

Corporate quarterly performance management report **2020-2021**

Quarter 2 (1st July to 30th September 2020)



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Section 1: Introduction

This Quarterly Corporate Performance Management Report highlights performance for the period 1st July 2020 to 30th September. It provides specific information detailed in the Council Plan 2019-22, relating to performance indicators and key actions. Enabling us to monitor progress towards our vision;

“Dudley Borough – Forging a Future for All”

We have a ‘One Council’ ethos to build an effective and dynamic organisation aligned to our three core priorities to:

- Grow the economy and create jobs
- Create a cleaner and greener place
- Support stronger and safer communities

The main body of the report focuses on the four priorities contained in the Council Action Plan and provides a detailed review of the progress of the key performance indicators 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 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



Section 2.1: Performance Summary

There is a total of 34 KPI's which monitor the progress of delivery of the Council Plan 2019-22. The charts below summaries performance against short term targets and trends (quarter 1 comparing Quarter 2)

Overview: Quarter 2 reported performance indicators

Number of performance indicators due for reporting this quarter: **33**

Performance Indicators status
(see Chart 1)

★ **16**
Exceeds target

● **3**
On target upper
tolerance

▲ **14**
Below target

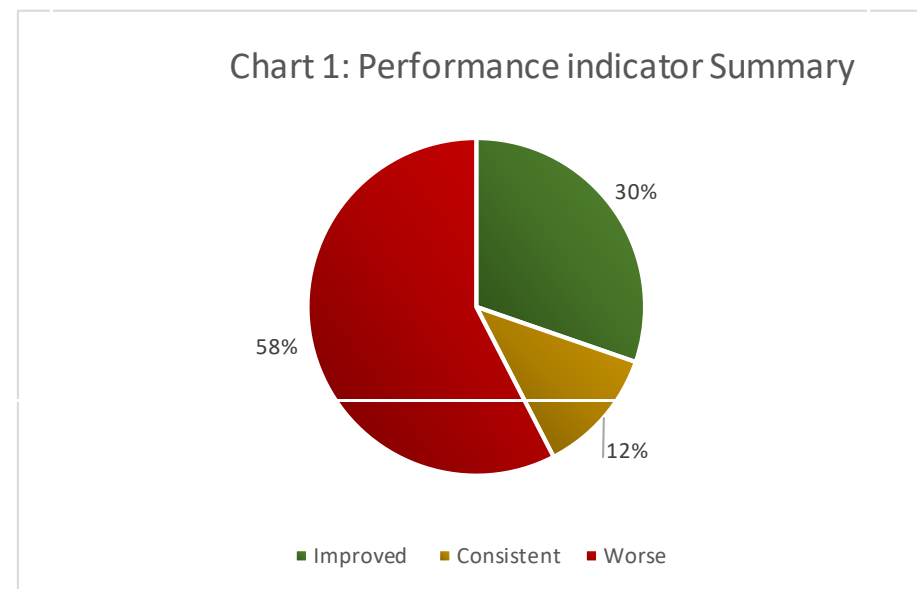
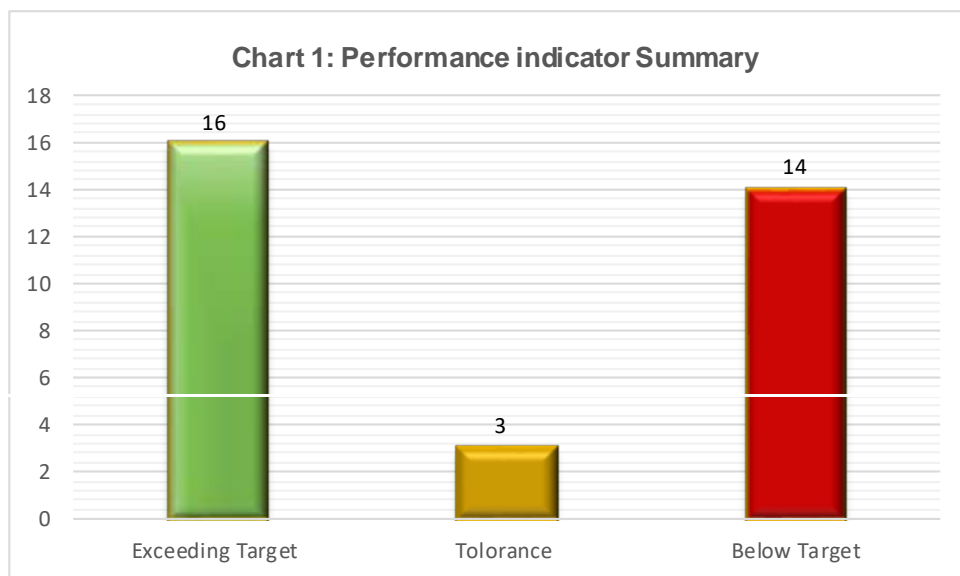
1 Delayed Data PI 2131 (Scorecard Pg. 18)

Short term trend status
(see Chart 2)

↗ **10**
Short-term trend
Improved

→ **4**
Short-term trend
Consistent

↘ **19**
Short-term trend
Worse



14 performance indicators below target with trend values as follows;
















↗ 2 are improving: → 1 consistent: ↘ 11 worsening

14 (58%) performance indicators showing a worsening short-term trend compared with quarter 1 outturn.



Section 2.2: Performance Summary Cont'd

The following table shows the **14 performance indicators** where the score status is **below target** for the reporting quarter, including its respective short-term trend.

Table 1: Performance indicators below target  (refers to chart 1)	Q2 trend	Priority & reference to comments
PI.47 % of Corporate Complaints given a full response within 20 working days		One Council building an effective and dynamic organisation (Pages 8-9)
PI.2079 Number of Corporate Complaints received (Replaces PI 46 from Qtr. 1)		
PI.2036 Number of new customers onto the revolution traded services portal		
PI.2027 Satisfaction with way your anti-social behaviour complaint was handled		A Cleaner greener place to live (Pages 10-13)
PI.1899 FP02 Rent loss- % of potential rent receipts lost (Dwellings) (HouseMark CP & Strategic PI)		
PI 1466 Number of early help assessments started		Stronger and safer communities (Pages 14-19)
PI 432 Number of children looked after per 10,000 of the population		
PI 433 Number of children subject to child protection plan per 10,000 of the child population		
PI 1447 % of agency social workers		
PI.2132 % of contacts to adult social care with an outcome of information and advice/signposting		
PI 1798 % of eligible people receiving a health check (coverage)		
PI.120 16 to 18 year olds who are not in education, employment or training (NEET)		Growing the Economy and Creating Jobs (Pages 20-21)
PI.1705 Number of adults 19+ participating in learning (3500)		
PI.1709 Number of employers supported with ACL funding streams		




Section 2.3: Performance Summary cont'd

Annual comparison

This section compares the latest performance indicator results for Qtr. 2 against the previous year's Qtr.2 2019-20. There are 27 performance indicators where comparisons against the previous year's performance are available.

Annual Comparison status
(see table 2 & 3)

 **12**
Improved
Annual Comparison

 **5**
Consistent
Annual Comparison

 **10**
Worsened
Annual Comparison

Table 2

One Council, Building an Effective and Dynamic Organisation	Status
PI.352 Working days/shifts lost per FTE due to sickness absence	
PI.370 Long-term sickness absence per FTE	
PI.371 Short-term sickness absence per FTE	
PI.2078 Number of Customer Compliments received	
PI.47 % of Corporate Complaints given a full response within 20 working days	
PI.2036 Number of new customers onto the revolution traded services portal	
PI.2079 Number of Corporate Complaints received	
A Cleaner Greener Place to Live	
PI.2027 Satisfaction with way your anti-social behaviour complaint was handled	
PI 1319 Current tenant arrears as a percentage of the annual rent due	
PI 1323 Former tenant arrears at the end of the year as a % of rent due	
PI.1396 ST10 Overall, satisfaction with the repairs service	
PI.1899 FP02 Rent loss- % of potential rent receipts lost (Dwellings)	
PI.1499 Percentage of municipal waste land filled	
PI.1498 Percentage of household waste sent for reuse, recycling and composting	

Table 3

Stronger and Safer Communities	Status
PI 1466 Number of early help assessments started	
PI.426 Timeliness of Single Assessments - % Completed Within 45 Working Days	
PI 1447 % of agency social workers	
PI 501 ASCOF2B (P1) - Prop of 65+ at home 91 days after discharge from hospital into reablement services	
PI 432 Number of children looked after per 10,000 of the population	
PI 433 Number of children subject to child protection plan (per 10,000 population)	
Growing the Economy and Creating Jobs	
PI.120 16 to 18 year olds who are not in education, employment or training (NEET)	
PI.863 Proportion of children and young people who attend a good or outstanding school	
PI.1691 % of Major applications determined within 13 weeks	
PI.1692 % of Minor Applications determined within 8 weeks	
PI.1693 % of other applications determined within 8 weeks	
PI.1705 Number of adults 19+ participating in learning (3500)	
PI.1709 Number of employers supported with ACL funding streams	



Section 3.1: One Council, Building an Effective and Dynamic Organisation

The following sections provide a detailed scorecard for each key performance measure aligned to the Council Plan priority. Where applicable the percentage and number outturn shown for this specific reporting quarter.

Summary Status

 4
Exceeds Target

 0
On target upper tolerance

 4
Below target

	2019-20 Comparator		2020-2021 Financial Year						
Performance Indicator	Qtr.2	Qtr.2	Qtr. 1	Quarter 2					
	Actual	Target	Actual	Actual	Target	Score	Quarterly Trend	Benchmarking Comparator Data	
PI.352 Working days/shifts lost per FTE due to sickness absence (excluding schools) – Cumulative Calculation	5.89 Days	5.25 Days	2.06 Days	4.35 Days	5.25 Days	★	↘	5.69 Days English Met	4.56 Days West Midlands Employees
Sickness as a % of FTE Days	5.3%		3.72%	3.92%					
PI.370 Long-term sickness absence per FTE (excluding schools)- Cumulative calculation	4.37 Days	3.75 Days	1.65 Days	3.51 Days	3.75 Days	🟡	↘	3.87 Days English Met	2.9% Days West Midlands Employees
Long-term sickness as a % FTE Days	3.94%		2.98%	3.17%					
PI.371 Short-term sickness absence per FTE - Cumulative calculation	1.52 Days	1.5 Days	0.41 Days	0.83 Days	1.5 Days	🟡	↘	1.80 Days English Met	1.84 Days West Midlands Employees
Short-term sickness as a % FTE Days	1.36%		0.74%	0.75%					
PI.47 % of Corporate Complaints given a full response within 20 working days	71.0%	85.0%	80.0%	71.0% (292)	85.0%	⚠	↘	Local trend data	
PI.2078 Number of Customer Compliments received	299	150	324	302	150	🟡	↘	Local trend data	
PI.2079 Number of Corporate Complaints received	327	275	289	413	275	⚠	↘	Local trend data	
PI.2061 Identify and deliver procurement savings	PI will no longer be measured following the procurement review								
PI.2036 Number of new customers onto the revolution traded services portal	3	5	0	0	2	⚠	➡	Local trend data	



Section 3.1: One Council, Building an Effective and Dynamic Organisation – continued

The Information below provides historical trend data against the performance indicators below target aligned to the council priority '**One Council Building an Effective and Dynamic organisation**', where applicable.

KPI's below target against priority: 4

(scorecard page 67)

PI 47: % of Corporate Complaints given a full response within 20 Working Days

PI 2078 Number of Corporate Complaints received

Exception Report: PI 47 continues to remain under target; however, Directorates confirm many cases which genuinely cannot be handled within the 20 day target due to either the complex nature of what they do (social care and housing both mention these reasons).

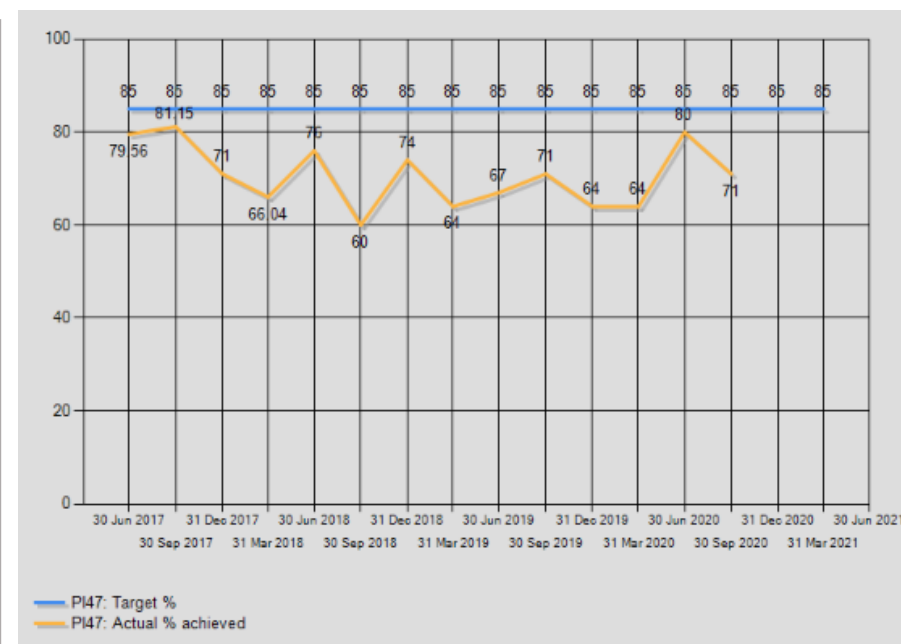
Theme: Of the number of complaints received (PI 2078), whilst the volume is over target, only 62 of these (17%) were classed as upheld and another 66 (18%) partially upheld. Therefore, genuine complaints (where the council had got or done something wrong/poor) is less than the target figure of 275.

Below is a breakdown of complaints handled and the status for this quarter -

- 17% (62) upheld / Justified
- 18% (66) Partially Upheld
- 58% (215) Not upheld
- 7% (26) Other Outcomes

Action

- On occasions certain officers are required in order to give a full response to a complaint and if they have been off work (pandemic related or otherwise), we need to ensure the customer has a holding response whilst their return is awaited.



For more information on service delivery associated to Qtr. 2 activity within the Housing Directorate, please refer to the Service Summary document appendices: [Commercial & Customer Services](#)



Section 3.2: A cleaner greener place to live

Summary Status

★ 2
Exceeds Target

🟡 1
On target upper tolerance

🔴 2
Below target

	2019-20 Comparator		2020-2021 Financial Year					
Performance Indicator	Qtr.2	Qtr.2	Qtr. 1	Quarter 2				
	Actual	Target	Actual	Actual	Target	Score	Quarterly Trend	Benchmarking Comparator Data
PI.2027 Satisfaction with way your anti-social behaviour complaint was handled? (ASB) Star-T Tasb5 (CP) [C]	85.1%	85.0%	84.1%	76.8% (113/147)	85.0%	🔴	↘️	80.6% HouseMark Median
PI 1319 Current tenant arrears as a percentage of the annual rent due - Housemark Dwellings (Strategic PI)	2.15%	2.8%	1.94%	1.54% (V=£1,339,112)	2.5%	🟡	↗️	2.83% HouseMark Median
PI 1323 Former tenant arrears at the end of the year as a % of rent due	2.85%	3.0%	1.87%	1.93% (V=£1,680,698)	2.8%	🟡	↘️	1.41% HouseMark Median
PI.1396 ST10 Overall, satisfaction with the repairs service?(various Responsive Repairs)Star-T HMark (Strategic PI)	97.9%	98.0%	98.1%	95.3% (162/170)	98.0%	🟡	↘️	92.6% HouseMark Median
PI.1899 FP02 Rent loss- % of potential rent receipts lost (Dwellings) (HouseMark CP & Strategic PI)	2.23%	2.35%	1.9%	1.89% (V=£856,076)	1.5%	🔴	↘️	0.91% HouseMark Median



Section 3.2: A cleaner greener place to live – Continued

The Information below provides historical trend data available the performance indicators below target aligned to the council priority 'A cleaner greener place to live.

KPI's below target against priority: **2**
(scorecard page 69)

PI.2027 Satisfaction with way your anti-social behaviour complaint was handled.

Exception Report:

In quarter Q2 - 142 surveys were to be carried out for this quarter with 86 completed, equating to a return rate of 60.6%.

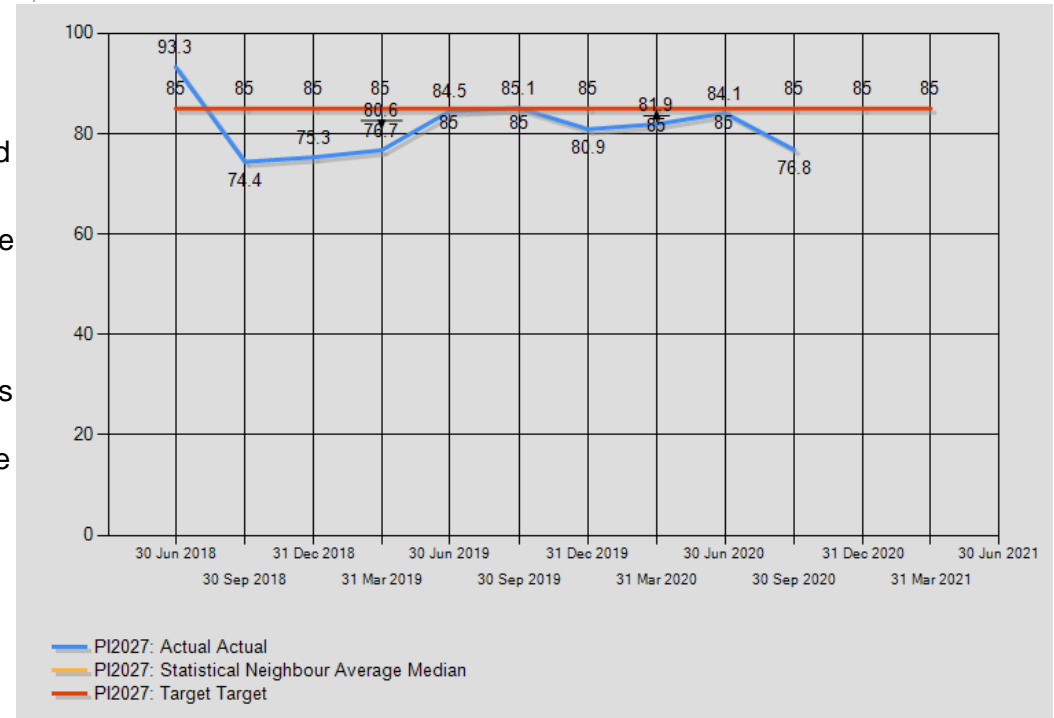
With an increase in customers numbers coming through the door during quarter 2, in addition to an increase in Cllr/MP enquiries have also contributed to service pressures.

There appears to be some contrast to previous Quarter results, there could be a combination of reasons for this, non-more so than how we were forced to have to adapt our case management principles and how we handle cases owing to COVID and the restricted contact we had with our customers.

Overall, there is no denying COVID has had a knock-on effect to these figures and despite some positive indications to the overall customer journey, in looking at the negative trends, they appear to be around communication in the main and accounts for the dip.

Actions:

- Closure letters ask complainants to complete an online survey or contact the ASB team to complete a survey over the phone. A chase up exercise to boost return levels are carried out by email and telephone.
- As a service overall, we are acutely aware service delivery may have been better, but we are continually looking at ways to improve and we are committed to doing just that.



PI.1899 FP02 Rent loss- % of potential rent receipts lost (Dwellings) (HouseMark CP & Strategic PI)
(Scorecard page 69)

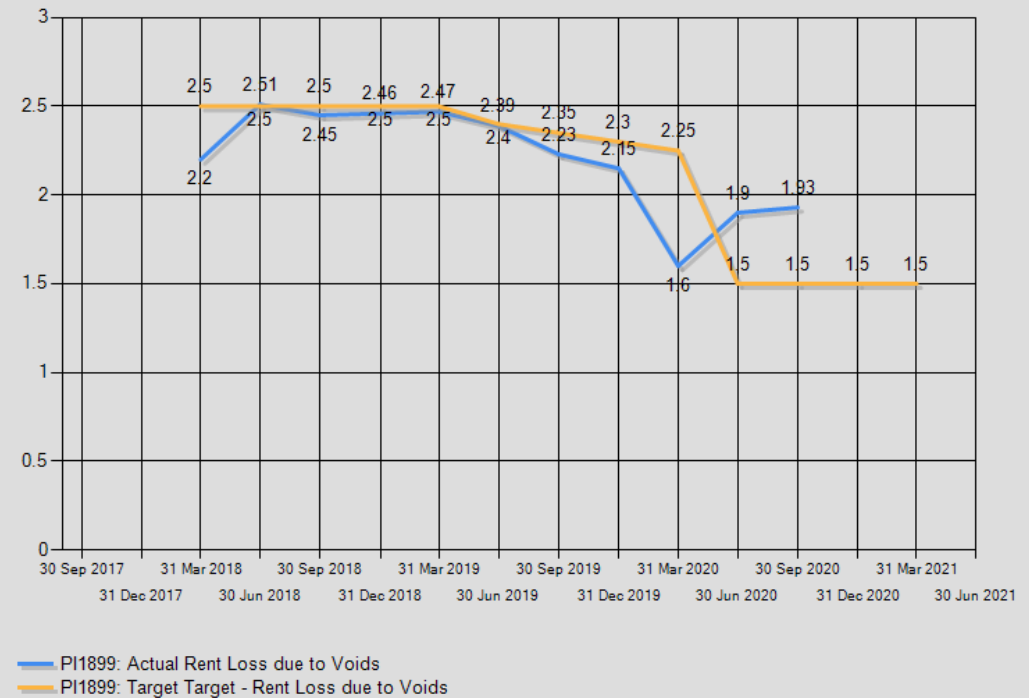
Quarter 2 Exception Report:

The rent loss is comparable to the previous quarter. As in Q1 this is partly due to the reduction in lettings due to Covid19.

- Other reasons for rent loss in the Q2 period are (snapshot at end of Q2):
- Investment in sheltered housing = 67 units /£112,113.31 rent loss.
- Tanhouse scheme (works pending or held for future decant) = 1 property / £2,110.16 rent loss
- Being used for decant = 8 properties/ £13,837.18 rent loss
- Stock Investment decision 24 Properties / £42,105.76 rent loss dip.

Actions:

- The void process will continue to be monitored and reviewed. Issues with low demand are being addressed through our Asset Management Strategy as well as allocation and management initiatives.
- There has been an impact on the service due to the Covid-19 situation which will continue to place pressure on void performance measures going forward.



For more information on service delivery associated to Qtr. 2 activity within the Housing Directorate, please refer to the Service Summary document appendices: [Housing](#)

Section 3.2: A cleaner greener place to live – continued

There is a time lag for the following KPI's due to the nature of their collection and validation from the Waste Data flow, Quarter 1 2019 – 20 is the latest data. Waste Data Flow is the national database for municipal waste data reporting by UK local authorities to government therefore will be reported as actual 3 months in arrears i.e. Quarter 2 data presented in Quarter 3 following WDF validation.

Summary Status		🌟 2 Exceeds Target	🟡 0 On target upper tolerance	🔴 0 Below target			
	2019-20 Comparator		2020-2021 Financial Year				
Performance Indicator	Qtr.1	Qtr.1	Qtr. 1				
	Actual	Target	Actual	Target	Score	Quarterly Trend	Benchmarking Comparator Data
PI.1498 Percentage of household waste sent for reuse, recycling and composting (NI 192)	46.5% (15,687.11)	35.0%	43.5% (15,095.31)	35.0%	🌟	📈	41.1% CIPFA Family Group Average (Quarter 4)
	Measured in tonnes		Measured in tonnes				
PI.1499 Percentage of municipal waste land filled (NI 193)	3.5% (1,316.38)	4.5%	4.1% (1,569.01)	4.5%	🌟	📉	7.03% CIPFA Family Group Average (Quarter 4)
	Measured in tonnes		Measured in tonnes				

For more information on service delivery associated to Qtr. 2 activity within the Housing Directorate, please refer to the Service Summary document appendices: **Public Realm**













Section 3.3: Stronger and Safer Communities – Children Services

Summary Status

 2
Exceeds Target

 0
On target upper tolerance

 4
Below target

	2019-20 Comparator		2020-2021 Financial Year					
Performance Indicator	Qtr.2	Qtr.2	Qtr. 1	Qtr.2				
	Actual	Target	Actual	Actual	Target	Score	Quarterly Trend	Benchmarking Comparator Data
PI 1466 Number of early help assessments started	536	600	609	534	600			Local Measure
PI 432 Number of children looked after per 10,000 of the population	90.7	90%	90.3	90.9	85			85.4 (Statistical Neighbours 18/19)
PI.426 Timeliness of Single Assessments - % Completed Within 45 Working Days (Assessment service only)	84.6%	90.2%	93%	96% (621/646)	95			Local Measure
PI 433 Number of children subject to child protection plan per 10,000 of the child population	44.6	50	58	59	50			55.1 Statistical Neighbours (18/19)
PI 1447 % of agency social workers	32.3%	30.0%	17.3%	17.8% (44.31)	10			14.4% Statistical Neighbours (18/19)
PI.2129 % of eligible children who take up a 'Time for Two's' place in the Dudley Borough	New Measure		85.4%	87.6% (1141)	85.0%			Local Measure



Section 3.3: Stronger and Safer Communities – Children Services

The Information below provides historical trend data against the performance indicators below target aligned to the council priority '**Stronger and Safer Communities**'.

KPI's below target against priority: **4**
(scorecard page 73)

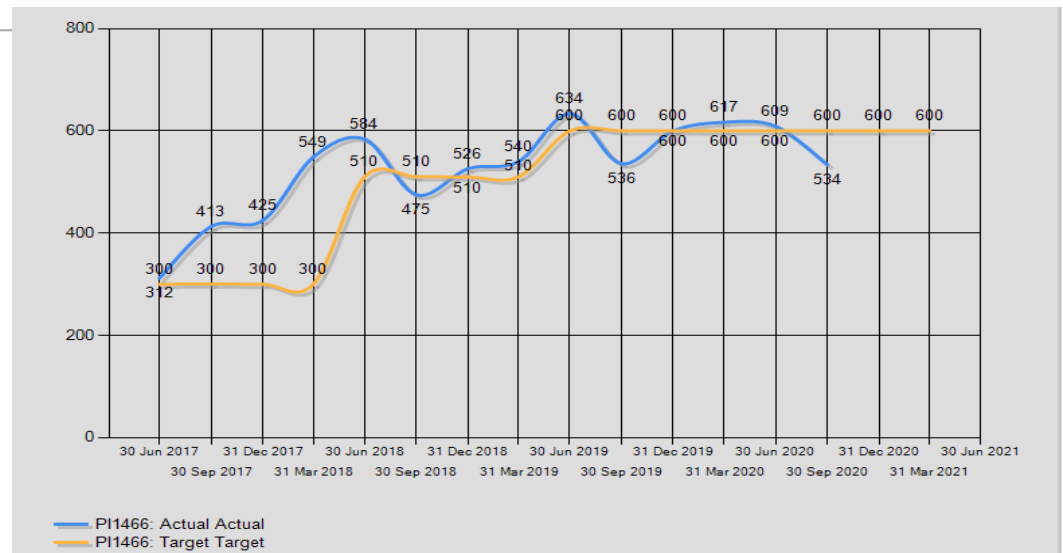
PI 1466 Number of early help assessments started

Quarter 2 Exception Report:

There is a reduction in EHAs across the borough due to a number of factors. There is a typical seasonal dip and reduction in EHAs due to the COVID-19 scenario. Two thirds of EHAs are being undertaken by LA staff currently with a third being completed by partners. This was typically a 50/50% split prior to lockdown. Partner availability to act as Lead Practitioner is having a marked impact.

Actions:

- We expect that it will be back in line with target in the next quarter (Q3)



PI 432 Number of children looked after per 10,000 of the population

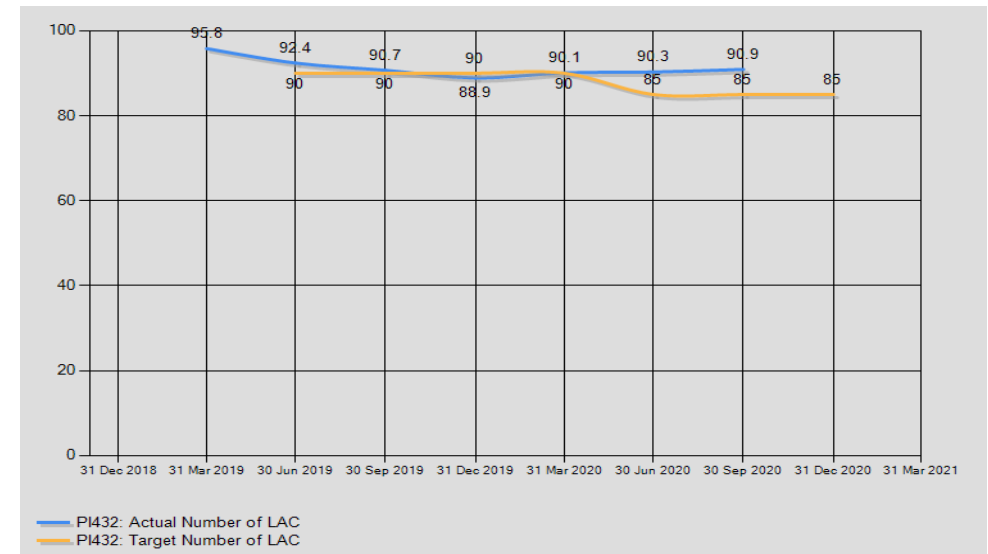
(scorecard page 73)

Quarter 2 Exception Report:

Fewer care proceedings were finalised and fewer reunifications/adoptions took place due to Covid-19, because the courts would only priorities certain meetings i.e. interim care orders. Therefore, this resulted in a slight growth during Qtr. 2 (90.9) compared to Qtr. 1 (90.3) of LAC. This means tested special guardianship policy prevented foster carers and connected people to apply for permanent orders, this children remain in care longer.

Actions:

- There has been an impact on the service due to the Covid-19 situation which may continue if the courts continue to prioritize meetings. Courts have adapted to virtual hearings and are progressing adaption.
- 15 children are being progressed to discharge of care orders
- 186 children have been identified as viable for special guardianship orders and work is underway to develop fast track procedure alongside Cafcass.
- The performance strategy is in draft with the aim to reduce children in long-term local authority care.
- Current Services are being assessed and aligned to work towards strengthening edge of care crisis intervention and reunification.



PI 433 Number of children subject to child protection plan per 10,000 of the child population (scorecard page 73)

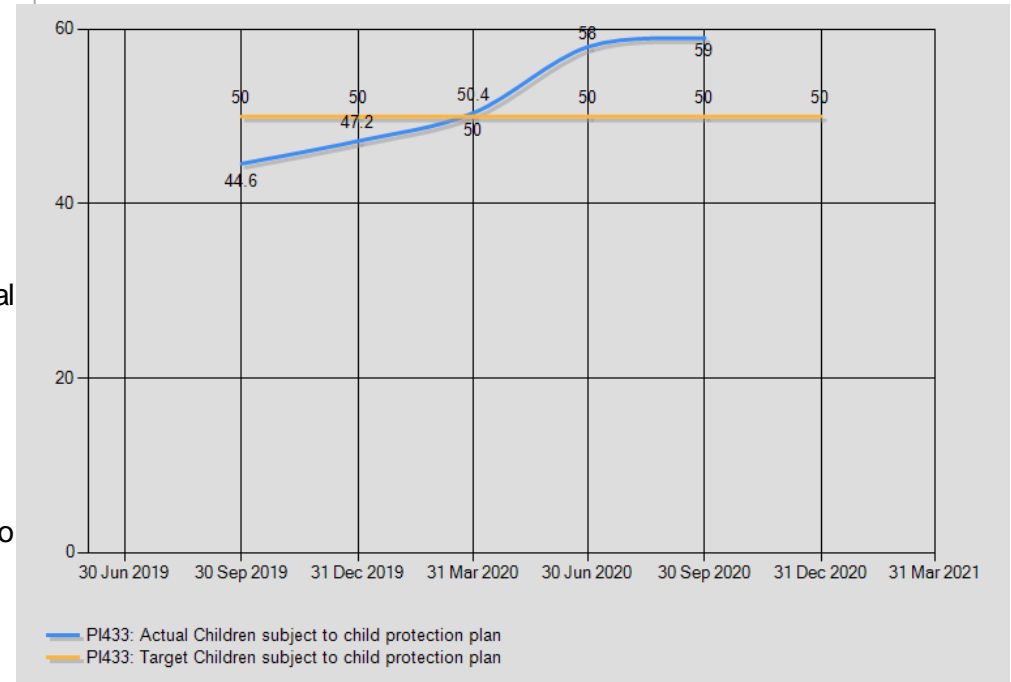
Quarter 2 Exception Report:

As can be seen in the graph there was a steady rise in the number of children subject to a child protection plan prior to the COVID-19 lockdown. However, there was a spike in the number of plans March-June 2020, this upward trajectory has now flattened and become stable.

Actions:

There is a piece of work being undertaken to ensure the right children are subject to the right level of intervention and therefore reduce the number of children subject to plans. This includes two action areas:

- To ensure the right children in need of protection are presented to Initial Child Protection Conference. We know that the majority of children presented to Conference often become subject to a child protection plan, Social Work Teams are now using the significant harm checklist within Strategy Discussions meetings to determine whether a child meets the criteria for a child protection plan is considered at an early stage and also includes a discussion between the Social Work Team Manager and the Duty IRO to ensure the right children are presented to Conference.
- To ensure children remain subject to statutory intervention for only as long as necessary. There is a Panel that reviews children who have been subject to a child protection plan for 9 months or longer to determine what needs to happen for the plan to end or to ensure further statutory intervention is timely.

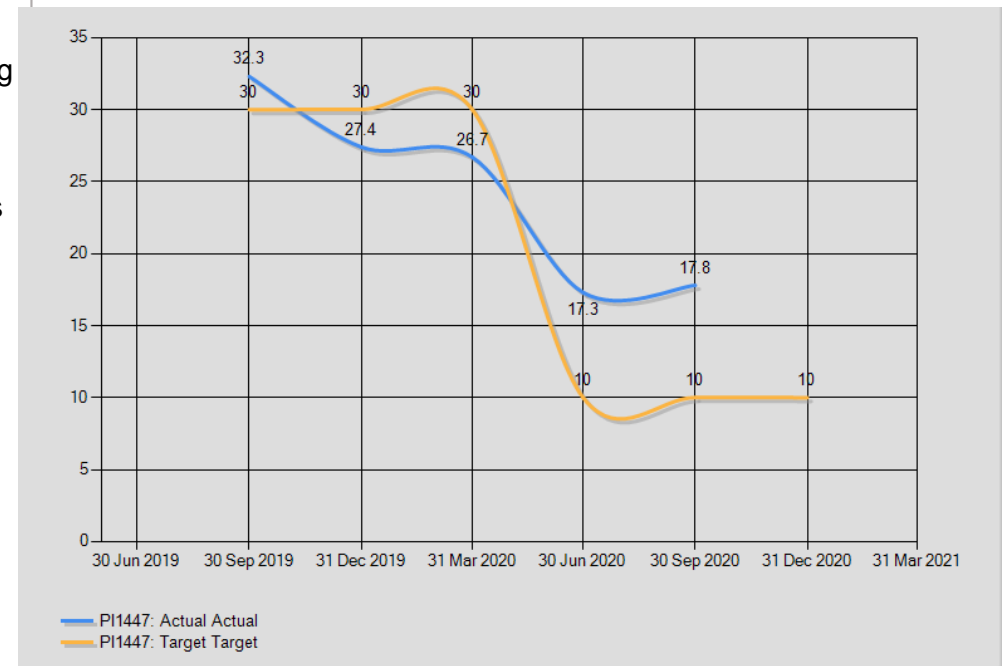


Quarter 2 Exception Report:

Q2 has seen a small increase in the proportion of agency staff. Close monitoring of staff turnover has identified a disparity between the number of starters and leavers and due to ongoing recruitment challenges experienced during the pandemic, it has resulted in an increase in agency staff. Work is currently underway to identify agency staff who would like to become permanent and this will have a positive impact on the rates.

Actions:

- Analysis of demand in care management and court teams being conducted through Childrens Services Improvement Plan.
- Work is currently underway to identify agency staff who would like to become permanent and this will have a positive impact on the rates.



For more information on service delivery associated to Qtr. 2 activity within the Housing Directorate, please refer to the Service Summary document appendices: [Children's services](#)









Section 3.3: Stronger and Safer Communities – Adult Social Care

Summary Status

 3
Exceeds Target

 0
On target upper tolerance

 1
Below target

	2019-20 Comparator		2020-2021 Financial Year					
Performance Indicator	Qtr.2	Qtr.2	Qtr. 1	Qtr.2				
	Actual	Target	Actual	Actual	Target	Score	Quarterl y Trend	Benchmarking Comparator Data
PI 501 ASCOF2B (P1) - Prop of 65+ at home 91 days after discharge from hospital into reablement services	87.0%	83.0%	84%	90.0% (234/259)	83.0%			82.4% (All England 2018/19)
PI.2131 % of Delayed transfers of care as percentage of occupied beds	New Measure		Delay with data	Delay with data				4.9% (Feb 2020)
Note: Delay with data due to the coronavirus illness (COVID-19) and due to the need to release capacity across the NHS to support the response, the collection and publication of official statistics have been paused. The latest figure available of 3.9% was reported in February (Qtr. 4 2019/20)								
PI.2132 % of contacts to adult social care with an outcome of information and advice/signposting	New Measure		11.4%	9.8% (1087/11128)	11.0%			Local Measure
Exception: Signposting total recorded for Q1 = 1325 -v- Signposting recorded for Q2 = 1306 – Therefore down 19 signposting calls in Q2. Calls received into Access were up by an additional 2364 calls in Q2 from Q1 and with the Go Live of LAS and the additional calls coming through we missed a total 261 calls in September, which could equate/give some explanation to the decline in signposting being recorded in Q2.								
PI 2133 % of working age service users (18-64) with a primary support reason of learning disability support, who are living on their own or with their family	New Measure		65%	66% (582/882)	60.0%			77.4% England 18/19
PI.2134 % of the conversion of safeguarding concerns to enquiry	New Measure		11%	3.9% (56/1446)	20.0%			39% England 18/19

PI 2132 above indicates below target, this is a new measure, therefore no trend data is available.



Section 3.3: Stronger and Safer Communities – Public Health & Wellbeing

Summary Status

★ 0
Exceeds Target

● 1
On target upper tolerance

▲ 1
Below target

Performance Indicator	2019-20 Comparator		2020-2021 Financial Year					
	Qtr.2	Qtr.2	Qtr. 1	Qtr.2				
	Actual	Target	Actual	Actual	Target	Score	Quarterly Trend	Benchmarking Comparator Data
PI 1798 Percentage of eligible people receiving a health check (coverage)	53.6%	75.0%	0.0%	6% (267)	33.0%	▲	↗	Local Measure
PI.2074 Proportion of premises in the borough that are compliant with food hygiene law	New Measure		86.7%	86.6%	90.0%	●	↘	Local Measure

KPI's below target against priority: **1**

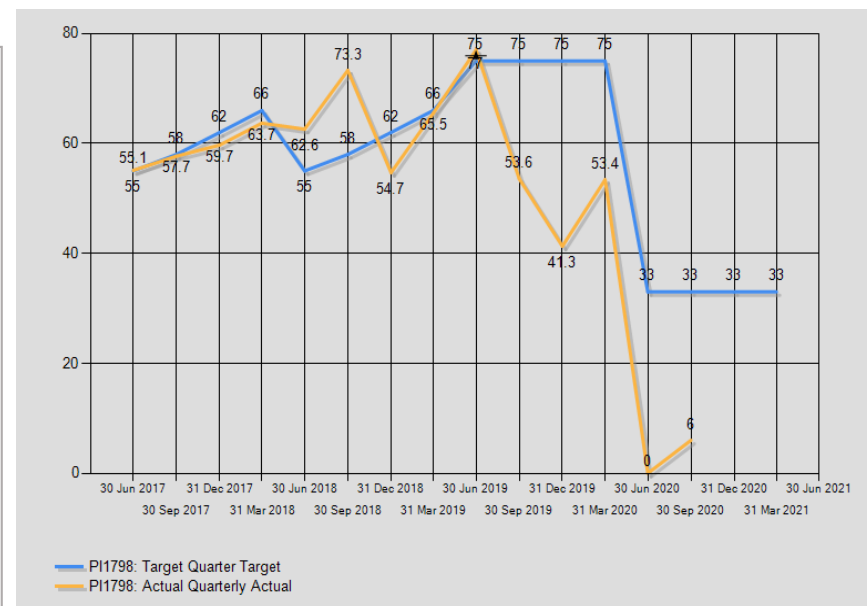
PI 1798 Percentage of eligible people receiving a health check (coverage)

Exception Report: The suspension of health checks was lifted by Public Health England in August; this enabled a small number of checks to be carried out within the reporting period (July – September) equating to 6% (267).

Prior to the pandemic, the trend data shows a continual downward trend against the target (75%) for the percentage of eligible people receiving a full health check. The lowest of the outturns is in Qtr. 3 of 2019 with 41.3% of health checks carried out, this increased slightly in Qtr. 4 2019 to 53.4%.

Action:

- To ensure safety of their patients, practices are continuing to complete health checks on an opportunistic basis. We anticipate an increase in checks over the coming months.
- A review of the target took place in Qtr. 1 2020, and in line with previous performance and the COVID -19 pandemic the target reduced from 75% to 30%, this is also to account for possible further impacts of the virus for quarters 2 / 3.



For more information on service delivery associated to Qtr. 2 activity within the Housing Directorate, please refer to the Service Summary document appendices: **Adult Social Care**













Section 3.4: Growing the Economy and Creating Jobs

Summary Status

 3
Exceeds Target

 1
On target upper tolerance

 3
Below target

	2019-20 Comparator		2020-2021 Financial Year					
Performance Indicator	Qtr.2	Qtr.2	Qtr. 1	Qtr.2				
	Actual	Target	Actual	Actual	Target	Score	Quarterly Trend	Benchmarking Comparator Data
PI.120 16 to 18 year olds who are not in education, employment or training (NEET)	2.3%	2.8%	3.3%	3.3%	2.8%			W Mids. region data
PI.863 Proportion of children and young people who attend a good or outstanding school	77.2%	78.0%	76.4%	76.4%	78.0%			DFE Monthly management information
PI.1691 % of Major applications determined within 13 weeks	100%	100%	100%	100	60.0%			1st DCLG Ranking (June 2020)
PI.1692 % of Minor Applications determined within 8 weeks	100%	65.0%	100%	100	65.0%			4th DCLG Ranking (June 2020)
PI.1693 % of other applications determined within 8 weeks	100%	80.0%	99.43%	99.46%	80.0%			4th DCLG Ranking (June 2020)
PI.1705 Number of adults 19+ participating in learning (3500)	564	1535	112	489	650			93% against 88.3% target 17/18 Overall
PI.1709 Number of employers supported with ACL funding streams	12	16	40	107	20			Unavailable



Section 3.4: Growing the Economy and Creating Jobs

Information below provides historical trend data against the performance indicators below target aligned to the council priority 'Growing the Economy and Creating Jobs'. KPI's below target against priority: 3

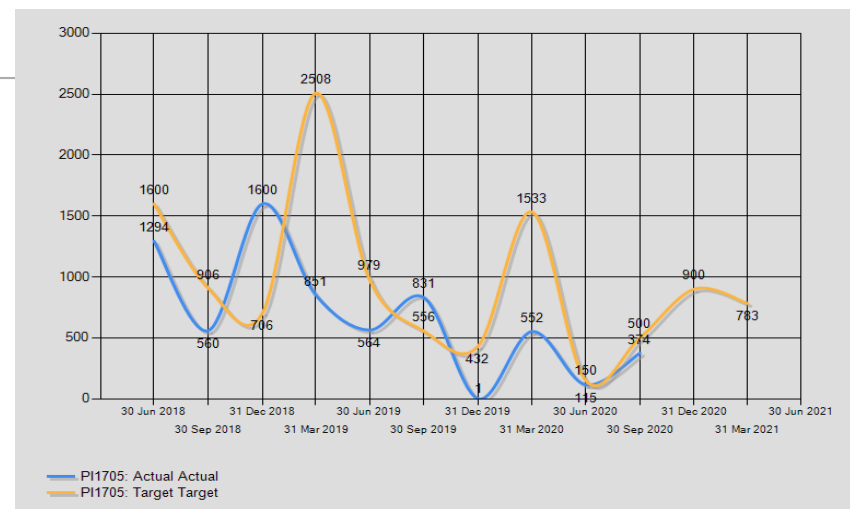
PI.1705 Number of adults 19+ participating in learning (SC P22)

Quarter 2 Exception Report:

Due to Covid-19 online delivery only for the first quarter and lower enrolments that expected. We are now back delivering in classroom but due to smaller class sizes because of social distancing we are continuing to develop a mix of face to face and blended (home) learning. This has caused a number of later starts for courses than we would normally expect.

Action:

- There is a backlog of enrolments that need uploaded into the database due to staff annual leave. Therefore, we expect this outturn to increase.
- Following the pandemic, we anticipate returning to normal service and delivering to target



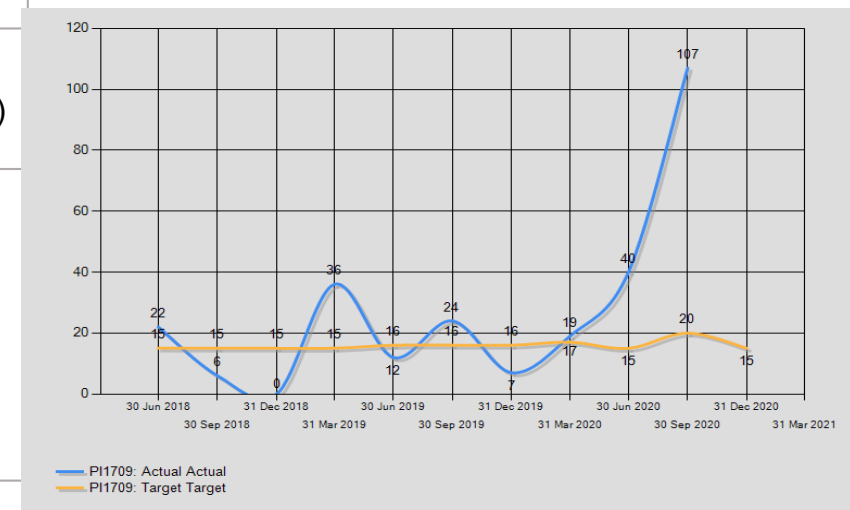
PI.1709 Number of employers supported with ACL funding streams (SC P22)

Quarter 2 Exception Report:

Due to Covid-19, in quarter 2 we continue to experience demand from businesses

Action:

Following the pandemic, we anticipate returning to normal service and delivering to target?



For more information on service delivery associated to Qtr. 2 activity within the Housing Directorate, please refer to the Service Summary document appendices: [Regeneration & Enterprise](#) / [Childrens Services \(Education\)](#)

Clair Blunn

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For additional performance data please visit: <http://appsrvr4/spectrum#>

Dudley in Numbers: <https://connect.dudley.gov.uk/news/PublishingImages/Coronavirus%20response%20infographic%20March%20to%20May.pdf>

Corporate Quarterly Performance Report

2020-21



APENDICES – Directorate Service Summary Documents

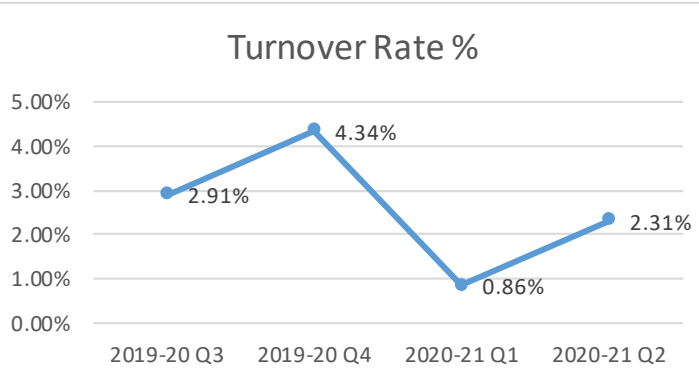
Directorate: Commercial & Customer Service Inc. ICT				
Date: Quarter 2 performance reporting (1/4/20 – 30/6/20)				
Performance Evaluation				
Corporate Performance Measures (KPI's)				
PI No.	Description	Quarter outturn		Score
		Actual	Target	
PI.47	% of Corporate Complaints given a full response within 20 working days	71.0% (292)	85.0%	▲
PI.2078	Number of Customer Compliments received	302	150	●
PI.2079	Number of Corporate Complaints received	413	275	▲
PI.2036	Number of new customers onto the revolution traded services portal	0	2	▲
Benchmarking (with local authorities/nearest neighbours)				
Customer Services <ul style="list-style-type: none"> Dudley Council Plus lead the LACCF (Local Authority Contact Centre Forum) for benchmarking on targets and activities as required specifically in respect of Customer Services. LACCF comprises of Customer Service Managers in the public sector across the country on a continuous basis. Digital & ICT Services <ul style="list-style-type: none"> No formal benchmarking since SOCITM service review completed in December 2019. Regular meetings with Heads of ICT at other West Mids authorities Commercial <ul style="list-style-type: none"> Awaiting Data Procurement <ul style="list-style-type: none"> Awaiting Data 				
Overview of Service Delivery (include any issues / risks)				
Customer Services <ul style="list-style-type: none"> Corporate contact centre and switchboard. Extensive service coverage, offering front line advice, assistance and processing which allows service area specialists to focus on the complex areas of their work or be out "on patch". DC+ offers various contact options. KPIs include telephone answer rates, customers seen in the walk in centre within dedicated timeframes, co-ordinating and reporting Councillor Contact and Corporate Customer Feedback outcomes. Digital & ICT <ul style="list-style-type: none"> Continued to roll out laptops as more staff continued to work from home during Covid-19 pandemic New online forms developed for various uses during pandemic 				



- Upgraded wide area network providing increased bandwidth (including to schools)
- Successfully retained compliance with the Public Sector Network security criteria
- Renegotiated mobile telephony contract
- Revised website to comply with new accessibility law
- Supported live deployment of Successor project for adult social care
- Reported to SEB on cyber-security and digital engagement

Workforce Metrics

Directorate Headcount (Excl. Casual Staff)	Total	FTE
Headcount & FTE as at 30/09/2020	354	304.29
Gender	Headcount	%
Female	195	57%
Male	149	43%
Disability	Headcount	%
Disabled	25	7.27%
Not Disabled	169	49.13%
Undisclosed	150	43.60%
Ethnicity	Headcount	%
BME	42	12.21%
Undisclosed	8	2.33%
White	294	85.47%
Turn over	% Rate	
2020-21 Q2		2.31%



Service Achievements *(report of any external accreditation, nomination for awards, positive publicity, during the past quarter)*

Customer Services

- Meeting most, close to other contact centre targets.
- Corporate performance reporting undertaken thoroughly and service areas chased up on cases over timescales both on recent open cases and more historical ones.
- Focus group also working on improvements to Customer Feedback on an ongoing basis.

Digital & ICT

- Signed PCI (Payment Card Industry) compliance documents, improving our security for handling credit and debit card payments across our main payment channels
- Website ranked in top 10 nationally for accessibility as measured by external Socitm survey

Opportunities for Improvement *(information relating to service complaints / compliments and learning from these).*

Customer Services

- Additional corporate work undertaken in response to audit recommendations from 2019/20.
- All upheld complaints include feedback to individual staff involved as well as the response/apology to customers.
- As quarter 1 covered lockdown 1 for Covid, vast improvements implemented to assist with Covid related topics (including grant, food and booking systems/schemes to support the customer, internal departments and Dudley MBC as a whole delivered).

Any additional information relevant to Corporate Scrutiny

- No further comments.



Directorate: Public Realm**Date:** Quarter 2 performance reporting (1/4/20 – 30/6/20)**Performance Evaluation**

Corporate Performance Measures (KPI's)

PI No.	Description	Quarter outturn		CIPFA Average	Score
		Actual	Target		
PI.1498	Percentage of household waste sent for reuse, recycling and composting (NI 192)	43.5%	35%	38.%	🟡
PI.1499	Percentage of municipal waste land filled (NI 193)	4.1%	4.5%	6.44%	★

Benchmarking (with local authorities/nearest neighbours)

- The Directorate reported on Q1 2020/21 waste KPIs in quarter 2, in line with national data returns. These KPIs are benchmarked against our CIPFA Family Group average, with outturns showing that Dudley has a higher rate of recycling and a lower rate of landfill than our comparator authorities:
- The first of the 3 Local Environmental Quality Surveys on cleanliness standards undertaken during the year was carried out during quarter 2. The surveys were developed by DEFRA and are now supported by Keep Britain Tidy. The KPIs provided by the survey are benchmarked against national data and continue to show that the levels of litter, detritus and fly-posting in Dudley are lower than the national average.

Overview of Service Delivery (include any issues / risks)

- Whilst the majority of the Directorate's frontline services continued to operate during the first lockdown period, quarter 2 saw a complete return to normal services, with recovery plans implemented where needed to ensure backlogs were cleared.
- A number of teams within the Directorate have had to deal with the challenge of reduced staff numbers due to either positive Covid-19 tests or the need to self-isolate.
- Many officers within the Directorate have contributed directly to the Council's Covid-19 response. For example Street Maintenance have supported the setting up of test centres; Traffic Engineers have implemented measures in town centres to support social distancing; work has taken place between Highways and Licencing teams to develop a new Pavement Licence application for outdoor seating in accordance with new legislation introduced by Government to support local businesses; and Licensing Enforcement Officers have worked with colleagues in Trading Standards to ensure licensed premises across the Borough comply with legislation introduced as a result of the pandemic.
- Recruitment has continued as normal, with a new HGV Mechanic, Waste Collection Drivers, Street Cleansing Operatives, a Civil Parking Enforcement Manager and a Traffic Engineer taken on during the quarter.
- The Directorate continues to work with HR as they undertake the corporate recruitment review, especially in relation to our harder to recruit to posts. We began a CV only pilot during the quarter and will work with HR to analyse the results of the trial to establish whether this may be the preferred recruitment option going forward.
- The Directorate has also recruited a second Apprentice Heavy Goods Vehicle Mechanic and a new cohort of Horticultural Apprentices during quarter 2.

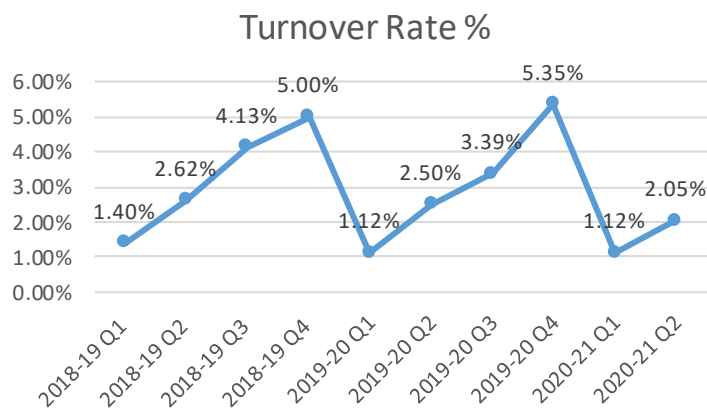


- Waste Care continue to deal with increased levels of both recycling and residual waste. The booking system introduced at the Household Waste & Recycling Centre to ensure the safe reopening of the site after lockdown continues to operate well, with the capacity monitored and increased where possible.
- We are continuing to see increased levels of fly-tipping across the Borough. Street Cleansing are working tirelessly to remove the dumped waste and Waste Enforcement Officers carry out investigations where evidence exists in order to pursue prosecution. CCTV cameras are also being looked into for specific hotspots. Licensing liaised with the Environment Agency to arrange the removal of two ex-Sainsburys trailers that were dumped at the side of the road in the Lye Valley Industrial Estate, Bromley Street, Lye filled with landfill waste.
- Waste Care have launched a new recycling locator tool on the Council website which shows residents where they can recycle other items locally that are not included in the kerbside scheme – <https://www.dudleyrecycles.org.uk/recyclinglocator>.
- Officers within Waste Care have undertaken further research into providers of In Cab Waste Management and Environmental Solutions during the quarter, engaging in soft market testing with leading suppliers. We have had demonstrations, finalised a specification with IT and spoken to customers from each of these suppliers. Following this work, the formal procurement process will commence in quarter 3.
- Fleet and Waste Care have trialled the use of an electric-powered collection vehicle, using it on several rounds. The Council is currently working in partnership with the Midlands Energy Hub on a scheme to obtain funding to cover the gap in cost between electric and normal vehicles (around £400,000 per vehicle compared to around £180,000), which would allow Dudley to purchase two of them.
- The Ryemarket car park in Stourbridge was forced to close following a fire in the shopping centre electrical room.
- The Travellers Transit Site at Budden Road was completed during quarter 2 and formally handed over to Corporate Landlord with operating arrangements in place for its future use.
- The programme of highway improvement work is progressing well with the support of term contractors and internal highways teams.
- The roll out of street lighting LEDs on main roads across the Borough is progressing well and nearing completion.
- Engineers within the Traffic & Transportation Team continue to work in partnership with Transport for the West Midlands and other West Midlands local councils to develop and deliver a range of infrastructure projects to support improved regional connectivity. These include:
 - Wednesbury to Brierley Hill Metro
 - Dudley Interchange
 - A4123, A461 and A456 multi-modal corridor improvements
 - Stourbridge to Brierley Hill – public transport corridor study
 - Rail network capacity improvements
- New cycle stands started to be rolled out across the Borough during the quarter. These are being funded through the successful bid to the Governments Emergency Active Travel Fund. The stands are being introduced in towns, parks and open spaces.
- Road Safety programmes continue to be delivered where Covid-19 measures allow. Some examples are the new starter packs that have been delivered to all reception age children and some cycle training. Road Safety have developed a number of virtual resources where face to face delivery is not possible. The Operation Park Safe initiative was launched, which aims to make streets outside schools safer.
- Green Care's grounds maintenance programme continues to operate across the Borough.
- Work is progressing well on the new Saltwells Wardens Base. Completion of the project is due in December 2020.
- The tender evaluation process has been completed for the Stevens Park Quarry Bank HLF Project, with the successful bidder Speller Metcalfe. It is hoped that work will be able to commence on site in November.
- As a result of Community Forum funding, benches and bins have been installed at Pensnett Coppice which, with the changes to the grass cutting regime, will further formalise the area as a local park



Workforce Metrics

Directorate Headcount (Excl.Casual Staff)	Total	FTE
Headcount & FTE as at 30/09/2020	1067	986.14
Gender	Headcount	%
Female	221	21%
Male	846	79%
Disability	Headcount	%
Disabled	63	5.90%
Not Disabled	485	45.45%
Undisclosed	519	48.64%
Ethnicity	Headcount	%
BME	53	4.97%
Undisclosed	47	4.40%
White	967	90.63%
Turn over	% Rate	
2020-21 Q2	2.05%	



extended beyond mattresses to the collection of bed bases, carpets and underlay, all for a much lower cost to residents than the Council's traditional bulky waste service and with all materials collected recycled rather than being sent to landfill. The LARAC (Local Authority Recycling Advisory Committee) annual conference, which includes the annual awards ceremony, was held virtually on 14th and 15th October, where Waste Care were announced as winners of the award.

Opportunities for Improvement (information relating to service complaints / compliments and learning from these.

- Public Realm received **157 complaints** during quarter 2
- 139 of these complaints (88.5%) were responded to within the corporate timeframe of 20 working days
- Following investigation 44 (28%) of the complaints received were upheld
- Of the 44 complaints upheld, 29 related to waste collection issues, 4 to the condition of the highway / footway, 3 to tree issues, 4 to other green care matters, 2 to litter and street cleansing issues, 1 to parking enforcement action and 1 to a street lighting issue
- Any issues or service failures identified during the investigation are addressed and changes made where required
- 6 complaints were directly related to service changes as a result of Covid-19. One due to the closure of parks / open spaces and 5 in relation to the HWRC. None of these were upheld
- The Directorate received **40 compliments** during quarter 2. 9 of these related to waste collections, 9 to street cleansing services, 9 to the work undertaken by highways crews, 6 to the service provided at the HWRC, 5 to green care services, 1 for Pest Control and 1 in relation to the Traffic team.

Any additional information relevant to Corporate Scrutiny

- No further comments.



Directorate: Adult Social Care**Date:** Quarter 2 performance reporting (1/4/20 – 30/6/20)**Performance Evaluation****Corporate Performance Measures (KPI's)**

PI No.	Description	Quarter outturn		All England (2018/19)	Score
		Actual	Target		
PI 501	ASCOF2B (P1) - Prop of 65+ at home 91 days after discharge from hospital into reablement services	90.0% (234/259)	83.0%	82.4%	★
PI.2131	% of Delayed transfers of care as percentage of occupied beds	Delayed			
PI.2132	% of contacts to adult social care with an outcome of information and advice/signposting	9.8% (1087/11128)	11.0%	N/A	▲
PI 2133	% of working age service users (18-64) with a primary support reason of learning disability support, who are living on their own or with their family	66% (582/882)	60.0%	77.4%	●
PI.2134	% of the conversion of safeguarding concerns to enquiry	3.9% (56/1446)	20.0%	39.0%	●

Benchmarking (with local authorities/nearest neighbours)

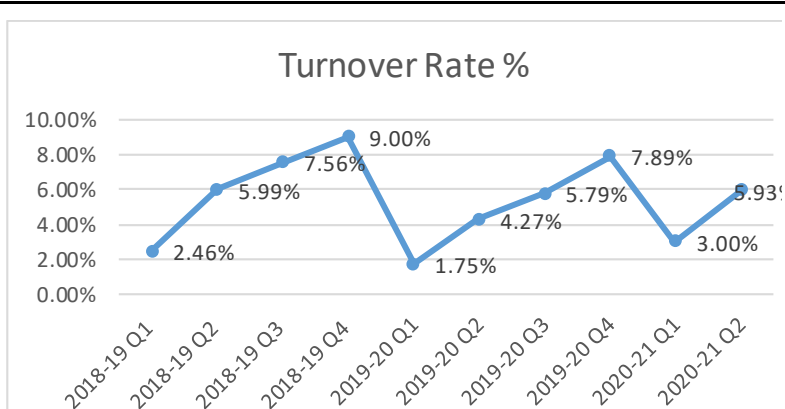
- Benchmarking during the Covid '19 period is complex due to limited data availability. The major point of comparison is the Care Act Easements.
- Dudley MBC did not enact any of the Care Act Easements during the pandemic and maintained a full statutory service.
- Dudley MBC's Adult Social Care Team has been short-listed nationally by Laing and Buisson for "Excellence in responding to Covid '19" as is the only Local Authority to have been short-listed in this category nationally.

Overview of Service Delivery (include any issues / risks)

- Protect vulnerable members of the Public throughout the Covid' 19 Period. Avoid implementing as many Care Act Easements as possible.
- Ensure sufficient supply of Social Care; protect the social care workforce
- Ensure an effective Hospital avoidance and discharge service to protect acute capacity for the critically ill.
- Ensure the most effective usage of Adult Social Care resources across the Covid '19 period.
- To work in partnership with individuals, our communities, the voluntary sector and other statutory and private organisations
- Develop and enhance the Adult Safeguarding and Mental Health Offer.
- Ensure the most effective usage of Adult Social Care resources

Workforce Metrics

Directorate Headcount (Excl.Casual Staff)	Total	FTE
Headcount & FTE as at 30/09/2020	849	714.86
Gender	Headcount	%
Female	708	83%
Male	141	17%
Disability	Headcount	%
Disabled	65	7.66%
Not Disabled	348	40.99%
Undisclosed	436	51.35%
Ethnicity	Headcount	%
BME	121	14.25%
Undisclosed	42	4.95%
White	686	80.80%
Turn over	% Rate	
2020-21 Q2	5.93%	



Service Achievements (report of any external accreditation, nomination for awards, positive publicity, during the past quarter)

- Successor our new Liquid Logic Case Management System went live 7th Sept 2020.

Access and Prevention

- Pleased to meet you continues to provide support:
 - 550 contacts have been received relating to bespoke shopping, essential medication, food bank vouchers and more generalised areas of support.
 - 2887 welfare visits/telephone calls have been made to people who regularly have contact with the service.
 - 30 referrals made for people living with dementia, but not known to dementia services. Crystal Gateway who have put in sessional support in the person's own home, which has reduced demand on community care providers.
 - Crystal Gateway has provided 741 support visits to people in their own homes to enable carers to have respite from caring.
 - 819 telephone contacts have been maintained with carers whose relatives are currently unable to attend day time respite.
- Increased uptake in technology:
 - 10 people being visited by staff from Crystal Gateway have been using RITA as part of their support activity in their own home.
 - Two individuals who are currently being cared for at home in bed have been using YouTube to exercise their upper body, which means they are remaining independent in eating a meal.
 - Queens Cross has introduced virtual activity sessions for people currently not able to attend the day facilities, 5/6 people per session join these opportunities.

Dudley Disability Service

- Urgent assessments undertaken – all non-essential work and assessments via the phone.
- Regular check in calls taking place to assure well-being and identify any urgent issues.
- Safeguarding cases remained on track and waiting lists appropriately risk assessed during the crisis.
- Delivery of statutory Legal casework in line with children's CP undertaken.
- Duty service provision continued throughout lockdown
- Partnership/Stakeholder work streams and service development have been maintained as appropriate via digital mechanisms

Assessment & Independence

- Transfers of care continued from hospital to enable critical care capacity to manage Covid 19
- Calls taken place regularly to ensure the PPE position is properly managed.



- On call rota planned over the weekend as demand in the community has increased

Adult Safeguarding & Mental Health

- We have successfully managed all Safeguarding referrals. Demand is now at pre- Covid19 levels
- Domestic abuse levels do not appear to be increasing in Dudley at the same rate as other areas. Local campaign underway to raise awareness and a single point of contact established via Safe and Sound for referrals. Safe places will be utilised in supermarkets.
- Mental health service continues, all met within the current infrastructure. There has been no increase in MH Act assessments. Increased costs in packages of care are coming through.
- Deprivation of Liberty Safeguard cases were managed down during the crisis.

Integrated Commissioning Performance & Partnerships

- Daily reporting on PPE availability in care provision from this point forwards.
- Self- contained accommodation identified for people (six units) for people with cognitive impairment/substance misuse issues.
- Additional in-reach support for Care Homes with Care Providers without impacting on existing care capacity.
- All Care Homes and a number of Extra Care/Supported Living schemes were given access to an iPad (paid for by the Council) to ensure family interaction during lockdown.
- Infection Control Monies and additional payments were made to care providers to support the viability and safety of care homes throughout the Covid '19 period.

Opportunities for Improvement *(information relating to service complaints / compliments and learning from these.*

- We held an engagement session with people who use care and support and carers. Lessons learned are all captured in this independent report produced by Dudley Healthwatch

<https://healthwatchdudley.co.uk/wp-content/uploads/2020/09/Adult-Social-Care-Peoples-Network-Aug-20-Final.pdf>

Any additional information relevant to Corporate Scrutiny

- The challenge in the next quarter will be sustaining the care market given the significant financial and staffing challenges facing the care sector. We will be working closely with all care providers in the borough to manage the ongoing impacts of Covid '19 as carefully as possible.



Directorate: Regeneration & Enterprise

Date: Quarter 2 performance reporting (1/4/20 – 30/6/20)

Performance Evaluation

Corporate Performance Measures (KPI's)

PI No.	Description	Quarter outturn		DCGL ranking (June 2020)	Score
		Actual	Target		
PI.1691	% of Major applications determined within 13 weeks	100	60.0%	1 st	🟡
PI.1692	% of Minor Applications determined within 8 weeks	100	65.0%	4 th	🟡
PI.1693	% of other applications determined within 8 weeks	99.46%	80.0%	4 TH	🟡
PI.1705	Number of adults 19+ participating in learning (3500)	489	650	NA	🔴
PI.1709	Number of employers supported with ACL funding streams	107	20	NA	🔴

Benchmarking (with local authorities/nearest neighbours)

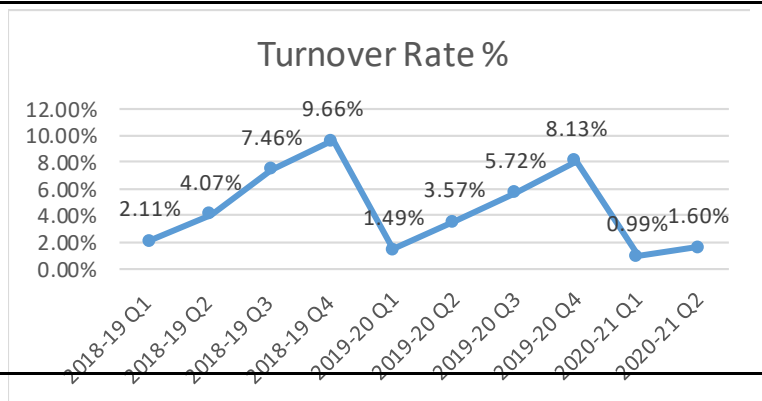
- The service is continuously benchmarking in all sectors Planning, Building Control, Cultural services and Leisure

Overview of Service Delivery (include any issues / risks)

- All staff across the service were enabled to WFH (where possible) and if staff were unable to WFH they were reallocated to support other services such as DBF, Public Health, School meals
- Planning, Building Control and Enforcement applications have risen by 30%+ during the Covid period and this trend is continuing. The service have adapted working practices to continue providing a service within restrictions and maintained performance through out. WFH does not allow for all tasks to be performed at a point in the future a backlog of certain tasks will need to be addressed. Some project works have been delayed as 3rd party companies have furloughed staff and project funds are being reconsidered.
- DBF have worked alongside Business Rates Team to ensure small business grants were advertised and paid in a timely manner.
- Some Education Services were suspended for a period, but most services are now reopened but with reduced numbers – this will have a long term reduction in income.
- Cultural services have determined innovative ways of working and adapted usual practices to accommodate social distancing restrictions.
- All service areas are concerned about long term health implications to staff.

Workforce Metrics

Directorate Headcount (Excl.Casual Staff)	Total	FTE
Headcount & FTE as at 30/09/2020	797	537.35
Gender	Headcount	%
Female	609	76%
Male	188	24%
Disability	Headcount	%
Disabled	37	4.64%
Not Disabled	304	38.14%
Undisclosed	456	57.21%
Ethnicity	Headcount	%
BME	62	7.78%
Undisclosed	62	7.78%
White	673	84.44%
Turnover	% Rate	
2020-21 Q2	1.60%	



Service Achievements *(report of any external accreditation, nomination for awards, positive publicity, during the past quarter)*

- During the period the service have been awarded UNESCO status and received praise both delivery of business grants and catering services.

Opportunities for Improvement *(information relating to service complaints / compliments and learning from these.*

- More robust ICT infrastructure

Any additional information relevant to Corporate Scrutiny

- No further comments.



Directorate: Childrens Services**Date:** Quarter 2 performance reporting**Performance Evaluation**

Corporate Performance Measures (KPI's)

PI No.	Description	Quarter outturn		Score
		Actual	Target	
PI 1466	Number of early help assessments started	534	600	🔴
PI 432	Number of children looked after per 10,000 of the population	90.9	85	🔴
PI.426	Timeliness of Single Assessments - % Completed Within 45 Working Days (Assessment service only)	96% (621/646)	95	🟡
PI 433	Number of children subject to child protection plan per 10,000 of the child population	59	50	🔴
PI 1447	% of agency social workers	17.8% (44.31)	10	🔴
PI 2129	% of eligible children who take up a 'Time for Two's' place in the Dudley Borough	87.6% (1141)	85.0%	🟢

Benchmarking (with local authorities/nearest neighbours)**Overview of Service Delivery** (include any issues / risks)**Children's Buildings**

- Plans were put in place to reopen all five family centres, both contact centres and Corbyn Road. For Corbyn Road, this also included children in care staff from Mary Stevens Park.
- All buildings were risk assessed and received a COVID secure notice from Health and Safety.

Successor

- Despite continued lockdown arrangements due to Covid, the service went live on Liquid Logic, Early Help Module and ContrOCC on 16th November.
- An extensive training programme was delivered via online learning and virtual classrooms.

Social Care

- From the 10th August Gary Lamb, ex HMI Inspector, will be spending 3 weeks in both Children and Families and Children in Care to carry out a test of assurance. The findings and actions of which will be included in our improvement plan. We will also review the quality and scope of our training plan in light of any findings.
- MASH agencies have continued to operate throughout COVID remotely.



- There had been a significant drop in contacts from schools, which is usually the highest source of contacts, although we started to see schools contacts increasing as more children were returning to school prior to the summer break, although these increased as schools started to receive more children.
- The social work teams continue to operate 'business as usual' assessing and supporting children and families on both Child in Need and Child Protection Plans.
- Recruitment continues at pace across children's services and we are concentrating on ensuring that the front-line teams have the correct establishment in place in anticipation for the increase in demand in September when schools re open. This will also help address high caseloads that exist in some parts of the service.
- The use of technology has been positive and has enabled interagency working to continue for example, virtual attendance at conferences and reviews. Programmes of training and development have continued to support the ongoing development of the workforce.

Early Help

- Dudley's Early Help system is swiftly adapting to open our Family Centres as we approach the COVID-19 lockdown transition.
- Multi-Agency Action Meetings have continued effectively using technology during this period with partners contributing well in this format.

Youth Offending

- Dudley continues to work during the COVID-19 pandemic following guidance by the Youth Justice Board (YJB)
- The YJB also issued Local Authorities with details of an early release scheme relating to the secure estate. It remains the case that no Dudley young people have been eligible for this scheme as it did not include the remand cohort, focussing rather on young people at the end of their sentences.

Safeguarding

- All children protection conferences and looked after children reviews are being held virtually using technology. For many parents this has been positive as they feel less intimidated by having to sit in a conference room with a range of professionals.

Education

- The key educational focus for Dudley during the COVID-19 outbreak has been to ensure that schools have been open, initially for the children of critical workers and vulnerable pupils, and then for those in the targeted cohorts of reception, year 1, year 6, year 10 and year 12.
- Our schools have worked tirelessly to support children, young people and their families throughout a sustained and very challenging period and, as the data below shows, the attendance of our most vulnerable pupils increased steadily from April to July.

Month	Average Number of Pupils Attending			Pupils With a CPP	Pupils who are Looked After	Proportion of Specified Cohort Attending			Pupils with a Child CPP	Pupils who are Looked After
	All Pupils	Pupils with an EHCP	Pupils with a CiN Plan			All Pupils	Pupils with an EHCP	Pupils with a CiN Plan		
Pre - Lockdown %	--	--	--	--	--	95%	90%	86%	86%	95%



April *	627	32	18	28	19	1%	2%	7%	13%	8%
May	800	39	31	31	37	2%	2%	12%	14%	15%
June	4726	145	59	69	106	10%	9%	23%	31%	43%
July **	6731	195	86	77	137	14%	12%	34%	35%	55%

** Data from the start of the Dudley Schools Attendance Survey which began on the 9th of April 2020*

*** Data up to and including 15th of July 2020*

- For the majority of young people, education has been provided remotely by their school, to enable them to learn at home. Most schools have provided online learning but, where necessary, physical learning packs have been produced for families.
- Dudley, along with other local authorities across England, has been part of the DfE's program to provide devices to support children and young people with remote learning. We received approximately 1100 laptops and devices, the majority of which have been distributed either to children who are looked after (CLA) or children who have significant involvement with a social worker.
- Dudley Virtual School is also delivering a range of provision, including;
 - The Challenge Tuition Programme
 - Artslink Awesome Arts Programme
 - Literacy & Numeracy Programme - Spy School 2020 - The Lockdown Legend
 - Careers – Be Inspired
- Then, finally this summer, Dudley Performing Arts is organising two weeks of events, again targeted at children and young people who are likely to find it difficult to re-engage with school in September.

SEND

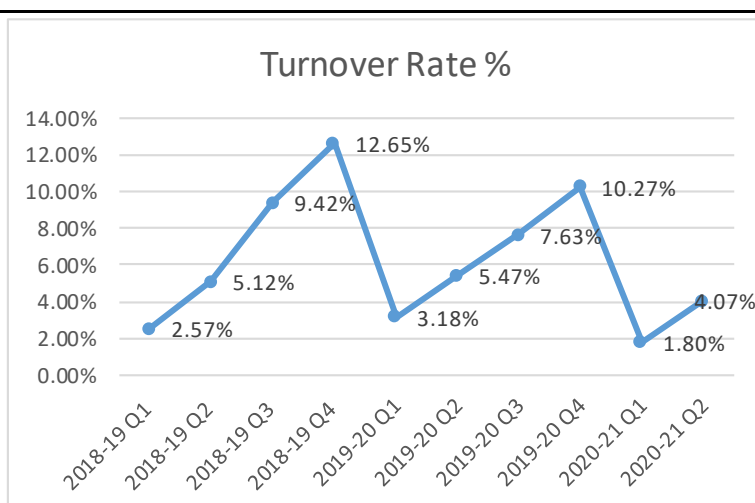
- The SEND Oversight Group continued to meet to monitor progress against the improvement plan.
- DfE are happy with the progress being made
- Full team of permanent staff have been recruited during the pandemic
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Workforce Metrics



Contract Type (All Positions)		
Row Labels	No of Positions	%
Casual	107	11%
Full time	481	51%
Part time	361	38%
Grand Total	949	100%

Directorate Headcount (Excl.Casual Staff)		
	Total	FTE
Headcount & FTE as at 30/09/2020	922	691.68
Gender	Headcount	%
Female	706	85%
Male	128	15%
Disability	Headcount	%
Disabled	66	7.91%
Not Disabled	395	47.36%
Undisclosed	373	44.72%
Ethnicity	Headcount	%
BME	142	17.03%
Undisclosed	71	8.51%
White	621	74.46%
Turn over	% Rate	
2020-21 Q2	4.07%	



Service Achievements *(report of any external accreditation, nomination for awards, positive publicity, during the past quarter)*

- There has been an increase in compliments from our young people and carers in regard to staff

Opportunities for Improvement *(information relating to service complaints / compliments and learning from these)*

The 8 key areas as described in the Ofsted letter will be the areas of focus in the strategic plan. They are as follows:

Area for priority action: The local authority needs to take swift and decisive action to address the delays in identifying and ensuring permanence for children, including:

- timely application of the pre-proceedings stage of the Public Law Outline (PLO), where risks for children are not reducing through child protection planning
- The timeliness and quality of decision-making in the multi-agency safeguarding hub (MASH)
- The case transition points across all service areas to prioritise the needs of children and reduce unnecessary changes of workers
- The pace of progress in the development of responses to non-familial abuse and child exploitation
- The quality of assessments and child-focused plans
- The effectiveness of supervision, quality assurance arrangements and senior management oversight
- The quality and impact of education for children in care at key stage 4, and post16 qualifications and attainment



Any additional information relevant to Corporate Scrutiny (i.e. workforce data/service delivery statistics)

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