

# Quarterly Corporate Performance Management Report

**Quarter 2 (July to September 2010)**



# Quarterly Corporate Performance Management Report

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# Section 1

## Introduction

This is the second Quarterly Corporate Performance Management Report of 2010/11 highlighting performance for the period July to September 2010.

The report continues to be presented using the traditional performance framework while the Chief Executive's directorate work with colleagues across the Authority to undertake a review of the current arrangements, taking into account the changing national requirements.

Following consideration by Corporate Board, the Cabinet Performance Management Sub-Group and Cabinet, this report will be made available to the public via the internet.

The main body of the report focuses on the seven priorities contained in the Council Plan and progress against the key performance indicators and activities used to determine our delivery of these priorities is included in **Section 3**.

A performance summary, incorporating the key service achievements and issues affecting Dudley MBC during quarter 2, is included in **Section 2**.

**Section 4** includes current sickness absence information for the year to date, together with trend data for comparison.

**Section 5** provides an update on community engagement activity and customer satisfaction.

**Section 6** gives more detailed Directorate reporting, including issues relating to the delivery of Directorate Strategic Plans and directorate performance indicators that are behind target at the end of the quarter.

## **Section 2**

# **Performance Summary**

### **Quarter 2 2010/11**

This section summarises the performance information and key achievements and issues affecting Dudley that are addressed in detail in the main body of the report.

At the end of quarter 2, the rate of Job Seeker's Allowance claimants in the Borough is 4.9%, compared with 5.8% 12 months ago, and has remained the same for 4 consecutive months. The critical Joint Core Strategy underpinning planning document went to Examination in Public on 13th July as part of the statutory process, with the Inspectors' report expected in late October.

Following the increase in recorded crime over the months of March, April and May, during quarter 2 we have returned to satisfactory levels in line with previous good performance and the work of the Safe & Sound partnership in targeting prolific and priority offenders is leading to real reductions in re-offending rates.

Validated national data has not yet been received, but we are confident that Dudley secondary schools achieved their best ever GCSE performance in 2010. In addition, early indications are that we have seen an increase in the percentage of looked after children achieving 5 A\*-C GCSEs.

The pilot scheme to recycle plastic and cardboard was rolled out in various areas of the Borough during the quarter and early indications show that recycling rates are already increasing. And our continued success in dealing with litter, detritus, graffiti and fly-postings is evidenced as Dudley's street cleansing team was named best service team for streetscene and public realm in the Association of Public Service Excellence (APSE) Service Awards.

Following the confirmation of grant funding for Stage 1 of the regeneration of the North Priory Estate, remediation work is underway.

There follows a brief summary of performance for each Council Plan priority, including significant achievements and challenges and updates on the Major Projects Programme. The detail behind these headlines is included in Section 3 of the report.

# Jobs and Prosperity

## Performance Review – Quarter 2

### Highlights

- The number of people claiming Job Seeker's Allowance in the Borough decreased slightly between August and September and the rate has remained at 4.9% for 4 consecutive months (see page 14).
- The critical Joint Core Strategy underpinning planning document went to Examination in Public on 13th July as part of the statutory process. This has been supported by a robust evidence base and survey work to ensure that there is sufficient supply and quality of employment sites available. The Inspectors' report is expected late October with view to a Full Council decision to adopt in November (see page 16).

### Progress on the Major Projects

#### Town Centre Regeneration

##### Dudley Town Centre

- First Townscape Heritage Initiative (THI) project, Crown Public House, now occupied as headquarters for New Heritage Regeneration Ltd and negotiations are underway with additional tenants for the building. Preparations are advanced for Merlins, Holloway Hall, and Carvers Café as additional Council THI projects plus negotiations are underway at varying stages with a further 24 private sector THI applicants. No grant offers are currently being made to applicants until Advantage West Midlands (AWM) funding issues are resolved, however a revised funding package of European Regional Development Fund (ERDF), Growth Points and English Heritage funding is being assembled.
- Market testing is underway for the proposed foodstore at Tower Street East and feasibility work is nearing completion for the Market Place project, for which a further ERDF funding bid is in preparation.
- Planning applications have been approved for 3 of the 4 planning applications for the Dudley College town centre developments, with work due to commence on the first in January 2011.

##### Brierley Hill Town Centre

- Brierley Hill LIFT Health & Social Care Centre opened May 2010.
- Continued engagement with Stourbridge College to progress new build in Brierley Hill via Strategic College/Council Project Team to assist delivery with work commencing on site in August 2010.
- Harts Hill masterplan completed.
- An ERDF application is in preparation for the High Street enhancement project.

##### Stourbridge Town Centre

- Pre-application negotiations are underway in respect of the redevelopment of the Crown Centre and the planning application was received in October 2010.

##### Halesowen Town Centre

- Environmental improvements under the Halesowen In Bloom scheme are continuing with the completion of the Husky Dog island enhancements and the preparation of a partnership-driven package of public realm enhancements in the town centre.

#### Castle Hill Regeneration

- An outline bid is in preparation to AWM to secure ERDF funding for the infrastructure required for the Castle Hill project.
- Detailed design is underway for the infrastructure elements of the bid (car parking, circulation and development plots).
- Strategic land acquisitions are continuing in pursuit of the comprehensive development of the site.

## Health and Wellbeing Performance Review – Quarter 2

### Highlights

- 100% of child protection cases were reviewed within required timescales. Therefore our performance target was achieved despite pressures on operational and safeguarding unit services (see page 23).
- We have already exceeded our annual target for the number of adults assisted by Social Services to live independently (see page 25).

## Heritage, Culture and Leisure Performance Review – Quarter 2

### Highlights

- Priory Park visitors are celebrating following the announcement that the park is set to see over £2.6m of lottery funding. Friends of the Priory Park and Green in partnership with Dudley Council applied for just under £1.8m of funding from Heritage Lottery Fund (HLF) and the Big Lottery Fund (BIG) under the Parks for People programme (see page 84).

### Progress on the Major Projects

#### Wren's Nest Seven Sisters Stabilisation

##### *Ripples Through Time – Heritage Lottery Fund project*

- The project is being delivered on time and to budget. Work on the major engineering and access improvements started on site on 2nd June 2010 and were completed in the main by the end of August 2010. Some snagging works to be undertaken in September/October.
- Learning and Community Development Officer started in post in late September and will now take the community engagement and learning programmes forward.
- Funding claims submitted on time to both the Heritage Lottery Fund and Natural England.
- Soft launch to education groups will be held later in the year, with a 'public launch' to be held in the new year once all new equipment has bedded in.

# Environment and Housing

## Performance Review – Quarter 2

### Highlights

- The pilot scheme to recycle plastic and cardboard was rolled out in various areas of the Borough during the quarter and early indications show that recycling rates are already increasing (see page 84).
- We are maintaining our excellent performance in the removal of litter, detritus, graffiti and fly-postings, with results confirming our continued top quartile position against other councils nationally (see page 31).
- With grant funding for stage 1 of the North Priory regeneration confirmed, remediation work on the site commenced in August and discussions with local authority colleagues and the community regarding progressing the community centre are ongoing (see page 32).
- The effective partnership arrangement with the CAB means that our Homelessness Service are increasing the number of people supported at an early stage with mortgage arrears problems and there are plans to extend this service further (see page 33).

### Progress on the Major Projects

#### Extra Care Housing

- Discussions are ongoing regarding the third Extra Care scheme.
- Good progress towards identification of sites for the remaining two schemes continues and will now be supported through two research studies to look at further development of extra care.

#### North Priory Regeneration

- Grant funding for Stage 1 has been confirmed and grant agreement between HCA & Bromford / Keepmoat signed.
- Stage 1 conveyed to Bromford / Keepmoat in August 2010 and remediation work is underway.
- Draft local lettings plan presented to the Project Board in September 2010 for comments. Further work to be undertaken on the plan with the final version being presented at the next Project Board.
- Work on future governance arrangements will be led by Bromford and will commence nearer the time of the first completions.
- On-going discussions with local authority colleagues and the community regarding progressing the community centre.
- Regular reporting to quarterly Project Boards. The last meeting was held in September 2010.

#### A Green Dudley

- A Carbon Management Plan is in operation with new supporting management arrangements across all directorates.
- Actions planned to deliver carbon reduction initiatives are in place and are monitored through the Corporate Sustainability Group.

## **Individual and Community Learning Performance Review – Quarter 2**

### **Highlights**

- Dudley secondary schools are collectively celebrating their best ever GCSE performance. The target for 2010 was 54% and unvalidated results show this has been exceeded (see page 35).
- Provisional results for 2010 show the percentage of looked after children achieving 5 A\*-C GCSEs has increased by 17.3 percentage points compared to 2009 (see page 38).

## **Community Safety Performance Review – Quarter 2**

### **Highlights**

- Following the increase in recorded crime over the months of March, April and May, during quarter 2 we have returned to satisfactory levels in line with previous good performance, particularly in relation to serious acquisitive crime (see page 43).
- The Prolific and other Priority Offenders Scheme continues to perform well with re-offending rates well below the target set for the Borough (see page 43).

### **Challenges**

- This year Dudley has been subjected to two announced visits of the English Defence League (EDL) in April and in July and an unannounced 'rooftop' protest by two EDL supporters in May. The Council, Police and other partners worked closely with local community representatives and local traders to draw up plans and deploy resources in order to ensure the maintenance of law and order and the safety of local people. However despite this, on both occasions in April and July, there was major disruption to the town centre with widespread disorder and loss of trade for local businesses, with estimated costs to the council tax payers for the Council and Police operation over £1m. Delegates from the Borough, including senior Council officers and community representatives, met with the Minister for Crime Prevention prior to the July protest requesting Government consider changes to current legislation around EDL static protests. This has been followed up by a letter to the Minister in respect of the 17<sup>th</sup> July protest which has resulted in a promise from him to consider the request for legislative change within the Government's wider deliberations (see page 78).



There are 115 key performance indicators that are reported on by Council Plan priority in **Section 3**.

56 are reported annually or biennially. Of the 59 remaining, target and actual data is available for 47 of these and their quarter 2 year-to-date performance can be summarised as follows:-

<b>21</b>	(45% of reported indicators)	Indicators are exceeding target	★
<b>18</b>	(38% of reported indicators)	Indicators are performing on target or within agreed limits	●
<b>8</b>	(17% of reported indicators)	Indicators are performing below target	▲

Quarter 2 year-to-date performance by Council Plan matter is:-

	★	●	▲	Total
Jobs and Prosperity	5	1	2	8
Health and Wellbeing	2	7	2	11
Heritage, Culture and Leisure	0	0	0	0
Environment and Housing	8	2	0	10
Individual and Community Learning	3	4	1	8
Community Safety	2	1	1	4
Quality Service	1	3	2	6
<b>Total</b>	<b>21</b>	<b>18</b>	<b>8</b>	<b>47</b>

## Section 3




# Reporting on Council Action Plan Priorities

The Council Plan 2013 sets out the Authority's priorities for the three-year period 2010 to 2013. It provides a focus on where we want to be over the next three years and outlines how we are planning to meet the aspirations of the Community Strategy and the challenges of the Next Generation Local Area Agreement.

This section provides a detailed review of the progress of the key performance indicators and activities contained within the Council Action Plan.




Traffic light status indicators are used to denote performance as follows:

In terms of the **key activities** they represent the following progress:

-  Good (ahead of schedule)
-  Fair (on schedule)
-  Poor (behind schedule)

*NB: The Directorate of Children's Services provide narrative only and do not apply a performance alert.*

For **key performance indicators** they represent performance as:

-  Better than target limits
-  Within target limits
-  Worse than target limits

Comments are included for key performance indicators where performance is below target limits or where additional, useful intelligence is available.

The latest published Comparator data against all England councils and Metropolitan councils is included where available. The figures were taken from Oneplace, the Government website launched to provide information to the public on local authority performance nationally.

Where data is available, Dudley is also **ranked** against all England and Metropolitan councils. The rank calculation uses the Microsoft excel method of working out percentiles. It orders the data from highest to lowest value and assigns a percentage to each value.

**Average** figures are also shown for all England and Metropolitan councils for information. This represents the mean unless otherwise stated. The calculation is arrived at by adding up all areas' values for the performance indicator and dividing by the number of values available. Where an area does not have data in the range (that is; if the value is missing or not available) it is not used as part of this calculation.

For further information visit the Oneplace website at:

<http://oneplace.direct.gov.uk/infobyarea/region/area/Pages/areaoverview.aspx?region=55&area=340>

Use the link below to view the Council Action Plan 2013:











<http://www.dudley.gov.uk/council--democracy/plans-policies--strategies/councilplan>

## Jobs and Prosperity



Priority 1 Provide employment opportunities for residents of the Borough, and ensure they possess the necessary range of skills

Key Activities					
Direct.	Ref.	Description	Q2 Status	Update	Lead Officer
DUE	JP1.1a	Working with partners to reduce levels of worklessness in the Borough	●	<ul style="list-style-type: none"> <li>The Neighbourhood Employment &amp; Skills Partnerships (NESP)s continue to operate within the 5 City Strategy wards. The NESP)s include cross-directorate representation from Dudley MBC, private training providers, colleges and the voluntary sector.</li> <li>The Employment &amp; Skills Management Group oversees the NESP)s and monitors progress, as well as monitoring the performance of the major training providers operating in the Borough.</li> <li>The NESP)s continue to plan and arrange 'Community Information Days' or 'Showcase Events' that bring together training and support organisations and local residents in a community setting. In addition, where large, physical developments are taking place (e.g. the re-development of North Priory), the NESP)s are working with developers in order to ensure that local people have access to new opportunities.</li> </ul>	Jean Brayshay
DUE	JP1.1b	To support local people into local jobs through the provision of employability skills and training	●	<ul style="list-style-type: none"> <li>326 people supported into employment between April and September 2010.</li> </ul>	Jean Brayshay
DACHS	JP1.1c	Strengthening communities through individual learning and job creation	●	<ul style="list-style-type: none"> <li>Post 19 Learning and Skills Group has a planned programme of meetings. Group has received and commented on 2 Department of Business, Innovation and Skills consultation responses. Future jobs Fund placements continue to be recruited with 4 new placements by the Adult Community Learning employability staff. In Libraries 6 Future jobs Fund placements appointed and 4 have moved on to either training or job. 2 further being recruited to at present.</li> </ul>	Kate Millin
DACHS	JP1.1d	Target engagement with priority groups and in priority neighbourhoods to support employability and reduction of worklessness	●	<ul style="list-style-type: none"> <li>A range of local engagement events have resulted in good enrolment figures for the new term. Currently 16% learners with disabilities, 15% BME learners, 26% learners from top 20% most deprived wards, 19% learners aged 60+ years.</li> </ul>	Kate Millin
FIN	JP1.2a	Encourage those who are eligible, to claim the benefits to which they are entitled. Certain age ranges e.g. the over 60's will be specifically targeted through campaigns	●	<ul style="list-style-type: none"> <li>Continued good progress with Benefits Shop targets. Knowing our Customer campaign progressing with £420,000 additional benefits gained.</li> </ul>	Mike Williams
CEX	JP1.2b	Castle & Crystal Credit Union to provide efficient and cost effective financial services, offering loans through the Growth Fund	●	<ul style="list-style-type: none"> <li>Altocard - pre-paid debit card has been issued to nearly 100 members and its use is growing monthly. It allows members to make purchases in shops, online and over the 'phone and to make withdrawals from cash machines (mastercard) worldwide.</li> </ul>	Dharminder Dhaliwal

## Key Performance Indicators

Direct.	Ref.	Definition	08/09 Actual	09/10 Actual	10/11 Target	Q1 Actual	Q2 YTD Target	Q2 YTD Actual	All England Average 2008	Met Council Average 2008
DUE	NI 116 (NGLAA)	Proportion of children in poverty. Maintain the gap between Dudley and the England average (NGLAA local definition)	Gap of 1.3% points	Not available	Gap of 1.3% points	Final data for 2009/10 has not yet been released.			n/a – local definition	
DUE	NI 152 (NGLAA)	Maintaining the gap between Dudley and the England average in the % of working age people claiming out of work benefits (16-64 males and 16-59 females) (NGLAA local definition)	Gap of 1.4% points	Gap of 2.5% points	Gap of 2.1% points	2010/11 data will be released in August 2011.			n/a – local definition	
DUE	NI 153 (NGLAA)	Maintaining the lead Dudley has over the England average in the % of working age people claiming out of work benefits in the worst performing neighbourhoods (16-64 males and 16-59 females) (NGLAA local definition)	Lead of 1.7% points	Gap of 0.9% points	Lead of 1.0% points	2010/11 data will be released in August 2011.			n/a – local definition	
DUE	NI 163 (NGLAA)	% of population aged 19-64 for males and 19-59 for females qualified to at least level 2 or higher	68.2%	64.9%	74.4%	2010/11 data will be released in August 2011.			69.25%	65.99%
									Average	Average
DUE	NI 165 (NGLAA)	% of population aged 19-64 for males and 19-59 for females qualified to at least level 4 or higher	24.7%	23.8%	25.9%	2010/11 data will be released in August 2011.			30.65%	25.16%
									In worst third	Average
DACHS	DACHS ACL LPI 4.1	% qualifications achieved (level 1 & 2) against entries	92%	89%	90%	88%	90%	94%	n/a – local PI	
										
DACHS	DACHS ACL KPI 6	Number of employers supported in all programmes by Adult Community Learning	47	113	125	52	50	121	n/a – local PI	
										
DACHS	DACHS ACL KPI 7	Number of individuals gaining employment (all programmes)	109	168	100	42	40	140	n/a – local PI	
										
DACHS	DACHS ACL KPI 8.7	Number of adults on Skills for Life courses	PI definition revised	524	450	119	280	375	n/a – local PI	
										
CEX	CEX CU 001	Credit Union membership	3,352	4,086	4,891	4,139	4,489	4,165	n/a – local PI	
						 (See comment)				

## Key Performance Indicators

Direct.	Ref.	Definition	08/09 Actual	09/10 Actual	10/11 Target	Q1 Actual	Q2 YTD Target	Q2 YTD Actual	All England Average 2008	Met Council Average 2008
CEX	CEX CU 002	Credit Union share to loan ratio	65.4%	47.77%	85%	48.17%	85%	53.3%	n/a – local PI	
								 (See comment)		
<p><b>Comment for CEX CU 001 and CEX CU 002:</b> Credit Union membership although increasing, is currently below target. This is due to clearing out dormant accounts on a regular basis to reduce costs of running the account and the redundancy of the Development Officer (marketing role) has made it challenging to concentrate on efforts to recruit new members. System &amp; organisational changes this year have, however, resulted in improved efficiencies resulting in time being created to concentrate on activities that will add value to the organisation albeit on a periodic basis, i.e. recent marketing efforts as outlined below. The loan to share ratio remains below target due to the high number of un-credit worthy applications for loans and quality (low risk) members are reluctant to borrow due to the economic uncertainty. Strategy for corrective action:</p> <ul style="list-style-type: none"> <li>Targeted mail-drop – 11,000 Christmas loan &amp; savings leaflets being delivered via Royal Mail to areas within a 3 mile radius of the town centre Credit Union, targeting areas of high employment (at present).</li> <li>Partnership with Unison – 4000 calling notices to Unison members working within DMBC and Dudley College being distributed by Unison with an A4 size advert on the back page promoting our services.</li> <li>Press release through Marcomms promoting the launch of our new Altocard (see JP1.2b above).</li> <li>New seasonal Christmas high street window display with posters designed via Marcomms promoting Christmas savings and loans (good coverage as most of the Dudley buses stop outside Credit Union).</li> <li>Utilisation of Dudley MBC intranet message of the day to promote the Altocard.</li> <li>Contacted Centro to include travel workers in the West Midlands in our common bond pending a change in Credit Union law via the Legislative Reform Order (LRO) which will hopefully be approved by the Government early in the new year (it has cross party support).</li> <li>Establishing links for possible payroll deduction with West Midlands Ambulance Trust employees.</li> <li>Trying to enhance our relationship with Dudley Group of Hospitals.</li> </ul>										
CEX	CEX SRI 003	Number of working age people in the Borough claiming Job Seeker's Allowance	9,971 @ Mar 2009	10,729 @ Mar 2010	Not targeted	9,420 @ Jun 2010	Not targeted	9,445 @ Sep 2010 (See comment)	n/a – local PI	
CEX	CEX SRI 004	% of working age people in the Borough claiming Job Seeker's Allowance (JSA)	5.2% @ Mar 2009	5.6% @ Mar 2010	Not targeted	4.9% @ Jun 2010	Not targeted	4.9% @ Sep 2010 (See comment)	n/a – local PI	
<p><b>Comment for CEX SRI 003 and CEX SRI 004:</b></p> <ul style="list-style-type: none"> <li>Dudley Borough's JSA rate is currently 4.9% compared with 5.8% 12 months ago.</li> <li>The number of claimants in the Borough decreased by 17 people between August and September 2010 with the JSA rate remaining the same for 4 consecutive months.</li> <li>The rate for the Black Country increased from 6.1% to 6.2% between August and September while the West Midlands' rate decreased from 4.6% to 4.5%. The rate for England remained unchanged at 3.5%.</li> <li>St Thomas's Ward has the highest rate of claimants (8.3%) followed by Netherton, Woodside &amp; St Andrews Ward (7.5%).</li> </ul> <p>For further information refer to the monthly Labour Market Briefings produced by Economic Regeneration. These provide an up-to-date picture of the labour market situation in Dudley Borough. <a href="http://www.dudley.gov.uk/business/regeneration/economic-information--research/dudley-borough-labour-briefing">http://www.dudley.gov.uk/business/regeneration/economic-information--research/dudley-borough-labour-briefing</a></p> <p><i>Note:</i> The Office for National Statistics has changed the definition for working age people. Denominators have been updated where possible to comply with the new ONS working age definition of men and women aged 16-64 (original definition was 16-64 for males and 16-59 for females). Unfortunately, there is not enough detailed information in the ONS small area population (e.g. ward statistics) estimates to fully determine the new female working age group at the moment.</p>										

### Key Performance Indicators

Direct.	Ref.	Definition	08/09 Actual	09/10 Actual	10/11 Target	Q1 Actual	Q2 YTD Target	Q2 YTD Actual	All England Average 2008	Met Council Average 2008
FIN	FIN BEN 002a	Level of previously unclaimed benefits raised	£2,373,518	£2,276,715	£2,100,000	£651,391	£1,009,751	£1,350,230	n/a – local PI	
						★		★		
FIN	FIN BEN 002b	Number of successful new income support and attendance allowance claims	1,016	902	900	252	440 @ August 2010	491 @ August 2010	n/a – local PI	
						★		★		

## Jobs and Prosperity

### Priority 2 Develop and diversify the local business base

Key Activities					
Direct.	Ref.	Description	Q2 Status	Update	Lead Officer
DUE	JP2.1a	To work proactively with property owners and agents to promote premium employment locations and higher value businesses	●	<ul style="list-style-type: none"> <li>Economic Regeneration are working with property owners and agents to identify sites and premises for inward investment and expansion of existing companies.</li> </ul>	Jean Brayshay
DUE	JP2.2a	Facilitate delivery of major development schemes in the Borough	●	<ul style="list-style-type: none"> <li><b>Dudley Town Centre ●</b> See JP3.1c</li> <li><b>Brierley Hill Town Centre ●</b> Brierley Hill LIFT Health &amp; Social Care Centre opened May 2010. Continued engagement with Stourbridge College to progress new build in Brierley Hill via Strategic College/Council Project Team to assist delivery with work commencing on site in August 2010. Harts Hill masterplan completed. A European Regional Development Fund (ERDF) application is in preparation for the High Street enhancement project.</li> <li><b>Stourbridge Town Centre ●</b> Pre-application negotiations are underway in respect of the redevelopment of the Crown Centre and the planning application was received in October 2010.</li> <li><b>Halesowen Town Centre ●</b> Environmental improvements under the Halesowen In Bloom scheme are continuing with the completion of the Husky Dog island enhancements and the preparation of a partnership-driven package of public realm enhancements in the town centre.</li> </ul>	Rupert Dugdale
DUE	JP2.2b	To ensure, through adoption of the Joint Core Strategy, that there is a balanced portfolio of employment land to meet economic needs of the Borough	●	<ul style="list-style-type: none"> <li>The critical Joint Core Strategy underpinning planning document went to Examination in Public on 13th July as part of the statutory process. This has been supported by a robust evidence base and survey work to ensure that there is sufficient supply and quality of employment sites available. The Inspectors' report is expected late October with view to a Full Council decision to adopt in November.</li> </ul>	Helen Martin
DUE	JP2.3a	To work proactively with Business Link West Midlands, Princes Trust, Chamber of Commerce and the Federation of Small Businesses in order to stimulate local enterprise activity	●	<ul style="list-style-type: none"> <li>Regular update meetings held with Prince's Trust, Business Link and Black Country Chamber of Commerce. Quarterly performance meetings held with Black Country Enterprise, holder of the Business Link business start-up contract.</li> </ul>	Jean Brayshay
DUE	JP2.3b	To support a thriving local enterprise economy through effective regulation	●	<ul style="list-style-type: none"> <li>97% of food safety, health and safety, food standards and pollution control inspections for high and medium risk premises that were due were carried out.</li> </ul>	Nick Powell
FIN	JP2.3c	To develop contractual arrangements to support local businesses and jobs	●	<ul style="list-style-type: none"> <li>Black Country Business Portal provides single link to business opportunities.</li> <li>Hawbush primary school scheme to target local businesses / employment.</li> </ul>	Ian Clarke



Key Activities					
Direct.	Ref.	Description	Q2 Status	Update	Lead Officer
CEX	JP2.4a	Provide information and guidance to local businesses, agencies and residents regarding the impact of the economic downturn	●	<ul style="list-style-type: none"> <li>Dudley Means Businesses website regularly monitored and updated with new information to benefit individuals and the business community who are affected by the economic downturn.</li> </ul>	Geoff Thomas
CEX	JP2.4b	In partnership, develop a Next Steps to Recovery Action Plan to focus on support to business and local communities and to promote regeneration	●	<ul style="list-style-type: none"> <li>Next Steps to Recovery Plan to be agreed by the Dudley Means Business Group at the next scheduled meeting on the 24th November 2010. Reporting of key indicators has already begun.</li> </ul>	Diane Shenton

Key Performance Indicators											
Direct.	Ref.	Definition	08/09 Actual	09/10 Actual	10/11 Target	Q1 Actual	Q2 YTD Target	Q2 YTD Actual	All England Average	Met Council Average	
DUE	NI 166 (NGLAA)	Median earnings of full-time employees in the local authority area as a % of the average earnings in the West Midlands (NGLAA local definition)	85%	2009/10 data will be released in December 2010.				n/a – local definition			
DUE	NI 171 (NGLAA)	Rate of business registrations per 10,000 resident population aged 16 and above	44.3	2009/10 data will be released in December 2010.				2007	2007		
									63.36	47.73	
									In worst third	In best third	
DUE	DUE NI 183	The number of primary complaints of unfair trading practices recorded by Consumer Direct (CD) against businesses in each Local Authority where no judicial disposal or onward formal referral is achieved (scaled against the number of businesses registered for VAT or PAYE)	2.68	2.31	2.4	Annually reported.				2008/09	2008/09
									1.76	2.46	
									In worst 20%	In worst third	

## Jobs and Prosperity

### Priority 3 Create an attractive environment for people to live, work and invest in

#### Key Activities

Direct.	Ref.	Description	Q2 Status	Update	Lead Officer
DUE	JP3.1a	To deliver the regeneration framework for the Borough in the Joint Core Strategy and other Local Development Framework documents	●	<ul style="list-style-type: none"> <li>The critical Joint Core Strategy underpinning planning document was Examined in Public in July 2010 as part of the statutory process.</li> <li>The other Local Development Framework documents are on schedule in accordance with the approved Local Development Scheme.</li> </ul>	Helen Martin
DUE	JP3.1b	To deliver Area Action Plans for the town centres of Brierley Hill, Halesowen and Stourbridge in accordance with approved Local Development Scheme	●	<ul style="list-style-type: none"> <li>Brierley Hill Area Action Plan currently on track to meet Local Development Scheme timetable and was submitted on time in February 2010 with examination commencing 7th December 2010.</li> <li>Halesowen Area Action Plan currently on track to meet Local Development Scheme timetable and went out to consultation on 30th July on options.</li> <li>Stourbridge Area Action Plan currently on track to meet Local Development Scheme timetable and has been subject to recent consultation.</li> </ul>	Helen Martin
DUE	JP3.1c	To deliver actions against Dudley's Area Development Framework	●	<ul style="list-style-type: none"> <li>First Townscape Heritage Initiative (THI) project, Crown Public House, now occupied as headquarters for New Heritage Regeneration Ltd and negotiations are underway with additional tenants for the building. Preparations are advanced for Merlins, Holloway Hall, and Carvers Café as additional Council THI projects plus negotiations are underway at varying stages with a further 24 private sector THI applicants. No grant offers are currently being made to applicants until Advantage West Midlands (AWM) funding issues are resolved, however a revised funding package of European Regional Development Fund (ERDF), Growth Points and English Heritage funding is being assembled.</li> <li>An outline bid is in preparation to AWM to secure ERDF funding for the infrastructure required for the Castle Hill project. Detailed design is underway for the infrastructure elements of the bid (car parking, circulation and development plots).</li> <li>Market testing is underway for the proposed foodstore at Tower Street East and feasibility work is nearing completion for the Market Place project, for which a further ERDF funding bid is in preparation.</li> <li>Planning applications have been approved for 3 of the 4 planning applications for the Dudley College town centre developments, with work due to commence on the first in January 2011.</li> </ul>	Rupert Dugdale
DUE	JP3.2a	To work with local businesses and the community in the improvement and maintenance of local town centres	●	<ul style="list-style-type: none"> <li>Heart of England in Bloom preparations were made with local businesses, schools and voluntary groups from Stourbridge Town ready for 9th July judging. In September a Gold Award was presented to the Stourbridge in Bloom coordinator.</li> </ul>	Garry Dean
DUE	JP3.3a	Delivery of transport initiatives	●	<ul style="list-style-type: none"> <li>Burnt Tree ongoing and Brierley Hill Sustainability Access Network final elements awaiting completion.</li> <li>Area Action Plan transport initiatives ongoing.</li> </ul>	Martyn Holloway

Key Activities					
Direct.	Ref.	Description	Q2 Status	Update	Lead Officer
DUE	JP3.4a	To ensure that the Joint Core Strategy supports the aim of providing quality housing at all levels and affordability in the Borough	●	<ul style="list-style-type: none"> <li>The critical Joint Core Strategy underpinning planning document was Examined in Public in July 2010 as part of the statutory process. This has been supported by a robust evidence base and a Strategic Housing Land Availability Assessment, and is supported by the Supplementary Planning Document on Affordable Housing.</li> </ul>	Helen Martin
DACHS	JP3.4b	Provision of new build affordable housing in line with the Council House Building bid:			David Harris/ Ron Sims
		Scheme 1: Wood Road, Lower Gornal	★	<ul style="list-style-type: none"> <li>Tender documents completed and out for the first scheme – expected return 13/10/10.</li> </ul>	
		Scheme 2: Norwood Road, Brockmoor	●	<ul style="list-style-type: none"> <li>Tender documents in progress. Tender dates, start on site and completion dates planned.</li> </ul>	
		Scheme 3: Woodland Avenue, Quarry Bank	●	<ul style="list-style-type: none"> <li>As above.</li> </ul>	
		Scheme 4: Blackthorn Road, Wordsley	●	<ul style="list-style-type: none"> <li>As above.</li> </ul>	
		Scheme 5: Tenacre Lane, Upper Gornal	●	<ul style="list-style-type: none"> <li>As above.</li> </ul>	
		Scheme 6: Woodside Library, Woodside	●	<ul style="list-style-type: none"> <li>Condition report and estimate prepared for works to make roof and building watertight.</li> </ul>	

Key Performance Indicators										
Direct.	Ref.	Definition	08/09 Actual	09/10 Actual	10/11 Target	Q1 Actual	Q2 YTD Target	Q2 YTD Actual	All England Average 2008/09	Met Council Average 2008/09
DUE	NI 154 (NGLAA)	Net increase over one year in the number of self-contained dwellings provided	542	150	564		Annually reported		475.57	787.14
									In best 20%	In best third
DACHS	NI 155 (NGLAA)	Gross number of affordable (social-rented and intermediate) homes delivered	200	196	97		Annually reported		158.1	208.33
									In best third	Average
DUE	NI 159 (NGLAA)	The total number of net additional dwellings that are deliverable as a % of the planned housing provision (in net additional dwellings) for the 5 year period	116.3%	105%	115%		Annually reported		132.17%	131.63%
									Average	In worst third

## Health and Wellbeing

### Priority 1 Tackle the problem of obesity

#### Key Activities

Direct.	Ref.	Description	Q2 Status	Update	Lead Officer
DUE	HW1.1a	To increase the amount of physical activity/ exercise undertaken by overweight /obese people	●	<ul style="list-style-type: none"> <li>Ongoing work with PCT to offer GP referral programme and MEND (Mind, Exercise, Nutrition... Do It!) programme for young people and their families.</li> </ul>	Andy Webb
DCS	HW1.1b	Support children and young people to become and remain healthy – Reducing the incidence of obesity amongst primary aged children by the time they reach year 6	-	<ul style="list-style-type: none"> <li>2009/10 figures will be released in December 2010.</li> </ul>	Julia Simmonds

#### Key Performance Indicators

Direct.	Ref.	Definition	08/09 Actual	09/10 Actual	10/11 Target	Q1 Actual	Q2 YTD Target	Q2 YTD Actual	All England Average 2008/09	Met Council Average 2008/09
DCS	NI 056i (NGLAA)	% of children in year 6 with height and weight recorded who are obese	20.18%	20.8%	22.7%	Children's weight is recorded during September, with 2010 data released in December.			18.92%	19.8%
					In worst third				Average	
DCS	NI 056ii (NGLAA)	% of children in year 6 with height and weight recorded	92.93%	93%	85% (National target)				Not calculated	

## Health and Wellbeing

### Priority 2 Tackle inequality in physical health and mental wellbeing









#### Key Activities

Direct.	Ref.	Description	Q2 Status	Update	Lead Officer
DUE	HW2.1a	Ensure access to clean and safe food and water and safe places of work	●	<ul style="list-style-type: none"> <li>97% of food safety inspections of high risk premises (400) and low risk premises (119) that were due were carried out.</li> <li>99% (198) of health and safety inspections of high and medium risk premises that were due were carried out.</li> </ul>	Nick Powell
DUE	HW2.1b	To provide opportunities for people to improve physical health through sport and physical activity	●	<ul style="list-style-type: none"> <li>Continued work with PCT to provide GP referral programme.</li> </ul>	Andy Webb
DACHS	HW2.1c	Delivering prevention and early intervention to Dudley Citizens: <ul style="list-style-type: none"> <li>To ensure transfers of care are undertaken in a timely and safe manner</li> <li>Reduce the number of inappropriate hospital admissions</li> </ul>	●	<ul style="list-style-type: none"> <li>Living Independent Team becomes operational on 1st November 2010.</li> </ul>	Maggie Venables/ Richard Carter
DACHS	HW2.1d	Alignment of service delivery to meet the eligibility needs of clients with critical and substantial needs	★	<ul style="list-style-type: none"> <li>Currently reviewing all care packages to ensure they meet the Fair Access to Care Services (FACS) criteria (critical &amp; substantial needs).</li> </ul>	Maggie Venables/ Richard Carter
DACHS	HW2.1e	Implement the action from the Learning Disability Strategy (2009) and Joint Review (2008)	●	<ul style="list-style-type: none"> <li>Steady progress towards achieving efficiency savings by March 2011.</li> </ul>	Richard Carter
DACHS	HW2.1f	Increase the number of people with mental health needs and recovering from mental illness having access to and sustaining employment	●	<ul style="list-style-type: none"> <li>Work continuing to increase employment opportunities.</li> </ul>	Ann Parkes
DCS	HW2.2a	Support all children to be and feel safe – Finalise and agree Anti-Bullying Strategy and ensure its effective implementation, especially within schools	-	<ul style="list-style-type: none"> <li>Draft strategy and action plan developed and due to be considered by Anti-bullying Steering Group in November. Stage one on track and within timescale.</li> </ul>	Ian McGuff
DCS	HW2.2b	Improve the effectiveness of early intervention for vulnerable children and young people to be safe from maltreatment, neglect, violence and sexual exploitation	-	<ul style="list-style-type: none"> <li>Where children are at risk of significant harm action is taken promptly to safeguard them and this is recognised as a strength.</li> <li>The Safeguarding Board continues to work effectively with all partner agencies.</li> <li>The rise in referrals to children's social care has affected our ability to respond to initial assessments and therefore there remains the potential for some children to not receive services in a timely way.</li> <li>It is essential that the common assessment framework is embedded across all agencies and this work is accelerated. Our strategy for doing this is in place and we are now dependent upon all teams in the Directorate and partner agencies taking effective action.</li> </ul>	Pauline Sharratt





## Key Activities

Direct.	Ref.	Description	Q2 Status	Update	Lead Officer
DCS	HW2.2c	Ensure looked after children have security, stability and are cared for	-	<ul style="list-style-type: none"> <li>Number of looked after children appears to be plateauing at around 625.</li> <li>Our stability indicators continue to show good performance, so despite increase in numbers we are managing to maintain our performance in some key indicators. Work continues to develop the areas identified in quarter 1. (See Key Performance Indicators below).</li> </ul>	Pauline Sharratt
DACHS	HW2.2d	To improve arrangements for safeguarding and protecting vulnerable adults in line with the recommendations of the Adult Social Care Inspection June 2009	●	<ul style="list-style-type: none"> <li>New procedures implemented for managing safeguarding investigations in DACHS, staff trained and increased admin support for safeguarding meetings.</li> <li>Audits carried out each quarter and information presented to teams and safeguarding boards including other agencies.</li> <li>Hate Crime consultation continues. Hate Crime training delivered to service users with a Learning Disability. Serious Case Review protocol reviewed alongside drug related death recording process. Community Safety Team meet with Adult Services District.</li> <li>The two serious case reviews presented to board and both action plans in place.</li> <li>Adult Protection dataset in place and multi-disciplinary training extended to voluntary agencies in the Borough.</li> </ul>	Richard Carter/ Maggie Venables
DACHS	HW2.2e	Work in partnership with Dudley PCT Commissioners and Dudley & Walsall Mental Health Trust to improve early intervention strategy: <ul style="list-style-type: none"> <li>Develop a psychiatric liaison service</li> <li>Monitor the performance of the Early Intervention in Psychosis Team</li> </ul>	●	<ul style="list-style-type: none"> <li>Work in progress and staff will be in post by January 2011, with services started by March 2011.</li> </ul>	Ann Parkes
DCS	HW2.3a	Support children and young people to become and remain healthy – Reducing teenage pregnancy rates	-	<ul style="list-style-type: none"> <li>Continuing with targeted prevention work, particularly with most vulnerable young people, e.g. Looked After Children, using the DEPAR (Delaying Early Parenthood and Associated Risks) Tool. DEPART launched with Social Care and is being rolled out to other targeted services including Youth Offending Service and The Zone and within schools.</li> <li>Continuing delivery and further development of other prevention strategies such as: embedding delivery of the 'Baseline' RSE, (Relationships and Sex Education), (as a minimum) within all secondary schools and Pupil Referral Units; the 'You First' multi-agency health and well being drop-ins in schools and other youth settings; continuing to develop Peer Education in Further Education and other youth settings.</li> <li>Baseline (RSE Toolkit) is now in 5 schools and is being rolled out on an annual basis for the next 3 years.</li> <li>Continued workforce training on basic sexual health through the training programme offered through the Respect Yourself Campaign, to all agencies working with young people.</li> <li>Continue to develop specific support services for teenage parents and their children, particularly the most vulnerable, such as looked after children/ those leaving care as well as those whose vulnerability is highlighted when they become pregnant/young parents.</li> </ul>	Rachel Allen

## Key Performance Indicators

Direct.	Ref.	Definition	08/09 Actual	09/10 Actual	10/11 Target	Q1 Actual	Q2 YTD Target	Q2 YTD Actual	All England Average	Met Council Average
DCS	NI 059	% of initial assessments for children's social care carried out in less than 7 working days	66.3%	55.5%	70%	55.9%	70%	61.2%	2008/09	2008/09
									72.79%	73.03%
									In worst 25%	In worst 20%
<p><b>Comment for NI 059:</b> Quarter 2 shows an improvement in assessments completed within the timescale. New arrangements to record domestic abuse notifications will show more impact in quarter 3 to drive improvement in this indicator.</p>										
DCS	NI 062	% of looked after children with 3 or more placements during the year	10.6%	12.1%	11%	12.9%	11%	11.9%	2008/09	2008/09
									10.48%	10.88%
									Average	Average
<p><b>Comment for NI 062:</b> Good performance is being maintained despite pressures on placements.</p>										
DCS	NI 066	% of looked after children cases which should have been reviewed during the year ending 31 <sup>st</sup> March that were reviewed on time (within 28 days of placement, then within three months and six-monthly thereafter - subject to rescheduling if there are significant changes to the child's care plan)	77.9%	79%	80%	83.2%	80%	77.2%	2008/09	2008/09
									In worst 10%	In worst 10%
DCS	NI 067	% of child protection cases which were reviewed within required timescales	100%	100%	100%	100%	100%	100%	2008/09	2008/09
									99.15%	99.17%
									Rank not calculated	
DACHS	NI 125	% of people aged 65+ on discharge from hospital, and who were discharged and benefited from intermediate care/rehabilitation still living at home 3 months after discharge	75%	86%	89%	Annually reported.			Not calculated	
DACHS	NI 130 (NGLAA)	% social care clients receiving self directed support (personal budget/direct payment)	PI definition revised	15.2%	31%	Annually reported.			2008/09	2008/09
									PI definition revised	
									In best 10%	In best 10%

## Key Performance Indicators

Direct.	Ref.	Definition	08/09 Actual	09/10 Actual	10/11 Target	Q1 Actual	Q2 YTD Target	Q2 YTD Actual	All England Average	Met Council Average
DUE	DUE NI 184	% of food establishments in the area which are 'broadly compliant' with food hygiene law (Rating of 2 or more stars out of a total of 5)	79%	89%	89%	Annually reported			n/a – local PI	
DACHS	DACHS 10P001	Number of people funded by the council receiving non-residential intermediate care to prevent hospital admission	447	489	570	Annually reported.			n/a local PI	
DACHS	DACHS 10P002	Number of people funded by the council receiving intermediate care in a residential setting (rapid response) to prevent hospital admission	130	128	140	Annually reported.			n/a – local PI	
DACHS	DACHS 10P003	Number of people funded by the council receiving non – residential intermediate care to facilitate timely hospital discharge and/or effective rehabilitation	1413	1520	1550	Annually reported.			n/a – local PI	
DCS	DCS CF 039	% of private fostering assessments completed within 42 days	New PI	0%	50%	0%	50%	(See comment)	n/a – local PI	
<b>Comment for DCS CF 039:</b> No assessments initiated in this quarter.										
DCS	NI 112	% change in the rate of under-18 conceptions per 1,000 girls aged 15-17 years resident in the area for the current calendar year (as compared with the 1998 baseline rate of 54.7 per 1,000 girls aged 15-17)	The latest information available is as at December 2008 and shows a 20.1% reduction in the rate of under-18 conceptions since the baseline year of 1998. December 2009 data will be available in January 2011.						2008	2008
								-12.66%	-10.61%	
								In best third	In best 20%	
DACHS	NI 131	The average weekly rate of delayed transfers of care from all NHS hospitals per 100,000 population aged 18+	27.4	16.3	10	Annually reported.			2008/09	2008/09
								12.02	11.95	
								Rank not calculated		
DACHS	DACHS NI 132	% of new clients aged 18+ for whom the time from first contact to completion of assessment is less than or equal to 4 weeks	83.9%	87%	89%	94%	89%	90%	2008/09	2008/09
									Average	In best third
DACHS	DACHS NI 133	% of new clients aged 18+ for whom the time from completion of assessment to provision of all services in the care package is less than or equal to 4 weeks	92.6%	93%	94%	98%	94%	98%	2008/09	2008/09
									Average	In best third



## Key Performance Indicators

Direct.	Ref.	Definition	08/09 Actual	09/10 Actual	10/11 Target	Q1 Actual	Q2 YTD Target	Q2 YTD Actual	All England Average	Met Council Average
DACHS	NI 136	Number of adults, all ages per 100,000 population, that are assisted directly through social services assessed/care planned funded support to live independently	3,652	3,841	4,000	3,593 ●	3,650	4,092 ★	Not calculated	
DACHS	NI 141	% of people receiving a Supporting People service who move on from supported accommodation in a planned way	59.2%	72.9%	75%	64.89% ▲	75%	68.38% ▲	Q2 2009/10 77.24%	Q2 2009/10 76.58%
									In worst 10%	In worst 5%
<p><b>Comment for NI 141:</b> Whilst still underperforming in quarter 2, performance has improved year on year from 42% in 2007/08. The Supporting People Team is currently reviewing all providers of short-term and direct access accommodation regarding adherence to contract performance.</p>										
DACHS	NI 142	% of people receiving a Supporting People service who have established or are maintaining independent living	98.8%	99.3%	99.5%	98.1% ●	99.5%	98.8% ●	Q2 2009/10 98.3%	Q2 2009/10 98.24%
									Average	Average
DACHS	NI 145	% of adults with learning disabilities known to councils with Adult Social Care Responsibilities (CASSRs) in settled accommodation at the time of their assessment or latest review	66%	68%	75%	10% ●	25%	24% ●	2008/09 69.75%	2008/09 71.64%
									Rank not calculated	
DACHS	NI 146	% of adults with learning disabilities known to councils with Adult Social Care Responsibilities (CASSRs) in paid employment at the time of their assessment or latest review	2.9%	3.94%	5%	1% ●	1%	1% ●	2008/09 8.96%	2008/09 6.69%
									In worst 20%	In worst third

## Heritage, Culture and Leisure

Priority 1 Ensuring that heritage and culture is preserved, developed and promoted for all and celebrated and used by all

### Key Activities

Direct.	Ref.	Description	Q2 Status	Update	Lead Officer
DUE	CL 1.1a	Provision of a range of cultural and leisure facilities and services	●	<ul style="list-style-type: none"> <li>Maintain major leisure centres and wide programme of activities.</li> </ul>	Andy Webb/ Sally Orton
DUE	CL1.1b	Development and enhancement of new/additional cultural and leisure facilities	●	<ul style="list-style-type: none"> <li>Strategic support provided for Ellowes Hall School sports hall proposal and Gigmill Primary swimming pool project.</li> <li>Health and fitness facilities in leisure centres continue to perform positively.</li> </ul>	Andy Webb/ Sally Orton
DUE	CL1.1c	Work with other agencies and partners on a range of initiatives to develop participation	●	<ul style="list-style-type: none"> <li>The Council is working with Arts Council England on the Arts Nation programme to get more people involved in arts based activities. Programme being rolled out from August to October 2010.</li> </ul>	Andy Webb/ Sally Orton
DUE	CL1.2a	Provision of information on leisure/cultural activities, events and services	●	<ul style="list-style-type: none"> <li>A revised Discover Dudley website is currently being developed which will provide enhanced information on the events, activities and venues within the Borough.</li> <li>E-newsletters have been introduced as a new way in which to promote events and activities taking place in the Borough. These are sent monthly. Numbers of those on the database is increasing and is expected to increase further once the website has been launched.</li> <li>Printed material continues to be produced and distributed throughout the Borough to inform residents and visitors on the activities taking place.</li> <li>Twitter and Facebook are now being used to promote events.</li> </ul>	Duncan Lowndes
DUE	CL1.3a	Establish and maintain community engagement across all cultural and leisure services	●	<ul style="list-style-type: none"> <li>Extensive User Groups/Friends Forums established across Culture and Leisure Services – supported and maintained.</li> </ul>	Duncan Lowndes
DUE	CL1.4a	Conservation and management of the Borough's green spaces	●	<ul style="list-style-type: none"> <li>On target.</li> </ul>	Sally Orton
DUE	CL1.4b	Preserve and promote the unique historic assets, glass and geological heritage of the Borough	●	<ul style="list-style-type: none"> <li>The policies in the Unitary Development Plan and emerging Local Development Framework underpin and support the local authority's statutory duty to protect heritage assets.</li> <li>Conservation Area appraisals have been produced for 9 of the 22 designated Conservation Areas.</li> <li>Historic Landscape Characterisation studies were carried out to provide an evidence base for the now adopted Glass Quarter Supplementary Planning Document (SPD) and the emerging Brierley Hill Area Action Plan.</li> <li>Historic Environment SPD adopted 2006.</li> </ul>	Helen Martin/ Sally Orton

## Key Activities

Direct.	Ref.	Description	Q2 Status	Update	Lead Officer
DUE	CL1.4c	To protect, support and enhance the uniqueness of the historic environment within the Borough	●	<ul style="list-style-type: none"> <li>On target.</li> </ul>	Sally Orton/ Penny Russell
DACHS	CL1.4d	Progress new building for archives and local history service (New archives building to open December 2012)	●	<ul style="list-style-type: none"> <li>PQQ (Pre-Qualification Questionnaire) process to agree the short list of potential builders for the project has been completed.</li> <li>Work continuing on finalising the design.</li> </ul>	Kate Millin
DUE	CL1.5a	Support the provision of a Borough-wide programme of cultural events and celebrations	●	<ul style="list-style-type: none"> <li>Ongoing support provided by Events Team at Himley, Parks Development and miscellaneous others.</li> <li>Quarter 2 saw the Titanic Anchor event in Netherton - a collaboration of Council departments, other public agencies and the private sector.</li> </ul>	Duncan Lowndes
DUE	CL1.6a	Implementation of the Borough Visitor Economy Strategy	●	<ul style="list-style-type: none"> <li>The Action Plan continues to be implemented according to the agreed targets.</li> </ul>	Penny Russell
DUE	CL1.6b	Seek to develop/provide affordable studio space in the Borough for creative industries	●	<ul style="list-style-type: none"> <li>International Festival of Glass held in August 2010 which promoted makers and designers.</li> <li>Leaflet published in August 2010 providing a directory for glass artists in the Glass Quarter which will be distributed across the region.</li> <li>Glass Quarter website launched in August 2010 to provide a focal point for promoting and supporting the Glass Quarter as a visitor destination and to highlight glass artists working in the Borough.</li> <li>8 new units have been created for creative industry businesses, including both established and starter businesses.</li> </ul>	Duncan Lowndes
DUE	CL1.7a	Support the implementation of national and regional plans for the London 2012 Olympiad through a local programme of activities and other initiatives	●	<ul style="list-style-type: none"> <li>Established 2012 sub-group within the Heritage, Culture and Leisure Partnership and Dudley identified as a national pilot site for school Olympics project.</li> <li>Full report on 2012 activities timetabled for Scrutiny Committee in November.</li> </ul>	Duncan Lowndes

## Key Performance Indicators

Direct.	Ref.	Definition	08/09 Actual	09/10 Actual	10/11 Target	Q1 Actual	Q2 YTD Target	Q2 YTD Actual	All England Average 2008/09	Met Council Average 2008/09
DUE	NI 008 (NGLAA)	% of adult population doing sport or active recreation for 30 mins on 12 days in the last 4 weeks (Active People Survey)	18.2%	Increase from 17.4% in 2007/08. 2009/10 Active People Survey results released in December 2010.				22.27%	20.69%	
									In worst 10%	In worst 20%
DUE	NI 010	% of adult population (16 years and above) in the local area who have attended a museum or gallery at least once in the last 12 months (Active People Survey)	46.6%	Increase from 43.6% in 2007/08. 2009/10 Active People Survey results released in December 2010.				52.54%	49.73%	
									In worst 25%	In worst third
DUE	NI 011	% of adult population (16 years and above) in the local area who have engaged in the arts at least 3 times in the last 12 months (Active People Survey)	43.5%	Increase from 37% in 2007/08. 2009/10 Active People Survey results released in December 2010.				44.29%	39.01%	
									Average	In best 20%
DACHS	DACHS LAAL 004	Public Service Quality Group satisfaction rating in Archives Service: staff, services and facilities very good or good	-	96%	96%	Annually reported.		n/a – local PI		
DACHS	DACHS LAAL 005	Maintain the National Archives self assessment score for Archives Service (Grading 1* - 4*; higher is better)	-	2*	2*	Annually reported.		n/a – local PI		





## Environment and Housing

Priority 1 Address the state of the Borough's environment through the responsible actions of individual people, groups and organisations

### Key Activities

Direct.	Ref.	Description	Q2 Status	Update	Lead Officer
DUE	EH1.1a	To change public perception by giving support to waste minimisation and recycling education awareness, government campaigns and initiatives	●	<ul style="list-style-type: none"> <li>On target.</li> </ul>	Graham Bailey
DUE	EH1.1b	To review the Waste Management Strategy working with Black Country local authorities	●	<ul style="list-style-type: none"> <li>On target.</li> </ul>	Graham Bailey
DUE	EH1.2a	To improve air quality in the Borough through the Air Quality Action Plan	●	<ul style="list-style-type: none"> <li>The draft Air Quality Action Plan, approved by Government, is going through a period of consultation starting with the 5 Area Committees in June and July. The consultation process will finish on 30th November.</li> </ul>	Nick Powell
DUE	EH1.2b	Implementation of the Transport Asset Management Plan (TAMP) to manage and improve the Borough's highway network	●	<ul style="list-style-type: none"> <li>Work continues in accordance with Department for Transport guidelines regarding completion of the Transport Asset Management Plan (TAMP) and collation of information for the asset register.</li> </ul>	Garry Dean
DUE	EH1.2c	To reduce the impact of traffic congestion	●	<ul style="list-style-type: none"> <li>Black Country Joint Core Strategy awaiting outcome of the Examination in Public (EIP).</li> <li>Working on Smart Routes programme with Centro, which now includes congestion target delivery initiatives.</li> </ul>	Martyn Holloway
DUE	EH1.2d	To promote sustainable modes of travel	●	<ul style="list-style-type: none"> <li>Working with Centro to develop Smart Routes programme, which now includes Bus Showcase funding.</li> <li>Healthy Towns initiative on programme and approaching completion.</li> <li>Business travel plans on target for the year.</li> </ul>	Martyn Holloway
DUE	EH1.3a	To undertake project work to identify mitigating actions regarding proactive flood management	●	<ul style="list-style-type: none"> <li>Work is progressing with the Strategic and Operational Management Board on the preparation of the Surface Water Management Plans for June 2011.</li> </ul>	Garry Dean
DUE	EH1.4a	To improve the quality of the environment by early interventions through Street, Green Care and Waste Care	●	<ul style="list-style-type: none"> <li>Continue to work with community and faith groups in community litter picks.</li> </ul>	Garry Dean/ Graham Bailey
DUE	EH1.4b	To preserve and improve the environment through the formulation of policy and its delivery, and the application of enforcement actions	●	<ul style="list-style-type: none"> <li>On target.</li> </ul>	Graham Bailey
DACHS	EH1.4c	To reduce fuel poverty and CO <sub>2</sub> emissions for vulnerable and low income households living in the private sector	★	<ul style="list-style-type: none"> <li>Service Level Agreement with Hestia to continue to raise awareness agreed.</li> <li>External funding initiatives continue to be explored for their appropriateness for the sector.</li> </ul>	Ron Sims
DACHS	EH1.4d	To evaluate alternative funding streams to contribute towards improving energy efficiency and reducing carbon emissions in the Council's housing stock	★	<ul style="list-style-type: none"> <li>CERT (Carbon Emissions Reduction Target) - ongoing lofts and cavities.</li> <li>CESP (Community Energy Savings Programme) - Pensnett works set to begin 18/10 (approx £1.7m of works). Further surveys to commence shortly to confirm Kates Hill scheme.</li> </ul>	David Harris

## Key Performance Indicators

Direct.	Ref.	Definition	08/09 Actual	09/10 Actual	10/11 Target	Q1 Actual	Q2 YTD Target	Q2 YTD Actual	All England Average 2008/09	Met Council Average 2008/09
DUE	NI 168	% of authority's principal roads where maintenance should be considered	8%	8%	8%	Annually reported.			5.46%	4.94%
									In worst 25%	In worst 20%
DUE	NI 169	% of authority's non-principal roads where maintenance should be considered	7%	6%	7%	Annually reported.			7.78%	6.19%
									Average	Average
DUE	NI 186 (NGLAA)	% reduction in per capita CO <sub>2</sub> emissions in the local authority area	The latest available data released by DEFRA is as at September 2008, and shows a 3.6% increase in CO <sub>2</sub> emissions on the 2005 baseline of 5.6 tonnes per capita. All other Black Country authorities' emissions increased over the same period, except for Wolverhampton's, and Dudley's is the lowest per capita figure of the 4.						Not calculated	
DACHS	NI 187i	Tackling fuel poverty: % of people receiving income based benefits living in homes with low energy efficiency – SAP rating less than 35	3.71%	2.1%	2.1%	Results for this indicator are based on an annual survey of households in the Borough, inhabited by people claiming income based benefits. Given the changed Government requirements around national indicator set reporting, the cost of carrying out the survey means that the decision has been made not to run it during this financial year.			10.75%	5.72%
DACHS	NI 187ii	Tackling fuel poverty: % of people receiving income based benefits living in homes with high energy efficiency – SAP rating greater than 65	29.46%	35.8%	35.9%				Not calculated	
DUE	NI 188	The level of preparedness reached by the Authority to manage risks to service delivery, the public, local communities, local infrastructure, businesses and the natural environment as a result of climate change (Grading 0-4; higher is better)	0	1	2	Annually reported.			0.49	0.53
									Not calculated	
DUE	NI 191	Number of kilograms of residual waste collected per household	748.46kg	736.87kg	745kg	171.07kg (Estimate)	Not profiled.	340.85kg (Estimate)	586.66kg	677.36kg
									In worst 10%	In worst 20%
DUE	NI 192 (NGLAA)	% of household waste sent for reuse, recycling and composting	30.01%	29.4%	36%	35.8%	36%	35.57%	37.15%	30.5%
								In worst third	Average	
DUE	NI 193	% of municipal waste which is sent to landfill	15.5%	15.1%	15%	14.75% (Estimate)	15%	13.16% (Estimate)	Not calculated	
										

## Key Performance Indicators

Direct.	Ref.	Definition	08/09 Actual	09/10 Actual	10/11 Target	Q1 Actual	Q2 YTD Target	Q2 YTD Actual	All England Average 2008/09	Met Council Average 2008/09
DUE	NI 195a	% of relevant land and highways that is assessed as having deposits of litter that fall below an acceptable level	4%	3%	4%	-	4%	3%	5.73%	7.89%
								★	In best third	In best 20%
DUE	NI 195b	% of relevant land and highways that is assessed as having deposits of detritus that fall below an acceptable level	9%	6%	8%	-	8%	7%	11.86%	12.67%
								★	Average	In best 25%
DUE	NI 195c	% of relevant land and highways that is assessed as having deposits of graffiti that fall below an acceptable level	3%	2%	3%	-	3%	2%	2.76%	5.06%
								★	Average	In best third
DUE	NI 195d	% of relevant land and highways that is assessed as having deposits of fly-postings that fall below an acceptable level	0%	0%	0%	-	0%	0%	0.53%	0.5%
								★	In best 5%	In best 5%
DUE	NI 196	Grading procedure measuring the local authority's effectiveness in reducing the total number of fly-tipping incidents (rating Grade 4 poor – Grade 1 very effective)	Grade 2	Grade 2	Grade 1	Annually reported.			Not calculated	
DUE	NI 197	Improved local biodiversity – % of all Local Sites in the local authority area where positive conservation management has taken place up to 5 years prior to the reporting date	8%	19%	10%	Annually reported.			Not calculated	23.86%
										In worst 5%
DUE/DCS	NI 198 (NGLAA)	% of children usually travelling to school by car (including vans and taxis)	33.37%	34.1%	33%	Annually reported.			Not calculated	

## Environment and Housing

Priority 2 Improve and create neighbourhoods that enable people to live in appropriate homes, in safe and attractive environments, with access to amenities, services and places of employment

### Key Activities

Direct.	Ref.	Description	Q2 Status	Update	Lead Officer
DUE	EH2.1a	Continue to improve the Council's aging lighting stock and signage through the installation of more energy efficient systems	●	<ul style="list-style-type: none"> <li>Work continues to take place regarding Invest to Save opportunities and the allocation of Capital spending for 2011 to 2014.</li> </ul>	Garry Dean
DACHS	EH2.1b	Progress the regeneration of the North Priory Estate	★	<ul style="list-style-type: none"> <li>Grant funding for Stage 1 has been confirmed and grant agreement between the Homes and Communities Agency (HCA) &amp; Bromford / Keepmoat signed.</li> <li>Stage 1 conveyed to Bromford / Keepmoat in August 2010 and remediation work is underway.</li> <li>Draft local lettings plan presented to the Project Board in September 2010 for comments. Further work to be undertaken on the plan with the final version being presented at the next Project Board.</li> <li>Work on future governance arrangements will be led by Bromford and will commence nearer the time of the first completions.</li> <li>On-going discussions with local authority colleagues and the community regarding progressing the community centre.</li> <li>Regular reporting to quarterly Project Boards. The last meeting was held in September 2010.</li> </ul>	Ron Sims
DACHS	EH2.1c	To ensure all homes in the Council's Housing stock meet Decent Homes Standard by December 2010	★	<ul style="list-style-type: none"> <li>Decent Homes programme progressing and specific non-decent homes as assessed by Keystone monitored.</li> <li>Mid point check reported on target with 512 non-decent homes remaining.</li> </ul>	David Harris
DACHS	EH2.2a	Implement the policy and procedure in respect of Fire Safety in high/ low rise flats	●	<ul style="list-style-type: none"> <li>Procedure completed and implemented for fire safety checks on high and low rise blocks.</li> <li>Fire safety checks commenced on low rise blocks week commencing 11.2.2010.</li> <li>Further consultation planned on action to be taken on tenant items on communal landings.</li> <li>Work started on business continuity planning to reduce risks associated with weekend cover.</li> </ul>	Diane Channings
DACHS	EH2.2b	Complete an end-to-end lettings review, evaluate & implement changes	★	<ul style="list-style-type: none"> <li>Review commenced in August and the first stage (Diagnose &amp; Understand) was completed by the first week in October.</li> </ul>	Diane Channings
DACHS	EH2.3a	To complete two Extra Care housing schemes and progress the remaining three	★	<ul style="list-style-type: none"> <li>Discussions are ongoing regarding the third Extra Care Scheme.</li> <li>Good progress towards identification of sites for the remaining two schemes continues and will now be supported through two research studies to look at further development of extra care.</li> </ul>	Ron Sims



### Key Activities

Direct.	Ref.	Description	Q2 Status	Update	Lead Officer
DACHS	EH2.4a	To ensure that empty homes are brought back into use	★	<ul style="list-style-type: none"> <li>Properties continue to be brought back into use and awareness continues to be promoted.</li> </ul>	Ron Sims
DACHS	EH2.4b	Further develop partnership working to address all causes of homelessness within the Borough	★	<ul style="list-style-type: none"> <li>New on-line directory of services has been developed in partnership with the other three Black Country boroughs, and will be live during quarter 3.</li> </ul>	Diane Channings

### Key Performance Indicators

Direct.	Ref.	Definition	08/09 Actual	09/10 Actual	10/11 Target	Q1 Actual	Q2 YTD Target	Q2 YTD Actual	All England Average	Met Council Average
DACHS	NI 158	% of non-decent council homes (of the total Council housing stock)	9%	5%	0%	Annually reported			Not calculated	
DACHS	BV 064	Number of empty properties brought back into use or demolished as a result of local authority action	100	111	105	39 ★	52	57 ★	n/a – local PI	
DACHS	DACHS HM 011	Number of people where homelessness is prevented by intervention by Dudley MBC or a partner agency	New PI	476	500	142 ★	250	302 ★	n/a – local PI	
DACHS	DACHS HM 004	% of potential rent receipts lost through council homes standing void (the target is that void rent loss should be kept within 1.8% of total rent debit)	New PI	1.66%	1.8%	1.81% ●	1.8%	1.89% ●	n/a – local PI	
DUE	DUE EM 005	Number of lighting columns replaced or updated	387	956	365	231 ★	180	415 ★	n/a – local PI	

## Individual and Community Learning

Priority 1 Widen participation in adult and family learning to enhance personal and social development, knowledge and skills, employability, health and wellbeing

Key Activities					
Direct.	Ref.	Description	Q2 Status	Update	Lead Officer
DUE	ICL1.1a	To provide a comprehensive range of sports, arts and cultural courses and learning opportunities	●	<ul style="list-style-type: none"> <li>Ongoing provision of courses/classes in leisure centres, halls and museums.</li> </ul>	Duncan Lowndes
DCS	ICL1.2a	Improve attendance and behaviour at school	-	<ul style="list-style-type: none"> <li>Quarter 2 of the Persistent Absence (PA) collection data, as submitted by schools, indicates a persistent absence rate of 4.37%. (See Key Performance Indicator NI 087 below).</li> <li>The new Government is not grading any school or local authority this year as PA, and there is no indication it will be set as a target in the future. This means we hit our 2011 target early by one year. No returns are required for 2010-11.</li> </ul>	Jon McCabe
DCS	ICL1.2b	Improve outcomes for children aged 0-11 (early years and primary)	-	<ul style="list-style-type: none"> <li>The childcare inspection judgements for Learning and Development show 78% of childminder outcomes and 72% of non-domestic childcare are good or better and 100% of domestic childcare is outstanding. There is no inadequate judgement.</li> <li>There has been an increase in the number and percentage of outstanding and good schools.</li> <li>The number and percentage of satisfactory and inadequate schools remains a matter of concern.</li> </ul>	Trish Britain
DCS	ICL1.2c	Improve outcomes for children and young people aged 11-19 years (or to aged 25 for those with disabilities)	-	<ul style="list-style-type: none"> <li>The National Challenge School has made significant progress. Attainment of 5 A*-C including English and mathematics was 44% for summer 2010. This is a 15 percentage point increase on that attained in 2009.</li> </ul>	Steve Lockwood
DCS	ICL1.2d	Support children and young people to achieve economic and social wellbeing – Increase the proportion of young offenders in employment, education and training	-	<ul style="list-style-type: none"> <li>The Youth Offending Team continues to identify young people not in education, employment or training (NEET) to know the story behind the figures.</li> </ul>	Mike Galikowski
DACHS	ICL1.3a	Implement Post-19 Learning and Skills Strategy for Dudley	●	<ul style="list-style-type: none"> <li>Partners have contributed to 2 consultations from the Department for Business Innovation and Skills.</li> </ul>	Kate Millin









## Key Performance Indicators

Direct.	Ref.	Definition	08/09 Actual	09/10 Actual	10/11 Target	Q1 Actual	Q2 YTD Target	Q2 YTD Actual	All England Average	Met Council Average
DCS	NI 045	% young offenders engaged in suitable Education, Employment or Training (EET)	76.9%	82.4%	90%	71.4%	90%	68.7%	Q2 2009/10	Q2 2009/10
						▲		▲ (See comment)	74.44%	72.52%
									Average	Average
<b>Comment for NI 045:</b> The July to September quarter is always difficult as some college courses do not start until an order has ended. It is anticipated that performance will improve during quarter 3.										
DCS	NI 072	% of children assessed against the Early Years Foundation Stage Profile (FSP) achieving 78 points (with at least 6 in each of the scales in personal, social and emotional development and communication, language and literacy)	42.8%	52.2%	50%	2010 un-validated data (Summer 2010 results) shows an improvement of 9.4%. The outcome of 52.2% exceeds the challenging LA target of 50% by 2.2% and indicates a trend of improvement of 14.5% over 3 years. 2009/10 national data will not be available until November 2010.	Sep 2008 – Aug 2009	Sep 2008 – Aug 2009		
							51.35%	50.5%		
							In worst 5%	In worst 5%		
DCS	NI 075	% of pupils achieving 5 or more A*-C or equivalent, including English and maths, at Key Stage 4	48.8%	57%	54.2%	Dudley secondary schools are collectively celebrating their best ever GCSE performance. The target for 2010 was 54% and this has been exceeded. The 2010 result will change as examination boards respond to schools' requests for re-marked examination papers. All Dudley secondary schools have either maintained or improved on that achieved in 2009 and no school has self reported GCSE results below the floor target of 30%. 5 schools have reported an annual increase of 10 percentage points or more (one school reporting an increase of 18pp), 6 schools have reported 2 years of significant improvement, while 4 schools have shown that significant improvement can be sustained over four years. 1 school is showing year on year improvement amounting to 26pp over the last 4 years.	2008/09	2008/09		
							50.75%	47.27%		
							Average	In best third		
DCS	NI 073	% of pupils achieving level 4 or above in both English and maths at Key Stage 2	71%	(See comment)	Not available	Dudley did not publish KS2 SAT results nationally as there were insufficient schools in the Borough taking part in the tests (32 schools). The schools who did take part were not representative of Dudley as a whole. 66% achieved using SATs, 76% using teacher assessment - target was 79%.	Sep 2008 – Aug 2009	Sep 2008 – Aug 2009		
							72.45%	72.25%		
							Average	Average		

## Key Performance Indicators

Direct.	Ref.	Definition	08/09 Actual	09/10 Actual	10/11 Target	Q1 Actual	Q2 YTD Target	Q2 YTD Actual	All England Average	Met Council Average
DCS	NI 076	Number of schools in local authority area where fewer than 65% of pupils achieve level 4 or above in both English and Maths at Key Stage 2	7	(See comment)	Not available	See NI 073 above. No schools below 65% in 2010 using teacher assessed results.			2008/09	2008/09
									9.75	11.86
									Average	Average
DCS	NI 087	% of pupils persistently absent (PA) in secondary schools maintained by the LEA	6.3%	4.37%	5%	4.37%	5%	4.37%	2007/08	2007/08
						●		● (See comment)	5.61%	6.33%
									In worst third	Average
<p><b>Comment for NI 087:</b> The new coalition Government has not set a PA requirement target or any other absence target for this year and the requirement to report on PA has been withdrawn by the DfE. No school or local authority will be "badged" by the DfE as a Persistent Absent school or LA. However, officers are at school level using the PA indicator of 20% as an early intervention indicator and the DfE, via the National Strategies, have indicated that we have reached our target way ahead of time. We await any future target indicators that the new Government may set in due course.</p>										
DCS	NI 117	% 16 – 18 years olds who are not in education, employment or training (NEET)	5.3%	4.9%	Awaiting guidance	4.6%	No target. By way of comparison Qtr 2 2009/10 = 5.9%	4.9%	2008	2008
						-		(See comment)	6.92%	8.76%
									In best 25%	In best 5%
<p><b>Comment for NI 117:</b> During quarter 2 Connexions have been trying to address and prepare for the change in the way NEET is counted. Quarter 3 will see the impact on the statistics with the change in numbers based on the area young people live in, rather than the area they attend further education. This will impact adversely on our NEET and 'not known' figures as large numbers of young people come to study in Dudley from areas such as Sandwell.</p> <p>The following activities have been undertaken by Connexions to help reduce the impact of this change:</p> <ul style="list-style-type: none"> <li>Carried out a number of home visits/door step visits following up young people Connexions have lost contact with (lapsed NEETS).</li> <li>Personal Advisers attendance at enrolment days at all local colleges to provide on the spot advice and support.</li> <li>All local colleges are supplying the CCIS (Connexions Client Information System) with enrolment data.</li> <li>Reaching a wide audience of young people through a newsletter posted/emailed out to all Year 12 leavers and NEET young people, giving information about the services provided by Connexions and placing events taking place within Connexions centres.</li> <li>Evening telephone follow up of young people.</li> </ul>										
DCS	BV 045	% of half days missed due to TOTAL (that is authorised & unauthorised) absences in secondary schools maintained by the LEA	7.57%	6.82%	7.6%	6.82%	7.6%	6.82%	n/a – local PI	
						●		●		
DCS	DCS Local PI	% of half days missed due to AUTHORISED absences in secondary schools maintained by the LEA	5.39%	5.03%	Not targeted	5.03%	-	Not available	n/a – local PI	

## Key Performance Indicators

Direct.	Ref.	Definition	08/09 Actual	09/10 Actual	10/11 Target	Q1 Actual	Q2 YTD Target	Q2 YTD Actual	All England Average	Met Council Average
DCS	DCS Local PI	% of half days missed due to UNAUTHORISED absences in secondary schools maintained by the LEA	1.94%	1.79%	Not targeted	1.79%	-	Not available	n/a – local PI	
DCS	BV 046	% of half days missed due to TOTAL (that is authorised & unauthorised) absences in primary schools maintained by the LEA	6.01%	5.75%	6%	5.75%	6%	5.75%	n/a – local PI	
										
DCS	DCS Local PI	% of half days missed due to AUTHORISED absences in primary schools maintained by the LEA	5.10%	5.07%	Not targeted	5.07%	-	Not available	n/a – local PI	
DCS	DCS Local PI	% of half days missed due to UNAUTHORISED absences in primary schools maintained by the LEA	0.60%	0.68%	Not targeted	0.68%	-	Not available	n/a – local PI	
DACHS	DACHS ACL KP 1	Number of learners engaged in Adult Community Learning	2,500	2,890	2,700	669	1,350	1,659	n/a – local PI	
										
DACHS	DACHS ACL KPI 2	Individual adult learners 19+ in Adult Community Learning team programmes	7,236	6,537	6,000	2,118	2,000	3,321	n/a – local PI	
										
DACHS	DACHS ACL KPI 8.5	% of adult learners engaged in Adult Community who are male	24%	29%	30%	26%	30%	29%	n/a – local PI	
										
DACHS	DACHS LAAL 001	Number of visits to libraries	New PI	1,245,000	1,250,000	Annually reported.			n/a – local PI	
DACHS	DACHS LAAL 002	Number of issues of archives materials	New PI	18,254	18,254	3,924	Not profiled.	7,486	n/a – local PI	
DACHS	DACHS LAAL 003	Number of visits to Local History and Archive Service	New PI	3,617	3,617	735	Not profiled.	789	n/a – local PI	

## Individual and Community Learning

Priority 2 Remove barriers to learning and supporting local people, particularly vulnerable groups, to raise their aspirations and to realise their potential

### Key Activities

Direct.	Ref.	Description	Q2 Status	Update	Lead Officer
L&P	ICL2.1b	Increasing school attendance by issuing prosecutions for non-school attendance within 14 days of receipt of instructions	★	<ul style="list-style-type: none"> <li>37 cases issued in 10 days.</li> </ul>	Mohammed Farooq

### Key Performance Indicators

Direct.	Ref.	Definition	08/09 Actual	09/10 Actual	10/11 Target	Q1 Actual	Q2 YTD Target	Q2 YTD Actual	All England Average	Met Council Average
DCS	NI 099	% looked after children who have been in care for at least one year who were in year 6 and achieved at least level 4 in English at Key Stage 2	37.4%	46% (Provisional)	50%				Not calculated	2007/08
										51.44%
										In worst 10%
DCS	NI 092	% gap between the lowest achieving 20% in the early years foundation profile and the rest	35.6%	32% (Provisional)	31.8%				Sep 2008 – Aug 2009	Sep 2008 – Aug 2009
									33.61%	34.49%
									In worst third	Average
DCS	NI 100	% looked after children who have been in care for at least one year who were in year 6 and achieved at least level 4 in maths at Key Stage 2	40.6%	33.3% (Provisional)	50%				Not calculated	2007/08
										52.19%
										Average
DCS	NI 101	% looked after children who have been in care for at least one year who were in year 11 and achieved at least 5 A*-C GCSEs or equivalent including English and maths	7.7%	25% (Provisional)	19%				Not calculated	

## Key Performance Indicators

Direct.	Ref.	Definition	08/09 Actual	09/10 Actual	10/11 Target	Q1 Actual	Q2 YTD Target	Q2 YTD Actual	All England Average	Met Council Average
DCS	NI 102i	% point gap between pupils eligible for free school meals and their peers achieving the expected level at Key Stage 2	All pupils – 23% Boys – 23% Girls – 22%	Not available	Not available	2010 results will be available in quarter 3.			2007/08	2007/08
									23.03%	21.94%
									In worst 25%	In worst 20%
DCS	NI 102ii	% point gap between pupils eligible for free school meals and their peers achieving the expected level at Key Stage 4	All pupils – 28% Boys – 33% Girls – 23%	Not available	26%	2010 results will be available in quarter 3.			2007/08	2007/08
									27.63%	28.34%
									Average	Average
DCS	NI 105	% point gap between pupils identified as having special educational needs and their peers achieving 5 A*-C GCSE grades or equivalent including English and maths (figures shown are percentage of pupils achieving)	All pupils – 42% Boys – 43% Girls – 42%	Not available	Below 45.8%	2010 results will be available in quarter 3.			2007/08	2007/08
									44.87%	43.54%
									Average	Average
DCS	NI 107	% point gap between pupils in low attaining minority ethnic groups and their peers achieving the expected level at Key Stage 4 (figures shown are percentage of pupils achieving)	All pupils – 71.3% Pakistani – 59.4% Indian – 80.3% White British – 72% White & Black Caribbean – 62.3% White & Asian – 66.7% Other Mixed Background – 75%	Not available	Below 80%	2010 results will be available in quarter 3.			Not calculated	
DCS	NI 108	% point gap between pupils in low attaining minority ethnic groups and their peers achieving the expected level at Key Stage 4 (figures shown are percentage of pupils achieving)	Pakistani – 40.7% White & Black Caribbean – 39.7% White & Asian – 45.2% Other Mixed Background – 46.7%	Not available	59%	Validated results for 2010 will be available in quarter 3. Early indications, however, suggest good progress in Dudley secondary schools and the target for 2010 exceeded. All secondary schools have either maintained or improved on the results they achieved in 2009 however ethnic breakdown is not available at this stage and will be available for the next quarterly report.			Not calculated	

**Key Performance Indicators**

Direct.	Ref.	Definition	08/09 Actual	09/10 Actual	10/11 Target	Q1 Actual	Q2 YTD Target	Q2 YTD Actual	All England Average	Met Council Average
L&P	L&P LDS 129	% of prosecutions for non-school attendance issued within 14 days of receipt of instruction	73%	Change in court process	56%	67%	56%	95%	n/a – local PI	
						★		★		



## Community Safety

### Priority 1 Strengthening trust and confidence by working to prevent and reduce crime and antisocial behaviour








#### Key Activities

Direct.	Ref.	Description	Q2 Status	Update	Lead Officer
DUE	CS1.1a	To continue to improve security on local authority car parks through Park Mark Awards	●	<ul style="list-style-type: none"> <li>Maintenance continues to take place on car parks covered by the Park Mark Awards with external assessment taking place later this year.</li> </ul>	Garry Dean
CEX	CS1.1b	Work with partners to reduce overall crime in the Borough. Continued development and implementation of bespoke strategies to reduce crime	●	<ul style="list-style-type: none"> <li>Progress made on Borough Domestic Abuse Service Improvement review.</li> <li>Planned Anti-social Behaviour review to be progressed during quarter 3.</li> </ul>	Dawn Hewitt
CEX	CS1.1c	Delivery of the Prolific and other Priority Offenders (PPO) Scheme	★	<ul style="list-style-type: none"> <li>The Prolific and other Priority Offenders Scheme continues to perform well. (See Key Performance Indicator NI 030 below).</li> </ul>	Bob Dimmock/ Sue Hayward
CEX	CS1.1d	Work with partners to oversee the development of the Reducing Re-offending Strategy	★	<ul style="list-style-type: none"> <li>A Multi-Agency Steering Group has been in place since April 2010.</li> <li>A draft Strategy will be in place by the end of 2010, with final version for implementation 1st April 2011.</li> </ul>	Sue Hayward
CEX	CS1.1e	Coordinate delivery of Operation Stay Safe	★	<ul style="list-style-type: none"> <li>3 sessions delivered in April – May.</li> <li>Staysafe programme resurrected (despite loss of LAA Reward Grant money) in September. 8 new sessions planned - the first delivered in mid-September.</li> </ul>	Andy Winning
CEX	CS1.1f	Coordinate and deliver crime reduction activities through the Joint Activities Group (JAG)	★	<ul style="list-style-type: none"> <li>A number of initiatives currently being driven by Joint Activities Group (JAG) <ul style="list-style-type: none"> <li>Christmas Alcohol and Cocaine Campaign</li> <li>Darker Nights Campaign</li> <li>Operation Spotlight - Burglary Reduction Campaign</li> <li>Digi Cycle property marking campaign</li> <li>Theft from motor vehicle campaign.</li> </ul> </li> </ul>	Bob Dimmock
DACHS	CS1.1g	Review working practices to tackle anti-social behaviour Corporate and Partnership levels	●	<ul style="list-style-type: none"> <li>ASB Champions meeting reconvened to assist with review.</li> <li>Corporate Board approval obtained with target to complete review by April 2011.</li> <li>First Project Board meeting to kick start review scheduled in October 2010.</li> </ul>	Diane Channings
L&P	CS1.1h	Review potential ASBO cases in the pipeline to ensure resources will be available and identify problems at an early stage	-	<ul style="list-style-type: none"> <li>No instructions were received in quarter 2.</li> </ul>	Richard Clark
CEX	CS1.2a	Host annual Face the People event where the public can hold the Safe & Sound Partnership to account for their performance, and influence the next year's priorities	●	<ul style="list-style-type: none"> <li>Event in February 2010 was well attended and successful.</li> <li>A key issue for the future however, is the new Government's stated intent to review the Police and Justice Act 2006, and in their consultation document they reported their intention to scrap the legal requirement for this meeting. The board will then have to decide if they wish to go ahead with such a meeting without the legal imperative.</li> </ul>	Alistair Cook

## Key Activities

Direct.	Ref.	Description	Q2 Status	Update	Lead Officer
CEX	CS1.2b	Produce at least two Safe & Sound Partnership four-page pullout supplements per year for inclusion in Dudley Together to inform the public about partnership working	★	<ul style="list-style-type: none"> <li>Both supplements were duly written and included as a four page pull-out in Dudley Together. (One already published the other due next quarter).</li> <li>Owing to the financial constraints about to occur, however, this winter edition about to be published will probably be the last. It is being additionally circulated in an electronic format, and this will probably be the way of the future, as it is a very low cost option.</li> </ul>	Alistair Cook
CEX	CS1.2c	Continuously update the Safe & Sound Partnership website, informing the public about new projects or activities undertaken and providing links to appropriate websites such as West Midland Police	●	<ul style="list-style-type: none"> <li>The Council's marketing officer responsible for partnership marketing has now been fully trained in the use of the site and is now responsible for updating the front page whenever possible. This has helped enormously with keeping the site up to date.</li> <li>Many out of date items have been removed or updated, but the process is slow due to staff holidays and absences.</li> </ul>	Alistair Cook
CEX	CS1.2d	Embed trust, confidence and core business (apply justice seen just done principal), by considering marketing potential for every new activity undertaken at every Joint Activity Group meeting	★	<ul style="list-style-type: none"> <li>Completed. Regular attendance as a member of the communications group to Joint Activities Group (JAG).</li> </ul>	Alistair Cook
CEX	CS1.2e	Proactive identification of tensions via tension monitoring process and implementation of appropriate measures	★	<ul style="list-style-type: none"> <li>Work ongoing.</li> <li>Tension monitoring process is still being developed and improved. Report to go to Corporate Board in October for approval to set up new Cohesion Delivery Working Group (operational group – task and finish approach), which will report to the Community Cohesion Tension Monitoring Executive.</li> </ul>	Rosina Ottewell
CEX	CS1.2f	Development of the Hate Crime Strategy	★	<ul style="list-style-type: none"> <li>Draft Hate Crime Strategy completed and on Safe and Sound website from July to 4th October for consultation period.</li> <li>To go to Safe and Sound meeting on 22nd November 2010.</li> <li>(Working group ongoing for development of associated action plan).</li> </ul>	Rosina Ottewell/ Nina Bahia
CEX	CS1.2g	Implement the key actions of the Hate Crime Strategy	-	<ul style="list-style-type: none"> <li>Pending activities in CS1.2f above.</li> </ul>	Rosina Ottewell/ Nina Bahia
CEX	CS1.3a	Explore benefits of undertaking partnership self-assessment event	★	<ul style="list-style-type: none"> <li>Completed and awaiting results.</li> </ul>	Dawn Hewitt

## Key Performance Indicators

Direct.	Ref.	Definition	08/09 Actual	09/10 Actual	10/11 Target	Q1 Actual	Q2 YTD Target	Q2 YTD Actual	All England Average 2008/09	Met Council Average 2008/09
CEX	SSC 01.1	Overall crimes recorded	11,428	10,459	Less than 10,459	2,949 	Less than 5,229	5,506  (See comment)	n/a – local PI	
<p><b>Comment for SSC 01.1:</b> Following the increase in crime over the months of March, April and May, we have returned to a satisfactory level and in line with previous good performance. 2,557 crimes were recorded during July, August &amp; September (target for this period was less than 2,614). The Joint Activities Group (JAG) will launch key initiatives over the next 3 months aimed at crime prevention (see CS1.1f above).</p>										
CEX	NI 016 (NGLAA)	Number of serious acquisitive crimes per 1,000 population	15.38	13.64	15	4.12 	7.5	7.85 	Not calculated	20.28 <span style="background-color: #00FF00; padding: 2px;">In best 25%</span>
CEX	NI 020 (NGLAA)	Number of 'assaults with less serious injury' (including racially and religiously aggravated) offences per 1,000 population	6.55	6.03	7.7	1.53 	3.84	2.71 	Not calculated	7.53 <span style="background-color: #00FF00; padding: 2px;">In best third</span>
CEX	NI 030	Re-offending rate of prolific and priority offenders (PPO) (number of convictions across the target group divided by the number of offenders in the target group)	First reported in 2010/11		Mean average of 15 convictions	-	Mean average of 15 convictions	1.05 	Not calculated	
CEX	NI 035 (NGLAA)	Score assessing standard of local area's arrangements to build resilience to violent extremism (rating poor 0 - good 5)	2.2	2.8	3.75	Annually reported.		Not calculated		
DCS	NI 111	The rate of first time entrants (FTE) to the criminal justice system per 100,000 population aged 10-17	1,317	896 (Estimate)	887	Annually reported.		1,551.82 <span style="background-color: #00FF00; padding: 2px;">In best third</span>	1,678.61 <span style="background-color: #00FF00; padding: 2px;">In best 20%</span>	
DUE	DUE EM 001	Number of Park Mark Awards on Local Authority car parks	14	15	16	Annually reported.		n/a – local PI		
L&P	L&P LDS 134	% of anti-social behaviour order applications that result in a successful legal outcome	100%	100%	100%	No instructions received in quarter 1	100%	No instructions received in quarter 2	n/a – local PI	

## Community Safety

### Priority 2 Substance misuse – engaging misusers into interventions at an early stage

#### Key Activities

Direct.	Ref.	Description	Q2 Status	Update	Lead Officer
CEX	CS2.1a	Ensure effective delivery of commissioned services	★	<ul style="list-style-type: none"> <li>A review of Dudley has taken place and new developments will take place to ensure that Drug Interventions Programme (DIP) is aligned with national guidance and operational models. A clinical governance audit was also undertaken and this was mostly very positive.</li> </ul>	Elaine Hopwood/ Dee Russell
CEX	CS2.1b	Awareness raising of the effects of substance misuse, e.g. through campaigns such as Tackling Drugs Changing Lives week and the Christmas Alcohol and Cocaine Campaign	●	<ul style="list-style-type: none"> <li>National Tackling Drugs Changing Lives week has not taken place this year.</li> <li>Cocaine and Alcohol Campaign will take place over the Christmas period. This year the campaign has been extended to include off-licences and a wider remit of public houses.</li> </ul>	Sue Haywood/ Elaine Hopwood/ Dee Russell
CEX	CS2.1c	Ensure delivery of bespoke drug and alcohol awareness sessions for communities	-	<ul style="list-style-type: none"> <li>No bespoke sessions have been requested to be delivered this quarter.</li> </ul>	Dee Russell
CEX	CS2.2a	Ensure that appropriate interventions are delivered to maximise adult drug users into treatment	★	<ul style="list-style-type: none"> <li>Quarterly service level agreement and monthly business meetings have all gone ahead as usual this quarter.</li> <li>DIP is becoming embedded in the Integrated Diversion and Offender Management (IDOM) process to ensure that adult drug misusing offenders receive appropriate intervention to maximise their engagement in treatment.</li> </ul>	Elaine Hopwood/ Dee Russell
CEX	CS2.2b	Delivery of Basic Drug and Alcohol Awareness Training Sessions (Tier 1) to professionals across the Borough to enable them to understand the substance misuse agenda and signpost people into treatment	●	<ul style="list-style-type: none"> <li>16 individuals attended Basic Drug and Alcohol Awareness Training Sessions (Tier 1). Unfortunately 3 sessions had to be cancelled.</li> </ul>	Dee Russell/ Sue Hayward
CEX	CS2.2c	Delivery of the Drug and Alcohol Intervention Programme (Tier 2) to professionals across the Borough to enable them to provide interventions to those people that they work with who present with drug and alcohol issues	●	<ul style="list-style-type: none"> <li>13 individuals attended Drug and Alcohol Intervention Programme (Tier 2). Unfortunately 2 sessions had to be cancelled.</li> </ul>	Dee Russell/ Sue Hayward
DUE	CS2.3a	Reduce harm to children by limiting the access to alcohol	●	<ul style="list-style-type: none"> <li>14 test purchases for alcohol were carried out, resulting in 2 sales.</li> </ul>	Nick Powell
DACHS	CS2.3b	To implement the Alcohol Strategy <ul style="list-style-type: none"> <li>Take part in the systems thinking programme and implement outcomes</li> </ul>	●	<ul style="list-style-type: none"> <li>Good progress being made by systems thinking approach working groups.</li> <li>On target to report to Safe and Sound Strategic Group in March 2011.</li> </ul>	Ann Parkes
CEX	CS2.3c	Support children and young people to become and remain healthy – Reduce alcohol and substance misuse among young people	★	<ul style="list-style-type: none"> <li>94% of young people left treatment in an agreed and planned way and were referred on to other services for ongoing support.</li> <li>Awaiting the issue of a 10 year comparative report for the Lifestyle Survey rather than a comparison of the last 12 months data. The raw data has been obtained to assist in identifying areas for additional support.</li> </ul>	Audrey Heer

Key Activities					
Direct.	Ref.	Description	Q2 Status	Update	Lead Officer
CEX	CS2.3d	Implementation of actions from the Children and Young Persons Substance Misuse Plan	●	<ul style="list-style-type: none"> <li>Cannabis Campaign was cancelled in July as printers were not able to produce scratch cards by the agreed delivery date. This has been rescheduled for October.</li> <li>Posters are being developed to make young people aware of the consequences of cannabis use and to clarify the reclassification.</li> <li>Work is ongoing on needs assessment to inform the action plan for 2011/12.</li> </ul>	Audrey Heer
CEX	CS2.3e	Ensure that systems are in place to provide support to young people with alcohol issues identified through Operation Stay Safe	●	<ul style="list-style-type: none"> <li>Processes agreed with Zone, including subject and parental consent. Advice and information to parents given on the night.</li> </ul>	Audrey Heer/ Andy Winning
CEX	CS2.3f	Ensure that staff working with children and young people are trained to provide universal education and or targeted interventions	●	<ul style="list-style-type: none"> <li>Ongoing promotion and implementation of basic drug and alcohol awareness, drug and alcohol intervention, parental substance misuse and safeguarding and refresher training.</li> <li>Initial discussions taking place with Children's Centre contact.</li> </ul>	Audrey Heer/ Children & Young Persons Misuse Group
CEX	CS2.3g	Awareness raising in respect of the effects of alcohol misuse – Joint campaigns e.g. Christmas and Cocaine Campaign	●	<ul style="list-style-type: none"> <li>Alcohol Concern has invited partners and the general public to participate in Alcohol Awareness Week which will run from 18-24 October. The theme is 'alcohol and childhood' and will encompass the impact of alcohol use by young people and the impact of parental drinking on children. A number of partners will be participating in the week.</li> <li>A quiz has been devised for agencies to use with young people.</li> </ul>	Drug & Alcohol Team

Key Performance Indicators										
Direct.	Ref.	Definition	08/09 Actual	09/10 Actual	10/11 Target	Q1 Actual	Q2 YTD Target	Q2 YTD Actual	All England Average Q4 2008/09	Met Council Average Q4 2008/09
PCT	NI 039 (NGLAA)	Rate of hospital admissions per 100,000 population for alcohol related harm	1,872	2,035	1,979	Annually reported			420.06 (quarter figure)	522.68 (quarter figure)
									In worst third	Average

## Quality Service

Priority 1 Ensure we provide efficient and effective services that demonstrate value for money for the people of the Borough

### Key Activities

Direct.	Ref.	Description	Q2 Status	Update	Lead Officer
CEX	QS1.1a	Review and update the Corporate Performance Management Toolkit and Performance Pact to provide clarity about what action plans exist	●	<ul style="list-style-type: none"> <li>The annual review of the Pact was completed in quarter 1 and will be updated once the full details of the Government's new data requirements are known.</li> </ul>	Jennie Webb
CEX	QS1.1b	Embed the Data Quality Strategy principles across the Council through Data Quality Champions Group	●	<ul style="list-style-type: none"> <li>Draft 2010-2013 strategy to supersede 2007-2010 version in final draft form subject to amendment by Information Governance Board.</li> </ul>	Andy Wright
CEX	QS1.2a	Support the Dudley Community Partnership to monitor the key outcomes of the Next Generation Local Area Agreement (NGLAA) and plan partnership arrangements post NGLAA	●	<ul style="list-style-type: none"> <li>Ongoing continuance of intelligence support to the Dudley Community Partnership.</li> </ul>	Andy Wright
CEX	QS1.2b	Develop Joint Strategic Needs Assessment framework with the initial focus on Health, Local Economy, Safe & Sound Partnership and Child Poverty	●	<ul style="list-style-type: none"> <li>The Child Poverty needs assessment is currently being collated.</li> </ul>	Jennie Webb
CEX	QS1.3a	Analysis of community engagement activities through the utilisation of the Community Engagement Data Base and scrutiny through the Partnership Working Consultation Group	●	<ul style="list-style-type: none"> <li>Quarterly analysis and scrutiny has taken place as planned.</li> </ul>	Leighton Pendry
CEX	QS1.3b	Develop and monitor projects with local communities to utilise funding from the Prevent Programme	●	<ul style="list-style-type: none"> <li>Projects continue to be developed and delivered as required by the community cohesion &amp; tension monitoring executive group.</li> </ul>	John Hodt
DACHS	QS1.3c	Embed community engagement in planning and quality improvement of services	●	<ul style="list-style-type: none"> <li>Intelligence from Community Engagement impacting service priority and business planning.</li> </ul>	Brendan Clifford
DACHS	QS1.3d	Review tenant engagement in line with Tenant Services Authority (TSA) guidance and identify local standards and monitoring regimes	●	<ul style="list-style-type: none"> <li>Process has now been developed for the negotiation of local offers. This is contained within a workplan with identified timescales.</li> <li>The first meeting of the project team to be held on 20.10.10, with the working group due to meet on 30.11.10 to continue the negotiation process.</li> </ul>	Diane Channings
L&P/FIN	QS1.4a	Review the Code of Corporate Governance and obtain member approval	★	<ul style="list-style-type: none"> <li>Code approved by Standards Committee on 12/4/10 and approved by Council on 19/7/10.</li> </ul>	Phil Tart/ Les Bradshaw
L&P/FIN	QS1.4b	Publish and promote the revised Code of Corporate Governance	★	<ul style="list-style-type: none"> <li>Code published on the Intranet.</li> </ul>	Phil Tart/ Les Bradshaw
FIN	QS1.5a	Ensure the organisation maintains the highest standards of information governance including data protection, information security and records management through promoting good practice and taking prompt action to resolve any issues	●	<ul style="list-style-type: none"> <li>Ongoing - data protection regulations adhered to and responses made to Freedom of Information requests. Employees are required to undertake training (online course).</li> <li>An Information Governance Strategy was approved by Corporate Board on 13/7/10.</li> </ul>	Lance Cartwright

## Key Performance Indicators

Direct.	Ref.	Definition	08/09 Actual	09/10 Actual	10/11 Target	Q1 Actual	Q2 YTD Target	Q2 YTD Actual	All England Average 2008/09	Met Council Average 2008/09
CEX	NI 007 NGLAA	% of third sector organisations surveyed who think that local statutory bodies positively influence their success (Third Sector Survey)	13.4%	-	17.6%				16.41%	17.41%
									In worst 25%	In worst 20%

## Quality Service

### Priority 2 Resource efficiency

#### Key Activities

Direct.	Ref.	Description	Q2 Status	Update	Lead Officer
L&P	QS2.1a	Implement the Work Plan of the Human Resource Strategy to focus on: <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>		<ul style="list-style-type: none"> <li>• Reviewed year 2 workplan, the 4 priorities for the year will be: <ul style="list-style-type: none"> <li>• Grading &amp; Pay Review</li> <li>• Re prioritising Learning &amp; Development Strategy with Corporate Board</li> <li>• Managing Change</li> <li>• Further implementation of PSE for ERecruitment, Starters, Leavers, and Transfers and Course Bookings.</li> </ul> </li> </ul>	Teresa Reilly
L&P	QS2.1b	Ensure the health, safety and wellbeing of our staff through the implementation of the key improvement objectives of the Health & Safety Action Plan	●	<ul style="list-style-type: none"> <li>• Corporate Action Plan updated and agreed with Corporate Health and Safety Group on 22nd July 2010.</li> </ul>	Ray Faulkner
CEX	QS2.1c	Promote equality & diversity in service delivery, employment and training across the Council	●	<ul style="list-style-type: none"> <li>• Ongoing e.g. on equality impact assessment of budget proposals; development of equality e-learning package.</li> </ul>	Simon Manson
DACHS	QS2.1d	Joint Workforce Planning with the Primary Care Trust (PCT) and Mental Health Trust	★	<ul style="list-style-type: none"> <li>• Ongoing.</li> </ul>	Brendan Clifford
FIN	QS2.2a	Manage the Council's Medium Term Financial Strategy and Capital Strategy and monitor and control the budget	●	<ul style="list-style-type: none"> <li>• All related tasks are currently on target to being achieved.</li> </ul>	Iain Newman
L&P/FIN	QS2.2b	Promote the Corporate Procurement Strategy, focusing on sustainable procurement and whole life matters related to issues identified in the Council Plan. Objectives will be achieved with reference to economic, social and environmental issues	●	<ul style="list-style-type: none"> <li>• Ongoing process including supporting local businesses and collaborative arrangements with other authorities.</li> </ul>	Phil Tart/ Ian Clarke
FIN	QS2.3a	Review the service provision of Dudley Council Plus to ensure it meets customer needs in the right location	●	<ul style="list-style-type: none"> <li>• Service provision being reviewed following introduction of Benefits counter (which has led to increased overall demand for services in the centre).</li> </ul>	Sean Beckett
FIN	QS2.3b	Manage the Council's ICT resources, exploiting technology and systems for productivity and efficiency gains	●	<ul style="list-style-type: none"> <li>• Working to the Corporate ICT Strategy.</li> </ul>	Lance Cartwright
FIN	QS2.3c	Undertake a range of value for money (VFM) reviews across the Council	●	<ul style="list-style-type: none"> <li>• VFM team established within Audit Services continues to carry out studies.</li> <li>• Cumulative savings of £700K+ identified.</li> </ul>	Les Bradshaw
L&P	QS2.3d	Implementation of the corporate management software system "Yourself" to make best use of resources for people management	●	<ul style="list-style-type: none"> <li>• Completed briefings for all staff except fortnightly paid, where an implementation plan is still to be agreed.</li> </ul>	Teresa Reilly



## Key Activities

Direct.	Ref.	Description	Q2 Status	Update	Lead Officer
L&P	QS2.3e	Rationalisation of Council directorates to develop and implement a structure for a Corporate Resources directorate	●	<ul style="list-style-type: none"> <li>Report due to Cabinet in October 2010.</li> </ul>	Phil Tart
DACHS	QS2.3f	To ensure services are commissioned that are led by citizens' needs and outcomes	●	<ul style="list-style-type: none"> <li>We continue to ensure intelligence contributes to commissioning activities.</li> </ul>	Brendan Clifford
DACHS	QS2.3g	To produce a 3-year indicative spending plan alongside project activity levels to support the effective use of resources and commissioning of services	●	<ul style="list-style-type: none"> <li>Ongoing progress is being made.</li> </ul>	Brendan Clifford
DACHS	QS2.3h	Working with tenants to develop local offers	●	<ul style="list-style-type: none"> <li>Draft Local Home Offer being developed for discussion at November 2010 Senior Management Team meeting.</li> </ul>	David Harris/ Diane Channings
DACHS	QS2.3i	Older People Service re-design	●	<ul style="list-style-type: none"> <li>Since the "go live" date the Access to Adult Social Care Team (AASCT) steering group has continued to meet regularly to review and monitor the operational performance of the team and to continue to "refine" and "redefine" its relationship with the locality teams.</li> <li>The group has developed a "feedback" questionnaire that will be applied to those service users who have been signposted by the AASCT.</li> </ul>	Maggie Venables
DACHS	QS2.3j	To develop & implement Dudley's approach to Transforming Social Care	●	<ul style="list-style-type: none"> <li>The latest User Led Organisation (ULO) development meeting was held on 23 August 2010 and was attended by a number of service user and carer groups. Several of these groups shared an update of their current position regarding their working towards becoming a fully-fledged ULO, as defined by Department of Health criteria.</li> <li>The Queens Cross A-Team confirmed that they feel that they are ready to become a ULO by December 2010. A plan is in place to ensure that the A-Team meets the three remaining design criteria (out of 21) that they currently do not meet.</li> <li>Two other groups have confirmed their desire to become ULOs and have been sent position statement documents to complete if they wish to be considered for further seed funding. They have also been asked to identify whether they require further support. They do have to produce action plans.</li> <li>Joint Workforce Strategy progress reviewed by HIMMT (Health Improvement and Modernisation Management Team) (13.9.10). Some refresh to be done.</li> <li>Dudley InLAWS group met &amp; developed first version of position statement (26.7.10).</li> <li>Employer event BCPC (Black Country Partnership for Care) (28.7.10) identified management &amp; proprietor development needs in the Private, Voluntary and Independent (PVI) sector to deliver personalised services.</li> <li>LSB (Legal Services Board) funded project agreed to prepare supervisory staff for management roles in PVI ('Aspire to Inspire'). Materials, etc., prepared.</li> </ul>	Richard Carter/ Maggie Venables

## Key Activities





Direct.	Ref.	Description	Q2 Status	Update	Lead Officer
				<ul style="list-style-type: none"> <li>Workshop for Social Workers on implications of Social Work Reform Programme. Initial 'Health Check' undertaken (19.7.10). Agreement with NAAPS (National Association Adults Placement Scheme) for micro-enterprises to access training. Support to day centre staff regarding outplacement.</li> </ul>	
DCS	QS2.3k	Increase use of the Common Assessment Framework (CAF) across the Directorate of Children's Services	-	<ul style="list-style-type: none"> <li>Family Information Service are supporting this by raising parents awareness and understanding of CAF through the Parenting Handbook.</li> </ul>	Mike Wood
DUE	QS2.4a	Reduce carbon emissions across Council services and operations through the Carbon Management Plan and National Indicator 185		<ul style="list-style-type: none"> <li>A Carbon Management Plan is operational with new supporting management arrangements across all directorates.</li> </ul>	Helen Martin

## Key Performance Indicators

Direct.	Ref.	Definition	08/09 Actual	09/10 Actual	10/11 Target	Q1 Actual	Q2 YTD Target	Q2 YTD Actual	All England Average	Met Council Average	
DUE	NI 185	% reduction in CO <sub>2</sub> emissions from local authority operations, compared to the previous year	The 2008/09 baseline is 50,400 tonnes. See key activity above (QS2.4a).						Not calculated		
L&P	L&P PER 009	Number of lost time accidents at work	206	215	205	54 	103	101 	n/a – local PI		
L&P	L&P PER 010	Average number of days lost per lost time accident at work	12.79	11.02	11.01	11.89 	11.01	10.7 	n/a – local PI		
L&P	L&P PER 016	Proportion of working days/shifts lost to sickness absence (days per FTE)	9.85	9.99	9.8	2.42 	4.9	4.39 	n/a – local PI		
L&P	L&P PER 017	% of employees declaring they have a disability	1.8%	1.8%	2%	1.8% 	2%	1.9%  (See comment)	n/a – local PI		

**Comment for L&P PER 017:** Below target. As part of roll out of PSE YourSelf, staff are being asked to check their own records to ensure we have accurate records on disability.

## Key Performance Indicators

Direct.	Ref.	Definition	08/09 Actual	09/10 Actual	10/11 Target	Q1 Actual	Q2 YTD Target	Q2 YTD Actual	All England Average	Met Council Average
L&P	L&P PER 018	% of local authority employees from an ethnic minority	5.6%	5.9%	6.5%	6.6%	6.5%	6.1%	n/a – local PI	
								 (See comment)		
<b>Comment for L&amp;P PER 018:</b> Below target.										
DCS	DCS LPI	Number of children and young people supported through the Common Assessment Framework (CAF) (Cumulative total since 01.02.09)	24	499	1100	556 since April 2008	694	694 since April 2008	n/a – local PI	
										

## **Section 4**

# **Sickness Absence**

This section provides the sickness analysis for the first half of the year, showing days lost per full time equivalent across the Council, together with a more detailed breakdown of the duration of sickness absence.

## Dudley MBC Sickness Analysis April to September 2010

ALL EMPLOYEES	A	B	C	D
DEPARTMENT	FTE days of sickness since 1/4/10	FTE STAFF	Days lost per FTE member of staff	Sickness as a % of FTE days since 1/4/10
Chief Executive's	229.80	96.37	2.38	2.15
Children's Services	7101.88	1279.34	5.55	5.00
DACHS	13373.34	2259.81	5.92	5.33
Finance	2403.78	574.87	4.18	3.77
Law & Property	1123.65	317.68	3.54	3.19
Urban Environment	7176.82	1193.66	6.01	5.42
<b>Total</b>	<b>31409.27</b>	<b>5721.72</b>	<b>5.49</b>	<b>4.95</b>

### ALL EMPLOYEES

Schools Total	14522.27	4746.39	3.06	3.09
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### ALL EMPLOYEES

AUTHORITY TOTAL	45931.54	10468.11	<b>4.39</b>	4.16
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Sickness as a % of FTE days in 2009/10	9.99	4.73
Sickness as a % of FTE days in 2008/9	9.85	4.66
Sickness as a % of FTE days in 2007/8	9.91	4.68
Sickness as a % of FTE days in 2006/7	10.40	4.92

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

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

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

**Dudley MBC Sickness Analysis April to September 2010**  
**Breakdown by**  
**Long, Medium and Short Term Absences**

<b>DIRECTORATE</b>	<b>LONG TERM Sickness as a % of FTE days since 1/4/10</b>	<b>MEDIUM TERM Sickness as a % of FTE days since 1/4/10</b>	<b>SHORT TERM Sickness as a % of FTE days since 1/4/10</b>
Chief Executive's	1.42	0.00	0.73
Children's Services	2.88	0.60	1.52
DACHS	2.99	0.70	1.80
Finance	1.41	0.58	1.78
Law, Property & HR	1.33	0.39	1.47
Urban Environment	3.20	0.44	1.78
<b>Total</b>	<b>2.73</b>	<b>0.58</b>	<b>1.70</b>
Schools	1.62	0.35	1.13
<b>Grand Total</b>	<b>2.15</b>	<b>0.46</b>	<b>1.38</b>

**Long Term = > 20 consecutive working days**  
**Short Term = < 10 working days**

# **Section 5**

## **Community Engagement & Customer Satisfaction**

This section highlights the various community engagement activities, linked to our Council Plan priorities, that have been undertaken throughout the Council during the first half of 21010/11.

Key issues identified as part of the corporate customer feedback procedure are also included.



# Community Engagement

The Community Engagement Database exists as a corporate resource for the recording of all Community Engagement activity undertaken by the Council. It is a corporate requirement that the database be used to record engagement activity from its initial planning stages through to completion. Upon completion, officers are required to detail both the engagement findings and the impact of the engagement activity on Council policy, practice or services.

This section provides a summary of engagement activity undertaken in relation to the Council plan priorities during the first half of 2010/11. Further detail can be obtained by contacting the lead officer named against each engagement record or by accessing the database itself:

<http://appsrvr1/engagement/> (internal Council access)

or

<http://online.dudley.gov.uk/dudco/engagement/> (external Council access).

## Reporting Period 1<sup>st</sup> April to 30<sup>th</sup> September 2010

### Health and Wellbeing

#### DACHS - Supporting People Five Year Strategy Update

We are updating our information on the need for low level housing related support. This support helps vulnerable people develop the skills needed for independent living and makes them less likely to become homeless or need institutional care.

#### **Headline Findings:**

There is a wide range of housing related support needs within the Borough. The needs differed depending upon the type of vulnerability a person had, for example the needs of households fleeing domestic abuse were different to older people who needed support to maintain their independent living arrangements.

#### **Methodology:**

Focus / Scrutiny Groups  
Discussion Groups / Forums  
Representative Panels  
Questionnaires / Postal Surveys  
Face-to-Face Interviews  
Service User Groups  
Written Reports / Circulation of Documents  
Community Based Groups  
Emails  
Letter with Response Form  
Open Requests for Feedback / Comment  
Planning / Steering Groups  
Printed Media (e.g. Newsletters, Magazines, Posters, Leaflets, Flyers etc)  
Workshops

Joanne Forbes

Starts: 01/04/2009

Ends: 31/05/2010



## Heritage, Culture and Leisure

### DUE - Buffery Park Tennis Court Consultation

To consult with the local community to ascertain their opinion of the proposal to refurbish Buffery Park's redundant tennis facilities and to develop a programme of training and sporting provision.

**Headline Findings:**

The local community overwhelmingly welcomed the refurbishment of the tennis courts.

**Methodology:**

Public Meetings  
Face-to-Face Interviews  
Community Based Groups  
Open Requests for Feedback / Comment  
Printed Media (e.g. Newsletters, Magazines, Posters, Leaflets, Flyers etc)  
The Internet / Websites / WAP

Liz Stuffin

Starts: 31/05/2010

Ends: 28/08/2010

### DUE - Non User Survey

To ascertain why residents do not participate in our services and identify areas for development

**Headline Findings:**

26.9% of respondents stated that they did not participate in sport and physical activity. The main reasons for not participating were; lack of time, cost and family commitments.

Those respondents that did participate were most likely to do this at home, at the park, or in school facilities. Only 20% of respondents stated that they use a council leisure centre. When asked why they did not use the latter, the main answers were lack of awareness, cost and distance to travel.

The preferred methods of communication with respondents were word of mouth, leaflets/posters and free papers. Direct mail and local radio were the least favoured, but social networks and web pages were popular with over 20% of respondents.

Matt Weetman

Starts: 15/02/2010

Ends: 08/07/2010

## Environment and Housing

### DACHS - Applicants on the Housing Register February 2010 - Results Available

To gain customer feedback on the housing application process and to make any improvement necessary

**Headline Findings:**

81.8% of housing applicants found the housing application form easy to complete. 72.7% of housing applicants understood the process for applying for council housing through the Dudley at Home Scheme.

**Methodology:**

Questionnaires / Postal Surveys

Sian Evans

Starts: 22/04/2010

Ends: 28/05/2010

## Environment and Housing

### DACHS - New Tenants Satisfaction Survey

Postal satisfaction to new tenants asking for their feedback on the process of applying for council housing through to the moving in stage

**Headline Findings:**

90.5% of new tenants found the decorating allowance process, from obtaining the vouchers to purchasing their decorating goods, easy. 76.2% of new tenants described the general condition of their property as good.

**Methodology:**

Questionnaires / Postal Surveys

Sian Evans

Starts: 22/04/2010

Ends: 28/05/2010

### DACHS - Major Adaptations Customer Satisfaction Survey May 2010

Postal satisfaction survey to customers who have received major adaptation works to their property. Survey to gain their experience of having the works done and how the council could improve the way it works for all Dudley residents.

**Headline Findings:**

85.5% of survey respondents were satisfied with the experience of having a major adaptation. 93.5% respondents indicated the adaptation had improved their quality of life.

**Methodology:**

Questionnaires / Postal Surveys

Shobha Asar-Paul

Starts: 01/02/2010

Ends: 07/06/2010

## Individual and Community Learning

### DACHS - SMILE book selection

A group of children and their carers suggested material for a collection of specialist books at their local library

**Headline Findings:**

Users of the library suggested titles that would be useful for library stock. A collection of stock has been purchased for Gornal Library.

**Methodology:**

Face-to-Face Interviews

Lesley Robson

Starts: 13/03/2010

Ends: 23/06/2010

### DCS - N2N Children's Trust Shadow Board-Development Children's Plan

A group of Children and young people aged 10 - 19 to rewrite the children and young people's plan for Dudley, so it becomes accessible for all children and young people to understand and comment on.

**Headline Findings:**

N2N members have contributed the DMBC children and young peoples plan.

Toni Brettell

Starts: 01/01/2010

Ends: 31/08/2010

## Community Safety

### DACHS - Mediation Service - User Satisfaction (Jan-June 2010)

A postal survey is sent to users who have referred cases to the mediation service.

**Headline Findings:**

Overall satisfaction with the way the cases were dealt with by the mediation officers were 100% "very satisfied".

**Methodology:**

Questionnaires / Postal Surveys

Owen Mcmillan

Starts: 01/01/2010

Ends: 30/06/2010

### CEX - Understanding Relationships

Demystify domestic abuse giving victims more information so that they feel more confident to report their situation.

**Headline Findings:**

Those that did attend benefited from the information. Responses suggest that more information and support regarding mental health issues is required.

**Methodology:**

Workshops

Anne Boden

Starts: 18/02/2010

Ends: 06/05/2010

### DACHS - Anti-Social Behaviour Customer Satisfaction (Apr-Jun10)

Once an anti-social behaviour incident case is closed, the customer(s) who reported the incident is sent a postal survey.

**Headline Findings:**

Customer results showed 47% were either "very satisfied" or "satisfied" with the way their anti social behaviour complaint was dealt with. 41% of customers will use the service again.

**Methodology:**

Questionnaires / Postal Surveys

Nigel Collumbell

Starts: 01/04/2010

Ends: 16/07/2010

## Quality Service

### FIN - April 2010 Customer Satisfaction Survey

To survey 120 customers by post to establish their satisfaction with the service received from DC+.

#### **Headline Findings:**

Statement(s) in satisfaction surveys % agreed:

1. Staff were helpful & polite - 90%.
2. I was given clear answers to my questions/The member of staff gave clear answers to all of my questions - 90%.
3. In general it was easy to contact staff by phone - 86%.
4. I visited DC+ and was very satisfied with the environment/The layout and comfort of the centre was satisfactory- 100%.
5. Average score for DC+ specific questions/I was happy with the service I received from DC+ - 92%.
6. Overall satisfaction with the service/Overall % of customers who agreed with the statements - 95%.
7. Do you have any special needs for which we do not cater? None.

#### **Methodology:**

Questionnaires / Postal Surveys

Sean Beckett

Starts: 01/04/2010

Ends: 30/04/2010

### FIN - May 2010 Customer Satisfaction Survey

To survey 120 customers by post to establish their satisfaction with the service received from DC+.

#### **Headline Findings:**

1. Staff were helpful & polite - 85%.
2. I was given clear answers to my questions. / The member of staff gave clear answers to all of my questions - 83%.
3. In general it was easy to contact staff by phone - 83%.
4. I visited DC+ and was very satisfied with the environment. / The layout and comfort of the centre was satisfactory - 98%.
5. Average score for DC+ specific questions/ I was happy with the service I received from DC+ - 87%.
6. Overall satisfaction with the service/ Overall % of customers who agreed with the statements - 80%.
7. Do you have any special needs for which we do not cater? None.

#### **Methodology:**

Questionnaires / Postal Surveys

Sean Beckett

Starts: 01/05/2010

Ends: 31/05/2010

### DFIP - June 2010 Customer Satisfaction Survey

To survey 120 customers by post to establish their satisfaction with the service received from DC+.

#### **Headline Findings:**

1. Staff were polite and helpful - 88%.
2. I was given clear answers to my questions. /The member of staff gave clear answers to all of my questions - 85%.
3. In general it was easy to contact staff by phone - 85%.
4. I visited DC+ and was very satisfied with the environment. / The layout and comfort of the centre was satisfactory - 97%.
5. Average score for DC+ specific questions/ I was happy with the service I received from DC+ - 89%.
6. Overall satisfaction with the service/ Overall % of customers who agreed with the statements - 85%.

#### **Methodology:**

Questionnaires / Postal Surveys

Sean Beckett

Starts: 01/06/2010

Ends: 30/06/2010

## Quality Service

### DFIP - July 2010 Customer Satisfaction Survey

To survey 120 customers by post to establish their satisfaction with the service received from DC+.

**Headline Findings:**

3 DC+ compliments – “good from staff who answered phone and dealt with my requirements”, “the call handler was very helpful” and “whenever I get in touch your staff are always pleasant and helpful”.

1 DC+ complaint – regarding a member of staff debating the position of a street lamp.

No back office compliments.

5 back office complaints – details required not being provided by Highways, bins not being collected from a central agreed point, a street light being out for 3 weeks despite several reports, a vacant property not having the garden cleared as promised (affecting neighbours) and a drainage problem.

**Methodology:**

Questionnaires / Postal Surveys

Sean Beckett

Starts: 01/07/2010

Ends: 31/07/2010

### DFIP - August 2010 Customer Satisfaction Survey

To survey 120 customers by post to establish their satisfaction with the service received from DC+.

**Headline Findings:**

6 DC+ compliments – including “everyone at Council Plus is polite, pleasant and helpful”, “keep up the good work”, “most helpful” and “the lady I spoke to was very helpful, she made me feel comfortable and did all she could in a difficult time”.

No DC+ complaints.

1 back office compliment – “the person and partner were most helpful and did an excellent job, thank you!”

4 back office complaints – 2 about the speed and communication from housing lettings and 2 regarding trees to which they did not receive the desired outcome.

**Methodology:**

Questionnaires / Postal Surveys

Sean Beckett

Starts: 01/08/2010

Ends: 31/08/2010

# Corporate Customer Feedback

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>Reporting Period 1<sup>st</sup> April 2010 to 30<sup>th</sup> September 2010</b>
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<b>Directorate: Chief Executive's      Contact: Margaret Gregory</b>	
<b>No. of compliments received: 1</b>	
<b>No. of complaints received: 4</b>	
<b>No. of complaints resolved / responded to in 20 days: 4</b>	
<b>Main area/issues:</b>	<b>Amendments made / actions taken / learning from feedback:</b>
Complaints received by Chief Executives about Dudley Council services relating to repairs to the highways and footpaths, planning issues & bereavement services.	The complaints have been forwarded to the relevant directorates for action.

**Directorate: Adult, Community  
and Housing Services**

**Contact: Steve Rice**

**No. of compliments received: 369**

151 (Adult Social Care); 14 (Housing); 204 (Libraries, Archives and Adult Learning)

**No. of complaints received: 240**

104 (Adult Social Care); 115 (Housing); 21 (Libraries, Archives and Adult Learning)

**No. of complaints resolved / responded to in 20 days: 194**

All complaints acknowledged within agreed timescales. Concluded within agreed timescale were 84 (Adult Social Care); 89 (Housing); 21 (Libraries, Archives and Adult Learning). A number of the complaints noted here for Adult Social Care and Housing are within timescale or "ongoing" involving highly complex matters.

<b>Main area/issues:</b>	<b>Amendments made / actions taken / learning from feedback:</b>
<p><u>Adult Social Care</u> New assessment criteria. Direct payment process. Change to service, quality of service. Resources.</p>	<p>Explanations and apologies provided where appropriate and always in complaints that are upheld. Changes / improvements to Direct Payments process, improved information to users. Initiated a complaint review process regarding challenges to outcomes of assessments under the new assessment criteria.</p>
<p><u>Housing</u> Estate management; repairs timetable, homelessness; neighbour nuisance; community safety.</p>	<p>Where complaints upheld, appropriate action taken. Where issues refer to anti social behaviour, offending neighbours contacted and warned of breach of Tenancy Conditions and possible consequences. Tenants provided with advice regarding work involving Community Safety.</p>
<p><u>Libraries, Archives and Adult Learning</u> Single complaint issues with regards to speed of Internet service. Copyright.</p>	<p>I.T. System upgraded to improve internet speed. Posters displayed asking customers to alert staff to any difficulties encountered. Explanation provided regarding copyright issue.</p>

<b>Directorate: Children's Services</b>		<b>Contact: Matthew Smith (General) Steve Rice (Children's Social Care)</b>	
<b>No. of compliments received: 42</b> 4 (General); 38 (Children's Social Care)			
<b>No. of complaints received: 65</b> 5 (General); 60 (Children's Social Care)			
<b>No. of complaints resolved / responded to in 20 days: 41</b> 3 (General); 38 (Children's Social Care) concluded within agreed timescale. A number of the complaints noted here are within timescale or 'Ongoing' involving highly complex matters.			
<b>Main area/issues:</b>		<b>Amendments made / actions taken / learning from feedback:</b>	
<u>Children's Social Care</u> Disputes in relation to proceedings, adoption/fostering, outcome of assessments.		Explanations and apologies are provided when appropriate and always in complaints upheld.	

<b>Directorate: Finance, ICT and Procurement</b>		<b>Contact: Menna Flavell</b>	
<b>No. of compliments received: 101</b> – mainly for the Benefits shop and Dudley Council Plus			
<b>No. of complaints received: 19 (of which 1 was anonymous)</b>			
<b>No. of complaints resolved / responded to in 20 days: 18</b>			
<b>Main area/issues:</b>		<b>Amendments made / actions taken / learning from feedback:</b>	
Council tax payment; housing and council tax benefit claims; services dealt with by Dudley Council Plus on behalf of other directorates.		In all cases where complaints were upheld, action was taken including raising specific issues with staff. Providing training and introducing changes to working practices.	



<b>Directorate: Law, Property and HR    Contact: Sue Bradbury</b>	
<b>No. of compliments received: 67</b> – these reflect services across the directorate.	
<b>No. of complaints received: 1</b>	
<b>No. of complaints resolved / responded to in 20 days: 1</b>	
<b>Main area/issues:</b>	<b>Amendments made / actions taken / learning from feedback:</b>
Conflicting information re. collection of death certificate	Appropriate action was taken.

<b>Directorate: Urban Environment    Contact: Ajaib Paul</b>	
<b>No. of compliments received: 49</b> – increased number being recorded due to improved mechanisms for capturing compliments.	
<b>No. of complaints received: 184 (of which 15 were anonymous)</b>	
<b>No. of complaints resolved / responded to in 20 days: 38</b>	
<b>Main area/issues:</b>	<b>Amendments made / actions taken / learning from feedback:</b>
Various issues raised mainly relating to services provided by Environmental Management including overgrown trees, green waste collections, cutting of grassy banks and changes to refuse collections. Also complaints relating to Leisure Centres.	All issues logged and actioned as considered appropriate. The number of complaints resolved within 20 days has dropped due to the complex nature and timings of the complaints being received.

## **Section 6**

# **Directorate Reporting**

This section provides detailed reporting on progress towards Directorate Strategic Plan objectives and exception reporting on national and local performance indicators not included in the Council Action Plan reporting.

In particular, directorates are asked to report on any significant variation from anticipated progress, new pressures arising within the directorate having implications for performance and to advise on proposed actions to be taken.

Directorates also report on any significant achievements of note during the period, such as any external accreditation, nomination for awards or positive publicity.

## Quarterly Directorate Issues Report

<b>Directorate: Adult, Community &amp; Housing</b>	<b>2010-11 Quarter 2</b>
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### 1. KEY ISSUES RELATING TO DIRECTORATE STRATEGIC PLANS

<b>Directorate Strategic Plan Priority</b>	<b>Comment and Proposed Action</b>
Support the Dudley Employment Hub through the delivery of work related programmes, including job matching.	Good progress made with 22 companies engaged, 32 employees started, 88 guaranteed interviews converted 14 site support visits undertaken.
Providing volunteer, work experience, apprenticeships and training opportunities through applying the DACHS volunteer policy	<ul style="list-style-type: none"> <li>13 volunteers participated in the summer reading challenge during the quarter and worked a total of 133 hours.</li> <li>Work experience placement for 1 week in July at Sedgley and Dudley library.</li> <li>New up to dates careers information collections bought for libraries.</li> <li>Information buddies working at Stourbridge and Brierley Hill libraries.</li> <li>Archive Volunteer programme being redeveloped for launch in next quarter. Archives volunteer numbers still high.</li> <li>Work commencing on project with WRVS (Women's Royal Voluntary Service) and supporting elderly people leaving hospital.</li> </ul>
Implement the Borough English as a Second Language (ESOL) Action Plan	66 English as a Second Language (ESOL) learners currently on pre entry and entry level programme.
Provide opportunities for children, young people and adults to develop skills for life and work	<ul style="list-style-type: none"> <li>Rattle and Rhyme targets met –research done to establish learning and social outcomes for participants.</li> <li>Family summer reading challenge completed as part of national pilot.</li> <li>494 individual adults on discreet IT learning programmes. 341 on skills for life programmes.</li> <li>Chatterbooks groups: 5 running + 1 new one to start at Netherton Library.</li> <li>1753 children completed the Summer Reading Challenge which is 62% of total no. of starters – an increase from 57% in 2009. 2817 started.</li> </ul>

Directorate Strategic Plan Priority	Comment and Proposed Action
Roll out of Keystone Asset Management within Building Services	<ul style="list-style-type: none"> <li>Keystone Asset Management complete.</li> <li>Keystone Servicing and Inspection and Keystone Asbestos Register (FAR) go-live on V3 install.</li> <li>Web system (V3) to be installed by 1-Nov once system is up and running roll out plan to be developed.</li> </ul>
To service and repair gas appliances in accordance with the gas safety regulations	12,259 properties serviced from a total of 20,500 at end of second quarter (60%).
To deliver a programme of adaptations in line with resources	Good progress with £1.65 million worth of work issued from a budget of £2.3 million.
To deliver the approved Housing capital programme to time and budget	Budget process established and all works and programmes monitored monthly through cash flow profiles, performance indicators expenditure against plan and estimated projections of expenditure.
Review policy/procedure to maximize gas safety checks	Gas Champions meetings have continued. Work continues on data quality issues. Agreement reached on the use of a new local indicator. Review group established and held initial meeting to review procedure. Marketing campaign planned with hard hitting messages on consequences of no access. Draft posters and leaflets sent to readers panel for feedback.
Undertake a policy/procedure review on Tenancy Fraud	Review commenced this quarter to identify exposure to tenancy fraud with current procedures and processes. Further work carried out to investigate National Fraud Initiative data matches following a filter of cases through economic activity checks by audit services. Data quality checks undertaken by audit services and ourselves on data extracted from IT system for submission to the Audit Commission for next round of National Fraud Initiative.
Improve access to services and in particular development of the internet and contact via Dudley Council Plus	Combined exercise carried out between Housing Management, Building Services and Private Sector to reduce the number of web pages to ensure that they are fully up to date and more meaningful to customers. Currently reduced from 224 to 188. There are a further 30 pages that are been checked by designated lead officers. Reminders have been built in to alert lead officers that pages need reviewing. In addition a flowchart is being devised of the process that will be implemented to ensure that pages are kept up to date.

Directorate Strategic Plan Priority	Comment and Proposed Action
	Ongoing review of service requests with Dudley Council Plus.
Review Income Collection procedures to maximize current and former rental income	Write off policy now finalised and former tenant arrears procedure also finalised. Current arrears procedure currently being reviewed. Mapping exercise has been undertaken. Waiting for write off policy to be approved.
To arrange a series of community consultation surgeries and community visits to BME groups	<ul style="list-style-type: none"> <li>• 2nd visit arranged on 1st of July to Mata Da Mandir, attended by the director, Assistant Director Housing Strategy and Private Sector Housing, Head of Physical Disability Services and Staff from commissioning services.</li> <li>• 3rd community visit organised for 25th October 2010 to Buddhist temple.</li> </ul>
To increase the provision of affordable housing within the Borough	<ul style="list-style-type: none"> <li>• <i>To progress the redevelopment of Orchard Street, Brierley Hill:</i> Council approval obtained to progress the development by the council. The funding blockage has therefore been resolved and work can commence following procurement.</li> <li>• <i>To lead on the modernisation of the Gibbs Rd hostel and Domestic Violence unit to provide 'fit for purpose' accommodation:</i> Planning permission approval granted for the redevelopment of Gibbs Road House - funding negotiations on-going. Refuge redevelopment at pre-planning application stage.</li> <li>• <i>To develop the single conversation with the Homes and Communities Agency leading to the development of a local investment plan with Homes and Communities Agency:</i> Local Investment Plan (LIP) Scoping report produced and agreed with Homes Communities Agency and Corporate Board. LIP in development.</li> <li>• <i>To promote affordable housing provision within the implementation of the Black Country Core Strategy, Brierley Hill Area Action Plan, Dudley ADF &amp; local area action plans:</i> Regular partnership meetings to promote affordable housing ongoing.</li> </ul>
To arrange an annual BME community engagement event	The event took place on the 25/9/10 at Dudley college.

Directorate Strategic Plan Priority	Comment and Proposed Action
<p>To review and update our strategic response to a range of housing needs within the Borough</p>	<ul style="list-style-type: none"> <li>• <i>To update and publish the Borough's revised supporting people strategy:</i> Completed</li> <li>• <i>To produce and publish a revised Borough housing strategy following completion of the housing needs survey:</i> Production of revised strategy is dependent on completion of housing needs survey and awaiting funding approval.</li> <li>• <i>To develop our strategic approach to dealing with rough sleepers:</i> Strategic Rough Sleepers Group established and meeting regularly. Reports of rough sleepers are responded to promptly and information is gathered from a wide range of partners.</li> <li>• <i>To update and publish our Homelessness Strategy Review:</i> Strategy Refresh produced, consultation completed.</li> <li>• <i>To produce and publish a Private Sector Renewal Strategy:</i> Strategy drafted but still awaiting updated housing needs data for completion.</li> <li>• <i>To review policies on accommodation for Gypsies &amp; Travellers as recommended in Equality and Human Rights Commission (EHRC's) report:</i> Allocation policy drafted and out for consultation.</li> <li>• <i>To facilitate training activities on gypsies and traveller accommodation and equality issues:</i> Appropriate training being investigated.</li> </ul>
<p>Embed community engagement in planning and quality improvement of services.</p>	<p>Intelligence from Community Engagement impacting service priority and business planning.</p>
<p>Re-shape care at home provision</p>	<p>This is an ongoing activity, linking into Transforming Social Care.</p>
<p>Partnership working with the PCT health improvement team, ACL, sports development, police, parks, extended children's services and community groups to implement a programme of activity, information and nutrition, in neighbourhoods with the highest levels of obesity</p>	<p>Health trainers aligned with community renewal officers and some pilot work being undertaken in Brierley Hill through the Neighbourhood services group. Progress held up pending adoption of the health inequalities strategy.</p>

Directorate Strategic Plan Priority	Comment and Proposed Action
To ensure services are commissioned that are lead by citizen needs and outcomes	We are continuing to ensure intelligence contributes to commissioning activities.
Refresh and implementation of the Physical Disabilities Strategy	<ul style="list-style-type: none"> <li>• <i>Outcome 3.1: People with disabilities are able to participate in their local communities, and influence decisions that impact on their communities:</i> We continue to work with our colleagues in the voluntary sector to meet with a range of user/carer groups to consult on changes to services that they feel are needed, or that we are planning, also any new policies that have been produced. We meet quarterly with Action for Disabled People and Carers.</li> <li>• <i>Outcome 4.1: People overcome obstacles to work by focusing on their capabilities which challenges the belief that disabled people are incapable of work:</i> We continue to provide advice, assistance and support to people of working age to regain skills or learn new ones through the work of the Integrated Living Team (ILT), this is a jointly commissioned and funded team between DACHS and the PCT. People with disabilities can contribute to society in many different ways which may not just be returning to paid work, the team seeks to find meaningful activities in what ever the disabled person chooses to do. We are planning a review of the Integrated Living Team (ILT) and its scope so that it compliments the newly formed Long Term Neurological Conditions team.</li> </ul>
Refresh and implementation of the Dementia Strategy	Day Care and Dementia Strategy under development and Telecare Strategy is being developed.
Access and Reablement services are further developed to support people to live at home and to enable the individual to return home with the appropriate level of support.	Living Independent Team to become operational 1st November. An increasing number of people are achieving independence and not requiring care packages with a greater number of people supported to live in their own homes. 89% of older people are achieving independence through rehabilitation and/ or intermediate care. This places us in a top quartile position and exceeds our target of 80%.

Directorate Strategic Plan Priority	Comment and Proposed Action
Refresh and implementation of the Carers Strategy	<ul style="list-style-type: none"> <li>• <i>Carers are able to live their own lives whilst caring for someone by receiving the information and support they need:</i> To date all the Borough's 13 libraries are fully 'Carer Aware'. The Carers Co-ordinator is working with colleagues to update the information on the DACHS website - in particular to create a clear 'user and carer journey' narrative. The Carers Network continues to send out regular information in the Quarterly Carers Newsletter to all carers who are registered, there is also a fortnightly e bulletin for carers and a monthly information bulletin for staff. We support a large number of carers organisations to provide support and information to carers, and we give Carers Direct payments to enable carers to take a break from their caring role.</li> <li>• <i>Carers are able to maintain their role in supporting individuals through a range of emotional and psychological support services in the community:</i> We continue to promote the Carer Aware on-line awareness training course for carers, Council staff and other agencies/providers that provide information to carers. This free course can be accessed via the Carers Network pages. Organisations whose staff have completed the course can display a 'Carer Aware' sticker so that carers will know that staff within will be aware of their needs. This kind of support is very much what the peer support groups provide, we fund a number of these e.g. Dudley Stroke Association, Long Term Neurological Team have a psychologist who is starting up a carer support group, HIV/AIDs have a support group, Alzheimer's Support group, Autism Support group etc.</li> </ul>
To implement the Alcohol Strategy. Take part in the system thinking programme and implement outcomes.	Good progress being made by systems thinking approach working groups. On target to report to safe and sound strategic group March 2011

## 2. ADDITIONAL KEY ISSUES FOR THE DIRECTORATE

No additional key issues to report.



### **3. DIRECTORATE PERFORMANCE INDICATORS – REPORTING BY EXCEPTION**

There are no exceptions to report.

### **4. SIGNIFICANT ACHIEVEMENTS/POINTS OF NOTE**

#### **Adults**

- Living Well, Feeling Safe - Older people are benefiting from 'Living Well, Feeling Safe', a new scheme in Dudley aimed at ensuring that they are safe and secure at home which provides practical safety, security and wellbeing advice. This is a partnership comprising Dudley Council, Age UK Dudley, West Midlands Police, Victim Support and West Midlands Fire Service.
- Transforming Social Care - New adult social care web pages and Dudley community information directory are launched – Adult Social Care has recently launched their brand new and improved web pages on Dudley.gov. Information is now easier to find and understand about all things relating to adult social care. Working in partnership with Dudley Libraries and as part of the transforming social care programme, we have also launched the Dudley community information directory which amongst other things is designed to signpost to all community groups and activities and care services that are available in the Dudley area.
- Social Work Task Force implementation in Dudley – An event was held for Social Workers in both Adults and Children's Services on 20<sup>th</sup> July 2010 to increase the value given to Social Work profession in the light of the response to the tragedy of Baby Peter in Haringey.

#### **Libraries, Archives, Adult Learning**

- 38 successful future jobs fund placements achieved.
- 1753 children completed the Summer Reading Challenge which is 62% of total no. of starters –an increase from 57% in 2009. 2817 started.
- The PULSE group who learnt drumming following attendance at the Arts Factor shop in Dudley and then moved onto Dudley Wood NLC put on an end of course performance Thursday 22nd July at the centre.
- All libraries are carer aware accredited.
- ACL supported an Outdoor Games Event which is part of the official pre-Olympic promotion weekend. This was held at the Dell Stadium on Saturday 24 July. Free activities include athletics, canoeing, hockey, a climbing wall and much more.
- ACL started a job club at Lye Library from Wednesday 28<sup>th</sup> July at 10-12.30 – for a 10 week trial period.
- A Dudley Library case study on the Eight Rhyme Challenge has been published in the National Literacy Trust newsletter today and it is up on the website:  
[http://www.literacytrust.org.uk/early\\_reading\\_connects/case\\_studies/2299\\_eight\\_rhyme\\_challenge](http://www.literacytrust.org.uk/early_reading_connects/case_studies/2299_eight_rhyme_challenge)
- Halesowen Library was chosen for a Royal Shakespeare Company workshop on the 6th August. This was part of the Black Country Challenge - education partnerships. The workshop was on Roald Dahl's - Matilda.

- The Dalek event at Halesowen Library was very successful with 208 children and about 200 adults attending. 90 children joined the summer reading challenge, and 14 children joined the library at the event.
- Dudley Archives and Local History Service have been successful in getting through round 1 of the bid for the National Cataloguing Grant programme for Archives (which reduced applicants from 83 to 24). The bid is to catalogue the nationally significant Earl of Dudley Collection. The round 2 submission needs to be returned by the 22<sup>nd</sup> October 2010.
- Dudley Libraries took part in the successful Play Week 2010 promotion in 5 of the Borough's parks where they promoted libraries and the Summer Reading Scheme.
- *Public Access Wifi* pilot launched in September.
- Libraries services: Launch of Enquire – 24/7 National enquiry services. The service has been very successful and Dudley has been complimented on the quality of our response right from the start.
- Archives were part of the successful Heritage Open Day on Saturday 11<sup>th</sup> September with a school themed exhibition of material at Stourbridge Town Hall
- Long-term unemployed showcase Friday 24th September: Brierley Hill Neighbourhood Learning Centre and partners including Community Renewal and Urban Environment delivered a showcase event targeted at the long-term unemployed. Letters were sent out to Brierley Hill residents using the housing database details of those in receipt of housing benefits. During the day 109 people attended and were provided with information and advice with regards to the development of learning and skills plans. On-going support will be offered to all participants.

### **Policy, Performance and Resources**

- Carers e-learning course now on-line.
- Year 1 of Directorate Health and Safety Action Plan is completed. The up-dated Directorate Health and Safety policy has been 'signed-off' by Director and Cabinet Members which clarifies responsibilities for staff and managers.
- 'Back-scanning' completed for introduction of Electronic Document Management in HR in support of DACHS which will improve service on DACHS personnel issues.
- Health and Social Care Roadshows: Successfully undertaken with the PCT, focussing on understanding health and social care priorities of Dudley citizens.
- Major Adaptations Survey on Customer Satisfaction: A survey has been undertaken in collaboration with DFTRA (Dudley Federation of Tenant and Residents Association) and ADC (Action for Disabled People and Carers) to establish customer satisfaction of major adaptations. The analysis illustrates significant satisfaction rates with all areas related to the major adaptations service.
- Finance system developed for direct payments.

### **Housing Services**

- Orchard Street - new build redevelopment has been approved and has been added to the capital programme [27 new homes] in a contract to be negotiated with Lovell Partnership Ltd. This will be tendered if negotiations result in value for money for the Council. This is a self-funded project [by the HRA], supported by the rental income, and takes over an existing scheme that was to be undertaken by Black Country Housing Group. Planning permission already achieved, start on site this year.

- North Priory Regeneration - Contracts exchanged on 13 August with anticipated start on site by mid August.
- A major review of the Directorate's void processes and procedures has commenced. The review is being led by Housing Management and will include allocations processes and general void property management issues.
- The Housing Management Income Recovery Teams are now doing evening telephone calls once per month, to try and contact those tenants who are unavailable during the day. So far this year the teams have taken £10,994.79 in rent/arrears payments.
- Over the last few months, the Housing Occupational Therapy Team has been preparing to take over from the PCT the assessment of medical needs for rehousing. Previously, assessments were made by a doctor who had no personal contact with the customer, and could take around six weeks because they sometimes relied upon correspondence between the doctor and the customer's GP. This time was additional to the period of up to eight weeks to assess the housing application itself. In consultation with our customers and other stakeholders, it was agreed that the Housing Occupational Therapy team would take on this service. Customers now have direct access to the professionals involved in their assessment, including home visits as required, and it is carried out holistically alongside the assessment of other elements of their housing need (e.g. overcrowding, homelessness etc) so that a housing application with medical needs is now fully completed within the same timescale as any other application. The new service became fully operational from 1st October and has been very positively received.
- In August, Housing Management and Building Services together with colleagues from Dudley Council Plus/CATS commenced a "Lean Systems Thinking" Review of the lettings and voids process. Our aim is to remove wasted effort and bureaucratic steps from the process, and get things "right first time". The first couple of months have been spent examining how the processes work at the moment and talking to customers about their experiences, in order to develop a good understanding of what works, what doesn't and what factors have the biggest impact on efficiency. We are looking at every aspect from the point where a prospective tenant considers whether to join our waiting list, to the point where a new tenant has moved in and receives a welcome visit from their Housing Manager. The next stage of the review is to re-design the process, followed by testing and refinement so that it can be rolled out early next year. There is great potential to increase rental income, reduce costs (for example through people leaving their homes in poor condition), and improve customer satisfaction.
- NICEIC – assessment of electrical procedures - BSC'S annual assessment of electrical procedures, quality assurance was undertaken by NICEIC in July. Overall the audit went well and was considered satisfactory.
- Extra Care Housing - Stonelaying event at the Coseley Extra Care Housing scheme on 2 September.

### **Awards**

- Dudley Archives and Local History Service have entered the MLA Jaguar Land Rover Awards for Arts & Business. We entered in the business category but MLA have asked (and been given) our permission to enter it in the young people category as well

- Dudley Libraries were runners up in the National Pet Month Competition 2010 for Event Organisers in the local authority event category.
- Building Services awarded the RoSPA (Royal Society for the Prevention of Accidents) gold medal for the ninth consecutive year.
- Care to Make a Difference Partnership' project is in finals for Skills for Care National Accolades.

## Quarterly Directorate Issues Report

<b>Directorate: Chief Executive's</b>	<b>2010-11 Quarter 2</b>
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### 1. KEY ISSUES RELATING TO DIRECTORATE STRATEGIC PLANS

Directorate Strategic Plan Priority	Comment and Proposed Action
Strategic Plan 2010-11	All key activities in the directorate strategic plan are achieving the desired outcome (KPI ref CEX CP001). Continue to maintain good progress in achieving the objectives set out in the Directorate Strategic plan 2010/11. For additional information for Directorate performance go to the (internal) link below: <a href="http://insidedudley/chiefexecs/netit/directorateperf_1/default.htm">http://insidedudley/chiefexecs/netit/directorateperf_1/default.htm</a>

### 3. ADDITIONAL KEY ISSUES FOR THE DIRECTORATE

No additional key issues to report.

### 3. DIRECTORATE PERFORMANCE INDICATORS – REPORTING BY EXCEPTION

Performance Status			
Ahead of target	★	Behind target	▲

Ref.	Definition	Q2 YTD Target	Q2 YTD Actual	Status
CEX PER 010	Days /shifts lost to sickness on Chief Exec's Directorate.  <b>Note:</b> The number of days lost to sickness/ absence for the directorate remains low. Continue to monitor and manage to maintain this low level of absenteeism for the directorate.	4.9	2.29	★

#### **4. SIGNIFICANT ACHIEVEMENTS/POINTS OF NOTE**

##### **Contingency & Disaster Management**

- Have been awarded the RSPCA Animal Welfare Bronze Footprint, for ensuring that domestic animals are catered for in the Council's Emergency Planning Procedures.

##### **Community Safety**

- Safe & Sound have teamed up with Private Sector Housing and have successfully launched an exciting pilot aimed at tackling anti-social behaviour in the privately rented sector.
- Operation Tamper Proof – Many of the vehicles used to commit bilking, the offence of driving off without paying for fuel, have stolen plates to avoid the vehicle being traced. In August an operation was launched to tackle the theft of number plates and driving off petrol forecourts without paying for fuel. Officers from the Belle Vale neighbourhood team offered crime prevention advice to motorists at BP petrol station, Manor Way. Beechwood Audi, Vauxhall Motor House, Halesowen and Halfords at MerryHill supported the fitting of tamperproof screws to number plates to help reduce the number of victims of theft.
- Operation Crime Cycle – Acquisitive crimes such as robbery and vehicle crime are always a concern for Borough residents and Operation Crime Cycle was launched during the summer to give the public advice on how to protect themselves from these crimes. A brand new 'Digi-Bike' patrolled the streets of Dudley broadcasting Bluetooth messages and HD video messages, making sure the hard to reach members of the community are kept informed. Members of the public were also asked to property mark their valuables and register them on [www.immobilise.com](http://www.immobilise.com). The operation will continue to run until summer of 2011.
- This year Dudley, along with many other towns and cities in the country, has been subjected to a major threat to peace and stability from the English Defence League. Specifically in Dudley there have been two announced visits of the EDL on 3<sup>rd</sup> April and 17<sup>th</sup> July and an unannounced 'rooftop' protest by two EDL supporters on 3<sup>rd</sup> May 2010. The protests of the EDL also attract counter demonstrations from the Unite against Fascism. The Council, Police and other partners worked closely with local community representatives and local traders to draw up plans and deploy resources in order to ensure the maintenance of law and order and the safety of local people. However despite this, on both occasions in April and July, there was major disruption to the town centre with widespread disorder and loss of trade for local businesses. The estimated costs to the council tax payers and local rate payers for the Council and Police operation for the April and July protests are over £1m. Delegates from the Borough, including senior Council officers and community representatives, met with the Minister for Crime Prevention prior to the July protest requesting Government consider changes to current legislation around EDL static protests. This has been followed up by a letter to the Minister in respect of the 17<sup>th</sup> July protest which has resulted in a promise from him, to consider the request for legislative change within the Government's wider deliberations.

## Quarterly Directorate Issues Report

<b>Directorate: Children's Services</b>	<b>2010-11 Quarter 2</b>
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### **1. KEY ISSUES RELATING TO DIRECTORATE STRATEGIC PLANS**

No strategic plan issues to report.

### **2. ADDITIONAL KEY ISSUES FOR THE DIRECTORATE**

There are no additional issues to report.

### **3. DIRECTORATE PERFORMANCE INDICATORS – REPORTING BY EXCEPTION**

There are no exceptions to report.

### **4. SIGNIFICANT ACHIEVEMENTS/POINTS OF NOTE**

- 100% of child protection cases were reviewed within required timescales. Therefore our performance target was achieved despite pressures on operational and safeguarding unit services (Graham Tilby).
- Achievement of at least 78 points across the Early Years Foundation Stage with at least 6 in each of the scales in Personal Social and Emotional Development and Communication, Language and Literacy – Un-validated data for FSP Summer 2010 results shows an improvement of 9.4%. The outcome of 52.2% exceeds the challenging LA target of 50% by 2.2% and indicates a trend of improvement of 14.5% over 3 years (Denise Jarrett).
- Achievement of 5 or more A\*-C grades at GCSE or equivalent including English and Maths – Un-validated data indicates that Dudley secondary schools are collectively celebrating their best ever GCSE performance. The target for 2010 was 54% and this has been exceeded. The local authority average for summer 2010 was 57%. (Steve Lockwood).
- Looked after children achieving 5 A\*-C GCSEs or equivalent at Key Stage 4 including English and Maths – Un-validated results for 2010 are 25% which is an increase of 17.3 percentage points on 2009 and is 11 percentage points above the national average for looked after children for 2009 (Patrick Finegan).

## Quarterly Directorate Issues Report

<b>Directorate: Finance, ICT and Procurement</b>	<b>2010-11 Quarter 2</b>
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### 1. KEY ISSUES RELATING TO DIRECTORATE STRATEGIC PLANS

No strategic plan issues to report.

### 2. ADDITIONAL KEY ISSUES FOR THE DIRECTORATE

No additional key issues to report.

### 3. DIRECTORATE PERFORMANCE INDICATORS – REPORTING BY EXCEPTION

Performance Status			
Ahead of target		Behind target	

Ref.	Definition	Q2 YTD Target	Q2 YTD Actual	Status
<b>Benefits</b>				
NI 181	Average time to process new claims and change events	17 days	12.9 days	
<b>Dudley Council Plus</b>				
FIN DCP 003(i)	% of calls answered	85%	86%	
FIN DCP 008	% of customers seen by Adviser within 10 minutes	80%	86%	
FIN DCP 016	% of customers making cash payments within 10 minutes	100%	100%	
<b>ICT Services</b>				
FIN ICT 002(i)	Availability of key services	99.75%	99.88%	
FIN ICT 003	Average network availability	99.5%	99.63%	
<b>Procurement, Contract Management and Creditor Services</b>				
FIN PUR 004a	Cost recovery strategy <b>Note:</b> This target is expected to be achieved by the year end.	£192,500	£154,600	



Ref.	Definition	Q2 YTD Target	Q2 YTD Actual	Status
<b>Revenue Services</b>				
BV 009	% of council tax collected	56.7%	57.7%	★
BV 010	% of business rates collected	58.5%	60%	★
FIN REV 005d	% of sundry debt raised, paid within 6 months	96.8%	98.1%	★

#### 4. SIGNIFICANT ACHIEVEMENTS/POINTS OF NOTE

- The Council's final accounts for 2009/10 received an unqualified audit opinion and Financial Services published the Statement of Accounts.
- The Annual Governance Report 2009/10 by the Audit Commission concluded, under Value for Money, that "the Council had adequate arrangements to secure economy, efficiency and effectiveness in the use of resources".
- Benchmarking results received to date (Audit, Accountancy, Benefits, Payroll, Creditors and Revenues) show that we operate at low cost (e.g. below average or within lower quartile) whilst providing high quality services.
- National Customer Service week was celebrated by staff within DC+, including competitions, charity fund raising, input from local schools and a visit from Councillors David and Ena Blood.
- We have made submissions to the Local Government Chronicle Finance Department of the Year and ICT Initiative of the Year award.
- ICT Services has launched a new online Citrix user guide to support users who access applications through this system.
- ICT Services launched a new system to allow self service password resets as an alternative to contacting the Service Desk.
- ICT Services has negotiated a new agreement with Virgin Media / CISCO for a new IP telephony system for the Council, giving an opportunity for transformation along with efficiency savings.
- Good progress continues to be made towards establishing the new data centre at St James Road - this will provide improved resilience for Council ICT.
- A new software contract with Software Box for Microsoft products has been awarded at a reduced cost over the previous contract.
- The Payment Card Industry (PCI) compliance document has been signed off.
- The Benefits Shop participated in the Council's BME consultation event at Dudley College on 25<sup>th</sup> September.
- The Black Country e-Business Procurement Portal went live end of August 2010; a number of projects have already been processed through the new system.
- Jan Szczechowski was appointed Head of Accountancy Services.

## Quarterly Directorate Issues Report

<b>Directorate: Law, Property &amp; Human Resources</b>	<b>2010-11</b>	<b>Quarter 2</b>
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### 1. KEY ISSUES RELATING TO DIRECTORATE STRATEGIC PLANS




No strategic plan issues to report.

### 2. ADDITIONAL KEY ISSUES FOR THE DIRECTORATE

No additional key issues to report.

### 3. DIRECTORATE PERFORMANCE INDICATORS – REPORTING BY EXCEPTION

Performance Status			
Ahead of target		Behind target	

Ref.	Definition	Q2 YTD Target	Q2 YTD Actual	Status
D1. CP024	Legally complete 100% of the deals to deliver the disposal programme.  <b>Note:</b> £600k in the final stages.	£1,097,000 (for the year)	£8,494	
J5. CP018	% of customers rating at 8 or above (out of 10) their overall level of satisfaction with the completed repair. (Re-active).	92%	96%	
J8. CP021	% of customers rating at 8 or above (out of 10) their overall level of satisfaction with the service received during the planned works.	94%	100%	

## Quarterly Directorate Issues Report

<b>Directorate: Urban Environment</b>	<b>2010-11 Quarter 2</b>
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### 1. KEY ISSUES RELATING TO DIRECTORATE STRATEGIC PLANS

Directorate Strategic Plan Priority (inc. Ref.)	Comment and Proposed Action
Directorate Priorities for 2010/11	Strategic Planning for 2010/11 is now underway within the Directorate.

### 2. DIRECTORATE PERFORMANCE INDICATORS – REPORTING BY EXCEPTION

Performance Status			
Ahead of target	★	Behind target	▲

Ref.	Definition	Q2 YTD Target	Q2 YTD Actual	Status
NI 157a	Processing of planning applications for Major Applications - processed in 13 weeks	60% ↑	75.56%	★
NI 157b	Processing of planning applications for Minor Applications - processed in 8 weeks	65% ↑	83.42%	★
NI 157c	Processing of planning applications for Other Applications - processed in 8 weeks	80% ↑	89.83%	★

### 3. SIGNIFICANT ACHIEVEMENTS/POINTS OF NOTE

- Dudley Council and NHS Dudley are working in partnership on the Dudley Food for Health Award scheme to improve the availability and promotion of healthier food and drink choices in food businesses.
- 75% of planning customers are satisfied with the overall service provided by Dudley Council, a recent survey showed. The survey of planning customers was carried out earlier this year and found the majority of customers were satisfied with the service, particularly how easy the application form is to complete and submit. Customers also felt they were well informed on the planning process. People also suggested ways to improve

the service to the council including shorter response times to enquiries. As a result, officers are now aiming to acknowledge enquiries within two working days.

- Priory Park visitors are celebrating following the announcement that the park is set to see over £2.6m of lottery funding. Friends of the Priory Park and Green in partnership with Dudley Council applied for just under £1.8m of funding from Heritage Lottery Fund (HLF) and the Big Lottery Fund (BIG) under the Parks for People programme.
- Dudley's street cleansing team was named best service team for streetscene and public realm in the Association of Public Service Excellence (APSE) Service Awards. The award recognised Dudley's street cleansing team as the best performer in the country offering the best value to taxpayers.
- Trading standards has helped recoup more than £131,000 for shoppers in Dudley Borough following disputes with traders. Dudley Council's trading standards team successfully reclaimed the money after representing consumers against traders so far this year.
- Netherton celebrated the return of a replica of the Titanic anchor as part of a Channel Four documentary.
- The pilot scheme to recycle plastic and cardboard was rolled out in various areas of the Borough and early indications show that recycling rates are already increasing.