>PI 66:</b> Number of eligible cohort offered an NHS health check			
<b>PI 67:</b> Number of eligible cohort receiving a health check			
<b>PI 258:</b> Number of lost time accidents at work			<b>Community Council, People being served better:</b> see scorecard on page 48
<b>PI 418:</b> Local authority working days/shifts lost per FTE due to sickness absence.			
<b>PI 35:</b> Percentage of employees declaring they have a disability.			
<b>PI 95:</b> **Speed of payment of suppliers ( first estimate)			

There are a total of 13 performance indicators in this category with a worsening short-term trend of which 4 have a below target score and short-term trend with a worsening rate.

- PI 668 & PI 67 both are below target -see page 7 and page 30 respectively.
- PI 35 reduced from lower target to below target – see page 48
- PI 95 reduced from upper target to below target.- see page 48

\*\* Quarter 2 outturn is based on 2 months figures and therefore is only an estimate.

The other 9 performance indicators remain either on target (6) or exceeding target (3)

## Section 3: Reporting on Council Action Plan Priorities

### 1. Young People

Priority summary status

 **0** Exceeds target     
  **0** On target upper tolerance     
  **2** On target lower tolerance     
  **4** Below target     
 1 Pi no target applied

Directorate	PI Number	Definition	12/13 Actual	13/14 Target	Q1 Actual	Q1 Score	Q2 Actual	Q2 Target	Q2 Score	Q2 Trend
DCS	PI 432	Number of Looked After Children per 10,000 of the child population. (Rate)	109.2	109	108.4		109.9	109		
DCS	PI 660	Number of children in need per 10,000 of the child population. (Rate)	New	400	469	-	468.8	No target applied	-	
DCS	PI 154	% of Care leavers in employment, education and training	50%	100%	60%		66.7%	100%		
DCS	PI 434	Average time (days) to match a child to an adoptive family.	299	182	386 days		340 days	182 days		
DCS	PI 120	% of 16 to 18 year olds who are not in education, employment or training (NEET)	New	7.5%	7.6%		7.3%	7%		
DCS	PI 666	Number of primary schools in an OfSTED category	New	0	3		3	0		
DCS	PI 668	Number of secondary/special schools in an OfSTED category	New	0	1		2	0		

#### Comments:

PI 432	The number of Looked After Children has risen within the quarter by 14. LAC figures exclude overnight short breaks.
PI 660	The trend over time continues to rise. Detailed assessment and support work is being undertaken with those children most in need. Other forms of support are provided to children whose needs are less acute but overall services are finding it very difficult to keep place with demand.
PI 154	In quarter 2, 2 out of 8 (66.7%) young people who have been in care were in education employment and training on their 19th Birthday. The remaining 6 are being monitored and support is provided when opportunities arise.
PI 434	The figure has improved this quarter due to 3 matches occurring within a short timescale. However the number of days was affected by matching of a complex sibling group of 2 which took 1 year and 5 months.
PI 666	No new schools in category. 3 schools; 2 special measures, 1 serious weaknesses. ~ 1 primary academy remains in serious weaknesses.
PI 668	Two schools in an Ofsted category. The school in an Ofsted category in Qrt1 was seen (by HMI) to be making reasonable progress towards its removal from special measures. The most recent school, end of summer term 2013, has not had an HMI monitoring visit in this quarter so no comment on progress.

## 1. Young People

### Objective 1 Ensure that Looked After Children have good care, security, stability and achieve the best possible outcomes

Ref (SPECTRUM)	Key Activities	Status	Progress	Lead Officer
1.1a (A 14)	Ensure that looked after children have good care, security, stability and achieve the best possible outcomes	✓	<p>There is evidence that care arrangements are ensuring good care, security, stability and outcomes. Good educational outcomes being achieved with the number of young people progressing into higher education increasing, and more care leavers in employment, training or education generally.</p> <p>New approaches to health checks are being piloted for those leaving care and foster carers e.g. Do it Yourself checks on the Workplace Health and Wellbeing Programme.</p> <p>The stability of placements (placement moves) continues to be good and the length of placements has also improved compared to Q1.</p> <p>A further 6 children have been adopted and the length of time taken to match children with their adopters shows some improvement over Q1. Inspection judgements for our Children's Homes are two outstanding, one good and one adequate.</p>	Pauline Sharratt

### Objective 2 Ensure children and young people are safe from abuse and neglect

1.2a (A 13)	Ensure children and young people are safe from abuse and neglect	✓	<p>We are working effectively to ensure that vulnerable children and young people are safe from maltreatment and neglect. Social Care Services continue to work in a context of rising demand and resource pressures, with recently reported national Serious Care Reviews exerting an influence.</p> <p>Neglect continues to be the highest category of need for children on Protection Plans. Actions include: the Directorate, with Partners is driving forward effective intervention through roll out of 'Signs of Safety' training; the implementation of a new Child Sexual Exploitation toolkit ;and the development of practice guidance on neglect.</p> <p>Families are being successfully engaged in the Troubled Families Programme and a new Pre-Proceedings Protocol has now been launched to meet the requirements of national policy to provide earlier intervention and reduce Court timescales when decisive action has to be taken to issue proceedings.</p>	Pauline Sharratt
----------------	--	---	---	------------------

Objective 3 Improve outcomes for children aged 0-11 years (early years and primary)				
Ref (SPECTRUM)	Key Activities	Status	Progress	Lead Officer
1.3a (A 15)	Improve outcomes for children aged 0-11 years (early years and primary)	✓	76% of primary age pupils now have the opportunity to attend a good or outstanding school. 87% of Early Years settings are rated good or better.	Trish Brittain
Objective 4 Improve outcomes for children aged 11-19 years (or aged 25 for those with disabilities)				
1.4a (A 16)	Improve outcomes for children and young people aged 11 – 19 years (or aged 25 for those with disabilities)	✓	54% of secondary age pupils now have the opportunity to attend a good or outstanding school. Action plans in place within all others secondary schools to improve performance.	Huw Powell & Jane Porter
Objective 5 Improve the health and wellbeing of children and young people				
1.5a (A 260)	To improve key health outcomes for children and young people in Dudley, targeting those indicators which fall below the national average	✓	Overall satisfactory progress has been made during quarter 1 in developing our critical actions to secure improvements in relation to this objective. Raising levels of performance to bring outcomes into line with the national average will be a long term project. The rate of reduction in teenage conceptions is encouraging.	Ian McGuff
1.5b (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	✓	<p><b>Physical Activity.</b> Exercise referral for young people 12-16 agreed with council colleagues, marketing plan developed to publicise within primary care and the public. Delivered input to the green spaces for health summer programme and Play week, both with excellent attendances. Commissioned providers on track with targets.</p> <p><b>Food and Nutrition services.</b> 3 schools achieved the Dudley Food for Health Award. Commissioned providers on track.</p> <p><b>Healthy Schools.</b> Commissioned the Health Related Behaviour Questionnaire for all Dudley schools.</p>	Karen Jackson & Diane McNulty

**Objective 5 Improve the health and wellbeing of children and young people**

Ref (SPECTRUM)	Key Activities	Status	Progress	Lead Officer
1.5b (A 263)	<p><b>Continued;</b> Commission or provide a range of primary prevention programmes and lifestyle services for children and young people in schools, youth and college settings</p>	✓	<p><b>Obesity Prevention.</b> Supported 24 schools to develop their Whole School Obesity Prevention Plan. Developing 'Cooking in the Curriculum' programme for primary schools. Whole School Fit4Life club coordinated in 7 schools. Commissioned the Food Dudes Programme to be offered to the 44 remaining primary schools.</p> <p><b>Risk Taking Behaviour:</b></p> <ul style="list-style-type: none"> <li>•Drop-in sexual health/contraception sessions commenced at Learning Centre – 2 delivered</li> <li>•Planned and delivered of a school off timetable Sex and Relationships Education (SRE) themed day .</li> <li>•1 further school recruited for Whole School Approach to SRE</li> <li>•2 primary schools supported with SRE policy rewrites</li> <li>•Training session delivered to School Health Advisors</li> <li>•Commissioned and delivered 2 days of workshops in post 16 education</li> </ul> <p>Commissioned 'R U Different' social norms programme for all Dudley schools year 9 students which tackles risk taking behaviour</p> <p><b>Tobacco Education</b></p> <ul style="list-style-type: none"> <li>- Kick Ash -59 arts &amp; health sessions delivered as part of summer programme.130 young people participating and their work will be exhibited in a roadshow planned for Jan 2014</li> <li>-The Resistance-12 schools recieved tobacco education programme- 2,253 students participating</li> </ul> <p><b>Stop Smoking</b></p> <ul style="list-style-type: none"> <li>- Moo Moo delivered stop smoking sessions in 5 secondary Schools and 2 colleges. 91 young people set a quit date with 43 remaining quit at 4 weeks</li> </ul>	Karen Jackson & Diane McNulty

## 2. Regeneration, Skills and Employment

Priority summary status

 **3** Exceeds target    
  **1** On target upper tolerance    
  **5** On target lower tolerance    
  **1** Below target

### Quarterly Performance Indicator Scorecard

Directorate	PI Number	Definition	12/13 Actual	13/14 Target	Q1 Actual	Q1 Score	Q2 Actual	Q2 Target	Q2 Score	Q2 Trend
DACHS	PI 7	Number of adults engaged in informal learning or events	4237	4000	544		<b>2232</b>	<b>2000</b>		
DACHS	PI 325	Number of Adults in English and Maths programmes	762	750	327		<b>387</b>	<b>400</b>		
DACHS	PI 329	Number gaining employment (following a learning intervention)	101	100	24		<b>49</b>	<b>50</b>		
DACHS	PI 405	Total number of Adults participating in learning	5891	6000	1813		<b>2448</b>	<b>2500</b>		
DACHS	PI 424	Number of learners in IT programmes	1244	1200	192		<b>465</b>	<b>480</b>		
DACHS	PI 425	Number of adults participating in family learning	1402	1200	235		<b>377</b>	<b>380</b>		
CEX	PI 406	Total number of Credit Union members	3715	>4000	3824		<b>4012</b>	<b>3860</b>		
CEX	PI 170	Credit Union share to loan ratio	71	80	65		<b>66.45</b>	<b>80</b>		
CEX	PI 79	% of working age people claiming Job Seeker's Allowance	5.3%	< 5.3%	4.9%		<b>4.6%</b>	<b>5.3%</b>		
CEX	PI 280	Number of working age people claiming Job Seekers Allowance	10351	<10351	9657		<b>8975</b>	<b>1031</b>		

#### Comments:

PI 170	Reason for low loan to share ratio is due to a more prudent loans policy adopted by us in these recessionary times in order to minimise our exposure to risk coupled with the fact shares have increased naturally during the year as we have & continue to attract saving members.
--------	---

## 2. Regeneration, skills and employment

Objective 1 To create a thriving local enterprise economy				
Ref (SPECTRUM)	Key Activities	Status	Progress	Lead Officer
2.1a (A 19)	To work with partner agencies to ensure those wishing to establish new enterprises have access to maximum support	✓	<p>To date the Dudley Business Loan Fund has supported 27 local businesses, created 60 jobs and safeguarded 225. In addition the Fund has supported 4 Black and Minority Ethnic businesses and supported 8 women-led businesses.</p> <p>At total of £118k in grants and loans has been allocated from the Community Enterprise Fund supporting 11 new ventures.</p> <p>The Black Country 'Growing Opportunities, Local Delivery' project has now been approved by the Department for Communities and Local Government. This project will provide tailored support to 480 start-up small and medium-sized businesses by providing access to business grants for capital equipment and professional business support advice. This project will go live in December 2013.</p>	Rupert Dugdale
2.1b (A 20)	To support a thriving local enterprise economy through effective regulation	✓	For the first half of the year 100% of high and 95% of medium risk premises inspections that were due a food standards inspection by Trading Standards were carried out. This work relates to ensuring access to good quality food which is correctly labelled, described and complies with compositional standards.	Nick Powell
2.1c (A 36)	To monitor implementation of the Black Country Core Strategy annually	✓	The Authorities Monitoring Report is being produced currently with a view for publication before December 2013, in line with Service Plan timeframe.	Annette Roberts
Objective 2 To Increase the number and diversity of businesses attracted to the borough				
2.2a (A 24)	To work proactively with the development industry & business community to promote Dudley as a location for new investment & to facilitate the growth of existing businesses	✓	<p>A second Black Country-wide "Meet the Funder" event will be held on 29th January 2014. The event will provide an overview of all existing and emerging funding opportunities for new and existing businesses.</p> <p>One to one sessions will be held with all attendees to discuss the most appropriate funding pot according to the requirements of each company (e.g. new equipment, refurbishment of premises and export).</p> <p>Expressions of Interest will be sought from Dudley companies.</p>	Rupert Dugdale

Objective 2 To Increase the number and diversity of businesses attracted to the borough				
Ref (SPECTRUM)	Key Activities	Status	Progress	Lead Officer
2.2a (A 24)	<b>Continued;</b> To work proactively with the development industry & business community to promote Dudley as a location for new investment & to facilitate the growth of existing businesses	✓	<p>The Council and New Heritage Regeneration are working with potential developers of a number of projects including the 3 major food stores in Dudley Town Centre in respect of which 3 planning applications have been approved.</p> <p>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.</p>	Rupert Dugdale
2.2b (A 23)	Seek to develop/provide affordable studio space in the borough for creative industries	★	<p>A number of new tenants have moved into the Red House Cone including the Brierley Hill Crystal retail area shared with a copper wheel engraver, a local sign writer, shop fitter, Artist and a lithographic artist.</p> <p>It has also allowed businesses to relocate to new units in this area; one business has expanded to a limited company and taken on a new business partner. During quarter one 2014/15 we are looking to extend the area covered by the existing Coffee House and expand into the ground floor</p> <p>In essence the work on the former Stuart Crystal buildings has created 8 new studios , 7 are occupied and another will be occupied in the Spring with the expansion on the Coffee House</p> <p>Total studios rented on site are 17, 1 further to be rented in Spring and potential 5 more studios to be rented.</p>	Duncan Lowndes
Objective 3 Improve the vibrancy and attractiveness of the Borough's town centres				
2.3a (A 25)	To deliver the regeneration framework for the borough through Area Action Plans and Development Strategy Development Plan Document	✓	Stourbridge and Halesowen Area Action Plans have been adopted in line with the Local Development Scheme. The Development Strategy and the Dudley Area Action Plan have commenced in line with the Local Development Scheme.	Annette Roberts
2.3b (A 26)	To deliver Area Action Plans for the town centre's of Halesowen and Stourbridge in accordance with approved Local Development Scheme	✓	Stourbridge and Halesowen Area Action Plans have been adopted in line with the Local Development Scheme	

Objective 3 Improve the vibrancy and attractiveness of the Borough's town centres				
Ref (SPECTRUM)	Key Activities	Status	Progress	Lead Officer
2.3c (A 27)	To deliver actions against the existing Area Development Framework for Dudley Town Centre, Brierley Hill Area Action Plan, & emerging action plans for Stourbridge & Halesowen	✓	<p>Dudley Townscape Heritage Initiative (THI): Work is complete on the 270-272 Castle Street, Charlton House and Holloway Chambers projects and is nearing completion on the landmark Co-op building. A Phase 2 THI bid for the town centre was submitted at the end of August with a decision expected by January 2013</p> <p>Dudley Market Place; a series of planning applications for the scheme have been approved, preliminary works and surveys are complete and the £1.2m contract for the first phase of the works has been awarded for a start on site in January 2014</p> <p>The Council and New Heritage Regeneration are working with the potential developers of 3 major food stores in the Town Centre (Cavendish and Falcon House projects) in respect of which 3 planning applications have been approved</p> <p>Castle Hill: Work is well underway on the construction of the major access route into the site and detailed design is underway for the new zoo entrance.</p> <p>Brierley Hill: Following approval by Cabinet in March 2012, detailed proposals are being prepared for a Local Enterprise Zone for The Waterfront with a view to approval by Cabinet in February 2014 for the scheme to commence in the 2014 financial year. The Council and New Heritage Regeneration are working with Brierley Hill Churches Together on the proposed Crossway Community Services Hub.</p> <p>The Council is continuing close liaison with the business community to ensure that the positive benefits of the new Crown Centre, for which the Tesco store and car park has opened in October.</p>	Rupert Dugdale
2.3d (A 21)	Development of a new Tourism Strategy & Action Plan for the Borough	✓	Tourism Summit held with key partners and new tourism prospectus to be developed during 2013/14 highlighting developmental and marketing activity for the borough's key tourism asset.	Phil Coyne

**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 Activities	Status	Progress	Lead Officer
2.4a (A 28)	Working with partners & other agencies to reduce levels of worklessness by supporting local people into local jobs through the provision of employability skills & training	✓	<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 latest performance data was released by the Department for Work and Pensions at the end of March 2013. In Dudley, 8,380 unemployed have been referred onto the Work Programme. Of these referrals, 33% are aged 18-24, 22% aged 25-34, 20% aged 35-44, 25% aged 45+.</p> <p>In terms of job outcomes, 920 Dudley residents (11% of all 8,380 referrals) are currently in employment after being referred to the Work Programme from Jobcentre Plus. Of these, 41% are aged 18-24. 23% aged 25-34, 19% aged 35-44 and 17% aged 45+.</p>	Rupert Dugdale
2.4b (A 30)	Work with Adults, Children and Families to develop their learning skills and future employment prospects	✓	<p>A range of engagement activities through the summer months to include Dudley Play week. Here parents and carers were encouraged to recognise the value of using nursery rhymes to embed key literacy and numeracy skills with the under 5s and produced a resource to continue to support learning at home.</p> <p>Bookstart Baby packs gifted 1245, Bookstart Treasure gifted 1147</p> <p>Creepy House Summer Reading Challenge 2013. Starters 3360, Finishers 2192-both are increases on previous years and exceed the targets.</p> <p>Library issues = 360,314 which includes 14,413 talking books, 695 ebook issues and 833 e-audiobook downloads.</p> <p>Number of additions to library stock - 16852</p> <p>Number of library supported reading groups: 36. Telephone reading group started in the Home Library Service in partnership with DeafBlind Society supporting 5 users. A new Teen Reading Group set up at Dudley Library started on 3rd July.</p> <p>Number of community language book issues = 1584</p>	Andrea Pope-Smith

Objective 5 To alleviate hardship suffered by households resulting from low incomes and vulnerable to changes with the economy				
Ref (SPECTRUM)	Key Activities	Status	Progress	Lead Officer
2.5a (A 32)	Castle & Crystal Credit Union to provide efficient and cost effective financial services.	✓	New website with on line joining, account opening & loan application functions, smartphone compatible, to go live this winter. New automated phone system being trialled & tested ready to launch early new year.	Dharminder Dhaliwal
2.5b (A 202)	Deliver targeted marketing, promoting financial services	✓	Action plan in place utilising local media websites , payroll inserts with stakeholders & social media in order to raise awareness of new on line services & products	
2.5c (A 203)	Deliver homeless grant loans on behalf of the Directorate of Adult, Community & Housing Services	✓	We continue to administer homeless loans under the direction of the Directorate of Adult, Community & Housing Services. Approximately 12 loans per quarter with a value range £6k - £8k. Directorate of Adult, Community & Housing Services assess each candidate's loan application before the Credit Union administers the loan.	
Objective 6 Improve the transport network				
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	✓	Annual programme supported Integrated Transport Block grant has now been agreed for Local Safety Schemes, Safer Routes to Schools and for Pedestrian Crossing improvements. Highway improvement scheme to the A401 corridor (Pensnett) currently in development, will improve access to national road network.	Martyn Holloway

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

Priority summary status

 **0** Exceeds target     
  **3** On target upper tolerance     
  **1** On target lower tolerance     
  **0** Below target

Directorate	PI Number	Definition	12/13 Actual	13/14 Target	Q1 Actual	Q1 Score	Q2 Actual	Q2 Target	Q2 Score	Q2 Trend
CEX	PI 340	Overall Recorded Crime	7521	<7521	<b>1851</b>		3820	3762		
CEX	PI 281	Number of assaults with less serious injury.	1100	<1100	<b>257</b>		530	552		
CEX	PI 335	Number of reported incidents of criminal damage.	2439	<2439	<b>573</b>		1219	1219.5		
CEX	PI 121	Number of Adult drug users into effective treatment.	1111	1111	<b>1120</b>		Awaiting data			
CEX	PI 282	Number of serious acquisitive crimes recorded	3150	<3150	<b>772</b>		1534	1575		

### 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 Activities	Status	Progress	Lead Officer
3.1a (A 37)	Contribute to the effective delivery of Integrated Offender Management	★	Robust partnership working continues to underpin solid performance in respect of Integrated Offender Management	Sue Haywood
3.1b (A 48)	Co-ordinate activities through the Crime Reduction Implementation Group	✓	Secure Data Portal has been fully implemented and is in use despite a few minor IT issues. Efforts now to be concentrated on getting responses back from the information. The creation of this process means that JAG is now a virtual group with the ability of setting up Task and Finish groups where required.	Bob Dimmock
3.1c (A 49)	Ensure effective delivery of Domestic Abuse Support Services having regard for the new definition of Domestic Abuse	✓	Further progress in identifying gaps in services for teenagers and young people. Near completion of a Directory of Services in Dudley which will be circulated and placed on the Safe & Sound website. Discussions are taking place with YOS in respect of a DA perpetrator programme for teenagers. Services for teenage victims being explored with CHADD submitting a proposal to CRIG for funding for a teenage victim support group	Anne Boden
3.1d (A 378)	Develop and implement a Police and Crime Board for the Dudley Borough	✓	Dudley's first Police and Crime Board Meeting will take place on 7/11/13. A broad range of Community and Voluntary Sector Organisations have taken up their places on the Board	Sue Haywood
3.1e (A 38)	To continue to improve security on local authority car parks through Park Mark Awards	✓	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 Award' for the next 12 months. During the second quarter, Parking Management received their annual audit from the British Standards Institution, and successfully received reaccreditation to the Quality Systems Standard.	Garry Dean

#### Objective 2 Anti social behaviour: Reduce the risk of harm arising from ASB incidents and improve levels of customer satisfaction

3.2b (A 41)	Provide support and where appropriate co-ordinate partnership activities to reduce the level of risk of harm in identified cases anti social behaviour, noise and hate incidents	✓	The Community Safety Team are currently coordinating a number of "initiatives" that require a multi-agency response	Andy Winning & Sue Haywood
----------------	--	---	---	----------------------------

Objective 2 Anti social behaviour: Reduce the risk of harm arising from ASB incidents and improve levels of customer satisfaction				
Ref (SPECTRUM)	Key Activities	Status	Progress	Lead Officer
3.2d (A 386)	To improve the quality of the customer experience through the Anti Social Behaviour service improvement review	✓	<p>Business case and Decision Sheet submitted and approved for appointments to temporary posts to address spike in demand for service. Recruitment process commenced with interviews completed and suitable candidates identified.</p> <p>Other work streams have included refinement of policy and procedures, the first meeting of the Volunteers Focus Group, the launch of the Restorative Justice Service and work on performance reports.</p>	Diane Channings
Objective 3 Community Cohesion/Integration: Refine local approaches to cohesion and Integration and further develop tension monitoring				
3.3a (A 379)	Work with partners to identify and lessen tensions and promote community cohesion/integration	✓	<p>Recommendations from internal Cohesion/integration audit undertaken;</p> <ul style="list-style-type: none"> <li>• Draft strategy for Gypsy Roma Traveller</li> <li>• Cohesion Contingency Plan rewritten, contracts updated</li> <li>• Slot on Radio Ramadan during Ramadan on Cohesion</li> <li>• Preventing Violent Extremism work ongoing; including Peer support in Birmingham; contribution to production of this year's Counter Terrorist Local Profile</li> <li>• Gang Prevention Working Group ongoing</li> </ul>	Rosina Ottewell
3.3b (A 380)	Incorporate partner's responses to the Government's response to Hidden in Plain Sight within the Hate Crime Action Plan	⚠	<p>Further reminders sent to partners re their responses to Government's recommendations - response received from just one agency to date.</p> <p>Generally, in terms of Hate Crime - two more third party reporting centres set up during this period</p>	
3.3c (A 55)	To ensure through the Community Cohesion and Tension Monitoring Executive, continue to review and respond to tensions in the borough	✓	The corporate group continues to meet regularly for monitoring purposes, and has signed off an updated community cohesion contingency plan to enable the most effective response to any incident.	Geoff Thomas & John Hodt

**Objective 4 Drugs and alcohol: Increase the number of adults who misuse substances into treatment in order to improve health and crime reduction**

Ref (SPECTRUM)	Key Activities	Status	Progress	Lead Officer
3.4a (A 43)	Ensure effective delivery of commissioned services	✓	Contracts continue to be managed via monthly and quarterly monitoring meetings with service providers. Performance monitored through quarterly reports from National Drug Treatment Monitoring Service and DIR Web. Financial spend monitored through quarterly income/expenditure reports from Service Provider.	Elaine Hopwood & Dee Russell
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)	✓	Contracts continue to be managed via monthly and quarterly monitoring meetings with service providers. In respect of the Drug Intervention Programme (DIP), the service continues to perform well and is one of the highest overall performers within the Black Country cluster. Low numbers for Restrictions on Bail (RoB) are being improved through improved monitoring and increasing the number of RoB applications made by the service provider.	
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)	⚠	The revised Protocol is in place and being used. Some monitoring of usage and effectiveness has taken place however this will not be completed by the end of December 2013. Revised date - 31/3/14	Sue Haywood

**Objective 5 Children and young people substance misuse: Increase the number of young people leaving specialist treatment in a planned way**

3.5a (A 45)	Ensure effective delivery of commissioned services	✓	Services are monitored through quarterly SLA meetings using local data and reports and data produced by NDTMS. Monthly meetings are also held with service provider.	Audrey Heer
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	★	Current data available for Qtr 1 2013/14. 100% of young people who left treatment in an agreed and planned way were referred back/on to other YP targeted or universal services for ongoing support. The national figure is 63%.	
3.5 c (A 381)	Increase awareness of the impact of parental substance misuse (hidden harm)	✓	Posters circulated to all health centres and clinics in Dudley to highlight awareness of the impact of parental substance misuse on children and young people.	Audrey Heer
3.5d (A 47)	Reduce harm to children by limiting the access to alcohol and tobacco	✓	In the first six months test Purchases for alcohol were carried out at 53 premises resulting in 10 sales. Test Purchases for tobacco were also carried out at 53 premises resulting in 5 sales	Nick Powell

## 4. Caring for the elderly and vulnerable

There are 3 annual performance Indicators for this priority, and will be reported in quarter 4.

## 4. Caring for the elderly and vulnerable

### Objective 1 Enable and embed personalised community based support

Ref (SPECTRUM)	Key Activities	Status	Progress	Lead Officer
4.1a (A 63)	Implementation of the safeguarding strategy	✓	<p>The Safeguard Alert form is in full use by partners with 64 received on-line in the first three months. This is encouraging in terms of proportion of numbers anticipated in any three month period.</p> <p>Three year training strategy around safeguarding was presented to the safeguarding board and approved in September 2013. Focus will be on awareness, prevention and new providers such as personal assistants and micro-providers.</p> <p>Safeguarding e-learning module was launched September 2013 and is accessible on MOODLE to Council, providers and the public. Planning commenced during the quarter for ½ day mandatory course for care staff following completion of e-learning course to centre around issues of practice and values.</p> <p>Regional discussions commenced during 2nd Quarter regarding safeguarding training and to increase the opportunities to learn from others.</p> <p>Preventative training strategy rolled out with operational staff receiving training on Mental Capacity &amp; Deprivation of Liberty (DOL). MCA &amp; DOL training for Managing Authorities was provided on 10th September - 10 delegates attended (7 from external companies and 3 from Dudley MBC residential)</p> <p>Safeguard board members have received updated legislation training to ensure they are fully aware of national developments. Similar training provided to operational team managers and trust partners in September 2013.</p> <p>Law in relation to Safeguarding Adults 11th September - 17 delegates attended (1 from CCG, 3 from MH and 13 from Dudley MBC).</p>	Matt Bowsher

Objective 1 Enable and embed personalised community based support				
Ref (SPECTRUM)	Key Activities	Status	Progress	Lead Officer
4.1a (A 63)	<b>Continued;</b> Implementation of the safeguarding strategy	✓	Further reports on the Winterbourne Action plan were delivered to the board in July. Information on Deprivation of Liberty (DoL) advocacy services and update on joint work with LD Partnership board presented to the Health and Wellbeing (H&WB) board in September. This provides assurance that Dudley is addressing the recommendations of Winterbourne in its commissioned services and commissioning review process in the use of advocacy within safeguard cases and DOL cases.	Matt Bowsher
4.1b (A 387)	Embed all aspects of personalisation into care pathways which include prevention and early intervention, intermediate care and reablement, longer term care and support and safeguarding vulnerable adults	✓	<p>"Revised Resource Allocation System (RAS) and Support Planning process is embedded in front-line practice. Reconfiguration of Adult Social Care (ASC) has seen prevention, early intervention and access combined with the outcome that all people are considered for reablement services.</p> <p>Intermediate care is also linked with prevention and long term teams are linked to safeguarding team.</p> <p>Planning the introduction of the Trusted Assessor function within the "Scoping of the customer journey pathways" has commenced during the quarter to identify demand projections which will enable our re-alignment of resources to more effectively meet the future needs of people who use services in Dudley. Direction of travel is projected to see full implementation in Summer 2014.</p> <p>Staff have been identified for the Trusted Assessor training, which will be completed in January 2014 to ensure the link with the Community Rapid Response Team. Nurse Skills training is included in the training. 20 staff have completed the training to date.</p> <p>Re-furbish of Brettle Lane dementia is almost complete and the new name of the gateway will be chosen by people who use services.</p>	Brendan Clifford

**Objective 1 Enable and embed personalised community based support**

Ref (SPECTRUM)	Key Activities	Status	Progress	Lead Officer
4.1c (A 72)	To account for the impact of personalisation including the delivery of 'Making it Real' in Dudley	✓	<p>Dudley was cited as an example of best practice, in July, by Improvement and Efficiency, West Midlands in their 'Best by West Midlands' white paper. This was in recognition of the Making it Real in Dudley adult social care transformation programme website. We were also cited as an example of best practice in a recent ministerial briefing by Norman Lamb, Minister of State for Care and Support.</p> <p>Monitoring is being carried out in respect of service users who should not be having their care needs met through the Resource Allocation System (RAS) and at this stage there is little evidence that many of these individuals are having their care needs met through alternative methods.</p> <p>The first meeting of the Go to Network for 'Making it Real' took place during this quarter with over 40 people signing up to be 'Go to' people. Over time they will be 'the' people to go to for all things about 'Making it Real' in Dudley. As part of the Making it Real in Dudley active and supportive communities work stream, we held an 'Un-Conference' at Saltwells in July where representations from various organisations and local people came together to discuss travel and transportation issues.</p> <p>Planning to bring Quality Standards to training that provider's give their staff has advanced during the Quarter with anticipation that planning will be completed in Quarter 3 for commencement of implementation in Quarter 4. This will increase the assurance that non-council care staff will receive training focused around key care issues. This planning has been supported by the Queens Cross Quality Network to ensure that quality outcomes are informed by people who use service.</p> <p>Planning to bring Quality Standards to training that provider's give their staff has advanced during the Quarter with anticipation that planning will be completed in Quarter 3 for commencement of implementation in Quarter 4. This will increase the assurance that non-council care staff will receive training focused around key care issues. This planning has been supported by the Queens Cross Quality Network to ensure that quality outcomes are informed by people who use service.</p>	Matt Bowsher

Objective 2 Develop sustainable and high quality services which deliver value for money for local people				
Ref (SPECTRUM)	Key Activities	Status	Progress	Lead Officer
4.2a (A 388)	To determine and deliver the most appropriate Green Deal / ECO offer for the residents of the borough	✓	Agreed to progress discussions with Carillion for a Green Deal / ECO offer for borough residents. Initial meetings held with Carillion and way forward identified.	Ron Sims
4.2b (A 64)	Ensuring Mental Health partnerships work within available resources reflecting Directorate priorities, Value for Money in commissioning and needs of the residents of Dudley	✓	<p>A mental health safeguard pathway was introduced in May to facilitate a more robust pathway for safeguard referrals. Access team have clear pathway to MH team to initiate safeguards assessments as a joint process.</p> <p>Joint project with Walsall Council commenced this quarter to ensure Approved Mental Health Practitioners have appropriate Continuous Professional Development (CPD) to facilitate their continued registration. Panel process managing resources more effectively. Balanced outturn projected.</p> <p>Planning for MH panel process to include use of Dudley RAS by panel members to agree budgets. Training requirements identified and training commissioned to commence in 3rd Quarter.</p>	Matt Bowsher
4.2c (A 73)	To shape and commission the long-term, substantial and sustainable market to provide more choice in the variety of providers	✓	<p>In September DACHS hosted three 'Your Care, Your Support, Your Way' social care and support market place events on behalf of Making it Real in Dudley. Aimed primarily at members of the public who either access social care and support and their carers/family members. These events enabled people to see at first hand the range of care and support services already available in the borough but also provided an opportunity to identify where they believed gaps exist.</p> <p>More than 50 providers of social care in Dudley and council officers met on September 6th to discuss how they could work together to improve adult social care for the people they serve. DACHS Matters October</p>	
4.2d (A 389)	Commissioning strategies to embed integrated working with the NHS and wider corporate, voluntary, independent and micro commissioning options to meet all people's needs and aspirations in more personalised ways	✓	<p>Bid submitted for Pioneer Status to Department of Health (DofH). Joint Commissioning Strategy for Learning Disability (LD) services is being refreshed.</p> <p>Submitting Business Cases for Winter pressure funding for:</p> <ul style="list-style-type: none"> <li>• Integrated Rapid Response team – to prevent hospital admissions</li> <li>• Integrated Front of House Impact Team at the hospital</li> <li>• Piloting a remodelling of the reablement beds to reduce spot purchase of residential care</li> </ul>	Brendan Clifford

Objective 2 Develop sustainable and high quality services which deliver value for money for local people				
Ref (SPECTRUM)	Key Activities	Status	Progress	Lead Officer
4.2d (A 389)	<b>Continued;</b> Commissioning strategies to embed integrated working with the NHS and wider corporate, voluntary, independent and micro commissioning options to meet all people's needs and aspirations in more personalised ways	✓	<p>Strengthening the Out of Hours Service for social care emergency response. Presentation for pioneer status with Department of Health towards integrated Health and Social Care was made in September 2013. Outcome of bid is expected in November 2013. Agreement with the Clinical Commissioning Group (CCG) on direction to support people who are frail and elderly and develop preventative working has been secured irrespective of outcome of formal pioneer bid.</p> <p>Continued integration with Health Colleagues has advanced further this quarter with the integrated Front of House Team commencing 9th September 2013. The multi-disciplinary team is based in A&amp;E in Russell's' Hall Hospital and provides intervention at a critical stage that enables people receive timely and appropriate services to return home rather than experience unnecessary hospital admission. Although at an early stage positive signs can be seen in this integrated model with multi-professional communication, co-operation and understanding rapidly developing.</p> <p>Adult Social Care, Dudley Group of Hospitals and the Clinical Commissioning Group has commenced joint working to look into all bed management, not just reablement, across the Health and Social Care economy. Initial stage has concentrated on identifying demand and projected numbers. This will enable clarity regarding future capacity and the model of intermediate bed services. The intention is to seek a standardisation of support that will be able to respond to individuals change in circumstances thereby reducing the need for people to move from one placement to another.</p> <p>Health funding has been agreed for the integrated Rapid Response Team for implementation in January 2014. A multi-disciplinary approach will enable a response to emergencies within a maximum of two hours and enable people of Dudley receiving this service to avoid unnecessary hospital admission. Development of nursing skills to care staff will make support services streamlined so people who use services will not have to experience multiple visits by different agencies.</p>	Brendan Clifford

Objective 3 Involve and engage people in a meaningful and timely way				
Ref (SPECTRUM)	Key Activities	Status	Progress	Lead Officer
4.3a (A 390)	Widen participation by engaging and involving our community, customers and learners to ensure that the LAAL services we provide are what they need	✓	<p>Arts Factor 2013 learner celebration 100 participants / 250 audience. Very positive feedback.</p> <p>Family Learning piloted an awareness session promoting the work we do with parents. All schools and children's centres received an invite over the summer to attend and discover what we could offer in their settings. As a consequence of the event Family Learning is now engaging with three secondary schools and will be starting to deliver courses after the half term.</p> <p>"Welfare Reform Road shows were supported by ACL staff across the borough during July. Working in close partnership with Business Services/Finance and Social Care, we are offering one to one support to a vulnerable couple who are looking to be re-allocated the responsibility for their own expenditure.</p> <p>Recruitment of learners has just begun for Autumn Term. Two introductory workshops, one for Anxiety Management and one for Yoga took place at Dudley Wood NLC. Both workshops were well attended and resulted in two courses being attended by a total of 19 learners, all new to Adult Learning.</p> <p>CD user consultation underway. The Friends of Cradley library group held its 1st coffee morning in August with 45 people attending and they raised £50 in September they held a Macmillan Cancer coffee morning in the library and engaged with 80+ people and raised £200. CD consultation - 105 responded. 30 for Teenage Book Selection which started Q1 and completed Q2. 1 ongoing from Q4 re memory boxes still in progress</p>	Andrea Pope-Smith
4.3b (A 61)	To provide information, advice and guidance which is clear and supports people to make informed decisions about the services they need	✓	<p><b>Adults:</b> Carers newsletter and improving the website for partnership board. All people receive copies of their MAF 1 &amp; 2 as well as any support plan that is developed. Leaflets concerning the Single Assessment, Accessing Adult Social Care (ASC) and Complaints, Compliments and Concerns are included with documentation sent out.</p>	Andrea Pope-Smith

**Objective 3**      **Involve and engage people in a meaningful and timely way**

Ref (SPECTRUM)	Key Activities	Status	Progress	Lead Officer
4.3b (A 61)	<p><b>Continued;</b> To provide information, advice and guidance which is clear and supports people to make informed decisions about the services they need</p>	✓	<p>Due to realignment of responsibilities, Intermediate Care are reviewing clinical decisions with a view to simplify the information available to people.</p> <p>This will be undertaken in conjunction with people who use the service. 'A multi-agency partnership (professional and voluntary) steering group has been set up through Making it Real to develop community contact points across the borough. Membership includes Healthwatch Dudley. The group links with the Making It Real Advice and information workstream and will look to develop contact points across the borough to facilitate wider and easier access to Adult Social Care, avoid duplication and ensure consistency of information through the use of the Dudley Community Information Directory. Initial mapping exercise has identified an initial 47 contact points across the borough. Training programmes to be developed to increase consistency of information and advice from staff in contact points, with aim for scheme to go live later this year.'</p> <p>"The Intermediate Care Pathway has reached a draft stage ready for consultation. The model will focus on community based support being the focus of initial support rather than resorting to bed based resources. The intention is to utilise the engagement bank in the third quarter to ensure that the model is fit for purpose from a public perception.</p> <p>Access Team and Prevention team are working proactively together around contacts received by Access. Prevention service are looking to review all cases highlighted by Access as having low or non-critical needs with the aim of providing appropriate support.</p> <p>Community Contact Points are now called Dudley Information Points. Membership includes Health Watch, Dudley Community Voluntary Service (DCVS), Citizen Advice Bureau (CAB) and Adult Social Care. In next quarter we will begin recruiting information champions to be trained at each information point. Joint work with the 'Safe Places' scheme will mean that each information point will become a safe place for people with a learning disability. MARCOMMS are currently working with HealthWatch Dudley to develop a brand for the information points.</p>	Andrea Pope-Smith

Objective 3 Involve and engage people in a meaningful and timely way				
Ref (SPECTRUM)	Key Activities	Status	Progress	Lead Officer
4.3b (A 61)	<b>Continued;</b> To provide information, advice and guidance which is clear and supports people to make informed decisions about the services they need	✓	<p><b>Quality and Commissioning:</b>            Directorate Management Team (DMT) report produced for early October that has identified programme of events for consultation on the use of ASC resources and budget reductions for 2014-15 and beyond.            Learning &amp; Development commenced a rolling programme of interviews of people in residential care to identify the impact of training through whether standards of care have improved following staff receiving training. Initial feedback indicates that the values and attitudes are of greatest importance to residents.</p> <p><b>Libraries Archives and Adult Learning:</b>            Hits on Community Information Directory 52,309 hits.            e-audiobook downloads: 833;            ebook issues: 695;            OUP Searches: 429 (Sept figures not available);            Britannica searches: 51,450;            Ancestry searches: 65,060;            Driving theory tests taken: 695;            Go citizen tests taken: 9;            Who else writes like users: 80;            Online magazine downloads: 1,797.</p> <p><b>Private Sector Housing:</b>            Preparation for launch of Warm Homes Healthy People for winter 2013 completed. Service audit completed. Borough road shows carried out to promote Big Energy Switch initiative. Bid submitted to Department of Energy and Climate Change (DECC) in partnership with Change Agents to provide short term funding for training of network champions to promote tariff switching and take up of Energy Companies Obligation (ECO).            West Midlands Landlord conference planned for October. Triage system introduced for tenants improving service delivery.            Homestamp initiative to be launched in October providing education package in schools for 14 -16 yr olds as "Tenants of the Future". "Rogue Landlord" Bid submitted to Department of Communities and Local Government (DCLG) for provision of 2yr coordinator/trainer to progress landlord and tenant accreditation, joint partnership working and access to private rented sector.</p>	Andrea Pope-Smith

Objective 3 Involve and engage people in a meaningful and timely way				
Ref (SPECTRUM)	Key Activities	Status	Progress	Lead Officer
4.3b (A 61)	<b>Continued;</b> To provide information, advice and guidance which is clear and supports people to make informed decisions about the services they need	✓	<p><b>Housing Services:</b> Working group set up to review Tenant's Handbook. Consultation taking place with Tenants and staff and 4 draft formats produced for comment/approval. Internet/Intranet update - a draft Housing Services Intranet site has been developed on iDudley and staff consultation is just about to commence to ensure it reflects what they want to see. It is recommended that the Internet is the main reference point rather than individual hard copies. Plans are being put in place to ensure the site is kept up to date, feeds the Internet and is the main source of information regarding Housing. Service in relation to 'Welfare on Wheels Project' taken to ten estates in July and five town centres in September. Good outcomes evidenced for customers &amp; positive feedback received. Project completed.</p> <p>Digital deal bid was unsuccessful. Agreed alternative plan to fund a live for less programme which focuses on IT skills, employability and budgeting. Exercise is underway to map council wide all public access areas that have the internet available to customers. The focus this quarter has been on collating data on those subject to spare room subsidy. Some examples are those in receipt of DHP, households with non dependents and how many are employed.</p>	Andrea Pope-Smith

## 5. Health and well-being

Priority summary status

 **3** Exceeds target     
  **0** On target upper tolerance     
  **0** On target lower tolerance     
  **1** Below target

### Quarterly Performance Indicator Scorecard

Directorate	PI Number	Definition	12/13 Actual	13/14 Target	Q1 Actual	Q1 Score	Q2 Actual	Q2 Target	Q2 Score	Q2 Trend
DACHS	PI 293	Number of people where homelessness is prevented by intervention by DMBC or partner agency.	577	625	113		351	312		
CEX Office of Public Health	PI 675	Number of accepted referrals for adult weight management programmes	6699	6700	1984		3831	3350		
CEX Office of Public Health	PI 66	Number of eligible cohort offered an NHS health check	21,627	18,057	5946		9819	9100		
CEX Office of Public Health	PI 67	Number of eligible cohort receiving a health check	8974	9000	2273		4411	5005		

#### Comments:

PI 67	Migration to EMIS web is still impacting on call/recall and therefore completed checks. This will continue into Q3. Completed checks are being monitored on a monthly basis and low performing practices either supported with call/recall or the health checks delivery is transferred to the Office of Public Health team on a temporary basis.
PI 66	Trend is down as many GP practices call their whole year's cohort for health checks at the beginning of the year. As a result less people need to be offered a check in Q2, Q3 and Q4.

## 5. Health and well-being

Objective 1 To reduce levels of obesity among people				
Ref (SPECTRUM)	Key Activities	Status	Progress	Lead Officer
5.1a (A 382)	To provide specific targeted activity programmes for those at risk of becoming overweight or obese	★	Ongoing work with Office for Public Health targeting those at risk of becoming overweight or obese. Weight Management Service and Sport & Physical Activity Section are developing joint initiatives.	Andy Webb
Objective 2 Improve people's physical health and encourage healthy lifestyle choices				
5.2a (A 69)	To increase the percentage of physically active adults and children	★	Active People Survey 7 is taking place and will give an indication of the adult participation rates. Information for children and young people is less easy to access as there is no national survey taking place. Active People 7 results published December 2013.	Andy Webb
5.2c (A 266)	Commission and provide a range of social marketing and health campaigns to raise awareness and trigger behaviour change	✓	<p><b>NHS Health Checks:</b> The Pharmacy Campaign "Did you know you can get your NHS Health Check at a local Pharmacy?" commenced in September. This message is advertised on local radio, local busses, and local press and in specially designed marketing materials distributed for each pharmacy who offer health checks. A campaign for GP providers in January 2014 is being planned, and a programme of marketing campaigns for NHS Health Checks has been developed for 2014/15. Took part in a National Audit of local marketing for the NHS Health Check Programme.</p> <p><b>Weight Management:</b> Child Weight Management Programme: 'How do you measure up' website is under development. Planning a launch for November 2013. Specialist Weight Management Service social marketing campaign resources developed and a marketing plan is in place. New weight management leaflets produced and distributed across the Borough. BME social marketing project ongoing, focus group held with community members to support future developments.</p> <p><b>Physical Activity:</b> Campaigns plan for 2013/14 developed. Website specification designed, tendered and provider appointed.</p>	Joy Boyes

Objective 2 Improve people's physical health and encourage healthy lifestyle choices				
Ref (SPECTRUM)	Key Activities	Status	Progress	Lead Officer
5.2c (A 266)	<b>Continued;</b> Commission and provide a range of social marketing and health campaigns to raise awareness and trigger behaviour change	✓	<p><b>Food and Nutrition:</b> Campaigns plan for 2013/14 developed and Website specification designed, promoted, tendered and provider appointed. Coeliac Gluten Free Cooking course promoted in Healthy Living Champion bulletin. Leaflet and poster design commissioned for promotion of Gluten Free Cooking course</p> <p><b>Alcohol:</b> Commissioned 'Conversations about Alcohol' campaign to launch in alcohol awareness week in November.</p> <p><b>Breastfeeding:</b> Follow up to spotlight event held, action plan to promote breastfeeding developed from delegates.</p> <p><b>Healthy Schools:</b> Academic year calendar with Public Health messages per month produced and disseminated to all schools in the Dudley Borough and partner agencies.</p> <p><b>Tobacco:</b> 2013-14 Marketing campaign developed Smoking in Pregnancy campaign launched July -'Bloomin' -for a healthy pregnancy- which included a magazine with all public health messages. This is given to pregnant women at first booking appointment.</p> <p>Stop smoking summer campaign delivered and 1650 smokefree toolkits distributed to service providers and smokers.</p> <p>Stoptober campaign promoted in September to encourage smokers to quit in October. Stoptober ball was rolled across Dudley Borough to generate publicity. £250 raised for Mayor's charity and free radio and newspaper advertising.</p>	Joy Boyes

**Objective 2 Improve people's physical health and encourage healthy lifestyle choices**

Ref (SPECTRUM)	Key Activities	Status	Progress	Lead Officer
5.2d (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	✓	<p><b>Adult Weight Management:</b> Four weight management training days have been delivered for Learning Disability Carers since April 2013 training 48 carers. 32 Health Visitors and Nursery nurses and 27 pharmacy staff, 2 practice nurses and 5 Healthy Living champions have also been trained in weight management.</p> <p><b>Children weight management:</b> Delivered Weight Management service update for 30 School Health Advisors and refresh training for 5 Jumping Bean Programme staff.</p> <p><b>Physical Activity:</b> Started work on developing the 'junior referral' programme within primary care. Walking for Health: Walk leader training delivered. 2229 walk hours delivered. Sky ride phase 1 cycle programme delivering above national targets with 87% adherence. 221 attendances across 22 Sky Rides. 29 attendances across 12 Breeze rides. October Ride leader course fully booked with 10 attendees. Trained first cohort of teachers for the schools rowing programme 12 people in attendance. Launch event at Dudley water sports centre</p> <p><b>Food and Nutrition:</b> Malnutrition: Audit questionnaires sent out to 58 care, residential and nursing homes in the Dudley borough. 32 responded with completed malnutrition audits (55%). Data awaiting analysis and summary.</p> <p><b>Self Management Programme</b> 78 people living with long term health conditions successfully completed a self management programme. 51% completions were people living in areas of highest deprivation (quintile 1 and 2) 2 x contracts signed with voluntary organisations for commissioned provision of specialist courses including back to work providers and Stroke Association. Provider awareness event undertaken for voluntary sector. 3 new organisations identified as potential future provider partners. Recruitment of Self Management Programme Officer successfully completed. New promotional material developed.</p>	Karen Jackson & Diane McNulty

Objective 2 Improve people's physical health and encourage healthy lifestyle choices				
Ref (SPECTRUM)	Key Activities	Status	Progress	Lead Officer
5.2d (A 267)	<b>Continued;</b> 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	✓	<p><b>Alcohol:</b> Alcohol and substance misuse training needs assessment circulated to partner agencies to inform future commissioning plans. Commissioned qualitative research with parents/ carers to ascertain how their attitudes and behaviours in relation to alcohol, impact on their children's drinking.</p> <p><b>Breastfeeding:</b> Contract with BPCFT and Dudley Group of Hospitals renegotiated. Bank of breastfeeding buddies agreed by BCPFT. Volunteer buddies' action plan in place.</p> <p><b>Tobacco Control</b> -7 Brief Intervention training sessions delivered to healthcare professionals-58 staff attending. -3 brief intervention sessions delivered to Children's Centre staff-58 staff trained -1 stop smoking provider training course delivered- 18 new providers trained -4 stop smoking provider update sessions delivered-104 attendees -5 Midwife update sessions delivered-137 staff attended -5 Smoke free children session delivered as part of Grandparents events- 153 attendees</p>	Karen Jackson & Diane McNulty
5.2e (A268)	Embed the Making Every Contact Count approach within the Council, Partner organisations and key providers.	✓	<p>Healthy Living Champion activity is reported on fortnightly basis through an online questionnaire. To date they have had between 344 and 772 health conversations, 56% of which were with public/clients and 36% with family/friends. They have made 242 signposting/referrals-50% of these to exercise sessions, 11% to the health trainers service, 8% to weight management services, 5% to stop smoking services, 6% to healthy eating services, and 2% to drug and alcohol services. 15 council sites with Healthy Living Champions now have self assessment hubs in place for the public. Support for the champions continues:- Two bulletins produced and one network meeting held to maintain engagement and provide support and access to resources and ideas.</p>	Karen Jackson & Diane McNulty

Objective 2 Improve people's physical health and encourage healthy lifestyle choices				
Ref (SPECTRUM)	Key Activities	Status	Progress	Lead Officer
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	✓	<p>Asset based health and wellbeing work - event with community members in Wrens Nest to explore innovative social and economic ways of working with the community centre. Work carried out to explore the potential of commissioning for social value with Lions Boxing Club.</p> <p>Resources and support provided to community health champions in preparation for delivering breast cancer awareness events in October.</p> <p>Public Health volunteers have contributed a total of 453 volunteer hours. Six expressions of interest have been received and 3 new volunteers have joined the programme.</p>	Joanna Pritchard
5.2h (A 391)	Provide services that promote individual Health and Wellbeing and personal enrichment	✓	<p>Effective partnership between DMBC Adult Community Learning (ACL) and Adult Community Enablement Team (ACET) planned and supported the open day at Myles Court (Sheltered Housing). Due to the success of the tasters a longer term plan was put in place and now residents and people from the wider community are benefiting on a weekly basis from gentle exercise and crafts.</p> <p>905.5 hours Archives. 375.25 libraries (including 24 young people volunteers in 12 libraries for 330 hours.</p> <p>Volunteer hours 809.5 12 students from the Challenge Network UK supported the September sign up campaign in Stourbridge – outreach with the public to promote Artspace and ACL.</p> <p>Total number of library activities: 1143.</p> <p>Dudley Locality - Netherton Library staff assisted with a library stand at Netherton Park Fun Day 6th July. Dudley Zoo visited Dudley Library and shared an animal experience with children attending 6th July. Dudley staff helped Cara at St. Thomas's Network 15th July. Coseley Library held a Breakfast Toddle with Rattle and Rhyme parents for charity 19th July. Cat Weatherill visited Netherton Library 29 July.</p> <p>Coseley staff read stories and did crafts in Play Week at Silver Jubilee Park on 6th August. Earthquake Theatre visited Dudley Library on 15th August to do a Drama workshop with children.</p>	Andrea Pope-Smith

**Objective 2 Improve people's physical health and encourage healthy lifestyle choices**

Ref (SPECTRUM)	Key Activities	Status	Progress	Lead Officer
5.2h (A 391)	<b>Continued;</b> Provide services that promote individual Health & Wellbeing and personal enrichment	✓	<p>Gornal staffed a stall and talked to people about library services at the Summer Fair in Gornal 24th August. 2 library staff, in period costume, assisted with the National Heritage Day at the Council House by promoting the event in the town on 14th Sep. The event went very well and visitor numbers were high, so Library staff received praise from the Mayor for their part.</p> <p>Netherton Library took part in the Netherton Heritage Day at the Arts Centre and Savoy Centre by creating a Heritage display, telling stories and doing crafts with the children on 21st Sep. The event was successful and was very well attended. Dudley Libraries staff took part in the Rock and Fossil weekend (28-29 Sept) in partnership with Dudley Museum as part of a series of Science events held throughout the Summer. Library staff were at the Museum telling stories and doing small crafts and promoting the Library to visitors to the Museum.</p> <p>Halesowen library's 1st Murder mystery evening in Sept was very successful with 64 people in attendance Halesowen library hosted a number of class visits in July, and Sept with 132 children from 2 local schools in attendance. Long Lane library hosted 235 children on class visits during July and Sept. During July 82 children attended the weekly storytime session at Long Lane At Cradley 32 children attended the Zoo creature feature event in July and in Aug 44 children attended the Peppa Pig event. As part of Summer Reading Challenge (SRC) Jeremy Strong visited Halesowen library and 69 people attended Peppa Pig also visited Halesowen for SRC and 75 children attended.</p> <p>Number attending library activities: 18,832                  2 books on prescriptions scheme received                  1 new library member resulting from the books on prescription scheme                  14 Pedometer Loans                  611 Home Library Service/individuals served.                  6 Book Challenge ended in June. Total number of 6 Book Challenge Family Summer challenge = 6</p>	Andrea Pope-Smith

Objective 2 Improve people's physical health and encourage healthy lifestyle choices				
Ref (SPECTRUM)	Key Activities	Status	Progress	Lead Officer
5.2h (A 391)	<b>Continued;</b> Provide services that promote individual Health & Wellbeing and personal enrichment	✓	<p>There have been 2 Healthy Living Champions consolidation meetings held, no figures available at present.</p> <p>An excellent overall pass rate for Functional Skills qualifications A range of engagement activities through the summer months to include Dudley Play week. Here parents and carers were encouraged to recognise the value of using nursery rhymes to embed key literacy and numeracy skills with the under 5's and produced a resource to continue to support learning at home.</p> <p>Bookstart Baby packs gifted 1245, Bookstart Treasure gifted 1147 Creepy House Summer Reading Challenge 2013. Starters 3360, Finishers 2192-both are increases on previous years and exceed the targets</p> <p>Library issues = 360,314 which includes 14,413 talking books, 695 ebook issues and 833 e-audio book downloads. Number of additions to library stock - 16852 Number of library supported reading groups: 36. Telephone reading group started in the Home Library Service in partnership with DeafBlind Society supporting 5 users. A new Teen Reading Group set up at Dudley Library started on 3rd July. Number of community language book issues = 1584</p>	Andrea Pope-Smith
Objective 3 To increase participation in leisure, recreational and cultural activities for learning, health improvement, socialising and personal growth				
5.3a (A 383)	To support the voluntary sports sector in developing facilities, its workforce, and performance pathways	★	Voluntary sports sector have accessed Sport England – Inspired Facilities funding for a number of projects across the Borough with a value in excess of some £250k. Further applications are being developed and supported.	Duncan Lowndes
Objective 4 Improve health care quality and effectiveness of local healthcare providers				
5.4c (A 286)	Provide guidance, support and oversight on Pharmaceutical public health	✓	Supervision framework and professional leadership model in development. Technical advice provided as requested in the form of public health advice notes to CCG as part of the core offer and to LA councillors.	Duncan Jenkins

Objective 5 Alleviate homelessness				
Ref (SPECTRUM)	Key Activities	Status	Progress	Lead Officer
5.5a (A 392)	To achieve the Gold Standard for Housing Advice Service	✓	Initial scoping completed. Government guidance has changed to encourage joint working between Local Authorities (LA), and we are in discussions with neighbours.	Diane Channings

Objective 6 Protect people from infectious disease and environmental hazards across the lifecourse				
5.6a (A 278)	Provide advice, support, scrutiny and challenge to reduce the occurrence of infection control incidents across health and social care providers	✓	Attending "Period of Increased Incidence" meetings at acute provider hospital because of increasing numbers of Clostridium Difficile cases there and in the community. Infection Prevention advice and support provided to Dudley Clinical Commissioning Group to assist in their management of Health Care Associated Infection (HCAI) issues. Infection Control education for GP and Care Home staff in progress and audit of Dudley nursing homes continues.	Pauline MacDonald

Objective 7 Ensure strategies, programmes and services are in place that will contribute to reducing health inequalities				
5.7a (A 273)	Contribute to the delivery of the fuel poverty and excess winter deaths, coordinating responsibilities in the cold weather plan	✓	Preparation for winter 2013/14 delivery of warm homes healthy people programme, including support to procure provider for home energy advice visits, preparation of winter warmth resources and co-ordination of steering group.	Joanna Pritchard

## 6. Cleaner, greener and environmentally friendly

Priority summary status

 **1** Exceeds target     
  **2** On target upper tolerance     
  **2** On target lower tolerance     
  **2** Below target

### Quarterly Performance Indicator Scorecard

Directorate	PI Number	Definition	12/13 Actual	13/14 Target	Q1 Actual	Q1 Score	Q2 Actual	Q2 Target	Q2 Score	Q2 Trend
DUE	PI 375	KG residual household waste per household	578.08 kg	565kg	148.22kg's		*295.75 kg's	296 kg's		
DUE	PI 350	Percentage of Municipal waste land filled.	5.83%	6%	6.66% 2,200 tonnes		*5.96% 1,800.28 tonnes	6%		
DUE	PI 348	Percentage of household waste sent for reuse, recycling and composting	34.79%	38%	41.62%		*41.76% 14,353.1 tonnes	38%		
DUE	PI 194	Improved street & environmental cleanliness - Detritus	6.3%	6.3%	These surveys take place three times per year; July, November & March. Reported in Quarter 2, 3 and 4		6.49%	6.3%		-
DUE	PI 195	Improved street & environmental cleanliness – Fly posting	0.1%	0%			0.17%	0%		-
DUE	PI 196	Improved street & environmental cleanliness - Graffiti.	1.3%	1.3%			1.33%	1.3%		-
DUE	PI 197	Improved street & environmental cleanliness - Litter.	3.3%	3.3%			3.83%	3.3%		-

\*First estimate:

#### Comments:

PI 348	Total tonnage made up of; 5355.71 tonnes of dry recycling & 8997.39 tonnes of green waste
PI 195	<i>The percentage of relevant land and highways that is assessed as having levels of fly-posting that falls below an acceptable level.</i> During the first Local Environmental Quality and Street survey (LEQS) of 2013/14, one incident of fly-posting was recorded. Shops had placed A boards on the footpath outside their establishments and under the LEQS guidelines; this is classed as fly-posting.
PI 197	<i>The percentage of relevant land and highways that is assessed as having deposits of litter that fall below an acceptable level.</i> During the first Local Environmental Quality and Street survey (LEQS) of 2013/14, 17 of the 300 locations surveyed around the Borough fell slightly below the acceptable grade set by the LEQS guidelines. These sites have since been visited by Street Cleansing operatives to bring them back up to the agreed standards.

Local Environmental Quality and Street surveys were developed and are co-ordinated by Keep Britain Tidy in association with DEFRA to ensure consistent standards nationally.

## 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 Activities	Status	Progress	Lead Officer
6.1a (A 79)	To change public perception of waste minimisation and recycling through education and awareness raising activities	✓	<p>During the delivery of the recycling bags, wheelie bins and leaflets as part of the service improvements in Waste Care, two Supervisors and two Enforcement Officers are out alongside the delivery company picking up issues with residents and feeding back any significant problems.</p> <p>This face to face contact has been very well received by customers and has provided the opportunity to promote recycling and waste minimisation.</p> <p>The new free-of-charge school recycling collection service has commenced during the quarter, with the majority of schools signed up to the service. The service is being rolled out alongside a number of education initiatives aimed at increasing recycling at school and at home.</p> <p>Recycling operatives took part in the Armed Forces day at Himley Hall in quarter one, where they were able to promote the service improvements to members of the public and display the new wheelie bins and bags that will be delivered to them.</p>	Graham Bailey
6.1b (A 80)	To develop more sustainable waste management, e.g. through greater recycling and improved public perception and participation	✓	<p>Waste Services have completed Phase 1 of the roll-out of the extended recycling service and the provision of wheelie bins for residual waste, using new route optimisation software to maximise the efficiency of the collection rounds.</p> <p>The first collections took place on Monday 5th August, with both the enhanced recycling service and the wheelie bins being well received by residents. The roll-out of Phase 2 commenced in October.</p> <p>In addition, the new green waste transfer facility at the Lister Road depot is now being fully utilised and is working well.</p>	
Objective 2 To alleviate traffic congestion				
6.2a (A 82)	Implementation of the Transport Asset Management Plan (TAMP) to manage and improve the borough's highway network	✓	The Network Management Strategy & Plan continues to be used in the strategic management of the Borough's highway and road assets.	Garry Dean

Objective 2 To alleviate traffic congestion				
Ref (SPECTRUM)	Key Activities	Status	Progress	Lead Officer
6.2b (A 83)	To promote sustainable modes of travel as a mechanism to reduce congestion, promote healthier lifestyles & improve air quality	✓	<p>Small Local Sustainable Transport Fund project has now successfully concluded earlier this summer. Larger sustainable transport fund project promoted by Centro are now moving into the implementation stage with works taking place at Jews Lane/Eve Lane Junction and Quarry Bank High Street are now substantially complete.</p> <p>We have now been asked to take part in a proposed extension of this project to improve pedestrian facilities in the Sedgley area. This bid is currently with Centro prior to submission to Department for Transport (DfT). These are Government sponsored interventions to encourage the use of more sustainable modes of transport including walking and cycling.</p> <p>Better Bus Area Fund aimed at improving access to Merry Hill Shopping Centre is proceeding on a revised programme as agreed with the DfT</p>	Martyn Holloway
6.2c (A 84)	To reduce the impact of traffic congestion in order to improve journey times across the Borough & promote new investments	✓	<p>The Council is working with Centro to develop a new Quick Wins Programme. The Local Enterprise Partnership have approached Centro with the view to them co-ordinating a new programme of relatively minor and easily implemented (Quick Wins) schemes to reduce the impact of congestion.</p> <p>Work continues to develop the High Street, Pensnett Major Scheme submission following successful inclusion in the Black Country Major Scheme Prioritisation process. We are now developing a Major Scheme Business case with Mott MacDonald to support the bid for funding.</p>	Martyn Holloway
6.2d (A 85)	To work with partners to develop the transport network to support investment in Brierley Hill	✓	Local Sustainable Transport Fund Projects are now substantially complete and the Better Bus Area Fund project is progressing well. These projects seek to deliver alternative sustainable modes of transport (bus) in line with the requirements of the Brierley Hill Area Action Plan through Government funding opportunities and local planning obligation funding.	

**Objective 3 To protect and enhance the environment through advice, regulation and enforcement**

Ref (SPECTRUM)	Key Activities	Status	Progress	Lead Officer
6.3a (A 81)	To improve air quality in the borough through the Air Quality Action Plan	✓	The work programme for the Air Quality Action Plan (AQAP) was approved by Cabinet in September 2011. All of the 5 actions that were due in the first half of the year were completed.	Nick Powell
6.3b (A 70)	Ensure access to clean and safe food and water and safe places of work	✓	Environmental Health officers inspect food premises to ensure that standards of hygiene and food safety are being maintained and that there is no risk to public safety. At the half year stage 87% food establishments in the Borough are broadly compliant with food hygiene law. These are premises that under the Food Hygiene Rating scheme have a score of 3 or above.  90% of food hygiene and health and safety inspections for high risk premises that were due were carried out.	Nick Powell
6.3c (A 89)	Conservation and management of the Borough's green spaces	✓	Friends of Buffery Park, supported by Parks Development, secured the funding to install an outdoor gym in the park. Grassland improvement works, funded through the Wildlife Trusts Nature Improvement Areas Programme, are planned on the quarry at Sedgley Beacon. DUE Scrutiny Committee considering Parks, Nature Reserves and Open Space Strategy.	Garry Dean

**Objective 4 To protect, preserve and develop for appropriate use the unique heritage of the borough for this and future generations**

6.4a (A 86)	To undertake project work to identify mitigating actions regarding proactive flood management	✓	Work continues on the production of surface water management plans in accordance with our responsibility as Lead Local Flood Authority. In addition, Street Maintenance continues to focus their gully emptying operation on the Borough's primary routes and identified flooding hotspots.	Garry Dean
----------------	---	---	---	------------

**Objective 4** To protect, preserve and develop for appropriate use the unique heritage of the borough for this and future generations

Ref (SPECTRUM)	Key Activities	Status	Progress	Lead Officer
6.4b (A 22)	Protect, preserve and promote the uniqueness of the Borough through its historic assets, glass and geological heritage	✓	<p>Ongoing regeneration works to promote the borough as a world class heritage destination with regards to glass and geology, encouraging the growth of the visitor economy and improvement of the tourism offer.</p> <p>Pursuing global geopark status for the Black Country to promote environmental awareness and involvement in conservation of green spaces</p> <p>Working with the health authority and key partners to provide healthy walks programme based around the Dudley walking festival and heritage attractions (e.g. Himley Hall, The Limestone way etc)</p> <p>Providing 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>Accreditation application submitted. Ongoing collections management work to improve the physical care and access to the museum collections.</p> <p>New acquisitions and long-term loans to augment and improve existing collections. Work with external partners to promote the museum collections, venues and services, and the borough as a visitor destination</p>	Stuart Connelly
6.4c (A 91)	Open the new Archives and Local History centre by Autumn 2013	✓	Building on schedule for handover.	Andrea Pope-Smith

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

Ref (SPECTRUM)	Key Activities	Status	Progress	Lead Officer
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>The Street Cleansing Team continues to forge partnership links with community groups around the Borough who wish to carry out environmental clean-ups in their local areas. Amongst the latest groups to come on board are Black Country Tool bank, a team loaning equipment to volunteer and community project groups and the Green Team at Blowers Green canal basin, who work with volunteers, children and vulnerable groups along the canal from Blowers Green to Bumble Hole.</p> <p>Street Cleansing staff attended the Armed Forces Day event at Himley Hall in June to promote the support they provide to volunteers wanting to undertake litter picks as part of the Council's "Love Your Community campaign".</p> <p>Environmental Management are working with traders in Dudley Market Place on a cardboard recycling trial. The trial has been well received, with the target to recycle half of the waste being generated by the market traders. In addition, Street Cleansing's new working conditions for waste storage in the town has led to an improvement in the cleanliness of the market area.</p> <p>In this year's national Heart of England in Bloom awards, the Council's Green Care Team were presented with the Quadron Grounds Maintenance award for Stevens Park, Wollescote and Mary Stevens Park, Stourbridge.</p>	Garry Dean
6.5b (A 92)	To improve the quality of the environment by early interventions through Street, Green Care and Waste Care	✓	<p>Monitoring information detailing standards of cleanliness is being used to inform service delivery and to enhance cleansing across the Borough, particularly litter hotspots.</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>Waste Enforcement Officers continue to deal with incidents of fly-tipping, including through legal prosecutions where offenders can be identified.</p>	Garry Dean & Graham Bailey

Objective 5 To preserve and improve the quality and biodiversity of the natural and built environment				
Ref (SPECTRUM)	Key Activities	Status	Progress	Lead Officer
6.5c (A 93)	To preserve and improve the environment through the formulation of policy and its delivery, and the application of enforcement actions	✓	Proactive enforcement activity for environmental offences, e.g. fly-tipping, littering etc., continues in accordance with the Council's Waste Enforcement Policy.  During the second quarter, Street Cleansing removed 216 fly-tips from various locations around the Borough. During the same period Enforcement Officers carried out 139 investigations into fly-tip incidents, undertook 69 duty of care inspections, and issued 27 statutory notices.	Graham Bailey
6.5d (A 87)	Continue to improve the council's aging lighting stock and signage through the installation of more energy efficient systems	✓	The installation of CMS (Central Management System) telecells to our main road street lighting is ongoing. Once the programme is complete the Council will have the ability to control and monitor the street lights remotely. The residential roads programme is due to commence later in the year.	Garry Dean
Objective 6 To strengthen and improve communities to provide choice and opportunity				
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	✓	Pennington's stock validation survey underway and due for completion mid November. Around 1750 surveys completed at mid October.  Fuel Poverty Strategy ongoing, with drafting by Housing Strategy Various tenancy fraud project work strands progressed this month including the marketing of the fraud hotline via Direct Labour Operation vans, training plan developed and training identified for Fraud Officers, Staff Road Shows planned for delivery in Q3.  Development work continuing with Kirona for the Home Check but will not be delivered on time due to procurement delays and Contractor capacity. Soft market testing has determined the ICT preferred Northgate option is unlikely to demonstrate value for money or provide functionality that is currently common within in the sector.  An OJEU (Official Journal of the European Union) compliant tender and specification is currently being prepared, with tender returns due in January 2014, for implementation during Qtr 1 2014/15.	Diane Channings

**Objective 6 To strengthen and improve communities to provide choice and opportunity**

Ref (SPECTRUM)	Key Activities	Status	Progress	Lead Officer
6.6a (A 393)	<b>Continued;</b> To make the best use of our stock to ensure we can provide and maintain “affordable” housing for customers with housing need	✓	<p>Market Research project commissioned to address low demand through Measurement Evaluation Learning (M.E.L. ) to investigate why tenants are leaving and why customers do not bid for certain properties.</p> <p>Paper completed on options for residency qualification in relation to ongoing review of Housing Allocations. Fixed Term Tenancies project may not be required but Tenancy Policy needs to be confirmed.</p> <p>Review of processes for letting adapted properties has commenced. Awareness briefings held for new staff. New platform went live on time with Dudley team leader acting as a key trainer.</p> <p>Approval gained for an additional officer to work on promoting/enabling mutual exchanges.</p> <p>Checklist and specific declaration devised for court action cases in relation to rent arrears. Work to review the rent arrears policy and procedure is due to commence in the next quarter.</p>	Diane Channings
6.6b (A 394)	Through working in partnership, maximise all opportunities for the delivery of new affordable housing across the borough	★	There were 53 affordable homes delivered in quarter two 2013-14. On-going work on a number of delivery streams to maximise delivery including '106' negotiations, land transfers to Housing Associations for affordable housing in return for nominations, local authority new build and exploration of new delivery models.	Ron Sims
6.6c (A 395)	To implement the revised Empty Homes Strategy which will include new targets and actions to ensure that empty properties are brought back into use.	✓	Up to date information on the number of empty homes now obtained as a strategy baseline. Outline draft prepared.	Ron Sims

Objective 7 Contribute to the wider determinants of health by developing an environment that promotes health and wellbeing				
Ref (SPECTRUM)	Key Activities	Status	Progress	Lead Officer
6.7b (A 288)	Embed workplace health across Dudley Borough workplaces, starting with the Council	✓	<p>Council pilot still in progress:</p> <p><b>Lister Rd:</b>            1 Healthy MIND session delivered.            Repeated DIY Health checks throughout Sept, results of this will be reported in Nov.            100 Cholesterol Checks also delivered and stop smoking session ran in 2 sites- approx 20 staff currently quitting</p> <p><b>Catering:</b>            Initial DIY Health checks for all staff delivered in Jul &amp; Aug            Stop smoking sessions in 1 site.            Trained health champions promoted a hydration campaign with staff. A walking programme was promoted to increase physical activity.</p> <p><b>Adult Social Care:</b>            Initial DIY Health checks on 4 sites May/June- 198 staff took the test and management report produced.</p> <p><b>Other workplaces:</b>            Delivered 17 Health Awareness days for local businesses.            Delivered stop smoking sessions in 33 local businesses</p>	Karen Jackson & Ruth Olding

## 7. Community Council ~ People being served better

Priority summary status

 **1** Exceeds target     
  **2** On target upper tolerance     
  **1** On target lower tolerance     
  **3** Below target

Directorate	PI Number	Definition	12/13 Actual	13/14 Target	Q1 Actual	Q1 Score	Q2 Actual	Q2 Target	Q2 Score	Q2 Trend
DCR	PI 145	Average number of days lost per lost time accident at work.	17.5	14.4	32		<b>19 days</b>	<b>14.4 days</b>		
DCR	PI 258	Number of lost time accidents at work	130	135	13		<b>37</b>	<b>67.5</b>		
DCR	PI 418	Local authority working days/shifts lost per FTE due to sickness absence.	10.63	9	2.09		<b>4.53</b>	<b>4.5</b>		
DCR	PI 55	Percentage of local authority employees from an ethnic minority.	6.2%	6.6%	6.58%		<b>6.6%</b>	<b>6.6%</b>		
DCR	PI 35	Percentage of employees declaring they have a disability.	1.80%	2%	1.9%		<b>1.8%</b>	<b>2%</b>		
DCR	PI 104	% of sundry debt raised paid within 6 months	new	97.5%	97.4%		<b>97.7%</b>	<b>97.5%</b>		
DCR	PI 95	Speed of payment of suppliers	new	10 days	9.96 days		<b>10.7 days</b>	<b>10 days</b>		

### Comments:

PI 95	This is an estimate based on July & August; September data will be available towards the end of November.
PI 145	Below target performance caused by serious incidents during quarter 1, quarter 2 lost time improving and bringing the average time down.
PI 35	Moved to below target due to staff leaving the organisation in this category

## 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 Activities	Status	Progress	Lead Officer
7.1a (A 281)	Provide support and further development of the new Community Forums Key aims: <ul style="list-style-type: none"> <li>Continued public support</li> <li>Community outcomes delivered through forums</li> </ul>	✓	Arrangements underway for the review of the Community Forums, with the introduction of the online Community Forum taking place to complement the community meetings	Geoff Thomas
7.1b (A 103)	Implementation and ongoing review of Community Forums (Replacement for Area Committees)	✓	The Council has approved proposals for 10 Community Forums which continue to meet in planned cycles. An ongoing process of review and development is being undertaken in advance of the 2014/15 municipal year.	Philip Tart
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	✓	Met with corporate policy to discuss and progress plans for engagement taking place by the end of November including BME consultation, BIG Question, Voluntary sector conference, Budget consultation, Community forums.	Barry Hutchinson
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	✓	A report was agreed by Cabinet in June 2012 on corporate action and work in progress. The Director of Corporate Resources is chairing and officer steering group to co-ordinate corporate activity.	Philip Tart
7.1e (A 97)	Provide advice & guidance on the implications of the Localism Act 2011 Key aims: <ul style="list-style-type: none"> <li>Use of the general power of competence for local authorities</li> <li>Management of Community Rights to challenge</li> <li>Management of Community Rights to bid (Assets of Community Value)</li> <li>Outcomes delivered through support to implementation of Asset Transfer Policy</li> <li>Developed ethos and principles of a Community Council model</li> <li>Outcomes delivered through the community collaboration approach</li> </ul>	✓	The Right to Challenge policy has been approved by Cabinet. No nominations for assets of community value have been received.	Andy Wright

Objective 1 Engage and empower communities enabling residents to make decisions on service outcomes in their local areas.				
Ref (SPECTRUM)	Key Activities	Status	Progress	Lead Officer
7.1f (A 368)	Make legal and mandatory information accessible and interactive in a consistent and cost-effective manner	✓	Pilot ongoing in DACHS adult social care with view to role out across rest of DACHS and the council.	Jan Jennings
7.1g (A 174)	Ensure targeted and cost effective engagement is in place with protected groups	✓	BME community event taking place on 30 November. Programme of consultation on budget proposals being drawn up. Post at DCVS established to support Making it Real and disabled people's engagement. Lesbian, Gay, Bisexual, and Transgender (LGBT) employees group being established.	Simon Manson
Objective 2 Strengthen partnership working with public bodies, Community, Voluntary Faith Sector to improve the effectiveness of public services				
7.2a (A 104)	Promote joint working between partners and the voluntary and community sector through e.g. further 'moving forward together' events and Local Compact action plan	✓	'Moving forward together' event with the voluntary and community sector arranged for 8th November 2013.	Simon Manson
7.2b (A 178)	Working with the Office of Public Health and Clinical Commissioning Group (CCG) to ensure a coordinated and consistent approach to community engagement across the borough. Delivery of courses in the Engaging Together partnership programme on community engagement	✓	An introduction to presentation skills training took place on Tuesday 16 July 2013. 14 participants booked, 13 from DMBC and 1 from a voluntary organisation. Due to the popularity of this course an additional date of Thursday 12 September 2013 was added. 14 Participants attend this session.	Andy Wright
7.2c (A 338)	Further develop a new partnership with key agents focussed on the management of the Community Enterprise Fund (CEF) Key Aims: Management of bidding process; Number of applications received for CEF and Number of successful bids	✓	Second round of the Community Enterprise fund, we had a total of 30 applications. 7 projects were awarded funding and 8 possible successful projects were identified to need further development.	Andy Wright & Diane Shenton
Objective 3 Improve service provision through initiatives around Technology, Innovation and Transformation, ensuring that they are more effective and at lower cost.				
7.3a (A 116)	Review the options for delivering customer services and extend the use of Dudley Council Plus	✓	New Anti Social Behaviour (ASB) and Environmental Health Services including noise, air pollution and food complaints introduced from 1st April.  A number of other services/options are being worked through. Customer Channel Strategy Report going to Corporate Board in October.	Mike Williams, Sean Beckett & Lance Cartwright

**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 Activities	Status	Progress	Lead Officer
7.3b (A 118)	Lead on Transforming our Workplace (ToW) and review impact of the policy changes e.g. management of space and agile working.	✓	<p>Work on 3/5 St. James's scheduled to complete mid November. Staff scheduled to begin moving in phases from Feb 2014. Reception trial at 4, Ednam road progressing well. Work to Mary Stevens Park Stourbridge commencing November. Proposals for how post is handled in both the medium and long term being developed. Parking policy being consulted on. Car share pilot launched.</p> <p>Workshops to support staff and managers in Children's Services being rolled and to other Directorates as required.</p>	Steve Cooper & Sarah Treener
7.3c (A 138)	Review Repairs and Maintenance policy in line with ToW	✓	The revision of the policy began in June 2013. Policy revision will be deferred pending review of corporate property function. It will also encompass revisions to the Capital Strategy; This has determined a new scope/timetable (previously of March 2014).	Paul Bickerdike
7.3d (A 257)	Complete and implement a review of ICT Services to develop a consolidated ICT service	✓	This is ongoing. Further work has been done on understanding the traded service process so as to enable development of a streamlined non-traded process to administer service requests in future. Job Descriptions for the top level management posts are under review.	Lance Cartwright
7.3e (A 258)	Undertake a review of Procurement as part of the corporate review of senior management and support services	✓	To be agreed with Assistant Director. This review is subject to other strategic initiatives being resolved first.	Ian Clarke
7.3f (A 396)	To ensure our workforce are skilled and empowered to deliver quality services	✓	<p><b>Quality &amp; Commissioning:</b> Planning for Divisional Event early in the Quarter 3 has focused on Transforming Our Workplace and raises issues of awareness and consultation on the implications for staff. Planning completed for a number of half day events in Quarter 3 which will enable Social Workers to focus on an organisational health check, Continuous Professional Development, the launch of the new supervision policy and 'Go To' people expectations.</p> <p><b>Housing:</b> The broad principles of the workforce plan have been put into the Directorate Plan. These were built up from the intended outcomes of this divisional plan. Directorate Agile Working group continues. Progress/way forward report signed off at DMT. Individual team working protocols being developed. Implementation of time recording software 'Prosoft' being initially introduced at Harbour Building and other work areas being prioritised.</p>	Andrea Pope-Smith

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 Activities	Status	Progress	Lead Officer
7.3f (A 396)	<b>Continued;</b> To ensure our workforce are skilled and empowered to deliver quality services		<p><b>Libraries, Archives &amp; Adult Learning:</b> Number of LAAL staff supported to achieve professional qualifications: 19 in total- this includes 5 new applications for 2013/14 for the level 2 Libraries, Archives and Information NVQ through ACL. There are more new ones but these will be included in the next quarter as they haven't yet started their course. Tailored LAAL staff learning: number of courses delivered – 3 Number of LAAL staff attending tailored courses - 18</p> <p>There have been 2 Healthy Living Champion consolidation meetings, all HLCs report fortnightly via survey monkey to Public Health giving statistic on amount of signposting/ advice given.</p> <p><b>Adult Services:</b> DMG agreed 2013-14 commitment to leadership/management training for a group of staff. Autism Awareness e-learning tool due to be launched 2nd Quarter. Long term frontline workers have actively engaged with the 'Making it Real' road shows and workshops. Formal supervision of front-line staff address training needs including those around forthcoming legislation such as the Social Care Bill. As part of the Winter pressures funding Home Care Assistants will be up skilled to undertake the nursing assistant role and reablement assistant role. Work with Health Colleagues has clarified the nursing skills required by our care staff and the delivery of this training is being sourced. 100 of our care staff have been identified for the training which is scheduled for completion in January 2014. This training will mean that our staff will be able to provide care support as well as certain levels of nursing tasks to people of Dudley. This will result in a more streamlined service and reduce the experience of people who use services having multiple visits from different agencies at different times.</p> <p>Implementation of ASYE (Assessed Year In Employment) for Newly Qualified SW's in accordance with the national capability framework and College of SW. This enables new social workers to benefit from increased supervision and monitored caseload during their first year in employment which enables more confident and competent practitioners."</p>	Andrea Pope-Smith

Objective 4 Provide robust strategic policy and guidance in order to discharge the Council's legislative responsibilities				
Ref (SPECTRUM)	Key Activities	Status	Progress	Lead Officer
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 e.g. forthcoming age discrimination legislation	✓	Annual review of equality completed for cabinet. Government's review of the public sector equality duty assessed and reported to officers group and Cabinet. Recruitment guidance updated and extended.	Simon Manson
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	✓	The work on the community right to challenge and Community Asset Transfer was progressed through the Localism Steering Group to establish a revised process available through the Council website	Geoff Thomas
7.4c (A 253)	Implement the requirements of the Local Government Finance Act 2012 including: <ul style="list-style-type: none"> <li>• Business Rates retention</li> <li>• A local Council Tax Reduction scheme for 2013/14 onwards</li> </ul>	✓	Implemented and ongoing e.g. Year 2 Council tax reduction schemes now being considered by members and any changes to the proposed scheme will be approved at the Full Council meeting in Dec 2013	Mike Williams
7.4d (A 254)	Respond to the government's plans to reform Welfare Benefits: <ul style="list-style-type: none"> <li>• New Universal Credit from October 2013 administered by DWP and abolition of Housing Benefit</li> <li>• Stronger approach to tackling fraud and error</li> <li>• Monitor implementation of new localised Welfare Assistance scheme and Discretionary Housing Payments policy</li> </ul>	✓	Universal Credit – rollout to some regions in October 13 but Dudley not included. Expect other regions will follow in 2014/15. Risk based verification pilot introduced to target resources on higher risk benefit cases - The pilot has been reviewed and risk based verification processes formally adopted. The verification policy will be renewed on an annual basis. Local Welfare Assistance scheme implemented April 2014. Discretionary Housing Payments policy updated from April 2014. Both are being regularly monitored.	Mike Williams
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	✓	The new 5 year Corporate Health and Safety plan is now in place and elements have been implemented.	Ray Faulkner
Objective 5 Develop and promote the governance process				
7.5a (A 100)	Review the Constitution and Code of Corporate Governance	✓	Revised constitution published and the 2013 review will be submitted to Cabinet in the autumn	Philip Tart
7.5b (A 101)	Develop the governance role of Audit and Standards Committee	✓	Audit and Standards Committee has benchmarked its activities against other Audit Committees and has approved a new workplan with changes including increased scrutiny of risk management. Two meetings have been conducted following the new work plan.	Iain Newman

Objective 5 Develop and promote the governance process				
Ref (SPECTRUM)	Key Activities	Status	Progress	Lead Officer
7.5c (A 102)	Promote the highest standards of information governance across the organisation including data protection, information security and records management through promoting good practice and taking prompt action to resolve any issues	✓	Continued to develop work plan in accordance with agreed Information Governance Strategy. Progress overseen by Information Governance Board	Iain Newman
Objective 6 Workforce planning, People Management and Leadership				
7.6a (A 106)	Implement the Year 5 work plan of the Corporate Human Resources Strategy	✓	Includes policies such as attendance management and briefing sessions, wellbeing at work, workforce planning and agile working.	Teresa Reilly
7.6b (A 110)	Complete the grading and pay appeals process and issue 9000+ contracts	✓	Grading and pay appeals are progressing. Increased resources have been allocated to support achieving deadlines and the majority of the 829 red circle appeals were completed on schedule by the end of September. We anticipate all white and green appeals will be completed by mid November.	John Millar (Sponsor)
Objective 7 Effective use of financial resources				
7.7a (A 112)	Roll forward the Council's Budget and Medium Term Financial Strategy.	✓	First Budget Summit of Informal Cabinet and Corporate Board held 8th July 2013. Budget timetable agreed for the 2014/15 budget and Medium Term Financial Strategy to 2016/17. Second Budget Summit held on 1st October 2013 and report to Cabinet prepared for 30th October 2013	Iain Newman
7.7b (A 259)	Ensure best value through sound Procurement practice.	✓	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.	✓	Good progress on audit plan and on a range of value for money audits. On target to achieve planned finance targets.	

Objective 8 Provide high quality health surveillance and intelligence systems and public health knowledge management services				
Ref (SPECTRUM)	Key Activities	Status	Progress	Lead Officer
7.8a (A 298)	Provide a range of health surveillance reports to inform the development of health related services and programmes.		<p>Public Health Intelligence core health data sets e.g. receiving Public Health births and mortality data, have a data sharing agreement in place between Dudley MBC, Dudley CCG and Central Midlands CSU, but as yet the links to the data are not authorised. This is still creating delays with reporting.</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 JSNA web pages are populated with the core dataset and the three outcomes frameworks and in addition the CCG quality indicators have been added.</p> <p>Progressing the first draft of the Director of Public Health Annual Report 2013 report</p>	Angela Moss

Section 4:

**Sickness Absence**

**DUDLEY MBC Sickness Analysis April 2013 – September 2013**

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	406.44	151.26	2.69	2.42%
Children's Services	6684.53	1283.59	5.21	4.69%
DACHS	11382.42	1886.54	6.03	5.44%
Corporate Resources	3113.84	787.26	3.96	3.56%
Urban Environment	6951.11	1004.24	6.92	6.24%
<b>Total</b>	<b>28538.34</b>	<b>5112.88</b>	<b>5.58</b>	<b>5.03%</b>
<b>All Employees</b>				
<b>Schools Total</b>	<b>13227.80</b>	<b>4107.52</b>	<b>3.22</b>	<b>3.25%</b>
<b>All Employees</b>				
<b>AUTHORITY TOTAL</b>	<b>41766.14</b>	<b>9220.41</b>	<b>4.53</b>	<b>4.29%</b>

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%

Also see page 48: Quarterly Performance Indicator Scorecard –reference **PI 418**.

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

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

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

## Section 5: Corporate Risks

### Corporate Risks: 2013- 14

Risk rating at 30<sup>th</sup> September 2013; risk rating is a combination of Impact and Likelihood.

Risk Ref	The Risk	Risk Owner	Risk rating 2013-14			
			Q1	Q2	Q3	Q4
ORG0001	Single Status. Failure to complete appeals by end of September 2013 and potential cost implications of successful appeals and/or equal pay settlements.	John Millar	Significant (15)	Significant (15)		
ORG0002	Assumptions made in the Medium Term Financial Strategy change e.g. inflation, grant awards and investment income returns may not be achieved and funding may be inadequate for the Council to meet all of its statutory obligations.	Iain Newman	Major (20)	Major (20)		
ORG0003	Carbon reduction targets not achieved There is an absolute risk to the environment and the Council risks incurring fines for non compliance.	Phil Tart	Major (20)	Major (20)		
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)	Moderate (10)		
ORG0011	Community Cohesion There is a risk that high profile local issues may adversely affect community cohesion.	Andrea Pope-Smith	Moderate (9)	Moderate (9)		
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	Significant (12)	Significant (12)		
ORG0017	Welfare reform/s - There is a risk that various changes to welfare and benefits due in 2013 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	There are several external factors, such as the economic climate, partner re-organisation and increasing complexity of abuse, which are impacting upon the Directorate of Children's Services ability to minimise, and militate against, the risks to children and young people, particularly those vulnerable to harm. At a time when the Directorate's budget is reducing, the level of need, and consequently demand for, the range of services from early help through to protecting children and young people who are being abused or neglected continues to rise.	Jane Porter	Major (20)	Major (20)		
ORG 0022	Failure to achieve compliance with the Public Service Network	Iain Newman	New	Significant (12)		

All Corporate risks identified on the Risk Management System are stable, with all mitigating actions operating as intended to reduce either the impact or likelihood.

## Section 5: Corporate Risks

All Corporate risks are identified and assessed in accordance with the Corporate Risk Management Strategy. Risks will be assessed in terms of impact and likelihood in accordance with the following scales:

	IMPACT				
	1 Insignificant	2 Minor	3 Moderate	4 Significant	5 Major
Service, Partnership & Project Delivery	Minor errors in systems and processes handled within normal daily routine	Short term disruption and action required. Managed by intervention from Head of Service/ Block Leader or Project Manager.	Noticeable disruption affecting customers. Intervention and management by local management team.	Disruption of core activities. Key targets missed, some services compromised. Intervention by DMT or Project Board or Block Leaders Group required	Loss of core activities. Strategic aims compromised. Intervention by Cabinet/, etc.
Financial	Not exceeding £10k losses or negative variance against annual revenue budget or capital budget	£11-50k losses or negative variance against annual revenue budget or capital budget	£50k to £250k losses or negative variance against annual revenue budget or capital budget	Between £250K to £750k losses or negative variance against annual revenue budget or capital budget	Greater than £750k losses or negative variance against annual revenue budget or capital budget
Reputation	Event or decision not in the public domain that has little impact outside of DMBC	Event or decision in the public domain that receives minimal or no negative coverage by local media	Event or decision in the public domain that receives some negative coverage by local media and/or pressure groups	Event or decision in the public domain that receives significant negative coverage by national media and/or pressure groups	Event or decision in the public domain that receives extensive negative coverage by national media and/or pressure groups

Probability (Over the next 12 months)	Almost Certain >90%	5	Minor (5)	Moderate (10)	Significant (15)	Major (20)	Major (25)
	Likely 50%-90%	4	Minor (4)	Moderate (8)	Significant (12)	Major (16)	Major (20)
	Moderate 30%-50%	3	Insignificant (3)	Minor (6)	Moderate (9)	Significant (12)	Significant (15)
	Unlikely 10%-30%	2	Insignificant (2)	Minor (4)	Minor (6)	Moderate (8)	Moderate (10)
	Rare < 10%	1	Insignificant (1)	Insignificant (2)	Insignificant (3)	Minor (4)	Minor (5)
				1 Insignificant	2 Minor	3 Moderate	4 Significant

**Intentionally blank**

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

 EXT 5270

 [geoff.thomas@dudley.gov.uk](mailto:geoff.thomas@dudley.gov.uk)

 Michael Wooldridge 814737

 [michael.wooldridge@dudley.gov.uk](mailto:michael.wooldridge@dudley.gov.uk)

For additional performance reports please visit:

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