

Quarterly Corporate Performance Management Report

Quarter 4 (January to March 2011)



Quarterly Corporate Performance Management Report

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Section 1

Introduction

This is the fourth Quarterly Corporate Performance Management Report of 2010/11 highlighting performance for the period January to March 2011.

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 4, 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 contains Community Engagement/Corporate Customer Feedback

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 4 2010/11

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

- Dudley has secured a massive £1.5 billion investment plan for Brierley Hill which has received national backing. Dudley Council's Brierley Hill Area Action Plan, which will guide future investment and help determine planning applications for the area through to 2026.

It plans for nearly 3,000 new houses and 65,000 square metre of extra retail space in the town centre. The 15-year-plan also promotes the development of office space in the area, and proposes to integrate this with a new improved public transport system.

- A further example of Dudley's regeneration plan is a new market place for Dudley town centre. A multi-million pound overhaul of Dudley's historic market place was unveiled with council bosses hailing it as the 'showpiece project' of the wider regeneration for the whole town. The proposals incorporate three options for new stall layouts, which aim to make the area more open and accessible for all that work or shop at the market. The plans also create flexibility for extra stalls to be added on busy days. The aim for the market stalls is to brighten and make them more attractive and to remove the current tiled roof, with vintage style canopies.
- Crime continues to fall in the Borough. A new enhanced website features safe & sound campaigns on everything from cannabis to domestic abuse. The interactive site gives more information on a number of community safety issues and shows what the partnership has done to tackle them. It also has links to safe & sound website on specific issues including bullying, sexual exploitation and teenage dating abuse.

Jobs and Prosperity

Performance Review – Quarter 4

Highlights

- JSA (Job Seekers Allowance) a decrease from 10,729 (Mar'10) to 9,722 (Mar'11)
- The critical Joint Core Strategy has been found sound and has been adopted (Feb 2011). The other LDF documents are on schedule in accordance with the approved Local Development Scheme
- Brierley Hill Area Action Plan has been found sound and is in the process of adoption.
- Halesowen Area Action Plan currently on track to meet Local Development Scheme timetable. Will be publishing draft early 2011.
- Stourbridge Area Action Plan currently on track to meet Local Development Scheme timetable

Progress on the Major Projects

Town Centre Regeneration

Dudley Town Centre

- Work has commenced on Bailie's Hall and grant offer agreed on 168 High Street (Ace Disks) THI projects. Funding will shortly be secured for the Merlins THI project. A revised funding package of European Regional Development Fund (ERDF), Heritage Lottery Fund (HLF), Council, Growth Points and English Heritage funding has been assembled. A stage 1 consultation is currently underway for the £6m Dudley Market Place project, for which £3m outline ERDF approval has been secured. Planning applications have been approved for 3 of the 4 planning applications for the town centre developments, for which work has commenced on the site

Brierley Hill Town Centre

- Stourbridge College new build has started on site with completion due September 2011. Harts Hill masterplan completed. A European Regional Development Fund (ERDF) application is in preparation for the High Street enhancement project. The Council's submission for an Enterprise Zone at the Strategic Town Centre has been submitted

Stourbridge Town Centre

- The planning application in respect of the redevelopment of the Crown Centre has been approved and subject to completion of S278 agreements the project is due to progress giving major economic and environmental benefits to the town. The Area Action Plan for the town centre is currently in its Options Appraisal stage.

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. The Area Action Plan for the town centre is currently in its Options Appraisal stage.

Castle Hill Regeneration

- Castle Hill: ERDF and RGF funding bids have been submitted for the infrastructure required for the Castle Hill project. Detailed design is underway for the infrastructure elements of the bid (access, circulation and development plots). Strategic land acquisitions have been completed at the Portexcept and Gala Bingo sites, in respect of which a planning application will be submitted shortly for the Archives relocation project

Heritage, Culture and Leisure

Performance Review – Quarter 4

Highlights

- Leisure centre and sport development programmes regularly reviewed and changes made to reflect trends - i.e. Growth of zumba classes
- The revised Discover Dudley website has been launched. Includes information on the events, activities and venues within the Borough.
- E-newsletters continue to be sent out to those who have signed up to the mailing list.
Printed material continues to be produced and distributed throughout the Borough to inform residents and visitors on the activities taking place
- HCLP Olympic Group established and ensuring opportunities for involvement and delivery of local programmes is maximized through appropriate dissemination of information
 - **Community Games** - information has been disseminated and more than 25 individuals have been identified as Community Games advocates with access to information and materials which they can utilise to support community groups that propose to run Games events.
 - **People Dancing** - Dudley is to the fore in the West Midlands Dance programme with performances taking place on a regular basis.
 - **School Games** - Dudley is contributing to the Black Country sub-regional School Games in 2011, one of nine pilot events across the country. The intra- and inter- school events have already begun to take place and the Black Country county event is planned for early July 2011.
 - **HCLP Sub Group** - inter agency group meets quarterly and information is disseminated electronically.
 - **Saturday 23rd July 2011**
 - Dancing for the Games performance by young people from Dudley and Sandwell at Mushroom Green, celebrating Dudley's rich Chain Making Heritage.

Progress on the Major Projects

Wren's Nest Seven Sisters Stabilisation

Ripples Through Time – Heritage Lottery Fund project

- The project continues to be delivered on time and to budget. Majority of the capital works are complete, although some maintenance/repair work is still being undertaken due to incidents of vandalism.
- Interpretation of the site is the next phase of the implementation of the project.
- A series of walks and activities have now been developed through the work of the Learning & Community Development Officer.
- Snagging of capital works underway, design process for interpretive works started, 3rd claim to HLF submitted and approved

Environment and Housing

Performance Review – Quarter 4

Challenges

Percentage of vulnerable people achieving independent living (NI 141).

We are at this time dealing with the "worst performing providers" of this low figure. Letters of concern have been sent out to the identified providers and action plans are being developed.

Issues associated with the target: -

- It was set locally
- There needs to be adequate 'move on' facilities – including DMBC social housing and others such as Registered Social Landlords
- Some buildings that accommodate 'Supporting People' function may house just 2 people - one moves on - result is 50%

Progress on the Major Projects

Extra Care Housing

- Site discussions taking place with Law & Property and Planning Policy to progress the third extra care scheme.
- Potential alternative sites in the remaining areas identified by our partners.
- Revised site plan prepared including generally market housing. provisional meeting with planners arranged
- New proposed sites are currently being examined by Midland Heart alongside the original proposed schemes.

North Priory Regeneration

- To obtain grant funding for stage 1: Grant funding for stage 1 has been confirmed and grant agreement between Homes and Communities Agency (HCA) & Bromford / Keepmoat signed.
- To convey stage 1 to Bromford / Keepmoat and start on site: Stage 1 conveyed to Bromford / Keepmoat in August 2010. Remediation works for first stage now complete and on site construction work is advancing well.
- To develop local lettings plan: Final version of local lettings plan presented to and signed off at Project Board in January 11
- To establish future governance arrangements for estate: Work on future governance arrangements will be led by Bromford and will commence nearer the time of the first completions.
- To progress development of community centre: Initial designs to be worked up by architects with input from local community.
- To oversee project and report to Project Board on a quarterly basis: Regular reporting to quarterly Project Boards. Board has met in both January and March 11

A Green Dudley

- £1.5m Carbon Emission Reduction Target(CESP) scheme delivered at Pensnett. Green Deal and Photovoltaic (PV)schemes under evaluation

Health and Wellbeing Performance Review – Quarter 4

Highlights

- Funding has been secured for the continuation of support for CAF (Common Assessment Framework) for 2011/12
- A 24.1% reduction in teenage conceptions since the 1998 baseline

Individual and Community Learning Performance Review – Quarter 4

Highlights

- We have achieved a 98% retention of Adults 60+ participating in Adult Learning
- New in house Libraries course, 'Books are our Business' launched with excellent feedback
- A 'Teenager and Engagement' librarian has worked with five groups of young people who selected stock for their local libraries to agreed budgets. The librarian has engaged with young people from the gypsy, Roma and traveller community, teenage mums, young people with learning disabilities, transition age pupils in Gornal and teenage members of Cradley library

Community Safety Performance Review – Quarter 4

Highlights

- Following the increase in crime during the first half of the financial year, we have returned to low levels of reported crime and the end of year figures show a fall in crime against the previous year. This has been a result of excellent performance during quarter 4 where the number of crimes reported fell by 15.8% when compared with quarter 4 2009/10. (see page 40)

Quarter 4 year-to-date performance by Council Plan matter is:-

	★	●	▲	Total
Jobs and Prosperity	9	26	2	37
Health and Wellbeing	7	21	4	32
Heritage, Culture and Leisure	1	15	1	17
Environment and Housing	10	17	3	30
Individual and Community Learning	7	14	0	21
Community Safety	13	18	2	33
Quality Service	3	29	1	33
Total	50	140	13	203

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.

Select Committees receive a summary of this report based on their areas of interest. For clarity, key performance indicator scorecards include reference to the Select Committee monitoring its performance.

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	Q4 Status	Update	Lead Officer
DUE	JP1.1a	Working with partners to reduce levels of worklessness in the Borough	●	<ul style="list-style-type: none"> The Neighbourhood Employment & Skills Partnerships (NESP)s have continued 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. The Employment & Skills Management Group oversees the NESP)s, and monitors progress, and performance of the major training providers operating in the borough. The NESP)s continue to provide a valuable service, in terms of information exchange, joint planning, and co-ordination of services in terms of addressing worklessness. 	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"> 543 local people supported into employment (FSD only) between September 2010 and March 2011. 2629 people supported into employment on the Black Country Flexible New Deal Partnership between April and March 2011 	Jean Brayshay
DACHS	JP1.1c	Strengthening communities through individual learning and job creation	●	<ul style="list-style-type: none"> Targeted learning interventions has supported 773 adults on programmes with 138 individuals gaining employment. 614 adults supported in Skills for Life programmes Good progress of learners to achieve qualifications in skills and Family Learning curriculum area. 96% achievement 	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"> Targeted learning interventions has supported 773 adults on programmes with 138 individuals gaining employment. 614 adults supported in Skills for Life programmes 	Kate Millin
DCR	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"> Benefits take-up target of £2.1m exceeded 	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"> Website is being enhanced to encompass on line banking for members to improve services & efficiency for both members and credit union 	Dharminder Dhaliwal

Key Performance Indicators

Direct.	Ref.	Definition	08/09 Actual	09/10 Actual	10/11 Target	Q1 Actual	Q2 YTD Actual	Q3 YTD Actual	Q4 YTD Actual	Select Committee
DACHS	DACHS ACL LPI 28	% qualifications achieved (level 1 & 2) against entries	92%	89%	90%	88% 	94% 	78% 	89% 	Regeneration, Culture and Adult Education
DACHS	DACHS ACL KPI 6	Number of employers supported in all programmes by Adult Community Learning	47	113	125	52 	78 	114 	126 	Regeneration, Culture and Adult Education
DACHS	DACHS ACL 7	Number of individuals gaining employment (all programmes)	109	168	100	42 	85 	104 	138 	Regeneration, Culture and Adult Education
DACHS	DACHS ACL KPI 3	Number of adults on Skills for Life courses	PI definition revised	524	450	119 	375 	504 – Changed from original figure 	614 	Regeneration, Culture and Adult Education
CEX	CEX CU 001	Credit Union membership	3,352	4,086	4,500	4,139 	4,165 	4,351 	4,433 	Regeneration, Culture and Adult Education
CEX	CEX CU 002	Credit Union share to loan ratio	65.4%	47.77%	85%	48.17% 	53.3% 	64.51% 	66.69% (See comment)	Regeneration, Culture and Adult Education
<p>Comment for CEX CU 002: The loan to share ratio has been steadily increasing over the last 4 reporting periods. This period last year the loan to share ratio was 47.77 %. Through proactive marketing and offering loans to low risk members the ratio has increased month by month and achieved an annual increase of 18.92%.</p>										
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	9,445 @ Sep 2010	9,179 @ Dec 2010	9,722 @ March 2011	Regeneration, Culture and Adult Education
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	4.9% @ Sep 2010	4.8% @ Dec 2010	5.0% @ March 2011	Regeneration, Culture and Adult Education



Key Performance Indicators

Direct.	Ref.	Definition	08/09 Actual	09/10 Actual	10/11 Target	Q1 Actual	Q2 YTD Actual	Q3 YTD Actual	Q4 YTD Actual	Select Committee
DCR	FIN BEN 002a	Level of previously unclaimed benefits raised	£2,373,518	£2,276,715	£2,100,000	£651,391	£1,350,230	£1,851,838	£2,873,384	Regeneration, Culture and Adult Education
						★	★	★	★	
DCR	FIN BEN 002b	Number of successful new income support and attendance allowance claims	1,016	902	900	252	532	655	942	Regeneration, Culture and Adult Education
						★	★	●	★	
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				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				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 benefit 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				Local definition
DUE	NI 163	% of population aged 19-64 for males and 19-59 for females qualified to at least level 2 or higher	?	64.9%	74.4%	2010/11 data will be released in August 2011				Local definition
DUE	NI 165	% of population aged 19-64 for males and 19-59 for females qualified to at least level 4 or higher	?	23.8%	25.9%	2010/11 data will be released in August 2011				Local definition

Jobs and Prosperity

Priority 2 Develop and diversify the local business base

Key Activities

Direct.	Ref.	Description	Q4 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"> The Employment Sites Identification Study is now complete. Findings of the Study presented to Dudley Business Group on. Work remains ongoing with Marketing and Communications to inform the development of promotional material 	Jean Brayshay
DUE	JP2.2a	Facilitate delivery of major development schemes in the Borough		<ul style="list-style-type: none"> Castle Hill: ERDF and RGF funding bids have been submitted for the infrastructure required for the Castle Hill project. Detailed design is underway for the infrastructure elements of the bid (access, circulation and development plots). Strategic land acquisitions have been completed at the Portexcept and Gala Bingo sites, in respect of which a planning application will be submitted shortly for the Archives relocation project <p>Dudley Town Centre Work has commenced on Bailie's Hall and grant offer agreed on 168 High Street (Ace Disks) THI projects. Funding will shortly be secured for the Merlins THI project. A revised funding package of European Regional Development Fund (ERDF), Heritage Lottery Fund (HLF), Council, Growth Points and English Heritage funding has been assembled. A stage 1 consultation is currently underway for the £6m Dudley Market Place project, for which £3m outline ERDF approval has been secured. Planning applications have been approved for 3 of the 4 planning applications for the town centre developments, for which work has commenced on the site</p> <p>Brierley Hill Town Centre Stourbridge College new build has started on site with completion due September 2011. Harts Hill masterplan completed. A European Regional Development Fund (ERDF) application is in preparation for the High Street enhancement project. The Council's submission for an Enterprise Zone at the Strategic Town Centre has been submitted</p> <p>Stourbridge Town Centre The planning application in respect of the redevelopment of the Crown Centre has been approved and subject to completion of S278 agreements the project is due to progress giving major economic and environmental benefits to the town. The Area Action Plan for the town centre is currently in its Options Appraisal stage</p>	Rupert Dugdale

Key Activities					
Direct.	Ref.	Description	Q4 Status	Update	Lead Officer
				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. The Area Action Plan for the town centre is currently in its Options Appraisal stage	
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"> The critical Joint Core Strategy has been found sound and has been adopted (February 2011). 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 	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"> 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 Business Link business start-up contract. Update on Council business support and inward investment activities presented to Dudley Chamber of Commerce Divisional Board Meeting on 16th March. 	Jean Brayshay
DUE	JP2.3b	To support a thriving local enterprise economy through effective regulation	●	<ul style="list-style-type: none"> 100% of food safety, health and safety, food standards and pollution control inspections for high and medium risk premises that were due were carried out 	Nick Powell
DCR	JP2.3c	To develop contractual arrangements to support local businesses and jobs	●	<ul style="list-style-type: none"> Further meetings have taken place with colleagues across the region, and we are now in the process of developing clauses that will assist in evaluating bids to support local businesses and jobs. <p>A total of 40 projects have been administered through the new business portal to the end of Financial Year 2010/11 and progress to complete the "business to business" portal is nearing completion</p>	Ian Clarke
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"> Continuous up-dating of the Dudley Means Business website which is continuing to attract enquiries from members of the community 	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"> Next Steps to Recovery action plan was completed in October last year and outcomes and indicators continue to be monitored and reported. 	Diane Shenton

Direct.	Ref:	Definition	08/09 Actual	09/10 Actual	10/11 Target	Q1 YTD Actual	Q2 YTD Actual	Q3 YTD Actual	Q4 YTD Actual
DUE	NI 166 (NGLAA)	Median earnings of full-time employees in the local authority area	85%		£454.50	No longer report on this indicator			
DUE	NI 171 (NGLAA)	Rate of business registrations per 10,000 resident population aged 16 and above	44.3		47.2	No longer report on this indicator			
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 VAY or PAYE)	2.68	2.31	?	Annually reported			3.66

Jobs and Prosperity

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

Key Activities					
Direct.	Ref.	Description	Q4 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"> The critical Joint Core Strategy has been found sound and has been adopted (Feb 2011). The other LDF documents are on schedule in accordance with the approved Local Development Scheme 	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"> Brierley Hill Area Action Plan has been found sound and is in the process of adoption. Halesowen Area Action Plan currently on track to meet Local Development Scheme timetable. Will be publishing draft early 2011. Stourbridge Area Action Plan currently on track to meet Local Development Scheme timetable. 	Helen Martin
DUE	JP3.1c	To deliver actions against Dudley's Area Development Framework	●	<ul style="list-style-type: none"> Work has commenced on Bailie's Hall and grant offer agreed on 168 High Street (Ace Disks) THI projects. Funding will shortly be secured for the Merlins THI project. A revised funding package of European Regional Development Fund (ERDF), Heritage Lottery Fund (HLF), Council, Growth Points and English Heritage funding has been assembled. A stage 1 consultation is currently underway for the £6m Dudley Market Place project, for which £3m outline ERDF approval has been secured. Planning applications have been approved for 3 of the 4 planning applications for the Dudley College town centre developments, for which work has commenced on the Tower Street West site 	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"> Heart of in Bloom preparations were made with local businesses, schools and voluntary groups from Stourbridge ready for 9th July judging. In September a Gold Award was presented to the Stourbridge in Bloom coordinator. Complete 	Garry Dean
DUE	JP3.3a	Delivery of transport initiatives	●	<ul style="list-style-type: none"> Burnt Tree ongoing. Development of Area Action Plans, LTP and LEP governance issues. 	Martyn Holloway
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"> The Joint Core Strategy has been found sound and has been adopted (Feb 2011). This has been supported by a robust evidence base and a Strategic Housing Land Availability Assessment, and is supported by the SPD on Affordable Housing 	Helen Martin


Key Activities					
Direct.	Ref.	Description	Q4 Status	Update	Lead Officer
DACHS	JP3.4b	Provision of new build affordable housing in line with the Council House Building bid:	●	<ul style="list-style-type: none"> See progress below relating to the six new build schemes. 	David Harris/ Ron Sims
		Scheme 1: Wood Road, Lower Gornal	★	<ul style="list-style-type: none"> Contractor working on site and works progressing. 	
		Scheme 2: Norwood Road, Brockmoor	●	<ul style="list-style-type: none"> Contractor working on site and works progressing 	
		Scheme 3: Woodland Avenue, Quarry Bank	●	<ul style="list-style-type: none"> Contractor working on site and works progressing 	
		Scheme 4: Blackthorn Road, Wordsley	★	<ul style="list-style-type: none"> Contractor working on site and works progressing 	
		Scheme 5: Tenacre Lane, Upper Gornal	★	<ul style="list-style-type: none"> Contractor working on site and works progressing 	
		Scheme 6: Woodside Library, Woodside	●	<ul style="list-style-type: none"> Further structural inspections planned for April/ May 2011 to establish works required and estimate cost 	

Key Performance Indicators									
Direct.	Ref:	Definition	08/09 Actual	09/10 Actual	10/11 Target	Q1 Actual	Q2 YTD Actual	Q3 YTD Actual	4 YTD Actual
DUE	NI 154 (NGLAA)	Net increase over one year in the number of self-contained dwellings provided	542	466	564	Annually reported			300
									▲
Comment NI 154: Estimate based on past trends. These are based on completions of housing figures over which we have no control									
DUE	NI 155 (NGLAA)	Gross number of affordable (social-rented and intermediate) homes delivered	200	196	97	Annually reported			162
									★
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			115%
									●


Health and Wellbeing

Priority 1 Tackle the problem of obesity

Key Activities

Direct.	Ref.	Description	Q4 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"> Collaborative programmes with Dudley NHS ongoing including GP referral with pathways to alternative providers 	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"> 2010/11 figures will be released in December 2011 	Julia Simmonds

Key Performance Indicators

Direct.	Ref.	Definition	08/09 Actual	09/10 Actual	10/11 Target	Q1 Actual	Q2 YTD Actual	Q3 YTD Actual	Q4YTD Actual	Select Committee
DCS	NI 056i (NGLAA)	% of children in year 6 with height and weight recorded who are obese	20.20%	20.8%	22.7%	2010/11 figures will be released in December 2011			23.8%	Health and Adult Social Care & Children's Services
DCS	NI 056ii (NGLAA)	% of children in year 6 with height and weight recorded	92.93%	93%	85% (National target)	Exceeded target by 13% for participation rate for Year 6			98%	
										

Health and Wellbeing

Priority 2 Tackle inequality in physical health and mental wellbeing

Key Activities					
Direct.	Ref.	Description	Q4 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"> 100% of Food safety inspections of high risk premises (777) and 99% of low risk premises (278) that were due were carried out. 100% (400) of health and safety inspections of high and medium risk premises that were due were carried out 	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"> Direct provision of opportunities and work with partners to deliver opportunities 	Andy Webb
DACHS	HW2.1c	Delivering prevention and early intervention to Dudley Citizens: <ul style="list-style-type: none"> To ensure transfers of care are undertaken in a timely and safe manner Reduce the number of inappropriate hospital admissions 	●	<ul style="list-style-type: none"> Performance Management data for Living Independently Team (LIT) stating excellent results 	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"> Significant number of clients with 'moderate' needs have been reviewed and decisions made to reduce or withdraw services 	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"> This has been achieved 	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"> Mental Health Trust secured funding from the Strategic Health Authority to extend the step up scheme at Woodside day Centre (£35,000 funding secured) to implement the independent placement support model 	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"> Action plan agreed and on target. Anti-bullying policy, guidance and serious incident protocol agreed. Stage 3 (Implementation) of action plan in progress 	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"> Funding has been secured for the continuation of support for CAF for 2011/12 and the team restructured to focus on areas of greatest need. The signs of safety project has commenced within the Brierley Hill area, we are renegotiating our service level agreements with Homestart to provide a targeted family support service. Evaluations of parenting interventions have indicated positive outcomes and investment for continuation of the programmes has been secured from the early intervention grant. Our unannounced inspection took place in February and identified that there has been good progress in the development of CAF, there is a good variety of family support services and assessments undertaken as part of child protection investigations are thorough and timely 	Pauline Sharratt

Key Activities					
Direct.	Ref.	Description	Q4 Status	Update	Lead Officer
DCS	HW2.2c	Ensure looked after children have security, stability and are cared for	●	<ul style="list-style-type: none"> Looked after child nurse post recruited to taking up appointment May 2011. KEEP Programme continues to be a positive option for carers and is demonstrating improvements in carers confidence and placement stability. LAC Psychologist Post recruited to in post May 2011. 	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"> New computer system introduced to facilitate the process for recording for staff. Quarterly audits been completed to examine how operational teams implement procedures. These audits have been presented to the safeguarding board and operational managers. Action plans for Serious case reviews have promoted a self neglect policy which as been added to the procedures. Training Strategy developed with partner agencies. Information from the centre equality & diversity presented to November board to raise awareness of cultural issues to support vulnerable adults 	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"> Develop a psychiatric liaison service Monitor the performance of the Early Intervention in Psychosis Team 	●	<ul style="list-style-type: none"> Progress being made with the early intervention approach 	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"> Family Information Service is supporting this target by including Emergency Hormonal contraception pharmacies and c card venues on the Family Service Directory which is visible through Launchpad website Baseline (SRE Toolkit) is now in 12 secondary schools and is working well amongst these schools. RYC coordinator in HPS is supporting the progression of the baseline into schools and providing necessary support to schools. We are now hoping to begin to develop an effective relationships and self-esteem baseline for Primary schools over the 6-12 months to be launched in September 2011. RYC coordinator in 'You First@ Multi-agency drop-ins are still in development with School health Advisors and schools. The first drop-in has still not started and there are still issues with the drop-ins. Respect Yourself Campaign are working with School Health Advisors and Schools to try to actually launch the drop-ins. It is hoped that the drop-ins will be in 3 secondary schools by September 2011 Peer Education is running in all 4 colleges and is averaging approximately 20 young people per 1 hour drop in per week. This project will be continuing next year in partnership with smoking cessation but as yet we are unclear of funding being provided through smoking cessation so definite plans have not been developed. However the drop-ins within the colleges will continue for another year. Over the next 12 months RYC manager will be working with colleges to look at financial contribution to this project 	Rachel Allen

Key Activities

Direct.	Ref.	Description	Q4 Status	Update	Lead Officer
				<p>DEPART is now being developed beyond Social Care to ensure early intervention and prevention is provided to those young people most at risk of teenage pregnancy. During the last quarter the Tool has been rolled out with more School Health Advisors, The Zone, and Nacro. There has not been any further training developed as yet but we are hoping over the next quarter to work with Education Welfare and Connexions</p> <p>Teenage Parents - A new referral process has been developed through RYC to ensure that teenage parents can be given the most appropriate support where possible on reduced resources and issues with current support provided through health. All low/medium risk are referred directly to Connexions and all Children's Centres to provide support. All high level teenage parents are seen by the support manager we are working closely to provide packages of support for these young people to try to ensure success. These case are retained by the specialist member of staff until risk reduces.</p> <p>SHON - The sexual health outreach worker has proved to be a very successful role and in the last quarter alone has provided 37 young women with contraception. Any worker across the team refers appropriate cases to the SHON.</p> <p>TATP meetings (Team around the teenage parent) are proving to support the work and allow packages of support for the most vulnerable teenage parents to be developed and delivered appropriately.</p> <p>Other Work - RYC are currently working closely with health visiting to ensure additional support can be provided where needed to reduce the risk for teenage parents and work with the SHON to prevent second conceptions</p>	

Key Performance Indicators

Direct.	Ref.	Definition	08/09 Actual	09/10 Actual	10/11 Target	Q1 Actual	Q2 YTD Actual	Q3 YTD Actual	Q4 YTD Actual	Select Committee
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%	61.2%	62.6%	69.3%	Children's Services
Comment for NI 059: <ul style="list-style-type: none"> The volume of initial assessments has levelled out and performance has continued to improve 										
DCS	NI 062	% of looked after children with 3 or more placements during the year	10.6%	12.1%	11%	12.9%	11.9%	11.8%	9.2%	Children's Services
DCS	NI 066	% of looked after children cases which should have been reviewed during the year ending 31 st 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)	9.2%	79%	80%	83.2%	77.2%	75%	78.8%	Children's Services
Comment for NI 066: <ul style="list-style-type: none"> (Provisionally) 23 late reviews during quarter 4. Capacity issues have continued to impact. 										
DCS	NI 067	% of child protection cases which were reviewed within required timescales	100%	100%	100%	100%	100%	97.8%	96.90%	Children's Services
DCS	DCS CF 039	% of private fostering assessments completed within 42 days	New PI	0%	50%	0%	0%	0%	5%	Children's Services
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%	90%	90%	89%	Health and Adult Social Care
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%	98%	97%	96%	Health and Adult Social Care
DACHS	NI 136	Number of adults, all ages per 100,000 population, that are assisted directly through social services	3,652	3,841	4,000	3,593	4,092	4,468	4,447	Health and Adult Social Care

Key Performance Indicators

Direct.	Ref.	Definition	08/09 Actual	09/10 Actual	10/11 Target	Q1 Actual	Q2 YTD Actual	Q3 YTD Actual	Q4 YTD Actual	Select Committee
		assessed/care planned funded support to live independently				●	★	★	★	
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%	68.38%	71.50%	67.40	Health and Adult Social Care
						▲	▲	●	▲	
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%	98.8%	97.70	98.10	Health and Adult Social Care
						●	●	●	●	
<p>Comment for NI 141: We are at this time dealing with the worst performing providers of this low figure. Letters of concern have been sent out to the identified providers and action plans are being developed.</p> <p>Issues associated with the target: -</p> <ul style="list-style-type: none"> • It was set locally • There needs to be adequate "move on" facilities - including DMBC social housing and others such as Registered Social Landlords • Some buildings that accommodate 'Supporting People' function may house just 2 people - one moves on - result is 50% • . 										
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%	24%	37%	42%	Health and Adult Social Care
						●	●	▲	▲	
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%	1.96%	2.2%	Health and Adult Social Care
						●	●	▲	▲	
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%	Reported Annually			91%	
									●	
DACHS	NI 130 (NGLAA)	% social care clients receiving self directed support (personal budget/direct payment)	PI definition revised	15.2%	31%	Reported Annually			26.60	
									▲	
DUE	NI 184	% of food establishments in the area which are	79%	89%	89%	Information not available			88.70	

Key Performance Indicators

Direct.	Ref.	Definition	08/09 Actual	09/10 Actual	10/11 Target	Q1 Actual	Q2 YTD Actual	Q3 YTD Actual	Q4 YTD Actual	Select Committee
		'broadly compliant' with food hygiene law (Rating of 2 or more stars out of a total of 5)							★	
DACHS	DACHS 10P001	Number of people funded by the council receiving non-residential intermediate care to prevent hospital admission	447	489	570			Reported Annually	633	
									★	
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			Reported Annually	168	
									★	
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			Reported Annually	2706	
									★	
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)						24.1% reduction in teenage conceptions since the 1998 baseline	24.1%	
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			The data to calculate this indicator is no longer available based on the original national indicator definition.		

Comment on NI 130

- The projected figure for the numerator at the end of March is 4089, just short of the target we had set at the beginning of the year of 4100.
- The problem arises because the figure for the denominator is higher than anticipated at 15396, because all clients receiving Telecare are now included on Swift.
- The Telecare clients include a significant number of people who have had appliances for several years, but were not previously included on Swift. If we exclude from the denominator all these clients (2482 in total), and include only those who have received a Telecare appliance since 1 April 2010, the denominator becomes 12914, and the indicator will be 31.6%.
- Future plan: we are working to streamline the assessment, support planning and review process, in order to reduce the time it takes to allocate personal budgets and to increase the number of people in receipt of these budgets.

Comment for NI 145 and NI 146:

- The Council priority for Learning Disabilities during this reporting year has been the review of people currently attending day services. Two day centres will close during 2011, and a third is being refurbished. Most people leaving the day centres will receive a personal budget to purchase an alternative service.
- Over 200 clients have been reviewed and we are now setting up personal budgets and support plans; this work has been very time-consuming, in order to ensure satisfactory outcomes for this vulnerable group.
- As a result of this schedule we have not been able to complete as many 'routine' case reviews as normal. People in employment or settled accommodation can only be counted for the purposes of these indicators, if they have had a review or an assessment during the past 12 months. The number of people actually in work or in settled accommodation is higher than the indicators would suggest, but many of them have not been included because their review is overdue. Many of the day centre reviews have addressed accommodation and employment issues where appropriate.
- A challenging programme of reviews has been agreed for 2011/12 to ensure the backlog is cleared as soon as possible, and as a result these indicators are expected show significant improvement in the coming year

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	Q4 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"> Leisure centre and sport development programmes regularly reviewed and changes made to reflect trends - i.e. Growth of zumba classes 	Andy Webb/ Sally Orton
DUE	CL1.1b	Development and enhancement of new/additional cultural and leisure facilities	●	<ul style="list-style-type: none"> Healthy Hubs; improvements in leisure centres - health and fitness / plant 	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"> Healthy Towns on going activities. Very good response to activities on Mary Stevens, Silver Jubilee and Huntingtree. Looking to boost usage at The Dell and Netherton 	Andy Webb/ Sally Orton
DUE	CL1.2a	Provision of information on leisure/cultural activities, events and services	●	<ul style="list-style-type: none"> The revised Discover Dudley website has been launched. Includes information on the events, activities and venues within the Borough. E-newsletters continue to be sent out to those who have signed up to the mailing list. Printed material continues to be produced and distributed throughout the Borough to inform residents and visitors on the activities taking place 	Duncan Lowndes
DUE	CL1.3a	Establish and maintain community engagement across all cultural and leisure services	●	<ul style="list-style-type: none"> Ongoing support provided to respective parks/nature reserves friends groups the voluntary sport and arts sectors 	Duncan Lowndes
DUE	CL1.4a	Conservation and management of the Borough's green spaces	●	<ul style="list-style-type: none"> Ongoing. Site improvements at all 5 Healthy Town Hubs substantively complete work ongoing. 	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"> The policies in the UPD and emerging local development framework underpin and support the Local Authorities statutory duty to protect heritage assets. Conservation Area appraisals have been produced for 9 of the 22 designated Conservation Areas. Historic Landscape Characterisation studies were carried out to provide an evidence base for the now adopted Glass Quarter SPD and the emerging Brierley Hill Area Action Plan. Historic Environment SPD adopted 2006 	Helen Martin/ Sally Orton
DUE	CL1.4c	To protect, support and enhance the uniqueness of the historic environment within the Borough	●	<ul style="list-style-type: none"> Feasibility of amalgamating the glass heritage at RHGC ongoing. Surveys and inspections of the former Stuart buildings ongoing in preparation for remedial work. Discussions with Halesowen Golf Club and Conservation about works to the Grade 1 listed building ongoing 	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"> Dudley Archives and Local History Service has maintained its 2* service rating in the biannual self assessment process administered by The National Archives. The pre-application process is underway for 	Kate Millin

Key Activities

Direct.	Ref.	Description	Q4 Status	Update	Lead Officer
				the new archives building	
DUE	CL1.5a	Support the provision of a Borough-wide programme of cultural events and celebrations	●	<ul style="list-style-type: none"> Ongoing support to events in Q4, examples being preparations for St Georges Day, Walking Festival, the Dudley Walk. 	Duncan Lowndes
DUE	CL1.6a	Implementation of the Borough Visitor Economy Strategy	●	<ul style="list-style-type: none"> The actions within the Strategy are being implemented according to agreed timetable. Review of Visitor Economy framework being undertaken during first part of 2011 in light of changes to tourism structures nationally and locally. Broad strategic objectives have been agreed. Framework now being drafted 	Penny Russell
DUE	CL1.6b	Seek to develop/provide affordable studio space in the Borough for creative industries	●	<ul style="list-style-type: none"> Ongoing provision of craft units in various Council locations supporting the creative industry Ongoing provision of craft units in various Council locations supporting the creative industry 	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"> HCLP Olympic Group established and ensuring opportunities for involvement and delivery of local programmes is maximized through appropriate dissemination of information Himley Bonfire to have Olympic theme for 2011 event; various local business' accessing contracts through the 'Compete for' process; significant number of Dudley schools participating in the 'Get Set' programme 	Duncan Lowndes

Key Performance Indicators

Direct.	Ref.	Description	08/09 Actual	09/10 Actual	10/11 Target	Q1 YTD Actual	Q2 YTD Actual	Q3 YTD Actual	Q4 YTD Actual	
DUE	NI 008	% of adult population doing sport or active recreation for 30 mins on 12 days in the last 4 weeks (Active People Survey)	18.2%		21%	Active People Survey Dec 2010			19.50%	
										
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%		46%	Active People Survey Dec 2010			47.16	
										
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%		38%	Active People Survey Dec 2010			43.52	
										
DACHS	DACHS LAAL 004	Public Service Quality Group satisfaction rating in Archives Service: staff, service and facilities very good or good	-	96%	96%	Reported Annually			96%	
										
DACHS	DACHS LAAL 005	Maintain the National Archives self assessment score for Archives Service (Grading 1* - 4*; higher is better)	-	2*	2*	Reported Bi-annually				

targets are set based on an assumption that 2% increases in participation could be achieved year on year from the baseline figure of 16.7% by Sport England


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	Q4 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"> The recycling trial, incorporating plastic and card, that started in September 2010, will continue with a view to extending this over a larger area and, subject to resources, creating a Borough wide service in the longer term 	Graham Bailey
DUE	EH1.1b	To review the Waste Management Strategy working with Black Country local authorities	●	<ul style="list-style-type: none"> Blowers Green recycling depot is now complete and will enable an improvement in the efficiency of recycling and storage. Liaison with and Regional Authorities is ongoing. 	Graham Bailey
DUE	EH1.2a	To improve air quality in the Borough through the Air Quality Action Plan	●	<ul style="list-style-type: none"> The consultation process has been completed and the issues raised through the consultation exercise have been considered & inputted into the AQAP where appropriate. The AQAP will be resubmitted to Defra & presented at Cabinet in July 2011 for final approval 	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"> This work is ongoing 	Garry Dean
DUE	EH1.2c	To reduce the impact of traffic congestion	●	<ul style="list-style-type: none"> Working closely with Centro to develop sustainable transport packages maximising use of existing infrastructure 	Martyn Holloway
DUE	EH1.2d	To promote sustainable modes of travel	●	<ul style="list-style-type: none"> Working closely with Centro to develop sustainable transport packages maximising use of existing infrastructure. Healthy Towns initiative on programme and approaching completion. Business travel plans on target for the year. 	Martyn Holloway
DUE	EH1.3a	To undertake project work to identify mitigating actions regarding proactive flood management	●	<ul style="list-style-type: none"> In consultation with DEFRA, and in accordance with our role as Lead Local Flood Authority, work continues to develop Surface Water Management Plans and undertake preliminary flood risk assessments 	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"> We continue to undertake Community Litter Picks and Enforcement Officers have not only taken action against offenders, but have also attended different groups in order to educate and advise 	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"> The Council continues to deliver environmental enforcement (litter, waste etc.) on a consistent basis. 	Graham Bailey
DACHS	EH1.4c	To reduce fuel poverty and CO ₂ emissions for vulnerable and low income households living in the private sector	●	<ul style="list-style-type: none"> To work with partners to raise awareness and take up of energy efficiency initiatives: SLA and awareness raising initiatives have resulted in Dudley achieving the second highest spend in the region 	Ron Sims

Key Activities

Direct.	Ref.	Description	Q4 Status	Update	Lead Officer
				to date for the national Warm Front Scheme. <ul style="list-style-type: none"> To explore external funding initiatives to deliver solutions to contribute to divisional priority: External funding initiatives continue to be explored for their appropriateness for the sector 	
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"> £1.5m Carbon Emission Reduction Target(CESP) scheme delivered at Pensnett. Green Deal and Photovoltaic (PV)schemes under evaluation 	David Harris

Key Performance Indicators

Direct.	Ref.	Definition	08/09 Actual	09/10 Actual	10/11 Target	Q1 Actual	Q2 YTD Actual	Q3 YTD Actual	Q4 YTD Actual	Select Committee
DUE	NI 168	% of authority's principal roads where maintenance should be considered	8%	8%	8%	Data not available				
DUE	NI 169	% of authority's non-principal roads where maintenance should be considered	7%	7%	7%	Data not available				
DUE	NI 186 (NGLAA)	% reduction in per capita CO2 emissions in the local authority area			5.24	Data for 2009/10 & 2010/11 reported in July 2011				
DUE	NI 188	The level of preparedness reached by the Authority to manage risks to service delivery, the public, local communities, local infrastructure, business and the natural environment as a result of climate change (Grading 0-4; higher is better)	0	1	2	Annually reported				
DUE	NI 191	Number of kilograms of residual waste collected per household	748.46kg	736.87kg	745kg	147.87kg	327.17kg	493.34	643.46 	Environment
DUE	NI 192 (NGLAA)	% of household waste sent for reuse, recycling and composting	30.01%	29.4%	36%	39.70% 	36.76% 	34.31% 	32.78%  (See comment)	Environment

Comment for NI 192:

- Snowy weather restricted green waste put out. Green waste service not in use between 10th December to the end of February

Key Performance Indicators

DUE	NI 193	% of municipal waste which is sent to landfill	15.5%	15.1%	15%	13.70%	13.04%	11.75%	11.74%	Environment
						★	★	★	★	
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%	5%	4%	5%	5%	Environment
							▲	▲	▲ (See comment)	
Comment for NI 195a: <ul style="list-style-type: none"> Direct impact of severe winter has impacted programme of cleaning. Noted the combined detritus cleanliness has seen an improvement over a 12 month period 										
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%	July Target	July Actual	Nov Actual	March Actual	Environment
						8%	▲	★	★	
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%	3%	2%	2%	Environment
							●	★	★	
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%	0%	Environment
							●	●	●	
DUE	NI 196	Grading procedures 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 – 1% 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			21%	
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	Q4 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"> Programme for 2010/11 was funded from Prudential Borrowing and LTP. Additional funding still required on an annual basis. 	Garry Dean
DACHS	EH2.1b	Progress the regeneration of the North Priory Estate	★	<ul style="list-style-type: none"> To obtain grant funding for stage 1: Grant funding for stage 1 has been confirmed and grant agreement between Homes and Communities Agency (HCA) & Bromford / Keepmoat signed. To convey stage 1 to Bromford / Keepmoat and start on site: Stage 1 conveyed to Bromford / Keepmoat in August 2010. Remediation works for first stage now complete and on site construction work is advancing well. To develop local lettings plan: Final version of local lettings plan presented to and signed off at Project Board in January 11 To establish future governance arrangements for estate: Work on future governance arrangements will be led by Bromford and will commence nearer the time of the first completions. To progress development of community centre: Initial designs to be worked up by architects with input from local community. To oversee project and report to Project Board on a quarterly basis: Regular reporting to quarterly Project Boards. Board has met in both January and March 11 	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"> Achieved 	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"> Housing Management Assistants recruitment underway and consultation completed on policy for removal of items from communal areas. Work started on identifying outstanding 	Diane Channings
DACHS	EH2.2b	Complete an end-to-end lettings review, evaluate & implement changes	●	<ul style="list-style-type: none"> The redesign process has been implemented since the end of January and the test and refine stage of the project will be reported back to the gate review panel in May. 	Diane Channings
DACHS	EH2.3a	To complete two Extra Care housing schemes and progress the remaining three	●	<ul style="list-style-type: none"> To progress the third extra care scheme with planners and council colleagues: Revised site plan prepared including generally market housing. provisional meeting with planners arranged To continue to identify sites for remaining two schemes: New proposed sites are currently being examined by Midland Heart alongside the original proposed schemes 	Ron Sims

Key Activities

Direct.	Ref.	Description	Q4 Status	Update	Lead Officer
DACHS	EH2.4a	To ensure that empty homes are brought back into use	★	<ul style="list-style-type: none"> To continue to bring empty properties back into use using a combination of advice, guidance and timely enforcement action: Properties continue to be brought back into use. 	Ron Sims
DACHS	EH2.4b	Further develop partnership working to address all causes of homelessness within the Borough	★	<ul style="list-style-type: none"> Activity this qtr has focused on impending welfare benefits reforms and working with partners on preventative services for tenants and the general public. Work is also ongoing around hospital discharge and youth homelessness. 	Diane Channings

Key Performance Indicators

Direct.	Ref.	Definition	08/09 Actual	09/10 Actual	10/11 Target	Q1 Actual	Q2 YTD Actual	Q3 YTD Actual	Q4 YTD Actual	Select Committee
DACHS	NI 158	% of non-decent council homes (of the total Council housing stock)	9%	5%	0%	Annually reported			0%	Environment
DACHS	BV 064	Number of empty properties brought back into use or demolished as a result of local authority action	100	111	105	38 ★	58 ★	78 ●	105 ●	Environment
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 ★	303 ★	404 ★	552 ★	Environment
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% ●	1.89% ●	1.9% ▲	1.93% ▲	Environment
<p>Comment for DACHS HM 004:</p> <ul style="list-style-type: none"> The target has been set to maintain void rent loss at around 1.8% in line with accountancy methodology and benchmarking with comparator organisations. Housing Management and Building Services have both reviewed their organisational arrangements and workflow processes in order to improve performance. Despite this, the outturns over recent quarters has been above the target set and the decision was taken to conduct an end to end review of voids and lettings in 2010/11, using a systems thinking/LEAN management methodology. The review commenced in August 2010, and is in four phases: <ul style="list-style-type: none"> Phase 1 – Diagnose & Understand – August to September Phase 2 – Re-Design – October to November Phase 3 – Test & Refine – December to March Phase 4 – Embed & Confirm – April 2011 onwards From this it can be seen that new ways of working will begin to be tested in quarter four, but will only be fully in place for 2011-12. 										
DUE	DUE EM 005	Number of lighting columns replaced or updated	387	956	365	231 ★	415 ★	570 ★	572 ★	Environment






















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	Q4 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"> Ongoing programmes being delivered across all Council leisure and culture sites and in partnership with voluntary sector organisations in a range of settings 	Duncan Lowndes
DCS	ICL1.2a	Improve attendance and behaviour at school	●	<ul style="list-style-type: none"> Some significant improvements have been achieved - e.g. Dudley's average time to find alternative provision for excluded pupils below the National average. However, the Education Bill presents challenge for this work - schools no longer have to provide some data and preventative support work has become a traded service. We will need to evaluate the impact on this. 	Jon McCabe
DCS	ICL1.2b	Improve outcomes for children aged 0-11 (early years and primary)	●	<ul style="list-style-type: none"> Schools in OfSTED categories continue to make good progress. However, from April 1st this work ceases to be a statutory responsibility for the Local Authority schools in OfSTED categories will be monitored and supported directly from the DfE we will all need to evaluate the impact of this 	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"> Secondary schools continue to make good progress. Support from the LA services has received favourable evaluations from schools and, where applicable, OfSTED monitoring visits 	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"> The YOS continues to improve in this area, in spite of the economic climate. Path4everyone continues to offer a comprehensive service to unemployed young people in the cohort 	Mike Galikowski
DACHS	ICL1.3a	Implement Post-19 Learning and Skills Strategy for Dudley	●	<ul style="list-style-type: none"> Regular meeting with borough providers and partners. Agendas have focussed on ESOL (English as a Second Language) Action Plan, Dudley Skills for Life , Dudley Community plan performance management and data sharing, consultation on Skills for Sustainable Growth. learning and employability, voluntary sector Take Part programme, ArtSpace development initiative and health and fitness 	Kate Millin

Key Performance Indicators

Direct.	Ref.	Definition	08/09 Actual	09/10 Actual	10/11 Target	Q1 Actual	Q2 YTD Actual	Q3 YTD Actual	Q4 YTD Actual	Select Committee
DCS	NI 045	% young offenders engaged in suitable Education, Employment or Training (EET)	76.9%	82.4%	90%	71.4%	68.7%	Data will not be available until end of January	Data not available until end April' 11	Children's Services
										
DCS	NI 087	% of pupils persistently absent (PA) in secondary schools maintained by the LEA	6.3%	4.37%	5%	4.37%	4.37%	4.37%	See Comment	Children's Services
										
Comment for NI 087: <ul style="list-style-type: none"> Schools are no longer required to make returns on persistent absence. 										
DCS	NI 117	% 16 – 18 years olds who are not in education, employment or training (NEET)	5.3%	4.9%	Awaiting guidance	4.6%	n/a	4.4%	n/a See Comment	Children's Services
Comment for NI 117: <ul style="list-style-type: none"> NEET remains at a low level. This is expected to rise as school leavers officially leave. A focus for this Quarter has been supported Year 11 potential labour market entrants. These young people are supported to ensure they do not become NEET. There has also been a huge drive promoting apprenticeships which has included one to one, groundwork, information sessions to teachers and assembly presentations. Post 16 Commissioning Team and Connexions have worked closely to start preparing to work with the successful providers who are going to offer the NEET programme. Once NEET ESF contracts have been issued we shall share information across local authority officers, Connexions and partners and stakeholders to ensure that the partnership collectively works together to improve the support for NEET and vulnerable young people. 										
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%	6.82%	6.82%	7.12%	Children's Services
										
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%	5.75%	5.75%	6.15%	Children's Services
										
DACHS	DACHS ACL KP 1	Number of learners engaged in Adult Community Learning	2,500	2,890	2,700	669	1,659	1,981	2,899	Regeneration, Culture and Adult Education
										
DACHS	DACHS ACL KPI 2	Individual adult learners 19+ in Adult Community Learning team programmes	7,236	6,537	6,000	2,118	3,321	5,366	6,644	Regeneration, Culture and Adult Education
										

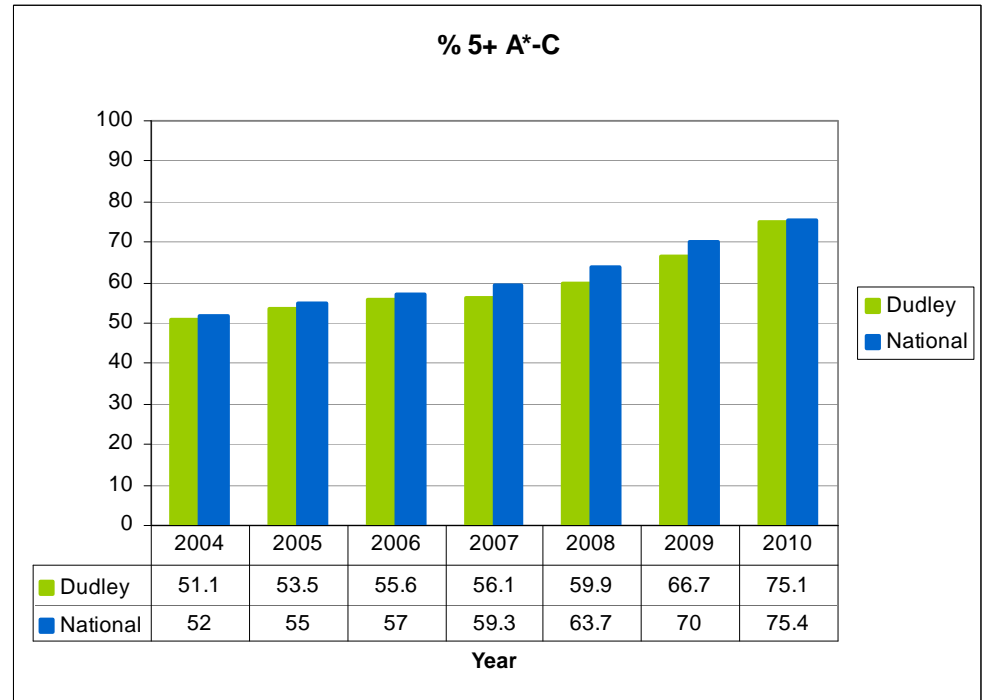
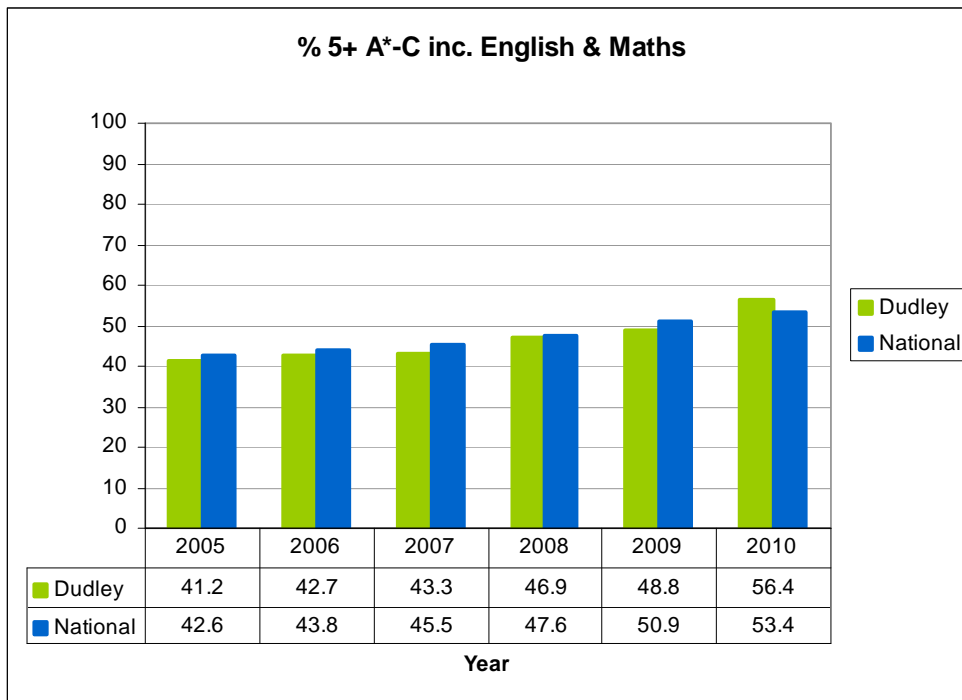
Key Performance Indicators										
Direct.	Ref.	Definition	08/09 Actual	09/10 Actual	10/11 Target	Q1 Actual	Q2 YTD Actual	Q3 YTD Actual	Q4 YTD Actual	Select Committee
DACHS	DACHS ACL KPI 8.5	% of adult learners engaged in Adult Community who are male	24%	29%	30%	26%	29%	28%	28%	Regeneration, Culture and Adult Education
DACHS	DACHS LAAL 001	Number of visits to libraries	New PI	1,245.000	1,250.000	Annually Reported			1,201.850	Regeneration, Culture and Adult Education
DACHS	DACHS LAAL 002	Number of issues of archives materials	New PI	18,254	18,254	3,924	7,486	11,393	11,393	Regeneration, Culture and Adult Education
DACHS	DACHS LAAL 003	Number of visits to Local History and Archive Service	New PI	3,617	3,617	735	1,524	2,232	2,232	Regeneration, Culture and Adult Education

The scorecard below shows the latest validated educational attainment data for the 2009/10 academic year:

Key Performance Indicators					
Direct.	Ref.	Definition	09/10 Academic Year	Comment	Select Committee
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)	52%	<ul style="list-style-type: none"> 52% of children in Dudley achieved a good level of development in 2010 and is an increase of 9% compared to 2009. This figure is 4% below the National figure (which improved by 4%). Over the last three years the percentage for Dudley has increased by 17%, while the National increase has only been 11%. 	Children's Services
DCS	NI 075	% of pupils achieving 5 or more A*-C or equivalent, including English and maths, at Key Stage 4	56.4%	<ul style="list-style-type: none"> Dudley secondary schools are collectively celebrating their best ever GCSE performance. Confirmed and final GCSE data for Summer 2010 will be available mid January 2011 and a slight variation is expected due to a schools' data checking exercise. The charts below highlight the improvement in Dudley's GCSE performance. 	Children's Services

Key Performance Indicators

Direct.	Ref.	Definition	09/10 Academic Year	Comment	Select Committee
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DCS	NI 073	% of pupils achieving level 4 or above in both English and maths at Key Stage 2	See comment	<ul style="list-style-type: none"> New floor targets have been set by the DFE of 60% Level 4+ in both English and Mathematics at the end of KS2. The Local Authority will not have a statutory duty to support schools from April 1st. We will need to evaluate the impact of the new Education Bill in this area 	Children's Services
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	See comment	<ul style="list-style-type: none"> New floor targets have been set by the DFE of 60% Level 4+ in both English and Mathematics at the end of KS2. Only one school has set targets below this. The Local Authority will not have a statutory duty to support schools from April 1st. We will need to evaluate the impact of the new Education Bill in this area. 	Children's Services

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	Q4 Status	Update	Lead Officer
DCR	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"> 21 cases of which 13 were issued in 14 days - 62% performance against target of 56% 	Mohammed Farooq

Key Performance Indicators										
Direct.	Ref.	Definition	08/09 Actual	09/10 Actual	10/11 Target	Q1 Actual	Q2 YTD Actual	Q3 YTD Actual	Q4 YTD Actual	Select Committee
DCR	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%	95%	56%	80%	Children's Services
						★	★		★	

The scorecard below shows the latest validated educational attainment data for the 2009/10 academic year:

Key Performance Indicators					
Direct.	Ref.	Definition	09/10 Academic Year	Comment	Select Committee
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	46%	<ul style="list-style-type: none"> The SATs boycott has impacted on availability of results for the 2009/10 academic year. Results received, however, show an increase of 8.6 percentage points on the previous year. Sustaining 2010 improvements is being made more difficult by the need to withdraw funding from several key programmes. Work is currently ongoing where funding remains. 	Children's Services
DCS	NI 092	% gap between the lowest achieving 20% in the early years foundation profile and the rest	32%	<ul style="list-style-type: none"> At 32%, we narrowly missed the narrowing the gap target of 31.8% by one child. The trend over 3 years is an improvement of 7.5%. Dudley's result is lower than the national figure of 32.7%. Dudley is ranked 7th out of the 14 West Midlands local authorities for narrowing the gap. This is a significant improvement on last year when Dudley's position was much lower. 	Children's Services

Key Performance Indicators

Direct.	Ref.	Definition	09/10 Academic Year	Comment	Select Committee
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	-	<ul style="list-style-type: none"> The SATs boycott has impacted on availability of results for the 2009/10 academic year. Sustaining 2010 improvements is being made more difficult by the need to withdraw funding from several key programmes. Work is currently ongoing where funding remains. 	Children's Services
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	-	<ul style="list-style-type: none"> National data shows Dudley figure to be 32% which is 13% higher than target, 24% higher than last year, and places Dudley 3rd in the national table. Both authorities that were placed above Dudley had cohorts half the size of Dudley. 	Children's Services
DCS	NI 102i	% point gap between pupils eligible for free school meals and their peers achieving the expected level at Key Stage 2	24.6%	<ul style="list-style-type: none"> The two groups investigating ways of supporting pupils eligible for free school meals in now developing well and has grown, now involving 11 secondary schools. The groups meet regularly and share good practice. Activities put in place to help pupils eligible for FSM are developing well and each school is pleased with the progress made so far. 	Children's Services
					
DCS	NI 102ii	% point gap between pupils eligible for free school meals (FSM) and their peers achieving the expected level at Key Stage 4	30%	<ul style="list-style-type: none"> Support for pupils eligible for FSM is developing well. Schools hope they are on track to close the gap in achievement that has been persistently around 30% for the last few years. Significant work around raising aspirations is well in place. 	Children's Services
					
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)	78.3% English	<ul style="list-style-type: none"> Very good progress has been made KS1-2. 2 Levels progress English 89.5% and Mathematics 89.3% Primary EAL Consultant is working in 6 primary schools. 	Children's Services
			78.6% Mathematics		
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)	57.2%	<ul style="list-style-type: none"> EMAS Classes continues to flourish. This term the class has catered for 12 newly arrived pupils (all KS3/4). 6 have been mainstreamed to schools and making good progress. The remainder are awaiting decision from the Pupil Panel. Parent Forum meetings will be taking place this term at our new site. EMAS staff will deliver the training to empower parents to deal with school related matters for their children. Family support offices have continued to help parents, children and schools on varying schooling and social matters to good effect. Links with GRT team have been maintained. 	Children's Services
					

Community Safety

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

Key Activities

Direct.	Ref.	Description	Q4 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"> We have successfully retained our existing 15 Park Mark Awards. Assessors will carry out follow-up site visits during April/May and have been requested to assess a 16th car park 	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"> Partnership Borough wide strategic assessment completed and signed off by strategic board. Annual community safety plan written and signed off by strategic board. Dudley remains the safest borough within the west midlands with the lowest crime rate per 1000 residents 	Dawn Hewitt
CEX	CS1.1c	Delivery of the Prolific and other Priority Offenders (PPO) Scheme	★	<ul style="list-style-type: none"> Scheme continues to be successful with a multi-agency commitment to managing this cohort of offenders 	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"> The Reducing Reoffending Strategy is in its final stages of development. It is anticipated that it will be approved by safe & sound's Strategic Board at their May Meeting and begin to be implemented in June 2011 	Bob Dimmock/ Sue Hayward
CEX	CS1.1e	Coordinate delivery of Operation Stay Safe	★	<ul style="list-style-type: none"> New appointment based system trialled. Four sessions undertaken this quarter. Going into new financial year, the project has been paused whilst an evaluation takes place during the spring. 	Andy Winning
CEX	CS1.1f	Coordinate and deliver crime reduction activities through the Joint Activities Group (JAG)	●	<ul style="list-style-type: none"> Operation Spotlight continues to deliver DNA property marking kits to victims of burglaries. Evaluation of the initiative put on hold until more data is available. <p>Example of other initiatives.</p> <ul style="list-style-type: none"> CCTV target hardening of Central Mosque Funding to remove disused tennis courts attracting ASB Domestic Violence U Tube campaign launched for hard to reach groups. 	Bob Dimmock
DACHS	CS1.1g	Review working practices to tackle anti-social behaviour Corporate and Partnership levels	●	<ul style="list-style-type: none"> Work started on process mapping current service delivery for 3 key areas of demand. Work of project team refocused following last project board meeting with a new project manager appointed 	Diane Channings
DCR	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"> No instructions received during quarter 4 	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"> Originally postponed by Strategic Board until October to fit better with the strategic assessment process, now proposal will go to May board to scrap all together following organisational restructure 	Alistair Cook

Key Activities

Direct.	Ref.	Description	Q4 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"> Now converted 100% to e-newsletter, co-ordinated through marketing officer. First e-newsletter was produced alongside last hard copy 	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"> This remains problematic in terms of getting staff to update continuously, but the front page is continuously updated through the marketing officer. The site is now complemented by a linked campaign site which will soon be branching out to attempt income generation from the sales of campaigns 	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"> Although the principal government target has now been scrapped, Board confirmed that it should remain a priority and the marketing activity has continued as before. 	Alistair Cook
CEX	CS1.2e	Proactive identification of tensions via tension monitoring process and implementation of appropriate measures	●	<ul style="list-style-type: none"> Tension monitoring process under continuous improvement. New Community Integration delivery group met first on 31st January 2011, being developed to aid process. 	Rosina Ottewell
CEX	CS1.2f	Development of the Hate Crime Strategy	●	<ul style="list-style-type: none"> Hate Crime Strategy completed and approved by Safe and Sound on 22nd November 2010 	Rosina Ottewell/ Nina Bahia
CEX	CS1.2g	Implement the key actions of the Hate Crime Strategy	●	<ul style="list-style-type: none"> Ongoing work to develop action plan. Still awaiting the national guidance on the Cross Government Action plan promised for last spring. Coalition Government promising this by May 11. Also impact of spending review on both CC action plan and Hate Crime action plan still to be fully assessed. 	Rosina Ottewell/ Nina Bahia
CEX	CS1.3a	Explore benefits of undertaking partnership self-assessment event	★	<ul style="list-style-type: none"> Thematic peer review undertaken regarding anti social behaviour via the west midlands peer support programme 	Dawn Hewitt

Key Performance Indicators

Direct.	Ref.	Definition	08/09 Actual	09/10 Actual	10/11 Target	Q1 Actual	Q2 YTD Actual	Q3 YTD Actual	Q4 YTD Actual	Select Committee
CEX	SSC 01.1	Overall crimes recorded	11,428	10,459	10,458	2,952	5,505	7,989	10,138	Community Safety and Community Services
CEX	NI 016 (NGLAA)	Number of serious acquisitive crimes per 1,000 population	15.38	13.64	15	4.11	7.80	11.52	14.40	Community Safety and Community Services
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	1.52	2.70	3.96	5.16	Community Safety and Community Services
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		-	-	-	Final data not yet available	Final data not yet available	Community Safety and Community Services
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	Information not available until 2011/12				
DUE	DUE EM 001	Number of Park Mark Awards on Local Authority car parks	14	15	16	Annually reported			15	
Comment: DUE EM 001: New accreditation for latest car park not given yet										
DCR	L&P LDS 134	% of anti-social behaviour order applications that result in a successful legal outcome	100%	00	00	None recorded				Community Safety and Community Services

Community Safety

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

Key Activities					
Direct.	Ref.	Description	Q4 Status	Update	Lead Officer
CEX	CS2.1a	Ensure effective delivery of commissioned services	★	<ul style="list-style-type: none"> Adult Tier 2/3 services are effectively being delivered and targets are being met and exceeded in some cases. The Drug Intervention Programme is being delivered effectively. 	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"> Nationally Tackling Drugs Changing Lives did not take place, locally the DAAT have been involved in a number of community events raising awareness and the Christmas Cocaine and Alcohol Campaign took place on 17th December and 5th January 	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"> Despite the fact that bespoke training sessions were requested the person enquiring failed to make contact prior to the training post coming to an end. Therefore no sessions were delivered in this quarter. <p>Training is no longer provided due to no more funding available</p>	Dee Russell
CEX	CS2.2a	Ensure that appropriate interventions are delivered to maximise adult drug users into treatment	★	<ul style="list-style-type: none"> Outreach, peer support and prison surgeries and Short Duration Programmes (SDP) in prison have been implemented to maximise drug users into treatment. 	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"> 69 people were trained in tier 1 Refresher courses have also been offered and undertaken 	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"> 16 people were trained in tier 2 	Dee Russell/ Sue Hayward
DUE	CS2.3a	Reduce harm to children by limiting the access to alcohol	●	<ul style="list-style-type: none"> For the full year 74 test purchases for alcohol were carried out with 6 sales. 	Nick Powell
DACHS	CS2.3b	To implement the Alcohol Strategy <ul style="list-style-type: none"> Take part in the systems thinking programme and implement outcomes 	●	<ul style="list-style-type: none"> Alcohol strategy refreshed to include Crime & Disorder, Parental Substance Misuse and Accident Prevention 	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"> 86.2% of young people left treatment in an agreed and planned way with 88% being referred on to other services for ongoing support. This maintains Dudley as one of the best performers in the region and significantly above the national average of 73%. Strong partnership working with YOS, Connexions and CAMHS services. 	Audrey Heer

Key Activities

Direct.	Ref.	Description	Q4 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"> Completion of needs assessment and action plan for 2011/2012. Data from the Healthy Lifestyle shows there has been a steady decline in the use of alcohol by school pupils over the past 6 years and reported drug use by young people has fallen again since 2008. Due to reduction in capacity to deliver education within schools this may lead to an increase in substance misuse. Cannabis use is still the top drug of choice. These young people are at much greater risk of becoming victims of violence and aggression and carrying weapons than those who have been drunk. Concern that focus in the Borough seems to be on alcohol issues and not drugs 	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"> Agencies involved in Operation Stay Safe providing targeted alcohol interventions with young people accessing the project. Problematic users are referred to the Zone for support. Evaluation to be completed to identify changes in behaviour etc of those who have accessed and been supported through Operation Stay Safe 	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"> Due to reduction in capacity to train the generic workforce in 2011-12 focused promotion of substance use training to the children and young peoples workforce resulted in an increased take-up by foster carers and children's social care teams. 	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"> The Drugs and Alcohol Action Team have worked through out the year to raise awareness of the impact of alcohol misuse on individuals, families and communities. A workshop was arranged by the Young Persons Substance Misuse Group and held in March 2011 to raise awareness in respect of Foetal Alcohol Spectrum Disorders 	Drug & Alcohol Team

Key Performance Indicators

Direct.	Ref.	Definition	08/09 Actual	09/10 Actual	10/11 Target	Q1 Actual	Q2 YTD Actual	Q3 YTD Actual	Q4 YTD Actual	Select Committee
PCT	NI 039	Rate of hospital admissions per 100,000 population for alcohol related harm	1,872	2,035	1,979	Information not available yet				

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	Q4 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"> Action completed 	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"> Complete subject to champions' ongoing responsibilities in their own directorates. 	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"> Completed with cessation of NGLAA 	Andy Wright
CEX	QS1.2b	Develop Joint Strategic Needs Assessment (JSNA) framework with the initial focus on Health, Local Economy, Safe & Sound Partnership and Child Poverty	●	<ul style="list-style-type: none"> The refreshed JSNA is available on the Community Partnership web site. Both Child Poverty and Crime needs assessments have been completed 	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"> The Database continues to be updated; a new internal awareness raising campaign will be rolled out from June, tied to the completion of the updated system with the PCT. Continued analysis of engagement activities via the Partnership Working Consultation Group is to be agreed 	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"> Work continues to be delivered under the auspices of the Community Cohesion & Tension Monitoring Executive Group. Some projects are being continued into 2011-12 in order to ensure best value for money.. 	John Hodt
DACHS	QS1.3c	Embed community engagement in planning and quality improvement of services	●	<ul style="list-style-type: none"> Good progress is being made. This action is ongoing 	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"> Meeting to discuss proposed local offers and associated service standards was held on 27th January and a further Project Board meeting took place in on February 	Diane Channings
DCR	QS1.4a	Review the Code of Corporate Governance and obtain member approval	★	<ul style="list-style-type: none"> Code approved by Standards Committee on 12/4/10 and approved by Council on 19/7/10 	Phil Tart/ Les Bradshaw
DCR	QS1.4b	Publish and promote the revised Code of Corporate Governance	★	<ul style="list-style-type: none"> Code published on Intranet 	Phil Tart/ Les Bradshaw
DCR	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"> Corporate management structure now in place to ensure Information Governance across the organisation (Senior Information Risk Owner / Information Risk Owners identified and Information Governance Board meets bi-monthly). Responses to FOI requests currently at 95% within timeframes. Information Governance Strategy Implementation Plan in place 	Iain Newman Lance Cartwright

Key Performance Indicator NI 007: % of third sector organisations surveyed who think that the local statutory bodies positively influence their success (Third Sector Survey) – Information not yet available.

Quality Service

Priority 2 Resource efficiency

Key Activities

Direct.	Ref.	Description	Q4 Status	Update	Lead Officer
DCR	QS2.1a	Implement the Work Plan of the Human Resource Strategy to focus on: <ul style="list-style-type: none"> • People & performance management • Leadership • Skills development, flexibility & organisational change • Pay & reward • Recruitment, retention & diversity 		<ul style="list-style-type: none"> • Ongoing implementation of year 2 workplan, however this will be impacted upon by the budget and grading and pay review processes. 	Teresa Reilly
DCR	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"> • Corporate Action Plan updated following completion of identified actions. Work continues to identify actions for the development of the 2011/12 Action Plan 	Ray Faulkner
CEX	QS2.1c	Promote equality & diversity in service delivery, employment and training across the Council		<ul style="list-style-type: none"> • Ongoing e.g. on equality impact assessment of budget proposals; development of equality e-learning package 	Simon Manson
DACHS	QS2.1d	Joint Workforce Planning with the Primary Care Trust (PCT) and Mental Health Trust		<ul style="list-style-type: none"> • Joint Strategy in place. Needs review in light of NHS reforms. 	Brendan Clifford
DCR	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"> • All related tasks are currently on target - ongoing 	Iain Newman


Key Activities

Direct.	Ref.	Description	Q4 Status	Update	Lead Officer
DCR	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"> Work continues to promote the Corporate Procurement Strategy and the following activities are examples of recent tasks undertaken to support initiatives covered within the Procurement Strategy: <ul style="list-style-type: none"> - Commencement of utilisation of contract management module within e-tendering system - Further improvements made to Forward Procurement Plan allowing for more refined search activities to ensure it is more useful to assist local businesses. - Work ongoing to develop information that will benefit voluntary / third sector organisations in terms of business 	Phil Tart/ Ian Clarke
DCR	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"> Existing services reviewed and revised - Benefit administration, Housing lettings/terminations, Refuse/recycling/green waste. Corporate ID card verification scheme being finalised 	Sean Beckett
DCR	QS2.3b	Manage the Council's ICT resources, exploiting technology and systems for productivity and efficiency gains	●	<ul style="list-style-type: none"> New ICT Strategy to be launched following report to Select Committee in June. Plans for data centre refurbishment and extension to accommodate additional services are well under way 	Lance Cartwright
DCR	QS2.3c	Undertake a range of value for money (VFM) reviews across the Council	●	<ul style="list-style-type: none"> VFM team established within Audit Services continues to carry out studies. Cumulative savings of £1m+ identified 	Les Bradshaw
DCR	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"> Current development work is ongoing 	Teresa Reilly
DCR	QS2.3e	Rationalisation of Council directorates to develop and implement a structure for a Corporate Resources directorate	★	<ul style="list-style-type: none"> New directorate established w.e.f. January 1 2011. Actions currently under way to integrate processes and share good practice, e.g. in administration and use of ICT 	Phil Tart
DACHS	QS2.3f	To ensure services are commissioned that are led by citizens' needs and outcomes	●	<ul style="list-style-type: none"> On schedule. Micro commissioning responsibilities integrated into commissioning unit. 	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"> Good progress is being made. 	Brendan Clifford
DACHS	QS2.3h	Working with tenants to develop local offers	●	<ul style="list-style-type: none"> Meeting rescheduled for the 27th Jan to negotiate proposed local offers 	David Harris/ Diane Channings
DACHS	QS2.3i	Older People Service re-design	●	<ul style="list-style-type: none"> Due to go to DMT 12th April. Meeting with Union to take place in April 2011 	Maggie Venables

Key Activities

Direct.	Ref.	Description	Q4 Status	Update	Lead Officer
DACHS	QS2.3j	To develop & implement Dudley's approach to Transforming Social Care	●	<p>User Led Organisation: The Queens Cross A team did become a User Lead Organisation (ULO) by December 2010 but further development work continues and significant progress has been made.</p> <ul style="list-style-type: none"> • Consultation continues with Action For Disabled People and Carers (ADC). • Final Transforming Social Care Team Update Sessions for managers, assistant team managers and senior social workers held • Working together for change and personalised outcomes feedback event held with users and carers at Queens Cross in February re market intelligence - Physical Disabilities and Sensory Impairment services. Follow up event later in the year. • Following the co-production event re development of peer support/ advocacy for people with physical disabilities and sensory impairments two groups presented how they would provide this service. The A-Team were successful and have been awarded £5000. <p>Self Directed Support and Personal Budgets: More than 2000 fully completed self-directed support assessments have been recorded on the system. Over 410 staff have so far attended the 'Moving on Together' briefing sessions which have reinforced the key messages and aimed at ensuring that the processes in place around self-directed support are understood and being implemented. The self-directed support process has been rolled out to all localities and is still ongoing with mental health services.</p> <p>We still need more details and more completed data to determine whether the RAS system is working across all user groups. Work has continued throughout 2010 to ensure consistency and thus across all reviews and reassessments a MAF2 and support plan must be completed.</p> <p>Resource Allocation System:</p> <ul style="list-style-type: none"> • Monitoring of systems for authorisation of personal budget allocation. • Further analysis of RAS data across service user groups. • Drive to ensure all data required for systems to function correctly is available and in the right place. • Development work regarding meeting high cost supported community living placements continues from initial roll out of personal budgets. We have identified a problem with maximum allocations available for complex case clients particularly affecting Learning Disability. In order to correct this anomaly some of the Learning Disability budget has been moved out of the resource allocation system (RAS) to meet costs of clients requiring high cost community placements and support. A method for the allocation of this budget has been accepted by Learning Disability Team Managers but this is subject to the agreement of the Head of Service - meeting is being held on the 8th March regarding this. The net effect of this is the price point has had to be reduced to make this change. Also given the reduction in public sector funding in order to minimise the impact on clients receiving a personal budget it was decided the reduction in price point should be implemented from 1st January 2011 this will continue to be monitored. <p>Charging: New policy is being implemented as clients are financially reviewed.</p>	Richard Carter/ Maggie Venables

Key Activities

Direct.	Ref.	Description	Q4 Status	Update	Lead Officer																																																			
DCS	QS2.3k	Increase use of the Common Assessment Framework (CAF) across the Directorate of Children's Services		<table border="1"> <thead> <tr> <th>Agency</th> <th>Number of CAF Started</th> <th>Performance</th> </tr> </thead> <tbody> <tr> <td>Directorate</td> <td>467</td> <td>36.46%</td> </tr> <tr> <td>Connexions</td> <td>76</td> <td>5.93%</td> </tr> <tr> <td>Prospects</td> <td>2</td> <td>0.16%</td> </tr> <tr> <td>Children's Centres</td> <td>202</td> <td>15.77%</td> </tr> <tr> <td>Social Care</td> <td>101</td> <td>7.88%</td> </tr> <tr> <td>Education Welfare Service</td> <td>10</td> <td>0.78%</td> </tr> <tr> <td>Parent Support Advisors</td> <td>33</td> <td>2.58%</td> </tr> <tr> <td>Respect Teenage Pregnancy</td> <td>2</td> <td>0.16%</td> </tr> <tr> <td>Autism Outreach</td> <td>3</td> <td>0.23%</td> </tr> <tr> <td>Integrated Services</td> <td>14</td> <td>1.09%</td> </tr> <tr> <td>Youth Service</td> <td>10</td> <td>0.78%</td> </tr> <tr> <td>Youth Offending Team</td> <td>1</td> <td>0.08%</td> </tr> <tr> <td>Adult Mental Health</td> <td>4</td> <td>0.31%</td> </tr> <tr> <td>Pupil Access</td> <td>2</td> <td>0.16%</td> </tr> <tr> <td>Extended Services</td> <td>2</td> <td>0.16%</td> </tr> <tr> <td>Specialist Early Years</td> <td>5</td> <td>0.39%</td> </tr> </tbody> </table> <p>The proportion of common assessments started by the directorate has decreased from 39.03% to 36.46% in 2010-11. It peaked in Quarter 2 at 42.56%. Approximately 40% of the directorate's CAFs are started by children's centres. Nearly 20% of the directorate's CAFs are started by social care which indicates use of CAF at a high threshold of need. It is disappointing that Youth Services, Prospects and the Education Welfare Service have still not taken the opportunity to support greater number of children and young people through CAF.</p>	Agency	Number of CAF Started	Performance	Directorate	467	36.46%	Connexions	76	5.93%	Prospects	2	0.16%	Children's Centres	202	15.77%	Social Care	101	7.88%	Education Welfare Service	10	0.78%	Parent Support Advisors	33	2.58%	Respect Teenage Pregnancy	2	0.16%	Autism Outreach	3	0.23%	Integrated Services	14	1.09%	Youth Service	10	0.78%	Youth Offending Team	1	0.08%	Adult Mental Health	4	0.31%	Pupil Access	2	0.16%	Extended Services	2	0.16%	Specialist Early Years	5	0.39%	Mike Wood
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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"> A Carbon Management Plan is in operation with new supporting management arrangements across all directorates 	Helen Martin																																																			

Key Performance Indicators

Direct.	Ref.	Definition	08/09 Actual	09/10 Actual	10/11 Target	Q1 Actual	Q2 YTD Actual	Q3 YTD Actual	Q4 YTD Actual	Select Committee
DUE	NI 185	CO2 reduction from Local Authority operations Total CO2 tonnage	Total CO2 50,800 Reduction N/A as baseline year	July 2011		Data unavailable till July 2011				
DCR	L&P PER 009	Number of lost time accidents at work	200	215	205	60 ▲	109 ▲	166 ▲	218 ▲	n/a
DCR	L&P PER 010	Average number of days lost per lost time accident at work			11.01	11.89 ▲	10.7 ●	10.33 ★	11.47 ●	n/a
DCR	L&P PER 016	Proportion of working days/shifts lost to sickness absence (days per FTE)	9.85	9.99	9.8	2.42 ●	4.39 ★	7.28 ●	9.82 ●	n/a
DCR	017	% of employees declaring they have a disability	1.8%	1.8%	2%	1.8% ▲	1.9% ▲	1.9% ▲	2.00% ●	n/a
DCR	018	% local authority employees from an ethnic minority	5.6%	5.9%	6.5%	6.6% ●	6.1% ▲	6.2% ●	6.2% ●	n/a
Comment: L&P Per 009 – Net increase numerically small										

Section 4

Sickness Absence

This section provides the sickness analysis for the financial year to date, showing days lost per full time equivalent across the Council.

Due to the current workload pressures in Human Resources, the more detailed breakdown relating to the duration of sickness absence is not available this quarter.

Dudley MBC Sickness Analysis April to March 2011

ALL EMPLOYEES D	A	B	C	
DEPARTMENT	FTE days of sickness since 1 April	FTE STAFF	Days lost per FTE member of staff	Sickness as a % of FTE days since 1 April
Chief Executive's	509.77	88.80	5.74	2.59
Children's Services	14645.96	1270.43	11.53	5.19
DACHS	28386.64	2215.86	12.81	5.77
Finance	5137.18	562.72	9.13	4.11
Law & Property	2450.49	313.77	7.81	3.52
Urban Environment	14896.61	1177.44	12.65	5.70
Total	66026.65	5629.02	11.73	5.28

ALL EMPLOYEES

Schools Total	35684.75	4728.82	7.55	3.81
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ALL EMPLOYEES

AUTHORITY TOTAL	101711.40	10357.83	9.82	4.65
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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 = $\frac{\text{Column A}}{(\text{Number of months of report} \times \text{working days per month} \times \text{Column B}) \times 100}$

Section 5

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)

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

Reporting Period 1st April 2010 to 31st March 2011*

**NB: Some engagement activities may have begun before 1st April 2010 and continued into the next reporting period.*

Jobs and Prosperity

DUE - Halesowen Area Action Plan 'Options' Document

To consult stakeholders on the emerging policies for the Halesowen Area Action Plan (AAP)

Headline Findings:

The Halesowen Area Action Plan (AAP) 'Options' stage consultation document sets out a preferred vision and several objectives for the town centre, along with a variety of issues, options and suggested policies and text. There was much written support for what was put forward, including:

- Any new retail development be focussed within (or adjacent to) Halesowen town centre's retail core
- Enhancement of and improved access to/along the River Stour and green infrastructure.
- Improving the relationship between St. Johns Church and its surroundings (pedestrian access, connectivity).
- Improving the evening/night-time economy.

A 2 day consultation event at the Cornbow Shopping Centre was similarly well received and supported

Methodology:

(Township) Area Committees
Questionnaires / Postal Surveys
Written Reports / Circulation of Documents
Open Days / Roadshows / Exhibitions / Conferences
Emails
Letter with Response Form
Printed Media (e.g. Newsletters, Magazines, Posters, Leaflets, Flyers etc)
The Internet / Websites / WAP

David Piper

Starts: 30/07/2010

Ends: 10/09/2010

Jobs and Prosperity

DUE - Stourbridge Area Action Plan 'Options Report' (Feb 2010)

To seek views from the public on whether the options identified in the Stourbridge Area Action Plan draft "Options Report" (Feb 2010) are the right options needed to help secure the future regeneration of Stourbridge town centre.

Headline Findings:

Majority of respondents to the February/ April 2010 six-weeks public consultation stage felt that there is a need to strengthen and improve surface level pedestrian and cycle linkages to the town centre core from the surrounding urban area and a need to reduce the barrier and severance effect of the Ring Road on the town centre. Majority of respondents also supported high quality urban design in new built developments, a need to deliver green space environmental enhancements along the River Stour and Stourbridge Branch Canal corridors, and supported delivering new high quality housing within some of the major opportunity sites located on the edge of the town centre. Need to preserve the town's special historical heritage also supported.

Methodology:

Discussion Groups / Forums
Questionnaires / Postal Surveys
Written Reports / Circulation of Documents
Open Days / Roadshows / Exhibitions / Conferences
Emails
Letter with Response Form
Printed Media (e.g. Newsletters, Magazines, Posters, Leaflets, Flyers etc)
The Internet / Websites / WAP

Robin Whitehouse
09/04/2010

Starts: 26/02/2010

Ends:

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 Stiffin

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

DUE - Customer Satisfaction Survey

To identify current satisfaction levels amongst customer to Crystal, Dudley and Halesowen Leisure Centres as well as the Dell Stadium

Headline Findings:

Of those who completed the survey, swimming was the most popular activity. The vast majority of respondents were satisfied or very satisfied with:

- activities at convenient times
- the range of activities
- quality of equipment
- helpfulness of staff

- value for money
- overall satisfaction

Areas of less satisfaction were:

- Pool water temperature
- Quality of food and drink
- Cleanliness of changing rooms and toilets

Methodology: Other

Matt Weetman
30/11/2010

Starts: 06/09/2010

Ends:

Environment and Housing

DACHS - Applicants on the Housing Register February 2010

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

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

Environment and Housing**DUE - Development of an Air Quality Action Plan for Dudley Borough**

To seek input into the development of an air quality action plan following the creation of the Dudley Borough Air Quality Management Order in December 2007.

Headline Findings:

A range of comments were received on Dudley's draft air quality action plan falling into the following categories:

- a) Minor changes to wording including simplification of jargon
- b) Local transport and congestion issues
- c) Policy issues
- d) Strategic issues
- e) The identification of strengths and weaknesses
- f) Funding issues

Methodology:

Township) Area Committees
 Discussion Groups / Forums
 Questionnaires / Postal Surveys
 Online Surveys (e.g. SNAP)
 Written Reports / Circulation of Documents
 Open Days / Roadshows / Exhibitions / Conferences

Glyn Hodgkiss

Starts: 01/01/2010

Ends: 30/11/2010

DACHS - Homelessness Strategy (Refresh) 2010

This strategy and action plan sets out how Dudley MBC and partners will work together to prevent homelessness. This consultation is an opportunity for residents or agencies to contribute to its development.

Headline Findings:

Stakeholders confirmed that the data reported corresponded with their experiences within the Borough and the action plan objectives that were identified were the correct ones to focus on for the coming year

Methodology:

Discussion Groups / Forums

Joanne Forbes

Starts: 24/06/2010

Ends: 31/08/2010

DACHS - Local Investment Plan

This activity contributes to identifying the spatial and thematic investment priorities for Dudley in relation to housing and wider economic regeneration

Headline Findings:

From our consultation we established that the thematic and spatial priorities that we had identified for investment were the ones that our partners and other stakeholders had identified and supported too.

Methodology: Focus / Scrutiny Groups
Discussion Groups / Forums
Written Reports / Circulation of Documents
Open Days / Roadshows / Exhibitions / Conferences
Emails
Planning / Steering Groups
Workshops

Joanne Forbes

Starts: 24/06/2010

Ends: 31/08/2010

Environment and Housing

DACHS - Tenants & Leaseholders Home Contents Insurance Survey Jan11

Postal satisfaction survey to tenants and leaseholders who had requested an insurance claim form in the last 12 months asking for their views on the home contents insurance scheme

Headline Findings:

85% of tenants and leaseholders were satisfied with the service provided in respect of their insurance claim. 83% were satisfied with the timescale in completing their claim

Methodology:

Questionnaires / Postal Surveys

Liz Lawley

Starts: 29/12/2010

Ends: 19/01/2011

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

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

Individual and Community Learning

DACHS - Human library event

Breaking down barriers: overcoming stereotyping event

Headline Findings:

Increase sense of community

Methodology:

Printed Media (e.g. Newsletters, Magazines, Posters, Leaflets, Flyers etc)
The Internet / Websites / WAP

Lesley Robson

Starts: 01/03/2010

Ends: 26/06/2010

DACHS - BME book selection

To actively engage the BME community in selecting library books thereby making them feel part of their local library.

Headline Findings:

Suggestions for purchase of BME book stock

Methodology:

Open Requests for Feedback / Comment

Lesley Robinson

Starts: 05/04/2010

Ends: 29/04/2010

DACHS - Cradley teenage user group

Customers at Cradley library are preparing a bid to the Youth Opportunities Fund to improve the libraries teenage area.

Headline Findings:

Dudley libraries engage with a variety of young people to choose books they want to see in their local libraries. Participants gain an insight into how libraries work, increase confidence and skills with the aim that they feel part of, and are encouraged to use, their local library service.

Methodology:

Service User Groups
Written Reports / Circulation of Documents

Hazel Birt

Starts: 28/01/2010

Ends: 24/03/2010

Individual and Community Learning

DACHS - Reading Group members coffee morning

To meet with representatives of Reading Groups who use Dudley Libraries' collections and find out how we can improve the service.

Headline Findings:

- Representatives at the meeting reported the following:
- 1.satisfied with selection of stock available
 - 2.enjoyed attending author and reader development activities
 3. suggested new titles
 4. asked for Large Print to be included in Reading group sets
 5. Improvements to presentation of reading group list
 6. Extend reader events to include reps from publishers, etc.

Methodology:

Public meetings

Jayne Wilkins

Starts: 20/10/2010

Ends: 20/10/2010

DCS - Secondary Admissions Arrangements & Co-ordinated Scheme 2012

Local Authorities have a duty to consult on the proposed admission arrangements relating to secondary admissions at the normal age of entry in the academic year 2012 / 2013 by 1 March 2011.

Headline Findings:

There were no issues of concern expressed regarding the admission arrangements.

Methodology:

Questionnaires / Postal Surveys
Written Reports / Circulation of Documents
Emails
Printed Media (e.g. Newsletters, Magazines, Posters, Leaflets, Flyers etc)
The Internet / Websites / WAP

Jayne Wilkins

Starts: 01/12/2010

Ends: 01/03/2011

DCS - Primary Admissions Arrangements & Co-ordinated Scheme 2012

Local Authorities have a duty to consult on the proposed admission arrangements relating to primary admissions at the normal age of entry in the academic year 2012 / 2013 by 1 March 2011.

Headline Findings:

There were no issues of concern expressed regarding the admission arrangements. However 5 Schools objected to the proposed admission number.

Methodology:

Questionnaires / Postal Surveys
Emails
Printed Media (e.g. Newsletters, Magazines, Posters, Leaflets, Flyers etc)
The Internet / Websites / WAP

Jayne Wilkins

Starts: 01/12/2010

Ends: 01/03/2011

Individual and Community Learning

DACHS - Consultation on provision of LGBT stock in Dudley Libraries

To engage with representatives from Dudley LGBT forum in selecting appropriate stock for libraries

Headline Findings:

Appropriate LGBT stock was purchased for Locality Libraries across the Borough

Methodology:

Discussion Groups / Forums
Face-to-Face Interviews

Hilary Riley

Starts: 13/12/2010

Ends: 28/01/2011

DACHS - Teenage Book Selection 2010/11

Dudley libraries engage with a variety of young people to choose books they want to see in their local libraries.

Headline Findings:

Participants gain an insight into how libraries work, increase confidence and skills with the aim that they feel part of, and are encouraged to use, their local library service.

Methodology:

Representative Panels
Face-to-Face Interviews
Service User Groups
Community Based Groups
Emails
Letter with Response Form
The Internet / Websites / WAP

Hazel Birt

Starts: 05/04/2010

Ends: 24/03/2011

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

DACHS - Anti-Social Behaviour Customer Satisfaction (Jul-Sep10)

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 58% were either "very satisfied" or "satisfied" with the way their anti social behaviour complaint was dealt with. 79% of customers will use the service again.

Methodology:

Questionnaires / Postal Surveys

Nigel Collumbell

Starts: 01/07/2010

Ends: 15/10/2010

Community Safety

DCE - Draft Hate Crime Strategy

To seek feedback on the Hate Crime Strategy in order to ensure that this strategy reflects local circumstances and will effectively address local needs.

Headline Findings:

Strategy endorsed.
Fuller description of role of Hate Crime Officer needed
Addition to Islamophobia to be included in Religious section
Too much information included - Diocese of Worcester
More information on what practical support given by groups in appendix

Methodology:

Focus / Scrutiny Groups
Public Meetings

Service User Groups
Community Based Groups
Open Requests for Feedback / Comment

Rosina Ottewell

Starts: 12/07/2010

Ends: 04/10/2010

DACHS - Anti-Social Behaviour Customer Satisfaction (Oct-Dec 2010)

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 75% were either "very satisfied" or "satisfied" with the way their anti social behaviour complaint was dealt with. 70% of customers will use the service again.

Methodology:

Questionnaires / Postal Surveys

Nigel Collumbell

Starts: 01/10/2010

Ends: 31/12/2010

DACHS - Anti-Social Behaviour Customer Satisfaction (Jan-March 2011)

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 67% were either "very satisfied" or "satisfied" with the way their anti social behaviour complaint was dealt with. 75% of customers will use the service again.

Methodology:

Questionnaires / Postal Surveys

Nigel Collumbell

Starts: 01/01/2010

Ends: 31/03/2010

Community Safety

DACHS - Environment & Community Safety Improvement Works during 2010

A number of environmental & community safety bids were undertaken with the assistance of our housing managers. All residents who were affected were sent a postal survey asking for their feedback on the impact of these works.

Headline Findings:

71% of customers were aware of the improvement works within their area. 60% felt they were consulted on the proposed works. 69% of customers rated the improved works as a significant or small improvement.

Methodology:

Questionnaires / Postal Surveys

Nigel Collumbell

Starts: 01/01/2010

Ends: 31/12/2010

Quality Service

DCR - DC+ & Benefits FTF Customer Satisfaction Survey (Sept 2010)

The aim of the survey was to ascertain views from 250 customers on both the DC+ and Benefits face to face services.

Headline Findings:

Satisfaction with DC+ - 92%
Satisfaction with Bens - 98%
Combined overall satisfaction with the FTF centre - 97%.

Most feedback provided was positive. There was some developmental feedback from customers which we choose not to act upon – e.g., the provision of customer toilets. All remaining feedback will be provided to managers of individuals concerned and/or acted upon where possible.

Whilst the 100% satisfaction target has not been achieved, it has been acknowledged that this is a near impossible task and all comments have been included in the survey for completeness – whether justified or not. To this end, the overall results are pleasing and provide an opportunity for improvement for the next face to face survey.

Methodology:

Face-to-Face Interviews

Sean Beckett

Starts: 13/09/2010

Ends: 22/09/2010

Quality Service

DCR - DC+ & Benefits FTF Customer Satisfaction Survey (March 2010)

The aim of the survey was to ascertain views from 250 customers on both the DC+ and Benefits face to face services.

Headline Findings:

Satisfaction with DC+ - 92%
Satisfaction with Bens - 98%
Combined overall satisfaction with the FTF centre - 98%.

The vast majority of feedback provided was positive. There was some developmental feedback from customers which we chose not to act upon – e.g., the provision of customer toilets (again, as per the previous survey) and also the provision of drinks machines. All remaining feedback will be provided to managers of individuals concerned and/or acted upon where possible.

Whilst the 100% satisfaction target has not been achieved again, it has to be acknowledged that this is a near impossible target. The overall results are excellent and feedback received from customers provides an opportunity to strive towards improvement.

Methodology:

Face-to-Face Interviews

Sean Beckett

Starts: 28/02/2011

Ends: 10/03/2011

Stronger Communities – Our Overarching Vision

DACHS - Local Assembly Pilot (Castle & Priory)

To involve and enable residents within Castle & Priory to manage and improve their local area/neighbourhood. Residents will determine how they will play a role in the delivery, helping public services to be delivered most efficiently and effectively.

Headline Findings:

The event achieved a good attendance and representation from the local community (e.g. 23% of attendees were aged 13-24, with representation from Asian, Black and Chinese ethnic groups).

Feedback from attendees indicates that overall the event was successful; people were receptive to the purpose and method, and welcomed the opportunity to discuss matters of local interest and also the chance for the community to suggest solutions and to pledge their commitment to take these forward themselves.

Service providers welcomed the opportunity to engage with local residents and to inform and discuss local priorities. Both residents and service providers would like to further explore how best to work in partnership.

Methodology:

Facilitation and workshop event

Susan McGavin

Starts: 13/10/2010

Ends: 13/10/2010

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.

Reporting Period 1st October 2010 to 31st March 2011

Directorate: Chief Executive's		Contact: Margaret Gregory	
No. of compliments received: 1 (re. staff at Council House reception desk)			
No. of complaints received: 10			
No. of complaints resolved / responded to in 20 days: 7			
Main area/issues:		Amendments made / actions taken / learning from feedback:	
Complaints received by Chief Executive's directorate about Dudley Council services including planning issues; housing repairs, road safety, neighbour disputes and Dudley Performing Arts (Ombudsman involved – case now closed)		The complaints have been forwarded to the relevant directorates for action.	

Directorate: Adult, Community and Housing Services		Contact: Steve Rice	
No. of compliments received: 269 147 (Adult Social Care); 19 (Housing); 103 (Libraries, Archives and Adult Learning)			
No. of complaints received: 236 119 (Adult Social Care); 94 (Housing); 23 (Libraries, Archives and Adult Learning)			
No. of complaints resolved / responded to in 20 days: 178 All complaints acknowledged within agreed timescales. Concluded within agreed timescale were 74 (Adult Social Care); 81 (Housing); 23 (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.			
Adult Social Care are seeing an increase in both the numbers and complexity of complaints, the resource allocation process / assessments carried out under new criteria is a recurring theme, requiring greater time to look into and resolve, a number of complainants dispute the outcomes of assessments/resource allocations which as a result may involve a review of an assessment or of a decision.			
Main area/issues:		Amendments made / actions taken / learning from feedback:	
Adult Social Care New assessment criteria. Services not provided / withdrawn		Explanations and apologies provided where appropriate and always in complaints that are upheld. Changes / improvements to Direct Payments	

Direct payment process. Change to service. Resources.	process, Change of Computer system for processing direct payments payroll. Review direct payments contracts to ensure they are understood / signed. Improved information to users.
<u>Housing</u> Repairs timetable; repairs quality; outstanding repairs. Estate management; re-housing; neighbour nuisance; parking; community safety.	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.
<u>Libraries, Archives and Adult Learning</u> Work being undertaken at a Library. Fees charged due to books being overdue. Access to adapted piece of equipment.	Apologies offered where appropriate, together with explanations. Review of service provided.

Directorate: Children's Services Contact: Matthew Smith (General) Steve Rice (Children's Social Care)	
No. of compliments received: 2 (General); 36 (Children's Social Care)	
No. of complaints received: 2 (General); 69 (Children's Social Care)	
No. of complaints resolved / responded to in 20 days: 0 (General); 48 (Children's Social Care) concluded within agreed timescale. A number of the complaints noted here are within timescale or "ongoing" involving highly complex matters	
Main area/issues:	Amendments made / actions taken / learning from feedback:
<u>General</u> Quality of teaching by Dudley Performing Arts; sessional work opportunities in Youth Offending Team	No action taken
<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.

Directorate: Corporate Resources Contact: Menna Flavell	
No. of compliments received: 241 relating to the Benefits Shop, Dudley Council Plus and Registration	
No. of complaints received: 28	

No. of complaints resolved / responded to in 20 days: 27

Main area/issues:

Amendments made / actions taken / learning from feedback:

Customer Services

Council tax payment; housing and council tax benefit claims; services dealt with by Dudley Council Plus on behalf of other directorates:
Registration.

In all cases where complaints were upheld, action was taken including raising specific issues with staff, providing training and introducing changes to working practices.

Directorate: Urban Environment

Contact: Ajaib Paul

No. of compliments received: 38

No. of complaints received: 77 (of which 6 were anonymous)

No. of complaints resolved / responded to in 20 days: 49

Main area/issues:

Amendments made / actions taken / learning from feedback:

Various issues raised mainly relating to front line services including potholes, waste management and street cleansing issues and school crossing patrols

All issues logged and actioned as considered appropriate. Some acknowledgement letters and formal responses were not sent as direct action was taken to resolve the issues raised. Supervision and refresher training given to school crossing patrol officers where necessary.

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

Directorate: Adult, Community & Housing	2010-11 Quarter 4
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1. KEY ISSUES RELATING TO DIRECTORATE STRATEGIC PLANS

To include progress against Directorate Strategic Plan objectives; significant variation from anticipated progress/commitments given in the Directorate Strategic Plan; Directorate pressures affecting the delivery of the Strategic Plan

Directorate Strategic Plan Priority	Comment and Proposed Action
To increase the provision of affordable housing within the borough (EH2.2a)	<p><i>To progress the redevelopment of Orchard Street, Brierley Hill: Work to commence in May 2011 with the demolition of the remaining void properties on the site.</i></p> <p><i>To lead on the modernisation of the Gibbs Rd hostel and Domestic Violence unit to provide 'fit for purpose' accommodation: Planning permission has been achieved for both schemes. Funding has been secured for the Domestic Violence unit and construction has commenced. In order to progress the Gibbs Rd Scheme a successful Homelessness Change Programme funding bid is required. Bidding round deadline for Midland Heart is 3.5.11</i></p> <p><i>To develop the single conversation with the Homes and Communities Agency (HCA) leading to the development of a local investment plan with Homes and Communities Agency (HCA): Local Investment Plan produced and approved at December's Cabinet.</i></p> <p><i>To promote affordable housing provision within the implementation of the Black Country Core Strategy, Brierley Hill Area Action Plan, Dudley Area Development Framework & local area action plans: Regular partnership working to promote affordable housing ongoing</i></p>
To arrange an annual Black and Minority Ethnic (BME) community engagement event (QS1.3a)	<ul style="list-style-type: none"> • Completed the feedback and event evaluation report. It has been approved by the planning group for circulation to the community groups. Next event planned for Saturday the 24th of September 2011..
Through neighbourhood partnerships and community renewal forums develop the already identified community priorities into "community contracts" to deliver on Total Place across a range of services and secure	<ul style="list-style-type: none"> • New approach being developed consequent to budget decisions

Directorate Strategic Plan Priority	Comment and Proposed Action
commitment of services to contribute (QS1.2b)	
To ensure services are commissioned that are lead by citizen needs and outcomes (QS1.4d)	<ul style="list-style-type: none"> On schedule. Micro commissioning responsibilities integrated into commissioning unit.
Refresh and implementation of the Physical Disabilities Strategy (HW3.3a)	<p><i>People with disabilities have increased choice and access to a wide range of information and advice about housing. Support and care at home, where needed, is tailored to the individual":</i> Sheltered Housing realignment being reviewed due to budgetary constraints</p> <p><i>People with disabilities feel empowered, confident and safe in their local communities, and know that agencies are working together to help prevent crime affecting them and the rest of the community:</i> Keeping Well Keeping Safe partnership event arranged for June 2011.</p> <p><i>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.</p> <p><i>People overcome obstacles to work by focusing on their capabilities which challenges the belief that disabled people are incapable of work:</i> Long Term Neurological strategy presented to Health Improvement Modernisation Management Team (HIMMT) in January 2011. The strategy is due to be presented to PCT in the near future.</p> <p><i>All members of the local community are involved in shaping services to meet their needs:</i> Dementia Gateways consultation to commence April 2011.</p> <p><i>People enjoy good (ahead of schedule) health and maintain their independence:</i> Living Independently Team (LIT) are achieving their targets of re-abling 60% of people who come into the service. Performance Data evidences excellent progress to date.</p>
Carry out consultation on Ageing Well - A strategy for older people 2010 (HW3.3c)	<p><i>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:</i> On schedule. Performance data evidences excellent progress to date.</p>

Directorate Strategic Plan Priority	Comment and Proposed Action
	<p><i>Older people who use services and carers find that local services are well organised, helpful and well adapted in helping people to use them: Care Quality Commission Inspection raised their assessment of Adult Social Care Services from 'Performing Well' to 'Performing Excellently' in 2010.</i></p> <p><i>Neighbourhood improvements help to make the environment safer, improve access to services, and improve the quality of life of people that use services and their carers: Keeping Well, Keeping Safe Partnership and event to take place in June 2011.</i></p> <ul style="list-style-type: none"> • <i>Older People have widespread opportunities and support to take part in community life: Work is ongoing with the Community Action Team and Sheltered Housing which is an important part of the dementia and day care strategy. Keeping Well, Keeping Safe Partnership and event to take place in June 2011.</i>
<p>Develop a strategy for identifying and meeting the housing needs of people with mental health problems (EH2.3b)</p>	<ul style="list-style-type: none"> • Work ongoing with PCT commissioners and Walsall Mental Health Trust.
<p>Facilitate the Directorate's contribution to the development of LIFT projects in the Borough (HW3.2b)</p>	<ul style="list-style-type: none"> • Department of Health has withdrawn approval for PFI (Private Finance Initiative) credits for LIFT in Lye. A decision expected shortly on Council participation in the scheme.
<p>To develop plan for how we will develop the local home offer (QS1.4a)</p>	<ul style="list-style-type: none"> • Local Home offers finalised following consultation with Tenants and published on the Dudley Internet site by deadline of 1 April 2011..
<p>To ensure that delivery of new council homes includes achievement of Sustainable Homes code level $\frac{3}{4}$ (EH1.4a)</p>	<ul style="list-style-type: none"> • On target. All schemes tendered and contracts awarded
<p>Develop the mediation service to offer a wider range of interventions to alleviate homelessness (EH2.4b)</p>	<ul style="list-style-type: none"> • The initial series of Flashpoint sessions has been completed. Further development will be considered when the team returns to full strength.

Directorate Strategic Plan Priority	Comment and Proposed Action
Review policy/procedure to maximize gas safety checks (QS1.4c)	<ul style="list-style-type: none"> • Work on procedure stalled during mobilisation of new gas contract. Some minor amendments were made to standard letters in the procedure manual and changes made to appointment system under new contract that are anticipated to increase first time access.
Provide opportunities for children, young people and adults to develop skills for life and work (ICL1.2a)	<ul style="list-style-type: none"> • Monthly Family Craft and story session introduced Jan 2011 at Sedgley on Saturdays. • Family reading breakfasts organised at part of World Book Day • African Drumming sessions held at Dudley Library with 'Dads n lads' group. • Storytimes at Poppyfields day nursery and Asian Ladies group at Butterfly's nursery. • Road safety event held at Long Lane Library for children with learning disabilities. • Weekly adult literacy class started in January at Halesowen library.
Contribute to Dudley being a "Reading Borough" with literate and fluent readers. (CL1.2a)	<p>'Talk it up' library staff challenge launched with volunteer pilot libraries, aimed at increasing issues. All libraries participating achieved improved issues in first two months. Big Book Fortnight 2010 saw 4 successful events attract 210 people. Worked in partnership with ACL.</p> <p>Rapid Reads collections developed and implemented, leading to increased issues and greater customer satisfaction. Library Staff attended a new in-house 'Books Are Our Business' course in February 2011 with excellent feedback from participants. Successful live poetry events held in partnership with 'Poetry on loan'.</p> <p>Staff Development Day themed around Reader Development, positive feedback received and actions taken forward. Sedgley and Gornal libraries host 2 popular reading groups per month; Coseley hosts 1, attendance at all meetings is good. Dudley Library holds 4 Reading Groups monthly; Netherton and Dudley Wood Library Link hold 1 reading group each month. Monthly Reader group meetings at each library in Halesowen locality.</p>

2. ADDITIONAL KEY ISSUES FOR THE DIRECTORATE

To include key issues emerging from financial, legal, political, demographic and local pressures

Key Issue
All budget efficiencies are embedded into the Directorate risk register. The risk register is monitored and reviewed on a quarterly basis, with any areas of concerns identified through Divisional Management Teams.

3. DIRECTORATE PERFORMANCE INDICATORS – REPORTING BY EXCEPTION

Exception reporting on performance against other directorate performance indicators (i.e. other than the corporately reported key performance indicators) such as Best Value PIs, Other Statutory PIs and Local PIs that are reported to Directorate Management Teams. Report only where there are variations in expected performance

Performance Indicator	Comment and Proposed Action
Social Care Clients receiving Self-Directed Support (NI 130)	<p>At the end of quarter three, we were on target to achieve 30%. The projected end of year figure is however 26.6%.</p> <p>The projected figure for the numerator at the end of March is 4089, just short of the target we had set at the beginning of the year of 4100.</p> <p>The problem arises because the figure for the denominator is higher than anticipated at 15396, because all clients receiving Telecare are now included on Swift.</p> <p>The Telecare clients include a significant number of people who have had appliances for several years, but were not previously included on Swift. If we exclude from the denominator all these clients (2482 in total), and include only those who have received a Telecare appliance since 1 April 2010, the denominator becomes 12914, and the indicator will be 31.6%.</p> <p>Future plan: we are working to streamline the assessment, support planning and review process, in order to reduce the time it takes to allocate personal budgets and to increase the number of people in receipt of these budgets.</p> <p>.</p>

Performance Indicator	Comment and Proposed Action
<p>Carers receiving needs assessment or review and a specific carer's service, or advice and information (NI 135)</p>	<p>The success in increasing the number of community based services, in particular Telecare Services, has meant that the figure for the denominator is higher than anticipated when the target was initially set. The inclusion of Telecare Services on SWIFT has meant that both new recipients and the large number of people who have had the appliances for several years have significantly impacted on the denominator.</p> <p>In addition, the support offered by the carers network, that is pertinent to this indicator, is not entered onto SWIFT. We will be exploring the viability of resolving this situation in the coming year.</p> <p>If we were to exclude the Telecare clients who received a service prior to 1st April 2010 from the denominator and include the activity of the Carers Network, then the indicator for this year would rise to 39% and the target of 37% would have been exceeded</p>
<p>Percentage of vulnerable people achieving independent living (NI 141)</p>	<p>We are at this time dealing with the "worst performing providers" of this low figure. Letters of concern have been sent out to the identified providers and action plans are being developed.</p> <p>Issues associated with the target: -</p> <ul style="list-style-type: none"> • It was set locally • DMBC social housing and others such as Registered Social Landlords • Some buildings that accommodate 'Supporting People' function may house just 2 people - one moves on - result is 50%
<p>Adults with Learning Disabilities in settled accommodation (NI 145) & Adults with Learning Disabilities in employment (NI 146)</p>	<p>These indicators, respectively, report on the percentage of adults (aged 18-64) known to the council who at the time of assessment or review were in settled accommodation and in employment.</p> <p>The Council priority for Learning Disabilities during this reporting year has been the review of people currently attending day services. Two day centres will close during 2011, and a third is being refurbished. Most people leaving the day centres will receive a personal budget to purchase an alternative service.</p> <p>Over 200 clients have been reviewed and we are now setting up personal budgets and support plans; this work has been very time-consuming, in order to ensure satisfactory outcomes for this vulnerable group.</p> <p>As a result of this schedule we have not been able to complete as many 'routine' case reviews as normal. People in employment or settled accommodation can only be counted for the purposes of these indicators, if they have had a review or an assessment during the past 12 months. The number of people actually in work or in settled accommodation is higher than the indicators would suggest, but many of them have not been included because their review is overdue. Many of the day centre reviews have addressed accommodation and employment issues where appropriate.</p>

Performance Indicator	Comment and Proposed Action
	<p>A challenging programme of reviews has been agreed for 2011/12 to ensure the backlog is cleared as soon as possible, and as a result these indicators are expected show significant improvement in the coming year.</p>
<p>Number of households living in temporary accommodation (NI 156)</p>	<p>Our government target for 2010 was to reduce to 85 households living in temporary accommodation. We have therefore achieved this early and have continued to improve. However, the outturn to quarter four – year end 2010/11 is 43, a significant improvement of the previous quarter's outturn of 50, but still exceeds the target set. The outturn reflects the national trend of increased use of temporary accommodation, and is being closely managed to minimise the numbers placed in temporary accommodation.</p>
<p>The proportion of potential rent receipts lost through council homes standing void (local indicator)</p>	<p>The target has been set to maintain void rent loss at around 1.8% in line with accountancy methodology and benchmarking with comparator organisations. Housing Management and Building Services have both reviewed their organisational arrangements and workflow processes in order to improve performance. Despite this, the outturns over recent quarters has been above the target set and the decision was taken to conduct an end to end review of voids and lettings in 2010/11, using a systems thinking/LEAN management methodology.</p> <p>The review commenced in August 2010, and is in four phases: Phase 1 – Diagnose & Understand – August to September Phase 2 – Re-Design – October to November Phase 3 – Test & Refine – December to March Phase 4 – Embed & Confirm – April 2011 onwards</p> <p>From this it can be seen that new ways of working will begin to be tested in quarter four, but will only be fully in place for 2011-12. The outturn for quarter four – year end remained above target at 1.93%.</p> <p>In addition to improving the efficiency of the void process, we are seeking to adopt a more strategic approach to the management of High Cost Voids (HCVs). These are properties which require significant investment or in some cases are beyond economic repair, typically because of structural issues or because tenants who have occupied them for many years have refused investment works when offered and are now deceased or in residential care. The cross party Housing Working Group has undertaken detailed work on the options for these properties.</p>

SIGNIFICANT ACHIEVEMENTS/POINTS OF NOTE

E.g. reports of any external accreditation, nomination for awards, positive publicity, during the past quarter.

Adults:

- Health and social care services in Dudley have been awarded **best performing** status by the Care Quality Commission's "Review of services for people who have had a stroke and their carers" which was published on 12 January 2011.
- Adult Social Care users survey undertaken from mid January to mid February to find out what users think of the service they have received.
- A Personal Assistant Directory as been developed to help people who qualify for a personal budget to help them find and employ a personal assistant to help to meet their care needs.
- The Council and NHS Dudley prevention and early intervention strategy was agreed at Cabinet in December 2010 and an action plan is in place for implementation.
- Mental Health Trust secured funding from the Strategic Health Authority to extend the step up scheme at Woodside day Centre (£35,000 funding secured) to implement the independent placement support model.

Libraries, Archives, Adult Learning:

- The 'Teenager and Engagement' librarian has worked with five groups of young people who selected stock for their local libraries to agreed budgets. The librarian has engaged with young people from the gypsy, Roma and traveller community, teenage mums, young people with learning disabilities, transition age pupils in Gornal and teenage members of Cradley library.
- Children and young people have been engaged in selecting stock for their local libraries to agreed budgets.
- We have achieved a 98% retention of Adults 60+ participating in Adult Learning.
- Dudley Archives and Local History Service has maintained its 2* service rating in the biannual self assessment process administered by The National Archives. The score for the number of record series receiving conservation/preservation treatment has increased from 48.5% to 54%.
- New in house Libraries course, 'Books are our Business' launched with excellent feedback.
- Libraries undertook a survey of children and young people in October to ask for their comments and suggestions on library services.
 - 99% see the library as friendly and safe.
 - 94% as 'open when I want', bright and cheerful.
 - 97% as 'easy to get to and a place I want to come to'.
 - Children come to libraries 'because books are fun', 'to read books I have not got at home' and to 'enjoy sharing books with my family'.

- Young children attend Rattle and Rhyme sessions and older children attend Chatterbooks book groups which have 'helped me to talk to new people and love books'.

Policy, Performance and Resources:

- Establishment of Health & Wellbeing Board (Shadow Board)
- The Finance team, with assistance from ICT ensured the smooth transfer / inputting of client data (financial, placement etc) from the ABACUS system onto the SWIFT module in the required format. This was achieved in a very tight timescale of less than 9 months and ensured that an income stream that generates several million pounds per year was uninterrupted.
- Rent cards ceased – enabled the removal of old and inefficient printers and receipted process has changed. New bills produced for tenants which are bar coded and can be taken into Post Office to enable payment.
- Paperless Direct Debits, can complete over the phone without a need to complete forms
- New Occupational Health and Counselling service

Housing Services:

- Following a tender process, Dudley Council has appointed Birmingham based contractors, Frank Haslam Milan (FHM) to build the first of Dudley's five local authority new build schemes which will in total provide 80 new council homes in the borough. The Wood Road development will comprise 19 properties including two, three and four bedroom homes and two bedroom apartments. The completion date for the scheme is the end of 2011.
- Contractors have been appointed for the other four new build sites. These are Norwood Road in Brierley Hill, Woodland Avenue in Quarry Bank, Tenacre Lane in Upper Gornal and Blackthorn Road, Wordsley.
- The lean systems thinking review of lettings and voids has completed its redesign of business processes to improve customer satisfaction and eliminate waste, and is in its third stage – test & refine.
- Dudley's local investment plan approved by cabinet which outlines how Dudley's housing and regeneration vision will be delivered in the next three years.
- 37 additional affordable homes were delivered in quarter 4 bringing the annual total to 162 additional affordable homes. A total of 558 additional affordable homes have been delivered since April 2008.
- Successful Housing Conference held in March 2011 on the theme of - The Green Deal - a call for action. Well attended and included a variety of speakers and workshops covering the Green Deal; Feed in Tariffs; Changing Behaviour; Retrofit.

- First tranche of grant of £2.1 million claimed for the five Local Authority New Build schemes.
- Funding secured to redevelop the Borough's Domestic Violence facilities.
- A series of Black and Minority Ethnic (BME) community visits were held during 2010/11.
- In house Home Improvement Service awarded the National Home Improvement Agency Quality Mark.
- £1.9m Kickstart funding secured to deliver equity share and repayment loans to facilitate repairs and improvements for vulnerable home owners living in non decent homes.
- Delivered £2.7m of adaptations to enable disabled people to live independently at home.
- Two landlord forums held attracting attendance from over 120 private sector landlords.
- Publication of two landlord newsletters providing topical information and advice and guidance.
- Oak Lane Travellers Forum formed co-ordinated through Private Sector Housing.
- 105 private sector empty properties brought back into use.
- Delivered UK Border Agency contract for Asylum Seekers as partner of West Midlands Consortium.

Awards:

- The SMILE Awards, which are a celebration of achievement for staff that have gone above and beyond what is expected of them in their job roles, were presented on Monday 4 April 2011. This year there were 8 winners and 4 runners up and over 50 staff received an award for efforts at both individual and team level.

Quarterly Directorate Issues Report

Directorate: Chief Executive's	2010-11 Quarter 4
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1. KEY ISSUES RELATING TO DIRECTORATE STRATEGIC PLANS

Directorate Strategic Plan Priority	Comment and Proposed Action
Strategic Plan 2010-11	<p>No strategic plan issues to report All key activities in the directorate strategic plan are achieving the desired outcome (KPI ref CEX CP001) Strategic planning for 2011-12 across the directorate in its final stage. For additional information for Directorate performance go to the link below; http://insidedudley/chiefexecs/netit/directorateperf_1/default.htm</p>

1. ADDITIONAL KEY ISSUES FOR THE DIRECTORATE

No additional key issues to report.

3. DIRECTORATE PERFORMANCE INDICATORS – REPORTING BY EXCEPTION

Performance Indicator	Comment and Proposed Action														
Quality Service CEX PER 010 Days /shifts lost to sickness	<p style="text-align: center;">★ 5.74 days lost per FTE (Target 9.8). The number of days lost to sickness/ absence for the directorate for the year has achieved exceptional low levels of absenteeism. Continue to monitor and manage to maintain this low level of absenteeism for the directorate</p> <table border="1" style="width: 100%; border-collapse: collapse; margin-top: 10px;"> <thead> <tr style="background-color: #cccccc;"> <th style="width: 15%;">Q1</th> <th style="width: 15%;">Q2</th> <th style="width: 15%;">Q3</th> <th style="width: 15%;">Q4</th> <th style="width: 15%;">Year to date</th> </tr> </thead> <tbody> <tr> <td style="text-align: center;">0.97</td> <td style="text-align: center;">1.32</td> <td style="text-align: center;">2.1</td> <td style="text-align: center;">1.35</td> <td style="text-align: center;">• 5.74</td> </tr> </tbody> </table>					Q1	Q2	Q3	Q4	Year to date	0.97	1.32	2.1	1.35	• 5.74
Q1	Q2	Q3	Q4	Year to date											
0.97	1.32	2.1	1.35	• 5.74											
Jobs & Prosperity CEX CU 002 Credit union share to loan ratio	<p style="text-align: center;">▲ Share to loan ratio: 66.69% (Target 85%) The loan to share ratio has been steadily increasing over the last 4 reporting periods. This period last year the loan to share ratio was 47.77 %. Through proactive marketing and offering loans to low risk members the ratio has increased month by month and achieved an annual increase of 18.92%.</p>														

<p>Quality Service CEX MC 005 % of overall media coverage which is positive</p>	<p>▲ % of overall media coverage which is positive 43.4% (target 58%)</p> <p>For the year the positive news coverage was 52% compared to 58% last year (down 6%). This quarter 1,207 articles appeared in the press. While the figures for positive coverage appear to have decreased significantly (more than 10%) it must be noted that the number of stories appearing in the media that were negative, was also less than any other quarter as the number of neutral stories increased.</p> <p>There are a number of mitigating circumstances that may have contributed to this shift in figures. During quarter 4 the council put through a budget outlining £22m of savings which led to a large number of reactive stories appearing in the media which were politically driven and categorised as neutral (the team responded to 463 reactive media queries in quarter 4 compared to 224 in quarter 3). Also, marcomms has gone through an internal process of budget savings which resulted in three voluntary redundancies and a further reduction in staff hours. This may have impacted on the number of news releases issued, together with redundancies across the council, which has led to fewer news release items being sent to marcomms from other directorates. The team issued 167 releases in quarter 4 compared to 224 in quarter 3.</p>
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4. SIGNIFICANT ACHIEVEMENTS/POINTS OF NOTE

Community Safety and Marketing & Communication

New campaign site launched

Marcomms have supported the Safe & Sound partnership and significantly enhance the Safe & Sound website tailored to the needs of our audiences by successfully designing and implementing the new campaign site.

The new website features safe & sound campaigns on everything from cannabis to domestic abuse. The interactive site gives more information on a number of community safety issues and shows what the partnership has done to tackle them. It also has links to safe & sound websites on specific issues including bullying, sexual exploitation and teenage dating abuse. To find out more, visit the site at www.dudleysafeandsoundcampaign.org

No Issues to report

Directorate: Children's Services

2010-11 Quarter 4

1. KEY ISSUES RELATING TO DIRECTORATE STRATEGIC PLANS

No strategic plan issues to report.

2. ADDITIONAL KEY ISSUES FOR THE DIRECTORATE

Directorate Strategic Plan Priority	Comment and Proposed Action

3. DIRECTORATE PERFORMANCE INDICATORS – REPORTING BY EXCEPTION

There are no exceptions to report.

4. SIGNIFICANT ACHIEVEMENTS/POINTS OF NOTE

- Dudley Performing Arts is judged an outstanding Service in February 2011. This review is the most comprehensive assessment of the work carried out by all areas of this team. Each area of the report that required a judgement was rated outstanding.
Lead Officer: Chris Jones, Dudley Performing Arts
- As at 31st March 2011; 83% of early years and childcare settings inspected by Ofsted have achieved Good or Outstanding outcomes. This exceeds the England national target and also exceeds both our statistical neighbours and other black country LA outcomes.
Lead Officer: Donna Farnell
- 108 Dudley schools signed up to DGfL 3.
Lead Officer: Geoff Baker
- Successfully established a new Dudley Information Advice and Guidance (IAG) Connexions team.
Lead Officer: Helen Ellis

Quarterly Directorate Issues Report

Directorate: Corporate Resources

2010-11 Quarter 4



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	Q4 YTD Target	Q4 YTD Actual	Status
	<u>Customer Services Division</u>			
	<u>Benefit Services</u>			
NI 181	Average time to process new claims and change events	17 days	9.69 days	
FIN BEN 002a	Benefits take-up	£2.1m	£2.87m	
FIN BEN 002b	No. of successful new claims for AA / IS	900	942	
	<u>Dudley Council Plus</u>			
FIN DCP 003(i)	% of calls answered	85%	88%	
FIN DCP 008	% of customers seen by Adviser within 10 minutes	80%	87%	
FIN DCP 016	% of customers making cash payments within 10 minutes	95%	100%	
	<u>Citizenship, Registration and Coroner Services</u>			
GI HRC017	External Customer satisfaction with equality of access to services	99%	100%	
	<u>Revenue Services</u>			
		96.8%	98.3%	

Ref.	Definition	Q4 YTD Target	Q4 YTD Actual	Status
FIN REV 005d	% of sundry debt raised, paid within 6 months			
CP024	<u>Law and Governance Division</u> Property Management and Valuations Legally complete 100% of deals to deliver disposal programme	£2,682.000	£ 468,573 – 17.5% success rate. This is dependent on macro-economic circumstances	
LDS146	<u>Legal</u> % Local Land Charges completed in 6 day target (National target 10 days)	100%	100% achieved 784 applications	
LDS129	% of court proceedings for non-school attendance issued within 14 days	56%	62% 21 cases of which 13 were issued in 14 days	
FIN ICT 002(i)	<u>Treasurer's Division</u> ICT Services Availability of key services	99.75%	99.91%	

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

- The Council received an “unqualified” opinion on both its financial statements and the arrangements for securing economy, effectiveness and efficiency in the use of resources.
- The 2011/12 Budget was agreed and the Council Tax set. All 2011/12 Council Tax and Business Rates bills have been set out.
- Recently received DWP figures show Dudley MBC to have been **the best performing council** for processing new housing and council tax benefit claims (in our 19 strong CIPFA benchmarking group) for the period June – September 2011.
- Benchmarking comparisons of directorate services against other councils (e.g. using CIPFA Benchmarking Clubs 2010 results) confirm the directorate provides high quality services at a low cost. Dudley Council Plus hosted a national one stop shop benchmarking event.
- [Registration Services](#) were judged as “performing to an excellent level” following a recent review by the General Register Office. Registration also held a successful ceremony open day at Priory Hall.
- A face to face customer satisfaction survey undertaken jointly by Dudley Council Plus and Benefit Services, between 28th February and

10th March 2011, reported a 98% overall satisfaction rate, an improvement of 1% on the previous year.

- ICT Services has worked with the Libraries service in installing [wifi capability](#) into all borough libraries, enabling free public access to the facility.
- ICT Services has made significant progress with the IP telephony project.
- The Council's HR system (PSE) was successfully upgraded in readiness for 2011/12.
- An online Equality and Diversity training course has been established, to allow a planned corporate roll-out, starting with the Directorate of Corporate Resources in 2011/12. This will ensure better access to basic knowledge of Equality and Diversity principles.
- Audit Services has launched a [Value For Money Projects](#) page on the Council's website.
- Benefit Services has undertaken a successful pilot of an electronic claim form, with a view to implementing a self service web version later in 2011/12.

Quarterly Directorate Issues Report

Directorate: Urban Environment

2010-11 Quarter 4



1. KEY ISSUES RELATING TO DIRECTORATE STRATEGIC PLANS





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

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	





Jobs and Prosperity				
Ref.	Definition	Q4 YTD Target	Q4 YTD Actual	Status
NI 154	Net additional homes provided Annually reported indicator	564 	300	
NI 155	Number of affordable homes delivered Annually reported indicator	97 	162	

Health and Well-being				
Ref.	Definition	Q4 YTD Target	Q4 YTD Actual	Status
DUE NI 184	Food establishments in the area which are broadly compliant with food hygiene law	82% ↑	88.7%	★

Heritage, Culture and Leisure				
Ref.	Definition	Q4 YTD Target	Q4 YTD Actual	Status
NI 8	Adult participation in sport and active recreation	21% ↑	19.5%	▲

Environment and Housing				
Ref.	Definition	Q4 YTD Target	Q4 YTD Actual	Status
NI 191	Residual household waste per household (To be confirmed by Waste Data Flow)	745 ↓	643.46	★
NI 192	Percentage of household waste sent for reuse, recycling and composting (To be confirmed by Waste Data Flow)	36% ↑	32.78%	▲
NI 193	Municipal waste land filled (To be confirmed by Waste Data Flow)	15% ↓	11.74%	★
NI 195a	Improved street & environmental cleanliness – litter	4% ↓	5%	▲
NI 195b	Improved street & environmental cleanliness – detritus	8% ↓	7%	★
NI 195c	Improved street & environmental cleanliness – graffiti	3% ↓	2%	★
NI 197	Improved local biodiversity – active management of local sites Estimated only, actual to be confirmed Mid May 2011	10% ↑	21%	★

Other National Indicators				
Ref.	Definition	Q4 YTD Target	Q4 YTD Actual	Status
NI 47	People killed or seriously injured in road traffic accidents	5.88% ↑	13.49%	★

NI 48	Children killed or seriously injured in road traffic accidents	8.33% ↑	2.82%	
NI 157a	Processing of planning applications for Major Applications - processed in 13 weeks	60% ↑	76.47%	
NI 157b	Processing of planning applications for Minor Applications - processed in 8 weeks	65% ↑	84.28%	
NI 157c	Processing of planning applications for Other Applications - processed in 8 weeks	80% ↑	85.57%	

4. SIGNIFICANT ACHIEVEMENTS/POINTS OF NOTE

Bigger and better gym at Crystal

The Crystal Leisure Centre has officially launched its new and improved gym to help people get fit and healthy. It will boast an additional 20 pieces of cardiovascular equipment and a specialised Kinesis One machine, which offers zero-impact exercises for all levels of fitness and ability. This will add to their extensive range of health and fitness equipment already available. The Crystal Leisure Centre also offers a leisure pool, 25m swimming pool, sports courts and a wide range of fitness classes including BODYCOMBAT, BODYPUMP, zumba, spinning and much more.

Cash committed to tackle potholes

An extra £1.7m will be ploughed into tackling potholes on Dudley borough roads this year, after council highway bosses received additional government funding. Council chiefs, who had already committed an extra £1m funding to tackle the problem during 2011/12, have now received another boost after the government committed £725,151 to Dudley roads as part of this week's budget announcement.

The £1.7m will double the existing budget, making a total of £3.4m set aside to improve the borough's roads, which have been damaged following consecutive cold winters.

15 year plan to bring £1.5 billion investment

A massive £1.5 billion investment plan for Brierley Hill has received national backing. Dudley Council's Brierley Hill Area Action Plan, which will guide future investment and help determine planning applications for the area through to 2026.

It plans for nearly 3,000 new houses and 65,000 square metres of extra retail space in the town centre. The 15-year-plan also promotes the development of office space in the area, and proposes to integrate this with a new improved public transport system.

A new market place for Dudley town centre

A multi-million pound overhaul of Dudley's historic market place was unveiled with council bosses hailing it as the "showpiece project" of the wider regeneration for the whole town. The proposals incorporate three options for

new stall layouts, which aim to make the area more open and accessible for all that work or shop at the market. The plans also create flexibility for extra stalls to be added on busy days. The aim for the market stalls is to brighten and make them more attractive and to remove the current tiled roof, with vintage style canopies.

Other elements of the proposals include attention to special features, such as the relocation of the Duncan Edwards statue to a more prominent position in the town and the relocation of the toilet blocks, which currently impinges on the view of the castle and restricts a significant part of the market's function.

Community Recognition Accolade

Sycamore Adventure the new adventure playground which was officially opened in 2010 has received the Community Recognition accolade in the national Civic Trust Awards, which recognise the very best in architecture, design, planning, landscape and public art. The playground was chosen from more than 330 national and international entries. Successful projects must also be culturally, socially or economically beneficial, and make an outstanding contribution to the quality and appearance of the built environment.

For further information on Dudley' performance contact the corporate policy & research team on 01384 818191 or use the link to view the quarterly corporate performance reports
<http://www.dudley.gov.uk/council--democracy/performance-matters-in-dudley/performance-reporting>

