

# Corporate quarterly performance report **2012-2013**

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**Quarter 4**

(Jan 1<sup>st</sup> 2013 to March 31<sup>st</sup> 2013)

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## Section 1: Introduction

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This Quarterly Corporate Performance Management Report highlights performance for the period January 1<sup>st</sup> 2013 to March 31<sup>st</sup> 2013. It provides specific information detailed in the Council Plan 2013, relating to performance indicators and key actions.

Our key objectives are:

- To aim to be amongst the best local authorities in Britain
- To regularly punch our weight as one of the largest local authorities in Britain
- To be at the forefront of new ideas, as one of the most innovative local authorities in Britain

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 quarterly performance indicators in this quarter: **37**  
Number of key actions due for reporting this quarter: **98**

Performance Indicators status  
(see Chart 1)

★ 13

Exceeds target

🟡 8

On target upper tolerance

🟢 4

On target lower tolerance

🔴 12

Below target

Short term trend status  
(see Chart 2)

📈 15

Short-term trend Improved

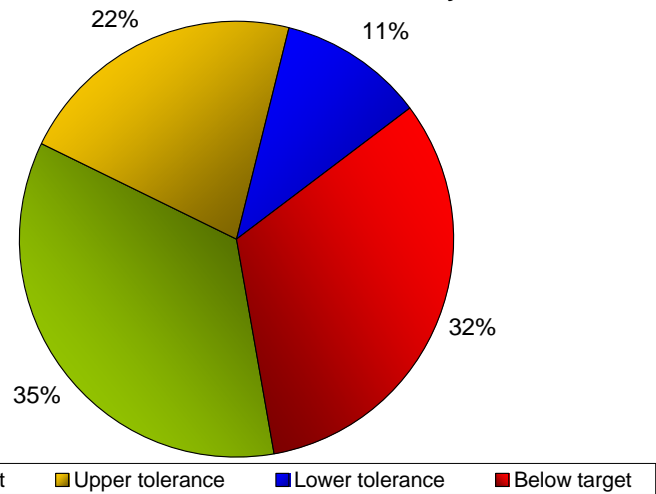
➡ 1

Short-term trend Consistent

📉 21

Short-term trend Worse

Chart 1: Performance indicator summary



Status: **68%** of 37 quarterly reported performance indicators either on target or exceeding target. Previous year resulted in 75% of 40 quarterly reported performance indicators either on target or exceeding target.

Action plan status: **96%** of key actions progressing either on target or ahead to action plan milestones.

Action plan progress status

★ 5

Excellent progress  
Ahead of schedule

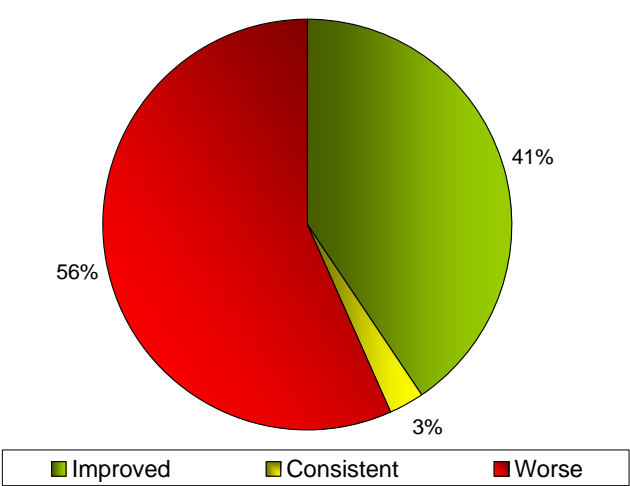
✓ 91

Good progress  
On schedule

🔴 2

Fair progress  
Behind schedule

Chart 2: Short-term trend







































Status: **56%** of performance indicators showing a worsening short-term trend with previous reporting frequency.















































## Section 2: Performance Summary cont'd

The following tables show performance indicators;

- Where the score status is below target, including its respective short-term trend
- All performance indicators with a trend status worsening, including its respective score status during this financial year.

Performance indicators below target  (see chart 1~ page 4)	Q2 trend	Q3 trend	Q4 trend	Priority & reference to comments
<b>PI 432:</b> Number of Looked after children per 10,000 of the child population				Young People (see exception comments on page 7)
<b>PI 154:</b> Care leavers in employment, education and training (%)				
<b>PI 434:</b> Average time (days) to match a child to an adoptive family				
<b>PI 406:</b> Total number of Credit Union members				Regeneration, skills and employment (see exception comments on page 10)
<b>PI 170:</b> Credit Union loan to share ratio				
<b>PI 323:</b> Number of households living in Temporary Accommodation				Health and Well-being (see exception comments on page 21)
<b>PI 348:</b> % of household waste sent for reuse, recycling and composting				Cleaner, greener and environmentally friendly (see exception comments on page 24)
<b>PI 195:</b> Improved street & environmental cleanliness- Fly posting	-			
<b>PI 355:</b> Private sector dwellings used/ demolished				
<b>PI 145:</b> Average number of days lost per lost time accident at work				People being served better (see exception comments on page 29)
<b>PI 35:</b> % of employees declaring they have a disability				
<b>PI 418:</b> Local authority working days/ shifts lost per FTE due to sickness absence				

## Section 2: Performance Summary cont'd

Performance indicators with two consecutive periods of worsening trend  	Q1 Status	Q2 Status	Q3 Status	Q4 Status	Priority & reference to comments
<b>PI 258:</b> Number of lost time accidents at work					People being served better
<b>PI 7:</b> Number of adults engaged informal learning or events					Regeneration, skills and employment
<b>PI 325:</b> Number of adults in English and maths programmes					
<b>PI 334:</b> Number of reported incidents of anti social behaviour					Tackling crime, fear of crime and Anti-social behaviour
<b>PI 433:</b> Number of children subject to child protection plan per 10,000 of number of child population					Young people: <i>This number is rising as a probable reflection of increasing professional awareness of indicators of abuse and effect of early intervention work in identifying at an early stage.</i>
<b>PI 405:</b> Total number of adults participating in learning					Regeneration, skills and employment
<b>PI 348:</b> Percentage of household waste sent for reuse, recycling and composting					Cleaner, greener and environmentally friendly (see exception comments on page 24)
<b>PI 170:</b> Credit Union share to loan ratio					Regeneration, skills and employment
<b>PI 154:</b> Care leavers in employment, education and training (%)					Young people: (see exception comments on page 7)
<b>PI 323:</b> Number of households living in Temporary Accommodation					Health and Well-being (see exception comments on page 21)
<b>PI 355:</b> Private Sector dwellings used/demolished					Cleaner, greener and environmentally friendly (see exception comments on page 24)

### Section 3: Council plan 2012-13 priorities

Young people

Performance Indicators status

★ 1  
Exceeds target

● 0  
On target upper tolerance

● 2  
On target lower tolerance

▲ 3  
Below target

#### Young People: Performance indicator scorecard

Directorate	Ref	Definition	11/12 Actual	12/13 Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Scrutiny Committee	Trend
DCS	PI 349	Percentage of initial assessments for children's social care carried out <10 working days.	58.8%	72.5%	62.9%	66.6%	73.2%	69.3%	Children's Services	↓
					▲	▲	●	●		
DCS	PI 187	First time entrants to the Youth Justice System aged 10-17 years.	N/A	471	120	207	287	380		↓
					★	★	★	★		
DCS	PI 432	Number of Looked After Children per 10,000 of the child population.	104.9	98.8	104.9	108.71	105.8	109.2		↓
					▲	▲	▲	▲		
DCS	PI 154	Care leavers in employment, education and training (Percentage)	52.60%	65%	50%	66.8%	54.5%	50%		↓
					▲	●	▲	▲		
DCS	PI 433	Number of children subject to child protection plan Per 10,000 of Number of child population	33.3	36	29.6	32.1	33.5	36.6		↓
					★	★	★	●		
DCS	PI 434	Average time (days) to match a child to an adoptive family.	N/A	213	174	273	239	299		↓
					★	▲	▲	▲		

#### Comments:

**PI 154:** Qtr 4 - 4 children out of 8 in education, training or employment 50% Year to Date – 20 children out of 34 in education, training or employment 58.8%

**PI 432:** The number of new admissions has not risen significantly, but children in 5-9 age groups particularly are staying in care longer due to complex challenges they are presenting. We are seeing an increase in the number of 10-15 year olds requiring intervention.

**PI 434:** In the cohort of children, who were adopted, there were 3 children who took a longer period of time to be matched with adopters and this adversely affected the figures. All 3 children became looked after in 2008 and after extensive searches for adopters their foster carers, with whom they had been placed for the whole of this period, came forward as wishing to adopt these children. This was deemed to be the right placements for the children and now the Government is keen to encourage fostering for adopters. These were all children with complex histories and particularly challenging behaviour.

This has to be set in the context of a national shortage of adopters to meet the numbers of children waiting.

Performance in Dudley for Adoption for 2012/13 has been excellent with 30 children being adopted, which is the highest number we have ever achieved.

## Young people: Action plan progress

### Objective 1 Improve outcomes for all children and young people

Ref (Spectrum)	Key Activities	Status	Progress	Lead Officer
YP1a (A15)	Improve outcomes for children aged 0-11 (early years and primary)	✓	Review of the impact of LA support to some schools indicates that most have made improvement and many have done so at a faster rate than the Dudley averages. Consequently, it is hoped that this improvement will be evidenced in the 2013 statutory test results. Early Years Foundation Stage (EYFS) - Training has been provided throughout the year covering the revised framework including the new assessment and recording aspects for Private, Voluntary and Maintained Early Years providers. Dudley childcare providers currently have the 2nd highest OfSTED results in the country with 93% rated good or outstanding. Training has been provided in the new Early Years Curriculum, assessment and recording aspects for Private, Voluntary and Maintained Early Years providers. Training has been provided for the new Spelling, Punctuation and Grammar test (SPAG) being administered to all Year 6 children this year for the first time. Data about this test will not form part of the performance tables in 2013.	Dave Perrett DCS
YP1b (A16)	Improve outcomes for children and young people aged 11-19 years (or aged 25 for those with disabilities)	⚠	Validated data confirmed that the 2011-12 results showed that Dudley was 2.4% below the national average for pupils achieving 5A*-C (including English and maths) grades. The performance of pupils eligible for free school meals remains below that of their peers in Dudley. However, the performance of looked After Children was well above the national average. Most secondary schools have procured support to improve their outcomes from alternative providers and consequently the LA has little front line support working in schools to help improve outcomes. Where support is provided self review and OFSTED inspection feedback is positive about the impact it is having.	Dave Perrett DCS
YP1c (A17)	Improve the educational attainment of Looked After Children (LAC)	★	KS2 Results Level 4 English 2011 = 50% (Nat 54%) 2012 = 69% (Nat 60%) Level 4 Maths 2011 = 46% (Nat 52%) 2012 = 74% (Nat 56%) Level 4 Maths and Eng 2011 = 42% (Nat 43%) 2012 = 63% (Nat 50%) All this clearly demonstrates the remarkable progress Dudley Looked After Children of all ages have made in their academic progress.	Dave Perrett DCS



Objective 2 Ensure that vulnerable children and young people are safe from maltreatment and neglect				
Ref (Spectrum)	Key Activities	Status	Progress	Lead Officer
YP2a (A13)	Ensure that vulnerable children and young people are safe from maltreatment and neglect	✓	Revised "Working Together" has been published .Capacity within IRO service has been maintained and extended capacity within Family group conferencing service .The family intervention team has been fully established and is actively working with families identified from the troubled families initiative and those on the edge of care .Early intervention panels have lead officers nominated in every township working with nominated officers from partners to screen and assess and action referrals of families causing concern	Pauline Sharratt DCS
YP2b (A14)	Ensure that Looked After Children (LAC) have good care, security, stability and achieve the best possible outcomes	✓	Standards of care in children's homes continue to be judged by OFSTED as good and outstanding on re-inspection. The action plan arising from fostering inspection has been implemented enhancing carer support and training." Keep Programme" to support carers in management of challenging behaviour has been rolled out and new programme for adopters implemented .Carers centre further developed to provide support to carers and activities for children and young people .Adoption support grant has funded training to adoption and district staff to improve report writing ,analysis and risk management .Peer review now planned for May /June to focus on care practice .Additional capacity has been funded by health commissioners for general health support but changes to funding of Looked after Children (LAC), child and adolescents mental health service (CAHMS) commission will require a review of how the service is provided in future.	Pauline Sharratt DCS
Objective 3 To increase participation in leisure, recreational and cultural activities for learning, health improvement, socialising and personal growth				
YP3a (A59)	Provision of a range of, and the development and enhancement of new/additional, cultural and leisure facilities and services	✓	Work on air handling plant completed at Crystal Leisure Centre and at Dudley Leisure Centre. Support given to Friends Groups who seek to bid for funds to improve their facilities and their programmes of activities. Park Ranger team have joined Sport and Physical Activity Section and the programme of activities is being refined. Closer links will be forged with Public Health in future developments linked to the health agenda.	Andy Webb DUE

Regeneration, skills & employment  
Performance Indicators status

★ 2  
Exceeds target

● 5  
On target upper tolerance

● 1  
On target lower tolerance

▲ 2  
Below target

**Regeneration, skills and employment : Performance indicator scorecard**









Directorate	Ref	Definition	11/12 Actual	12/13 Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Scrutiny Committee	Trend
ACL	PI 7	Individual adult Informal interventions/events: attendances	2628	1350	2054 ★	3393 ★	3965 ★	4237 ★	Regeneration, Culture & Adult Education	↓
ACL	PI 329	Number gaining employment	158	50	32 ★	58 ★	72 ●	101 ●		↑
ACL	PI 325	Number of Adults in English and Maths programmes	642	500	308 ★	577 ★	741 ★	762 ●		↓
ACL	PI 405	Total number of Adults participating in learning	5973	6000	1944 ★	3481 ★	4793 ●	5891 ●		↓
ACL	PI 424	Number of learners in IT programmes	964	1200	229 ★	360 ●	544 ★	1244 ●		↑
ACL	PI 425	Number of adults participating in family learning	1689	1200	288 ●	628 ●	1022 ★	1402 ★		↓
CEX	PI 406	Total number of Credit Union members	3959	4300	3877 ●	3486 ▲	3596 ▲	3715 ▲		↑
CEX	PI 170	Credit Union share to loan ratio	89	80	84 ●	76.08 ●	80.51 ●	71 ▲		↓
CEX	PI 280	Number of working age people in the borough claiming Job Seekers Allowance (JSA)	10352	< 9722	10071 ●	10256 ●	10064 ●	10351 ●		↓
CEX	PI 79	Percentage working age people claiming Job Seekers Allowance (JSA)	5.4%	5%	5.2% ●	5.3% ●	5.2% ●	5.3% ●		↓

**Comments:**

**PI 406:** - Clearance of dormant accounts conducted halfway through quarter to ensure accuracy of live accounts figure.

**PI 170:** - Naturally slow post Christmas period combined with a more cautious attitude to lending in order to reduce exposure to bad debt risk.

## Regeneration, skills and employment: Performance indicator Annual scorecard

Directorate	Ref	Definition	11/12 Actual	12/13 Target	Financial Year 2012-13		Scrutiny Committee	Trend
					Actual	Score		
ACL	PI 315	Number of adults in pre-entry and entry level ESOL classes	287	250	256		Regeneration, Culture & Adult Education	
DUE	PI 285	Number of sites identified & where appropriate, actively promoted to attract inward invest (ERT001)	15	20	20			
DUE	PI 287	Number of strategic company engagements (DUE ERT002)	52	60	60			
ACL	PI 9	% of qualifications achieving against entries	95	95	84			

**Comments: PI 9:** - Academic yearly target - anticipated to reach target at end of the academic year (July)

## Regeneration, skills and employment: Action plan progress

Objective 1 To create a thriving local enterprise economy				
Ref (Spectrum)	Key Activities	Status	Progress	Lead Officer
RE1a (A19)	To work with partner agencies to ensure those wishing to establish new enterprises have access to maximum support	✓	Cabinet approval secured in March 2013 to enter into Collaboration Agreements with other Black Country authorities and enable the delivery of the following projects to support new investors and existing businesses: 1. Black Country Business Property Investment Programme European Regional Development Fund (ERDF) 2. Black Country Growth Opportunities, Local Delivery ERDF 3. Black Country Technical Assistance for Future rounds of Regional Growth Fund (ERDF)	Rupert Dugdale DUE
RE1b (A20)	To support a thriving local enterprise economy through effective regulation	✓	100% high and medium risk premises inspections that were due a food standards inspection were carried out. (203) 100% of rogue traders identified and tackled following consumer complaints or intelligence received. Trading Standards seized counterfeit goods to the value of £130,000.	Nick Powell DUE
Objective 2 To increase the contribution of creative industries and the visitor economy to the economic regeneration of the borough				
RE2a (A21)	Implementation of the Borough Visitor Economy Strategy	✓	Focus is through the Dudley Attractions Group and the Visit Black Country Partnership. Tourism governance arrangements are under review.	Sally Orton DUE
RE2b (A22)	Protect, preserve and promote the uniqueness of the borough through its historic assets, glass and geological heritage	✓	Priory Park works commenced that will significantly enhance the park and historic features. Feasibility and external funding options for the White House Cone Site in progress to support glass aspirations.	Sally Orton DUE
RE2c (A23)	Seek to develop/ provide affordable studio space in the borough for creative industries	✓	Active interest from prospective tenants at Red House Cone keeping pace with current vacancies. Development of the Stuart shop buildings progressing well.	Duncan Lowndes DUE





Objective 3 To increase the number of higher-value businesses attracted to the borough				
Ref (spectrum)	Key Activities	Status	Progress	Lead Officer
RE3a (A24)	To work proactively with the development industry and business community to promote Dudley as a location for new investment and to facilitate the growth of existing businesses.	✓	Cabinet approval secured in March 2013 to enter into an Agreement with other Black Country authorities to enable the delivery of the Regional Growth Fund Round 3 Programme bid in 2013/14. Specific outputs for businesses within Dudley Borough as part of this bid include providing support to seven local businesses seeking grant funding. Provisional outputs, at a Borough level, include: Total direct jobs created: 83 Total jobs safeguarded: 141 Total indirect jobs created: 10 Total indirect jobs safeguarded: 7	Rupert Dugdale DUE
Objective 4 Improve the vibrancy and attractiveness of the Borough's town centres				
RE4a (A25)	To deliver the regeneration framework for the borough through Area Action Plans and Development Strategy Development Plan	✓	Production of Local Development Framework documents is on target in line with the Local Development Scheme. These plans provide the framework for development across the Borough ensuring that we protect nature conservation and historic conservation interest whilst also ensuring that we have an adequate supply of new employment and housing sites to meet the needs of existing residents and to support the aim of attracting new residents to the Borough.	Helen Martin DUE
RE4b (A26)	To deliver Area Action Plans for the town centre's of Brierley Hill, Halesowen and Stourbridge in accordance with approved Local Development Scheme	✓	Brierley Hill Area Action Plan - Adopted. This supports the allocation in the Black Country Core Strategy of Brierley Hill as the new strategic centre but providing a more detailed framework for the growth in the area which will see 3000 new homes, new office space and considerable expansion of the comparison (i.e. non food) retail offer. Stourbridge Area Action Plan - Examination in Public taking place on 21st and 22nd May 2013. Adoption later in year. Halesowen Area Action Plan - being considered underwritten representations in parallel with the Stourbridge Area Action Plan. Adoption later in year. The Stourbridge and Halesowen plans provide a similar framework identifying opportunity sites as areas for change and setting out the visions for those centres to guide development up until 2026.	Helen Martin DUE

Objective 4 Continued				
Ref (spectrum)	Key Activities	Status	Progress	Lead Officer
RE4c (A27)	To deliver actions against the existing Area Development Framework for Dudley Town Centre, Brierley Hill Area Action Plan, and emerging action plans for Stourbridge and Halesowen.	✓	<p>Dudley Townscape Heritage Initiative (THI): Work is complete on the 270-272 Castle Street &amp; Charlton House projects and work has commenced on the landmark Co-op building. Work on the refurbishment of Holloway Chambers is well underway. Refurbishment proposals for the former Carvers Café building are well underway with a planning application submitted. Dudley Market Place; the revised Outline bid for European Regional Development Fund (ERDF) funds has been approved by the Department for Communities and Local Government (DCLG) and a planning application for the scheme will be submitted in Q4 2012/13. The Council and New Heritage Regeneration are working with the potential developers of 3 major foodstores in the Town Centre (Cavendish and Falcon House projects) in respect of which 2 planning applications have been approved in full and 1 in outline.</p> <p>Castle Hill: Work is 50% complete on the construction of the Archive project and Tipton Road Access, refurbishment of the Zoo chairlift works are complete. Planning permission has been granted for the access and car parking infrastructure for the site. Brierley Hill: Following approval by Cabinet in March 2012, detailed proposals are being prepared for a Local Enterprise Zone for The Waterfront. The Council and New Heritage Regeneration are working with Brierley Hill Churches Together on the proposed Crossway Community Services Hub. The Council is continuing close liaison with the business community to ensure that the positive benefits of the Crown Centre are achieved.</p>	Rupert Dugdale DUE
Objective 5 To increase the number of people in the borough able to access training and job opportunities, leading to sustained employment.				
RE5a (A28)	Working with partners and other agencies to reduce levels of worklessness by supporting local people into jobs through the provision of employability skills and training.	✓	Confidentiality Agreements with all three Prime Contractors responsible for delivery of the Government's Work Programme are currently awaiting 'sign off' by the Department for Work and Pensions/Jobcentre Plus. Once agreed, the Council and its partners will be able to better understand the performance of the new Welfare to Work programme at a local level in tackling long-term unemployment.	Rupert Dugdale DUE
RE5b (A29)	Provide targeted learning support for adults to enable them to get back into learning and enhance their skills and employment prospects	★	762 individual adults took part in English and maths programmes, The first cohort of Levels 1 and 2 English and Maths Functional Skills have been submitted to City and Guilds for external marking. Positive feedback has been received from learners about the new qualifications.	Kate Millin DACHS





















Objective 5 -		Continued		
Ref (spectrum)	Key Activities	Status	Progress	Lead Officer
RE5c (A30)	Work with children and families to develop their learning and skills and future employment prospects	✓	1402 adults in family learning. A new programme has been developed at Hawbush Primary School to celebrate the brand new school building and reflect and record memories on the local history and the transition from the old building. A Keeping up with the Children course has been offered at The Ridge Primary school with parents who are keen to support their child's learning. Family Learning have been working in partnership with Children's Centres to deliver a parenting programme to vulnerable families identified through Family Support.	Kate Millin DACHS
RE5d (A31)	Provide learning, events, materials and locations that support and promote individual well-being and personal enrichment	✓	Excellent work around community cohesion in a Dance and Drama project with Adult Community Learning (ACL) and Halas Homes – 15 service users supported by ACL to perform a play about 'love and relationships' to 100 older people who attended an afternoon coffee club at Hasbury Methodist Church. • Sheltered Housing Partnership – supported Age UK. 5 chair based exercise taking place in sheltered housing schemes.	Kate Millin DACHS
<b>Objective 6</b> To alleviate hardship suffered by households resulting from low incomes and vulnerable to changes with the economy				
RE6a (A32)	Castle & Crystal Credit Union to provide efficient and cost effective financial services, offering loans through the Growth Fund.	✓	Offer is in the form of a loan as opposed to a grant hence unable to progress further however with our new on line joining facility via new website coupled with proposed general marketing roadshows we have planned should hopefully help to raise our profile within this part of the borough	Dharminder Dhaliwal CEX
RE6b (A33)	Develop financial inclusion strategy by March 2013 which identifies initiatives and actions to support protected groups	✓	completed	CEX Geoff Thomas
<b>Objective 7</b> Improve and maintain the environmental quality and security of the surroundings of tourist attractions, retail areas and business parks				
RE7a (A34)	To work with local businesses and the community in the improvement and maintenance of local town centres and the local environment	✓	The Street Cleansing team continue to support over 40 community groups to undertake litter picks, by providing the necessary equipment and by disposing of the waste collected. Over 70 individual community litter pick events have taken place throughout the year as part of the 'Love Your Community' campaign.	Garry Dean DUE

Objective 8 Improve the transport network.				
Ref (spectrum)	Key Activities	Status	Progress	Lead Officer
RE8a (A35)	To ensure that the local highway infrastructure is developed effectively to reduce congestion, maximise safety and increase access throughout the Borough to national networks.	✓	Annual highway programme substantially completed on target. Any outstanding works will be completed during first quarter of the new financial year. Programme in this case consists of "Quick Wins" improvements primarily to traffic signals. Safety schemes such as pedestrian crossings etc and the conclusion of the Burnt Tree Major Scheme.	Martyn Holloway DUE
Objective 9 Improve the variety of local housing development.				
RE9a (A36)	To monitor the implementation of the Joint Core Strategy annually	✓	Annual Monitoring report produced in December 2012. Joint monitoring with Black Country Authorities ongoing. This allows the Local Planning Authority to assess whether the plans and the policies within them are delivering the expected outcomes, for example whether or not the number of affordable homes required by policy has been delivered.	Helen Martin DUE

Tackling crime, fear of crime & anti-social behaviour  
Performance Indicators status

 **4** Exceeds target    
  **2** On target upper tolerance    
  **0** On target lower tolerance    
  **0** Below target

**Tackling crime, fear of crime and anti-social behaviour: Performance indicator scorecard**

Directorate	Ref	Definition	11/12 Actual	12/13 Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Scrutiny Committee	Trend
CEX	PI 340	Overall Recorded Crime	8244	<8244	1813 	3701 	5735 	7521 	Community Safety & Community Services	
CEX	PI 281	Number of assaults with less serious injury.	1295	<1295	285 	599 	850 	1100 		
CEX	PI 335	Number of reported incidents of criminal damage.	N/A	2952	587 	1246 	1898 	2363 		
CEX	PI 334	Number of reported incidents of anti social behaviour	441	<441	140 	293 	378 	446 		
CEX	PI 121	Number of Adult drug users into effective treatment.	1092	1090	1072 	1100 	1099 	1111 		
CEX	PI 282	Number of serious acquisitive crimes recorded	3416	3420	804 	1542 	2424 	3031 		

**Comments:**

**PI 335:** Source Data Police Performance Portal. Please note data has not been backdated as a result of boundary changes in so will not reflect true figure. Performance does remain strong.

**PI 121:** This is provisional figure to end of February 2013, Quarter 4 confirmed not yet available.

**PI 282:** Source Data Police Performance Portal. Please note data has not been backdated as a result of boundary changes in so will not reflect true figure. Performance does remain strong.



## Tackling crime, fear of crime and anti-social behaviour: Action plan progress

### 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
TA1a (A37)	Contribute to the effective delivery of Integrated Offender Management	★	Robust IOM has contributed to exceptional reduced reoffending rates	Sue Haywood CEX
TA1b (A38)	To continue to improve security on local authority car parks through Park Mark Awards	✓	Parking Services successfully achieved re-accreditation of its 16 Safer Parking Awards during the year, receiving an additional award for Bank Street car park, Brierley Hill.	Garry Dean DUE
TA1c (A39)	Improve awareness and reporting of, and responses to, hate crime	✓	Work with partners in the police and the third sector have continued to promote wider awareness of reporting arrangements in line with the revised policy	Geoff Thomas CEX
TA1d (A40)	Improve awareness of domestic abuse amongst those communities which have low reporting rates with the aim of increasing reporting	✓	Implementation of the new action plan is proceeding following approval of the plan at Safe and Sound	Geoff Thomas CEX

### Objective 2 Anti social behaviour: Contribute to the reduction of the number of anti social behaviour incidents reported within the borough







TA2a (A41)	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	✓	Ongoing. Regular contact maintained with all complainants'	Andy Winning CEX
TA2b (A42)	Develop and ensure implementation of process to clearly identify vulnerable victims and to provide support and interventions to vulnerable victims and witnesses	✓	High vulnerability cases prioritised.	Andy Winning CEX

### Objective 3 Drugs and alcohol: Increase the number of adults who misuse substances into treatment in order to improve health and crime reduction

TA3a (A43)	Ensure effective delivery of commissioned services	★	The adult drug and alcohol services all have contracts/service level agreements with performance data and also have to provide information to national data collecting, National drug treatment monitoring system (NDTMS) and DIRweb. Quarterly Service Level Agreement meeting take place and bi-monthly meetings with service manager and Commissioner. The tendering process for contracts to commence on 1st April 2014 is on target.	Elaine Hopwood Dee Russell CEX
TA3b (A44)	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)	✓	Pathways and processes are in place but there still needs to be work done with partners to promote awareness that pathways are in place and ensure that they are being used robustly	Elaine Hopwood Dee Russell CEX

Objective 4 Children and young people substance misuse				
Ref (spectrum)	Key Activities	Status	Progress	Lead Officer
TA4a (A45)	Ensure effective delivery of commissioned services	✓	The Zone is monitored through quarterly Service Level Agreement meetings using local data and reports produced by the National Drug Treatment Monitoring System. Monthly meetings are also held with service provider. Full tendering process is being undertaken to include adult, young people drug and alcohol services with a view to new contracts being awarded 2014.	Audrey Heer CEX
TA4b (A46)	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 3 2012/13. 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 65%.	Audrey Heer CEX
TA4c (A47)	Reduce harm on children by limiting the access to alcohol and tobacco	✓	Test Purchases for alcohol were carried out at 123 premises resulting in 11 sales and 5 license reviews were requested. Test Purchases for tobacco were carried out at 83 premises resulting in 3 sales with 3 prosecutions (pending). Age restricted product enforcement work to continue with the support of and in conjunction with Public Health.	Nick Powell DUE

## Caring for the elderly and vulnerable: Performance indicator Annual scorecard




Directorate	Ref	Definition	11/12 Actual	12/13 Target	Financial Year 2012-13		Scrutiny Committee	Trend
					Actual	Score		
DACHS	PI 478	ASCOF1B - The proportion of people who use services who have control over their daily life	78.8%	80%	74.7% Provisional		Health & Adult Social Care	
DACHS	PI.473	ASCOF1A - Social care-related quality of life	19.2%	20%	19.2% Provisional			
DACHS	PI.511	ASCOF3D - The proportion of people who use services and carers who find it easy to find information	79.3%	80%	73.6% Provisional			

### Comments:

**PI 478 / PI 473 / PI 511:** - Figures are provisional until the final returns have been validated and submitted back to IC on 24th May 2013.

## Caring for the elderly and vulnerable: Action plan progress

**Objective 1** To ensure that people who use care and support services are able to live independently within their community

Ref (spectrum)	Key Activities	Status	Progress	Lead Officer
CV1a (A60)	To delay or reduce the need for care and support and to provide a service which supports independence and quality of life.		A staff guide to the rehabilitation and community services offered in Dudley was produced and circulated. It explains services in detail, referral processes, criteria etc. Transfer process for long term care from internal to external providers has released 165 hours this quarter as capacity for internal focus on short emergency and specialist care provision.	Maggie Venables DACHS
CV1b (A61)	To provide information, advice and guidance which is clear, and supports people to make informed decisions about the service they need		ASC work with Marcomms has seen revitalised a series of information booklets for the public covering the main areas of support provided through ASC. This quarter saw delivery of new fair charging policy leaflets. For the first 3 quarters 2012/13, 21.8% of all incoming calls answered were classified as signposting. For the last quarter 2012/13 only, this percentage has increased to 27.7%. Linkages to Making it Real have established relevance of my support to future direction of Adult Social Care and working group has been re-established to deliver this service to people of Dudley. Delivery of newsletter to everyone on the special needs register updating them on local and national issues. Intention to make this a quarterly production.	Maggie Venables DACHS
CV1c (A62)	Develop a Health Watch to strengthen awareness of impact of Health and Social Care Activity		DCVS appointed as successful provider organisation. Appointment of board and governance approaches is being developed. Contract monitoring arrangements have commenced.	Brendan Clifford DACHS

Objective 2 Improve people's mental health and wellbeing to ensure vulnerable people are safeguarded				
Ref (spectrum)	Key Activities	Status	Progress	Lead Officer
CV2a (A63)	Lead, steer and monitor overall safeguarding strategy and process	✓	A staff guide to the rehabilitation and community services offered in Dudley was produced and circulated. It explains services in detail, referral processes, criteria etc. Transfer process for long term care from internal to external providers has released 165 hours this quarter as capacity for internal focus on short emergency and specialist care provision.	Matt Bowsher DACHS
CV2b (A64)	Ensure Mental Health partnerships work within available resource reflecting Directorate priorities and needs of residents in Dudley	✓	Out of hour's service operational. Personalisation Mental Health lead appointed. Section 75 review completed	Matt Bowsher DACHS
CV2c (A65)	Further develop the model of dementia gateways and actively contribute to the Dementia Care Strategy 2012.	✓	Refurbishment of Brettle Lane Centre gateway commenced. Dementia Friendly Community Strategy has been approved by lead member for Adult Social Care Services to work with 'Equip for Change' to work with the wider public to develop an information tool to support communities being safer for people with dementia. Dementia Strategy to be presented to Health and wellbeing board (HWBB) in April 2013. DMBC Adult Social Care Services signed up to the national dementia declaration which aims to transform the quality of life for people with dementia.	Maggie Venables DACHS
Objective 3 To enable people to live in homes appropriate to their needs and wishes				
CV3a (A66)	To work with our strategic partner - Midland Heart - to complete the remaining Extra Care schemes.	✓	Start on site for end of March 13 achieved at the former Cradley High School scheme. On-going pre-app discussions regarding the Stourbridge scheme.	Ron Sims DACHS
CV3b (A67)	To provide advice and assistance through the Dudley Home Improvement Service to secure the repair, improvement and adaptation of homes in the private sector	✓	Assistance continues to be provided to vulnerable owner occupiers. Successful Warm Homes Healthy People initiative run through winter funded by Department of Energy and Climate Change (DECC), Department of Health and Foundations. Bid for funding from Dudley Clinical Commissioning Group (Joint Initiative Bid) was unsuccessful. Nominated for National Home Improvement Service Award 2012. Results due in April 2013.	Ron Sims DACHS
CV3c (A68)	Develop affordable housing provision such as extra care housing to meet needs of an ageing population	✓	Start on site for end of March 13 achieved at the former Cradley High School scheme. On-going pre-app discussions regarding the Stourbridge scheme.	Andrea Pope-Smith DACHS

## Health and Well-being: Performance indicator scorecard

Directorate	Ref	Definition	11/12 Actual	12/13 Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Scrutiny Committee	Trend
DACHS	PI 293	Number of people where homelessness is prevented by intervention by DMBC or partner agency.	645	550	133	280	406	577	Health & Adult Social Care	↑
					●	●	●	●		
DACHS	PI 323	Number of households living in Temporary Accommodation.	36	35	44	47	52	55	Health & Adult Social Care	↓
					▲	▲	▲	▲		

### Comments:

**PI 323:** The number of households in temporary accommodation has increased from 52 at the end of December to 55 (including 5 in DV refuge) at the end of March. Only two were in bed & breakfast. There were 48 accommodated in mainstream housing stock, but in non secure tenancies. Of these, 26 are people to whom we have full homelessness duties, but who have a poor tenancy history. They are placed in accommodation that will be suitable long term once they have demonstrated that they can comply with our tenancy conditions with any necessary support. There are a further 6 who will be seeking their own accommodation, and only 16 are under assessment or waiting to be re-housed. Performance is therefore better than the figures may suggest, and our priority is to manage the turnover as efficiently as possible. Also see appendix one; briefing note for “ Use of Temporary Accommodation for Homeless Households”

## Health and Well-being: Action plan progress

### Objective 1 To reduce levels of obesity among people

Ref (Spectrum)	Key Activities	Status	Progress	Lead Officer
HW1a (A69)	To increase the proportion of physical active adults and children	✓	Results from the Sport England Active People Survey 6 (APS6) published during quarter 3 show no change in levels of participation – 3 x 30 minutes a week. 18% of the adult population are recorded as participating in 3 x 30 minutes per week. 28% of adults are reported as participating 1 x 30 minutes per week. In general local research into participation rates disputes these national statistics and presents a picture of much higher levels of participation. The Healthy Towns research captures these higher levels of participation.	Andy Webb DUE

### Objective 2 Improve people's physical health

HW2a (A70)	Ensure access to clean and safe food and water and safe places of work	✓	89% food establishments in the Borough are broadly compliant with food hygiene law 98% (1065/1088) of food safety and health and safety for high risk premises that were due were carried out.	Nick Powell DUE
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Objective 2 Improve people's physical health				
Ref (Spectrum)	Key Activities	Status	Progress	Lead Officer
HW2b (A71)	To provide opportunities for people to improve physical health through sport and physical activity	✓	<p>Direct delivery of facilities and programmes of physical activity and sport enable people to improve their health and wellbeing through being active. Working with a range of partner organisations ensures that as wide a range of opportunities exists across the Borough.</p> <p>The recently published Sport England strategy and the proposed investment through national governing bodies of sport (NGBs) provides additional opportunities to seek to work collaboratively to attract resources to permit projects and programmes to progress.</p> <p>Specifically the Borough has been successful in attracting Inspired Funding for a number of Sports Clubs. The Council has attracted funding for Cycling and Rowing projects and work is ongoing with a range of other sports to increase their profile and activity within the Borough.</p>	Andy Webb DUE
HW2c (A72)	To lead strategic development of personalisation including the strategic implementation of 'Making it Real' in Dudley	✓	Implemented new Resource allocation system and trained over 100 staff. Making it Real Transformation blueprint written and issued for consultation. Express briefings sessions established. Commissioning for Outcomes pilot to be rolled out in partnership with Dudley CVS. Quality of Life standards to be featured. Direct payments support pilot scheme is progressing.	Matt Bowsher DACHS
HW2d (A73)	To shape long-term, substantial and sustainable market to provide more variety of provider	✓	Training with social workers completed to identify links between support planning and Micro enterprise quality mark. Micro markets project shortlisted for NHS Municipal Journal award for innovation.	Matt Bowsher DACHS
HW2e (A74)	To lead the development of effective partnership working through the Health & Wellbeing Board	✓	DACHS will continue to contribute towards the development of the Health & Wellbeing Board (HWBB) working closely with the office of Public Health and others as personnel arrangements are changed.	Brendan Clifford DACHS
Objective 3 To increase the number of people having influence over the type and availability of recreational and cultural activities & venues				
HW3a (A75)	Establish and maintain community engagement across all cultural and leisure services, working with agencies and partners on a range of initiatives to develop participation.	✓	<p>Activity to support sports, arts and green spaces voluntary groups continues as a focus. Specific project in development regarding the Council's Asset Transfer policy and the potential for this to impact in the leisure/culture sector are in development.</p> <p>Work is ongoing with the British Glass Foundation with regard to the White House Cone project for it to be managed by the Trust with the Collections loaned / donated to support this.</p>	Duncan Lowndes DUE

Objective 4 Local people participating in 2012 Olympiad activities				
Ref (Spectrum)	Key Activities	Status	Progress	Lead Officer
HW4a (A76)	To support the implementation of national and regional plans for the London 2012 Olympiad through a local programme of activities and other initiatives	✓	<p>2012 activities completed and included the Torch Relay, Black Country Youth Games, Community Games and Inspire programmes.</p> <p>Legacy projects to include Black Country In Motion, a project that will operate in targeted wards in the Black Country attempting to get inactive people taking part in some form of exercise. That has recently received almost £500k funding from Sport England plus initiatives with British cycling and British rowing that are due to start in 2013.</p>	Duncan Lowndes DUE
Objective 5 To Alleviate homelessness				
HW5a (A77)	To continue to bring private sector empty properties back into use using a combination of advice, guidance and enforcement action.	⚠	The total number of empty properties brought back into use has reduced as we concentrate on the longer term, high priority empty homes. This is evidenced when we look at the average length of time that a property has remained empty prior to successful action being concluded to return it back into use. The average time continues to increase from 1 year 7 months in 2009/10 to 5 years in 2012/13. A publicity campaign was carried out in February jointly with Revenues and Benefits targeting properties that have been empty for over six months but less than five years. This was aimed at raising the profile of our work in this area to bring properties back into use more quickly by providing advice and practical assistance and appropriate enforcement action.	Ron Sims DACHS
HW5b (A78)	Prevention of homelessness	✓	Private Sector Housing Team are leading on the work of improving access to and sustainability of private tenancies. Within the Homelessness Service we are reviewing outcomes following acceptance of a re-housing duty to private sector tenants. Job evaluation completed April 2013, recruitment is now in progress.	Diane Channings DACHS



Cleaner, greener and environmentally friendly Performance Indicators status

★ 5  
Exceeds target

● 0  
On target upper tolerance

● 0  
On target lower tolerance

▲ 3  
Below target

**Cleaner, greener and environmentally friendly: Performance indicator scorecard**

Directorate	Ref	Definition	11/12 Actual	12/13 Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Scrutiny Committee	Trend
DUE	PI 375	KG residual household waste per household	575.26kg	635kg	148.38 ★	297.73 ★	442.39 ★	582.61 ★	Environment	↗
DUE	PI 348	Percentage of household waste sent for reuse, recycling and composting	35.12%	36%	38.1% ★	39.4% ★	36.67% ●	32.13% ▲		↘
DUE	PI 350	Percentage of Municipal waste land filled.	9.15%	12%	8% ★	7.28% ★	6.63% ★	6.20% ★		↗
DUE	PI 194	Improved street & environmental cleanliness - Detritus	5.85%	8%	Reported three times per annum	6.68% ★	6.58% ★	6.33% ★		↗
DUE	PI 197	Improved street & environmental cleanliness - Litter.	2.61%	4.5%		4.33% ●	3.76% ★	3.34% ★		↗
DUE	PI 196	Improved street & environmental cleanliness - Graffiti.	1.94%	2%		1.33% ★	1% ★	1.34% ★		↘
DUE	PI 195	Improved street & environmental cleanliness – Fly posting	0%	0%		0% ★	0% ★	0.1% ▲		↘
DACHS	PI 355	Private Sector dwellings used/demolished	85	80	16 ▲	34 ▲	48 ▲	60 ▲	Regeneration, Culture & Adult Education	↘

**Comments:**

**PI 348** - first estimate - The Green Waste Service has been reduced by a month this year. In addition the extended winter period has put back the growing season by approx 5 weeks. In combination these two factors will have contributed towards a reduced rate of recycling. On the positive side, the roll out of an extended recycling service is progressing well. This extended service will allow plastics and cardboard materials to be recycled.

**PI 195** - A number of posters and flyers advertising Stourbridge clubs and a visiting circus were placed on a disused retail outlet in Brierley Hill. These were immediately removed by the Street Cleansing Team

**PI 355** - The total number of empty properties brought back into use has reduced as we concentrate on the longer term, high priority empty homes. This is evidenced when we look at the average length of time that a property has remained empty prior to successful action being concluded to return it back into use. The average time continues to increase from 1 year 7 months in 2009/10 to 5 years in 2012/13. A publicity campaign was carried out in February jointly with Revenues and Benefits targeting properties that have been empty for over six months but less than five years. This was aimed at raising the profile of our work in this area to bring properties back into use more quickly by providing advice and practical assistance and appropriate enforcement action.



## Cleaner, greener and environmentally friendly: Performance indicator Annual scorecard

Directorate	Ref	Definition	11/12 Actual	12/13 Target	Financial Year 2012-13		Scrutiny Committee	Trend
					Actual	Score		
DACHS	PI.316	Number of affordable homes delivered (gross)	369	111	143	★	Environment	↘

## Cleaner, greener and environmentally friendly: Action plan progress

### Objective 1 To minimise waste production of households, organisations and encourage sustainable waste management practices

Ref (Spectrum)	Key Activities	Status	Progress	Lead Officer
EF1a (A79)	To change public perception of waste minimisation and recycling through education and awareness raising activities.	✓	The service improvements planned for Waste Services (see EF1b) include a refreshed educational programme for schools. Work continues to develop the programme which will be delivered alongside the new service roll-out.	Graham Bailey DUE
EF1b (A80)	To develop more sustainable waste management, e.g. through greater recycling and improved public perception and participation	✓	<p>Waste Services continue to work on the roll-out plan for the extended recycling service and the provision of wheelie bins for residual waste, using new route optimisation software to plan future collection rounds. The improvements will be delivered in 3 phases; summer and autumn 2013 and spring 2014.</p> <p>In addition to the press releases and advertisements in the Dudley Together magazine, a page has been set up on the 'bins and recycling' section of the Council's website, detailing the new services and providing residents with the most up to date information available – <a href="http://www.dudley.gov.uk/resident/bins-recycling/improvements-to-your-rubbish-and-recycling-collections/">http://www.dudley.gov.uk/resident/bins-recycling/improvements-to-your-rubbish-and-recycling-collections/</a></p> <p>The recycling percentage at the Household Waste Recycling Centre (HWRC) has nearly doubled since the new contractors, HW Martin, took over in July 2012. The figure has remained at around 60%, however, and the Council are pushing for this to increase to 65% in line with the target agreed in the contract.</p>	Graham Bailey DUE

### Objective 2 To alleviate traffic congestion

EF2a (A81)	To improve air quality in the borough through the Air Quality Action Plan (AQAP)	✓	The work programme for the Air Quality Action Plan (AQAP) was approved by Cabinet in September 2011. It was reviewed for 2012/13. The 75% target for actions completed was achieved. A review is underway to better link monitoring to mitigating actions particularly Highway and Regeneration related actions.	Nick Powell DUE
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**Objective 2** To alleviate traffic congestion - Continued

Ref (Spectrum)	Key Activities	Status	Progress	Lead Officer
EF2b (A82)	Implementation of the Transport Asset Management Plan (TAMP) to manage and improve the borough's highway network	✓	Following Cabinet Member approval, the Network Management Strategy & Plan is now being used in the strategic management of the Borough's highway and road assets. The Transport Asset Management Plan (TAMP) seeks to show how central government strategy, codes of practice, local government strategy and asset management principals are combined to give a clear plan on the Council's approach to managing and improving transportation and highway services. In particular the TAMP describes how the Council will manage its highway assets over future years and details future service delivery across a range of highway features and their funding requirements.	Garry Dean DUE
EF2c (A83)	To promote sustainable modes of travel as a mechanism to reduce congestion, promote healthier lifestyles and improve air quality.	✓	Local Sustainable Transport Fund project is now progressing which includes a significant Smarter Choices programme. This is Government sponsored to facilitate and encourage the use of more sustainable modes of transport including walking and cycling. 'Better Bus' Area Fund aimed at improving access to Merry Hill Shopping Centre project has experienced some delays but is now progressing well.	Martyn Holloway DUE
EF2d (A84)	To reduce the impact of traffic congestion in order to improve journey times across the borough and promote new investments	✓	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. Work continues to develop the High Street, Pensnett Major Scheme submission.	Martyn Holloway DUE
EF2e (A85)	To work with partners to develop the transport network to support investment in Brierley Hill	✓	Local Sustainable Transport Fund and Better Bus Area Fund projects progressing well. Seeking to deliver alternative sustainable modes of transport (bus) in line with the requirements of the Brierley Hill Area Action Plan through the developing Community Infrastructure Levy.	Martyn Holloway DUE

**Objective 3**

Ref (Spectrum)	Key Activities	Status		Lead Officer
EF3a (A86)	To undertake project work to identify mitigating actions regarding proactive flood management	✓	The new role of Lead Local Flood Authority gives Dudley Council the responsibility to manage surface water flooding Borough-wide. The legislation requires the Council to assess the risk of flooding in any area of the Borough and to develop a Local Strategy for Surface Water Flood Risk Management. As part of this work, the Council's Civil Engineering Team will work with a specialist contractor to undertake inspections and condition surveys on high risk culverts. Following completion of the survey work the Council will be in an improved position to seek external funding from both DEFRA and the Environment Agency to undertake any clearance, replacement or improvement works. Street Maintenance continues to focus their gully emptying operation on the Borough's primary routes and identified flooding hotspots.	Garry Dean DUE
EF3b (A87)	Continue to improve the council's aging lighting stock and signage through the installation of more energy efficient systems	✓	The installation of the Central Management System (CMS) continues to progress well. The CMS will allow the Council to control individually and / or collectively street lights across the Borough, providing opportunities for future dimming and trimming and therefore options for reducing the energy use and the carbon emissions of the street lighting stock. In addition, the CMS enables the automatic detection of faults on the lights, such as failures, and provides up to date information on the condition of the lights, which helps improve maintenance. Street Lighting are exploring the option of joining a regional contract for the sample structural testing of street lighting columns. Information from the testing will be used to inform the Council's programme to replace old street lighting columns.	Garry Dean DUE
EF3c (A88)	To reduce carbon emissions across council services and operations through the Carbon Management Plan	✓	There continues to be a reduction in overall carbon emissions across the Council business, with an estimated approximate 9% saving on Carbon Emissions through asset rationalisation, energy awareness campaigns the procurement of energy efficient plant and equipment. A number of key projects have been implemented in this final quarter including the refurbishment of 4 Ednam Road as part of the office accommodation strategy within the Transforming our Workplace project with an anticipated reduction in running costs across the Council's buildings. The amount of saving will be fully monitored when the project is fully implemented over the coming months.	Corporate Lead Sue Holmyard

<b>Objective 4 To protect, preserve and develop for appropriate use the unique heritage of the borough for this and future generations</b>				
<b>Ref</b> (Spectrum)	<b>Key Activities</b>	<b>Status</b>	<b>Progress</b>	<b>Lead Officer</b>
EF4a (A89)	Conservation and management of the Borough's green spaces	✓	Management and conservation of the Council's nature reserves is ongoing with site based staff at Wrens Nest, The Leasowes, Saltwells and Fens Pools. The Council works closely with volunteers to manage Bumble Hole Local Nature Reserves. The Council's Scrutiny Committee will be overseeing the development of a Parks and Green Spaces Business Plan with the intention for this to identify future funding priorities, establish a hierarchy of Green Spaces and to consider a range of land management issues.	Sally Orton DUE
EF4b (A90)	Ensure that our Archives and Local History Service continues to promote, provide access to, and protect the history of Dudley	✓	Archives saw 529 users and 813 queries, along with 2,488 Archive and Local History productions of which 95% were produced within ten minutes. Positive outcomes of service delivery illustrated through 14 written compliments praising the help and support provided.	Kate Millin DAC HS
EF4c (A91)	Develop our new Archives and Local History centre which will be built by Spring 2013 and open by the Autumn and work with partners including Sandwell MBC and the Black Country Living Museum to develop services	✓	Build proceeding to plan.	Kate Millin DACHS
<b>Objective 5 To preserve and improve the quality and biodiversity of the natural and built environment</b>				
EF5a (A92)	To improve the quality of the environment by early interventions through Street , Green Care and Waste Care	✓	The new 'love your community' initiative was launched during quarter 4 2013. Through the project, local people will be encouraged to report incidents of fly-tipping, graffiti and dog fouling and to take part in events such as community clean ups and litter picks.	Garry Dean Graham Bailey DUE
EF5b (A93)	To preserve and improve the environment through the formulation of policy and its delivery, and the application of enforcement actions	✓	Proactive enforcement for environmental offences, e.g. fly-tipping, littering etc., continues in accordance with the Waste Enforcement Policy, and prosecutions are filed where appropriate. The team have had a number of successful court cases for fly-tipping and littering offences during the year.	Graham Bailey DUE
<b>Objective 6 To ensure that people live in safe and attractive neighbourhoods that are well-designed, and accessible to amenities, services and employment</b>				
EF6a (A94)	To refresh the Borough's Housing Strategy which will set out the Borough's vision for housing	✓	Strategy completed. Signed off by Cabinet.	Ron Sims DACHS
EF6b (A95)	Quality of housing accommodation	✓	Item to be carried forward into 2013/14 service plan Pennington Choices appointed to undertake a stock validation survey which will complete Q1 2013/14, and produce a 30 year plan.	Diane Channings DACHS

**People being served better: Performance indicator scorecard**

Directorate	Ref	Definition	11/12 Actual	12/13 Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Scrutiny Committee	Trend
DCRS	PI 145	Average number of days lost per lost time accident at work.	12.6	11	11.7	19.4	18.6	17.5	Corporate Performance Management Effectiveness and Efficiency	↗
					●	▲	▲	▲		
DCRS	PI 258	Number of lost time accidents at work	209	200	21	51	85	130		↘
					★	★	★	★		
DCRS	PI 55	Percentage of local authority employees from an ethnic minority.	6.20%	6.3%	6.2	6.2	6.3	6.2		↘
					●	●	●	●		
DCRS	PI 35	Percentage of employees declaring they have a disability.	1.90%	2%	1.9	1.8	1.8	1.8		→
					●	▲	▲	▲		
DCS	PI 418	Local authority working days/shifts lost per FTE due to sickness absence.	9.27	9	2.4	4.65	7.73	10.63		↗
					▲	●	▲	▲		

**Comments:**

**PI 145:** There were 5 incidents in DACHS which resulted in long term absences. All of these incidents were reported to the Health & Safety Executive (HSE) under RIDDOR regulations and internal investigations were undertaken but no further actions were expected from HSE. There was an incident in DUE which resulted in a long term absence. The incident was reported to the HSE and an internal investigation was conducted. The incident was deemed a Road Traffic Accident (RTA) so the HSE are not expected to take any further action.

**PI 35:** - Performance is slightly off target, however Council equality policy promotes fair employment and recruitment, and workforce composition is regularly monitored.

**PI 418:** - Sickness absence is monitored, and managed in accordance with HR policy. The trend for absence improved during quarter 4 – value 2.9 days /FTE compared to a value of 3.08 days/FTE for quarter 3. Excluding schools, 59% of sickness is long-term; 9% medium term and 32% short-term. A new Attendance Management Policy and Procedure has been introduced from May 2013 to help address absence, particularly short term. Additional information on sickness absence and previous 6 year outturns can be found on page 35.

## People being served better: Action plan progress

### Objective 1 Address the requirements of the Localism Act by providing robust strategic policy and guidance

Ref (Spectrum)	Key Activities	Status	Progress	Lead Officer
SB1a (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 an officer steering group to co-ordinate corporate activity.	Philip Tart DCR
SB1b (A97)	Provide advice & guidance on the implications of Localism Act 2011, the major measures to come into effect in April 2012: <ul style="list-style-type: none"> <li>• The general power of competence for local authorities</li> <li>• The community rights</li> <li>• Planning reforms including planning enforcement rules</li> <li>• Reforms to social housing tenure and council housing finance</li> </ul>	✓	Information about "Right to Bid" now on Council's website; to date no group has submitted a nomination to list an asset. Process in place to deal with any nominations (none received to date). Community groups have been informed of merits of both Right to Bid and Asset Transfer Policy	Andy Wright CEX
SB1d (A99)	Review the council's approach to local community engagement and explore new ways to engage and consult with local people to increase participation and influence better outcomes.	✓	Round 1 of Forums taken place; learning points around format, proceedings and emerging issues assimilated	Geoff Thomas CEX

### Objective 2 Develop and promote the governance process

SB2a (A100)	Review the Constitution and Code of Corporate Governance	✓	Revised Code of Corporate Governance agreed by Audit and Standards Committee in April 2013. Revised Constitution published.	Philip Tart DCR
SB2b (A101)	Develop the governance role of Audit and Standards Committee	✓	First meeting of the committee held on 3/7/12, at which guidance was provided to members on their role and that of the committee.	Iain Newman DCR
SB2c (A102)	Promote the highest standards of information governance across the organisation	✓	Continued to develop work plan in accordance with agreed Information Governance Strategy. Progress overseen by Information Governance Board.	Iain Newman DCR
SB2d (A103)	Review the council scrutiny and area committee functions	✓	Review of Area Committees agreed by Cabinet / Council in November 2012. New Community Forums launched in February 2013. Member/Officer development and review sessions took place in January-March. Review of Scrutiny Committees undertaken by Scrutiny Chairs - recommendations will be submitted to Cabinet on 25th April and Council on 16th May 2013.	Philip Tart Steve Griffiths DCR

Objective 3 Support partnerships to ensure effective outcomes that provide value for money				
Ref (Spectrum)	Key Activities	Status	Progress	Lead Officer
SB3a (A104)	Promote joint working between partners and the voluntary and community sector through e.g. further 'moving forward together' events and Local Compact action plan	✓	Range of joint working continuing through Managing Assets and Service Holistically (MASH) and other work associated with the localism agenda. Year end reviews of service level agreements with the two voluntary sector umbrella bodies undertaken. Planning started for further event.	Simon Manson CEX
SB3b (A105)	Revise Council's partnership arrangements and review the role of the Dudley Community Partnership	✓	Report to Corporate board due in May.	Geoff Thomas Andy Wright CEX
Objective 4 Effective people management				
SB4a (A106)	Implement the four year work plan in the Corporate Human Resource Strategy, focusing on the following priorities: <ul style="list-style-type: none"> <li>• People &amp; performance management</li> <li>• Leadership</li> <li>• Skills development, flexibility &amp; organisational change</li> <li>• Pay &amp; Reward</li> <li>• Recruitment, retention &amp; diversity</li> </ul>	✓	Updated Corporate HR Strategy with Year 4 work plan approved by Cabinet member. Progress against targets is monitored half yearly by senior officers and members. Updates on specific areas are provided in the sections below.	Teresa Reilly DCR
SB4b (A107)	Improve levels of recruitment and retention of disabled employees and other underrepresented groups in the council's workforce	✓	Fair recruitment practice including development of new recruitment policy and procedure; fair deal for job applicants status retained; training for managers; quarterly monitoring of employment data	Teresa Reilly DCR
SB4c (A108)	Improve the equality related knowledge and skills of employees.	✓	Corporate online training already rolled out to Corporate Resources, Chief Executive's, DACHS and Children's Services. DUE planned for 2013/14. Work undertaken to develop face to face equality training (based on the online package) for staff without access to a PC.	Teresa Reilly DCR
SB4d (A109)	Develop and implement a clear and transparent framework for employees that identifies the development needed for current and future leaders and managers working at all levels	✓	Corporate work is progressing. Leadership programme launched in January 13 for first 3 cohorts. Agile working training launched in November 2012.	Teresa Reilly DCR
SB4e (A110)	Implement the new pay and grading structure within the council from 1 <sup>st</sup> April 2012, addressing equal pay and other issues	✓	New Pay & Grading Scheme implemented with effect from 1 April 2012. Deadline for appeals has closed and appeals are currently being dealt with in accordance with the agreed procedure.	Project Sponsor John Millar DUE Teresa Reilly DCR
SB4f (A111)	Ensure the health, safety and wellbeing of our staff through the implementation of the key improvement objectives of the Health & Safety Action Plan	✓	The new 5 year Corporate Health and Safety Action Plan is now in place and awaiting implementation.	Mohammed Farooq Ray Faulkner DCR



Objective 5 Effective use of financial resources				
Ref (Spectrum)	Key Activities	Status	Progress	Lead Officer
SB5a (A112)	Ensure that the Council sets a robust 2013/14 Budget and Medium Term Financial Strategy up to 2015/16.	✓	2013/14 approved by Council 4/3/13. Budget Ongoing process involving day to day financial management and regular reports to / involvement of members.	Philip Tart Iain Newman DCR
SB5b (A113)	Respond to the provisions of the Local Government Finance Bill and the reform of the welfare benefits system	✓	Cabinet & full Council Nov 2012 agreed to continue calculating benefit in the same way as under the old national council tax benefit scheme for 2013/14. Local Government Finance Act 2012 received Royal Assent 1/11/12. Awaiting government update on Welfare reform. DACHS is to be the lead directorate albeit Social Fund (to be known as Local Welfare Assistance) responsibility now transferred to Directorate of Corporate Resources (DCR) and being delivered from 1/4/13.	Iain Newman Mike Williams DCR
SB5c (A114)	Continue to monitor service delivery, in light of Localism Act and impact on Corporate Procurement Strategy	✓	Ongoing activity regarding Localism Act – “Right to Challenge” and the impact this could have on service delivery and procurement. Corporate issues being considered by the Localism Steering Group include developing processes / procedures, identifying officer roles and responsibilities, developing guidelines and publishing information.	Iain Newman Ian Clarke DCR
SB5d (A115)	Undertake the Audit Plan including value for money and other efficiency reviews across the Council.	✓	Good performance on audit plan. A range of value for money audits has been undertaken and progress for the year has been good with the target being exceeded 20%. The Value for Money pages on the council's website describe work previously undertaken	Iain Newman Les Bradshaw DCR
Objective 6 Transforming services to meet internal & external customer needs				
SB6a (A116)	Review the service provision of Dudley Council Plus to ensure it meets customer needs in the right location.	✓	Work completed re DUE environmental services and ASB revision. Work commenced re Corporate Resources Licensing.	Mike Williams Sean Beckett DCR
SB6b (A117)	Update and publish the Council's ICT Strategy 2012-15 , managing ICT resources to exploit technology and systems for productivity and efficiency gains	✓	Refreshed Corporate ICT Strategy published pending production of a new strategy in 2012/13. Development of ICT Strategy is being put on hold pending consolidation of ICT.	Iain Newman Lance Cartwright DCR



Objective 6		Continued		
Ref (Spectrum)	Key Activities	Status	Progress	Lead Officer
SB6c (A118)	Lead on Transforming our Workplace for central Dudley office accommodation, impacting on both the Council's way of working and use of accommodation	✓	Directorate of Corporate Resources (DCR) and Directorate of Children Services (DCS) have undertaken initial training sessions to begin the preparation for the move towards agile working. Directorate of Urban Environment (DUE) work on target for move into 4 Ednam Road in April. Floor layouts at 3/5 St James' completed and refurbishment starts 20/5/13. Agile policy documentation approved and rollout agreed to align with accommodation moves unless otherwise agreed within Directorates. Work progressing on car sharing scheme. Transforming our workplace budget for ICT identified and criteria for expenditure against this budget agreed.	Steve Cooper Sarah Treneer DCR
SB6d (A119)	Implement recommendations of corporate reviews of <ul style="list-style-type: none"> <li>• ICT Services</li> <li>• Health &amp; Safety</li> <li>• Procurement</li> </ul>	✓	HEALTH AND SAFETY review undertaken and recommendations agreed. Implications of the review for the organisation are currently being worked upon and implementation is progressing. ICT - Centralisation of the ICT Service Desk achieved. Centralisation of ICT Support & Maintenance budgets will take place from 1/4/13 with discretionary budgets being transferred the following year. Progressing through consultation meetings with directorates. During 2013/14 work will be required to implement organisational and budgetary changes. PROCUREMENT not started - currently on hold, as instructed by the Treasurer. To be reviewed following completion of other work within Directorate	Lance Cartwright Ray Faulkner Ian Clarke DCR
SB6e (A120)	Implementation of the corporate resource software system "SPECTRUM" for performance management data capture & analysis of key performance information.	✓	Design & Implementation completed. From a point of continuous improvement an appraisal will be carried out later in the year (October 2013) This will look at functionality and future platforms.	Michael Wooldridge CEX

Objective 6		Continued		
Ref (Spectrum)	Key Activities	Status	Progress	Lead Officer
SB6f (A121)	<p>Lead the Black Country Collaboration programme for Shared Services-</p> <ul style="list-style-type: none"> <li>• Libraries</li> <li>• Trading Standards</li> <li>• Procurement</li> <li>• Legal Services</li> </ul>	✓	<p>ICT awaiting opportunities to consider if shared approach possible (e.g. Service Desk; Printing/Mailing). Hampered by other Black Country authorities' strategies. Awaiting developments re. Libraries and Trading Standards. Project commissioned to consider how Black country networks could be joined up from a purely technical perspective – might lever cross boundary flexible working; information sharing and shared application use in future. PROCUREMENT is being led by Walsall MBC. We are supporting various projects / initiatives including reviews of Fleet Management and Agency Staff (Education). LEGAL have agreed as a group to aim for “quick wins” through economies of scale e.g. legal advice, work recording systems and are negotiating with the relevant service providers.</p>	Geoff Thomas CEX
SB6g (A122)	Engage and involve our customers and learners to ensure that the services we provide are what they need	✓	<p>5891 participating in community learning. Live4Less developed to support our local residents with financial planning, in-particular those affected by Welfare Reform. Feedback has been received that this course is really raising awareness and learners have been able to make tangible financial savings. Adaptation of the NVQ Level two food safety and Hygiene course was delivered to Queens Cross Day Centre group ‘Disability in Action’ they have also now completed the volunteering course and are now working as volunteers in the newly opened kitchen (case study to support) The Queens Cross Centre has been supported with the funding application from the DACN for food hygiene qualifications. Adult and community learning (ACL) has supported them with the delivery of the food hygiene course for the ‘Disability in Action Group’ – Progress – successful volunteer programme has since been delivered and volunteers working in community.</p>	Kate Millin DACHS
SB6h (A123)	Maintain and improve a full range of library services outlined in the “Dudley library offer”	✓	Number of visits to libraries and library links: 1,088,062. Initial results. Need to be verified.	Kate Millin DACHS

## Section 4:

### Sickness Absence

#### DUDLEY MBC

#### Sickness Analysis January 2013 – March 2013

All Employees	A	B	C	D
DEPARTMENT	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	669.60	69.46	9.64	4.34%
Children's Services	13303.71	1168.06	11.39	5.13%
DACHS	27936.52	1902.85	14.68	6.61%
Corporate Resources	8284.99	803.28	10.31	4.65%
Urban Environment	15868.23	1003.36	15.82	7.12%
<b>Total</b>	<b>66063.04</b>	<b>4947.01</b>	<b>13.35</b>	<b>6.02%</b>
All Employees				
Schools Total	34765.18	4540.55	7.66	3.45%
All Employees				
<b>AUTHORITY TOTAL</b>	<b>100828.22</b>	<b>9487.56</b>	<b>10.63</b>	<b>4.79%</b>

Sickness as a % of FTE days in 2011/12	<b>9.27</b> days	4.40 %
Sickness as a % of FTE days in 2010/11	<b>9.82</b> days	4.65 %
Sickness as a % of FTE days in 2009/10	<b>9.99</b> days	4.73 %
Sickness as a % of FTE days in 2008/9	<b>9.85</b> days	4.66 %
Sickness as a % of FTE days in 2007/8	<b>9.91</b> days	4.68 %
Sickness as a % of FTE days in 2006/7	<b>10.40</b> days	4.92 %

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











Column C = Column A

Column B

Column D = Column A




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

**Corporate Risks: Quarter 4 (2012-13)**

Risk Ref	The Risk	Risk Rating	Owner	Status
ORG0001	Single Status. Failure to complete appeals by end of September 2013 and potential cost implications of successful appeals and/or equal pay settlements	Significant	John Millar	
ORG0002	Assumptions made in the Medium Term Financial Strategy change e.g. inflation, grant and investment income, may not be achieved and funding may be inadequate for the Council to meet its statutory obligations.	Major	Iain Newman	
ORG0003	Carbon reduction targets not achieved There is an absolute risk to the environment and the Council risks incurring fines for non compliance.	Major	Phil Tart	
ORG0006	Shared Services / Collaboration. Shared services opportunities are not realised	Moderate	John Polychronakis	
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, resulting in financial consequences detrimental to the Council	Significant	Phil Tart	
ORG0011	Community Cohesion There is a risk that high profile local issues may adversely affect community cohesion	Moderate	Andrea Pope-Smith	
ORG0013	Information Governance: The Council may fail to assess the importance of information and may be unaware of the potential impact on the organisation should the confidentiality, integrity or availability of information be compromised.	Significant	Iain Newman	
ORG0017	Cumulative impact of legislation on citizens of the borough	Significant	John Polychronakis	
ORG0019	The Council acknowledges that there is a risk of fraud across all areas of its operations and is working internally and with external partners to prevent and reduce this risk.	Significant	Iain Newman	
ORG0020	Transfer of Public Health responsibilities to the Council	Significant	Val Little	

**Risk rating** is a combination of impact and likelihood

**Status** should reflect quarterly risk history.

**Status key:**  Worsening  Stable  Improving

**Corporate Customer Feedback:****Reporting Period 1<sup>st</sup> October 2012 to 31<sup>st</sup> March 2013**

The Corporate Customer Feedback procedure has recently been reviewed, both in terms of the customer leaflet and the on-line information and contact form. Use the link below to view the updated procedure:

<http://www.dudley.gov.uk/contact-us/customer-feedback>

There follows a summary of each Directorate's customer feedback for the half year, including details of the number of complaints / compliments, specific issues arising and learning (for example procedures amended as a result of feedback).

**Definition of compliment**

A compliment is a remark expressing praise and admiration of good service delivery.

**Definition of complaint**

A complaint is all negative feedback expressed about Dudley MBC, about service, policy or action provided by the council itself or a person acting on behalf of the Council. A complaint is a written or oral expression of dissatisfaction or disquiet in relation to the Local Authority's exercise of its functions.

**Responding to complaints**

Complaints received towards the end of the period and still being dealt with are not included in the reported total number of complaints resolved in 20 working days.

<b>Directorate:</b> Chief Executive's	<b>Contact:</b> Barry Hutchinson
<b>No. of compliments received:</b> 0	
<b>No. of complaints received:</b> 0	
<b>No. of complaints resolved / responded to in 20 days:</b> 0	

<b>Directorate:</b> Corporate Resources	<b>Contact:</b> Menna Flavell
<b>No. of compliments received:</b> 97	
<b>No. of complaints received:</b> 44	
<b>No. of complaints resolved / responded to in 20 days:</b> 43	
<b>Main area/issues:</b>	<b>Amendments made / actions taken / learning from feedback:</b>
<u>Customer Services</u> Main areas were those covered by Benefits (19), Revenues (13) and Dudley Council Plus (8). Relating to issues such as administrative errors, computer system problems, waiting times, staff attitude.	Less than half of the complaints received were upheld. In all cases where complaints were upheld, action was taken including raising specific issues with staff, providing training and changing working practices.

Directorate: Adult, Community and Housing Services		Contact: Steve Rice
No. of compliments received: 135 (Adult Social Care); 50 (Housing)		
No. of complaints received: 72 (Adult Social Care); 142 (Housing)		
No. of complaints resolved / responded to in 20 days: Adult Social Care – 37 within 10 -20 days. 64 within 10 – 25 working days		
Main area/issues:	Amendments made / actions taken / learning from feedback:	
Adult Social Care Inadequate service; staff behaviour; funding; process; delay; service not provided / withdrawn; poor/ inaccurate communication	Change of practice / worker; improve communication; monitoring; need for extra capacity / resources identified; reinforce existing procedures; review communication / publicity / policy	
Housing Repairs timetable and Estate Management	Complaints analysed at completion, amendments to policy and procedures made and implemented. Review of how lessons learned are recorded currently under review	


Directorate: Children's Services		Contact: Matthew Smith(General) Steve Rice (Children's Social Care)
No. of compliments received: 78 (General); 20 (Children's Social Care)		
No. of complaints received: 7 (General); 97 (Children's Social Care)		
No. of complaints resolved / responded to in 20 days: 4 (General); 63 (Children's Social Care)		
Main area/issues:	Amendments made / actions taken / learning from feedback:	
General: Customer dissatisfaction with service provided	Change of practice	
Children's Social Care Delay; assessment disputes; respite provision; support	Change of practice; review of written agreements; improved communication / returning calls / increased scrutiny	

Directorate: Urban Environment		Contact: Ajaib Paul
No. of compliments received: 6		
No. of complaints received: 145 (excluding 6 anonymous)		
No. of complaints resolved / responded to in 20 days: 88		
Main area/issues:	Amendments made / actions taken / learning from feedback:	
Various issues raised mainly relating to front line services including snow and ice on Leisure Centre car parks; temperature of the Leisure Pool; annual delivery of black sacks (Waste Care); height of new speed bump installed at entrance to the Household Waste Recycling Centre; Tree maintenance.  A number of messages of thanks have been received by the Winter Gritting service during the quarter, acknowledging the hard work undertaken to keep the roads moving during another very cold winter.	All issues logged and actioned as considered appropriate. Some acknowledgement letters and formal responses were not sent as direct action was taken to resolve the issues raised. Not all customers agree with the actions taken.  We continue to investigate promptly & address issues.	

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

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For additional performance reports please visit:

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



## Appendix 1: Briefing Note reference Pi 323



### **Directorate of Adult, Community & Housing Services**

Solus House, Goodrich Mews, Upper Gornal, Dudley, West Midlands DY3 2FH

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www.dudley.gov.uk

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### **Briefing Note**

**To** Andrea Pope-Smith, Director of Adult, Community & Housing Services

**cc** Ron Sims, Assistant Director  
Diane Channings, Assistant Director

**Date** 21<sup>st</sup> May 2013

**Subject** **Performance Q4: Use of Temporary Accommodation for Homeless Households**

The number of households in temporary accommodation at the end of the year was 55, having increased from 52 at the end of December.

Although this figure is above our target of 35, it is well below our last CLG target of 85 set for December 2010. The figure is a snapshot of households whom we were maintaining in temporary accommodation on the night of 31<sup>st</sup> March 2013 under any homelessness duty.

It should be noted that whilst 2 of the 55 households were in bed & breakfast accommodation and 5 in refuge, the other 48 were in self contained units within the local authority HRA stock ie the type of accommodation that they would have aspired to had they joined our housing waiting list. For these 48, the only difference between temporary and secure accommodation was one of tenure.

The breakdown of duties under which these households were accommodated was as follows

Statutory duty	Definition	Number of households
Housing Act 1996 S188	Emergency accommodation pending a homelessness investigation & decision	24
Housing Act 1996 S190	Temporary accommodation for those found to be intentionally homeless, for a period to allow them to arrange other accommodation	6
Housing Act 1996 S193	Temporary accommodation for those with an ongoing duty	25

The number of households accommodated under S188 is slightly higher than we would like. We aim to make decisions within 33 days, and often much more quickly, but much of our current caseload is very complex and requires detailed investigation. There have been particular issues around

- eligibility for assistance (typically foreign nationals whose status can be difficult to determine, and where responsibilities between Housing & Social Care Services have to be agreed),
- intentionality investigations (for example where private tenancies have been ended, and the account that is given to us by the customer is very different to what we are told by the former landlord),
- cases with multiple needs issues requiring multi agency work, and
- cases where there is strictly speaking probably no duty, but where we are reluctant to discharge our duties because the customer has some degree of vulnerability and we are trying to find a solution for them.

The number of households accommodated under S190 is always in single figures. These are cases where homelessness results directly from the customer's own actions (or lack of action), but the household is in priority need because there are children or vulnerable adults. We provide at least 28 days accommodation and often a longer period, together with advice and assistance to find settled housing. This may still be in our own stock, accessed via our waiting list, or perhaps in the private sector, with support for deposits and rent in advance.

The number of households accommodated under S193 is slightly higher than we would like. These are households where we have a duty to secure permanent accommodation. Our Choice Based Lettings Scheme gives high priority to homeless households, so generally these can move quite easily through the system into settled housing. Where households stay longer than we would like in temporary accommodation, this is mainly due to

- behaviour whilst in temporary accommodation – failure to pay rent or other charges, neighbour nuisance, failure to engage with support services – in these cases we are reluctant to discharge duty especially where the household contains children or vulnerable adults, but equally reluctant to offer settled tenancies until the issues are resolved. In these cases we do our utmost to find a solution, but this can lead to extended periods in temporary accommodation, and
- delays in the legal process where issues cannot be resolved and the household has to be removed (in these cases our legal duties to the household have been discharged, but they can only be removed through possession action and eviction orders.)

My overall conclusion is that we could reduce the numbers in temporary accommodation, but that this would be at the expense of some very vulnerable families and single/couple households whom currently we maintain longer than legally necessary in temporary accommodation, because we are genuinely trying to resolve their issues. If we do not do so, then almost invariably they will present again in future to Housing and/or Social Care Services.

To put our performance into local context, the figures for Q4 have not yet been collated and published by CLG, but the figures for Q3 were

Housing Authority	Number in TA	Number per 1000 households
Birmingham	806	1.92
Coventry	40	0.31
Dudley	52	0.40
Sandwell	24	0.20
Solihull	46	0.53
Walsall	42	0.40
Wolverhampton	42	0.42

Discussion with Sandwell has determined that they do not use non secure tenancies in the way that we do, but would potentially offer an Introductory Tenancy where there was a poor tenancy history. Our position is similar to that of our other Black Country neighbours.

We are fully expecting even greater demands on our Homelessness Service in the coming year, and we have increased the focus on managing our use of temporary accommodation in order to prepare for this.

Please do let me know if you require any further information.



**Sian Evans**  
**Head of Service – Housing Options**