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**Corporate and Economic Strategy Select Committee – 2<sup>nd</sup> November 2023**

**Report of the Chief Executive**

**Corporate Quarterly Performance Report – Quarter 1 (1 April – 30 June 2023)**

**Purpose**

1. To present the Quarter 1 Corporate Quarterly Performance report of the financial year 2023-24 covering the period 1 April to 30 June 2023. Aligned to the 2022-25 Council Plan.

**Recommendations**

2. It is recommended that the Corporate and Economic Strategy Select Committee:
  - Note the performance framework that has been embedded and is adhered to across the organisation (section 4).
  - Review Directorate and Corporate Key Performance indicators agreed by the board in June to be monitored and reported against the Council Plan for 2023-24 and acknowledge the benchmarking exercise taken place.
  - To review the contents of the Quarter 1 performance report and services summary sheets relevant to this committee any identified performance issues should be raised.
  - Note Council plan refresh (Section 10).

**Background**

3. The Quarter 1 performance report provides the committee with progress against the delivery of the 2022-25 Council Plan priorities and our Future Council Programme:
  - Dudley the borough of opportunity
  - Dudley the safe and healthy borough
  - Dudley the borough of ambition and enterprise
  - Dudley borough the destination of choice

The Future Council programme incorporates everything we do, it sits at the heart of the Council Plan enabling our services. The comprehensive programme ensures the council is 'fit for the future'. The programmes are key themes are:

- People
- Digital
- Place
- Process
- Financially sustainable

Directorate plans will show the operational activity to deliver the objectives in the Council Plan alongside our other strategies such as the 'Living with Covid Plan', 'Children's Improvement Plan' and the 'emerging climate change strategy'.

#### 4. **Performance Framework**

The Corporate Performance Management Framework launched early 2022, monitors performance and progress against the delivery of the [Council Plan](#) and sets out the councils approach including:

- Golden thread and hierarchy of plans
- Linking the Borough Vision and Council Plan
- Performance measures and indicators
- Performance reporting and governance
- Annual performance management cycle

Dudley councils priorities and plans are under continual review and need to respond to the changing environment and pressures which we face as a local authority. Dudley's performance approach is inherent in everything we do, and our framework is based on the **Plan, Do, Review, Revise model**.

The council plan cycle is 3 years with directorate service plans being revised annually against the council plan for that year. Reviewing and revising plans allows us to be responsive to developing priorities as well as ensuring we are delivering against the current plan.

#### **Directorate Service Planning**

Good service planning is a cornerstone of effective governance and performance management. Services need to plan their strategy and delivery to make sure resources, finances, people, skills and assets are used efficiently.

Our directorate service plans provide an overview of each directorate, setting out their resources, service improvement priorities and how they contribute to delivering the outcomes and priorities outlined in the Council Plan.

They are a vital part of the 'golden thread' which links the council plan and borough vision objectives through to individual annual reviews. They are also a

key element of our Corporate Performance Management Framework as they identify the key performance indicators and key initiatives/actions which will allow us to assess our progress against the council plan.

As previously mentioned, directorate service plans are reviewed annually, however a suitable approach will be agreed to enable directorate service plans to be updated during the year following a significant change to a service, performance indicator or action. This has been incorporated recently into the performance framework following an audit during the summer 2023.

Directorate service plans are supported by service/team plans. These plans contain details on operational matters and how the overall aims and priorities of the directorate service plan will be delivered.

### Benchmarking

Kevin O'Keefe, chief executive, requested a benchmarking exercise be carried out on the customer satisfaction measures and workforce sickness data measures as historically these corporate measures have remained the same for many years and are continually below target. The purpose of the benchmarking exercise was to ensure we are comparable and in line with other authorities and ensure that we have external context to these pieces of performance information.

As a result of this exercise, key performance measures and targets have been reviewed and changed accordingly, targets have been removed for this financial year to help us to establish performance baselines for future reporting.

In addition to the two specific benchmarking exercises carried out, all benchmarking data has been reviewed/updated and is noted throughout the report within the respective scorecards.

## **5. Corporate and Economic Key Performance Indicators and Summary**

Overall, there are 34 Key Performance Indicators (KPI's) monitored at directorate level, 17 of which have been identified as corporate measures and 64 key initiatives /actions.

The 17 measures are also monitored and reported to the Strategic Executive Board and Overview & Scrutiny Committee on a quarterly basis, by the performance manager, in line with the Corporate Performance Framework.

The table below provides a summary of these measure along with the directorate/service areas which are aligned to this committee, for further information and detail please refer to the Corporate Measures 2023-24 - Corp & Econ Strategy document.

Directorate/service	KPI – Corporate	KPI – Service level in directorate plan
Finance and Legal	0	20
Digital, Customer and Commercial Services	5	11
Regeneration and Enterprise	7	0
People and Inclusion	5	3

Overall, of the 17 measured monitored 12 are quarterly measures, 4 annual and 1 biannual. When mapping the measures to the council plan priorities, the breakdown is as follows:

- Dudley the borough of opportunity; **3**
- Dudley the safe and healthy borough: **0**
- Dudley the borough of ambition and enterprise: **3**
- Dudley the destination of choice: **2**
- Future Council: **9**

## 6. **Q1 Performance Summary**

In Quarter 1, of the 12 measures to be reported there are 4 on target, 1 below target, 4 have no targets, these are noted within the respective scorecards. A further 3 will not be reported until Q2/Q3.

Directorate dashboards have been produced that show the status of corporate key performance indicators and of key initiatives/actions being delivered for each directorate.

KPI scorecards are used to report and monitor performance outturns for the given quarter along with exception commentary for those measures below target. Please referred to the directorate dashboards within the Corporate & Economic Quarterly performance report for further information.

### **Performance short-term and long-term trends**

The report also compares direction of travel comparing short term trend and annual trend within the respective scorecards. Please note short term trend will be available at Quarter 2.

New KPI's for 2023-24 cannot be compared for annual trend. For those where an annual comparison is possible trends indicate:

- Improved: **2**
- Consistent: **0**
- Worsening: **0**

The following provides a snapshot of measures showing areas of concern with assurances given by relevant services to monitor and improve performance.

- PI.47 % Corporate Complaints given a full response within 20 working days.

77% of corporate complaints have been responded to within the 20 working days, although not meeting target the response times have improved compared to the same period last year.

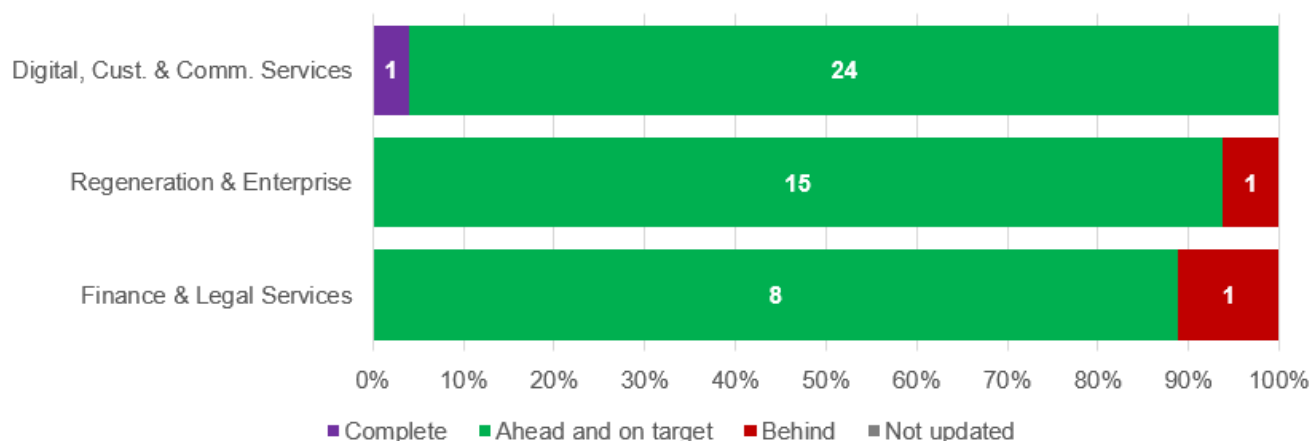
There is a risk that, following on from the Housing Ombudsman change to a 10-day response target, that the Local Government Ombudsman may impose the same. The 20-day target is already a stretch target, so 10 days will add extra pressure to the process and teams. In some complex cases this will be impossible. This matter will be raised corporately, and the council will review how a new approach in Housing deals with this.

For further information please refer to the main report and the detailed scorecards together with the exception reporting where applicable.

## 7. Key Initiatives / Actions Monitoring

As stated in section 5, we also monitoring delivery on key initiatives/actions aligned to our council plan priorities.

Actions are identified in directorate service plans and replicated in Spectrum journals. Teams then provide narrative regarding progress as well as assigning a status of either behind, on target, ahead or completed. The graph below illustrates the progress made on key initiatives/actions recorded for quarter 1. Please refer to [Spectrum](#) for action narrative aligned to directorate service plans.



## 8. Key activities / awards and accreditations

The following provides highlights of key activities that have taken place across directorates during Q1 including any awards or accreditations that have been awarded.

- Digital, Customer and Commercial Services

Won the Nachural Awards “Excellence in technology or innovation” category for the procurement of the energy for Waste contract.

Successfully rolled out mobile devices to the social care staff. This will allow staff to access and update user care records whilst attending on-site assessments.

- Regeneration & Enterprise

Development of the Dudley Local Plan is on track, next stage is the Regulation 18 consultation stage which will be presented to Cabinet on 25th October 2023.

- Chief Executives - People & Inclusion

Design work has been completed to identify content for The Dudley Manager and to design a framework based on core themes.

- Finance & Legal Services

The Household Support Fund (4) launched in April 2023 has been assisting Dudley residents who are in financial hardship due to the cost-of-living crisis. The first phase has spent £306,350 supporting 1924 residents. Work is underway to ensure that the scheme is widely publicised.

## 9. Directorate Service Delivery

Inclusive to the report Service Summary Sheets provide a detailed account of service delivery. The following provide detailed information on service delivery for quarter 1 that are aligned to this committee as follows:

- Finance and Legal Services
- Digital, Customer and Commercial Services
- Regeneration and Enterprise
- People and Inclusion

## 10. Council Plan Refresh

Our current Council Plan from 2022-25 sets out our vision and priorities under four core priorities. The plan is refreshed every three years, mapping out our journey and commitment that the council will constantly strive to improve the way we deliver services to meet the needs of local people and to ensure that we can measure and demonstrate our achievements.

The current Council Plan runs to March 2025, work will commence early next year (2024) to refresh the plan and review our strategic priorities. A report will be presented to the board in due course outlining the timeframes, process and any recommendations that the upcoming Local Government Association peer review may suggest.

11. COVID-19 Situation in Dudley

The Corporate Performance Report also provides information on the Covid-19 situation in Dudley. The report provided is the latest data at the time the final Corporate Performance report is circulated to the committee prior to the scrutiny meeting. For a live account on the Covid-19 situation in Dudley please go to <https://www.dudley.gov.uk/coronavirus/> and navigate to Data Dashboard.

**Finance**

12. There are no direct financial implications in receiving this report

**Law**

13. There are no direct law implications in receiving this report.

**Risk Management**

14. The current performance reporting period, risk management is contained and reviewed in the performance reporting, however as part of the new risk management framework approved at audit and standards committee, risk reporting will not sit within performance and each directorate will need to develop a risk register for monitoring purposes.

**Equality Impact**

15. There are no special considerations to be made with regard to equality and diversity in noting and receiving this report.

No proposals have been carried out.

No proposals have been made, therefore does not impact on children and young people.

**Human Resources/Organisational Development**

16. There are no specific direct human resource issues in receiving this report. In terms of the Council's sickness level and the management of attendance, the People and Inclusion team continues to work with Directors and Heads of Service to assist and provide support in tackling those areas identified as having high levels of sickness.

## **Commercial/Procurement**

17. There is no direct commercial impact.

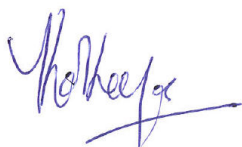
## **Council Priorities**

18. The Council Plan and Corporate Performance Management Framework enables a consistent approach for performance management across the organisation, aligning the Council Plan, Borough Vision and Future Council Programme and provides that golden thread between them.

Our Council Plan is built around 4 key priority areas, and our Future Council programme. The Council Plan is a 3-year '[Plan on a Page](#)'. Each directorate has a directorate service plan that aligns to the priority outcomes that the Council is striving to achieve and includes an assessment of how the service has contributed towards these priorities along with a range of key performance indicators to enable us to keep track of progress.

Performance management is key in delivering the longer-term vision of the Council. Quarterly Corporate Performance Reports are reported and reviewed by Strategic Executive Board, the Deputy and Shadow Deputy Leader and Scrutiny/Select Committees.

This will help to enable the council to deliver the objectives and outcomes of the Council Plan and in turn the Borough Vision.



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**Chief Executive**

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## **Appendices**

Appendix 1 - Corporate Quarterly Performance Management Report Quarter 1

Appendix 2 - Directorate Service Summaries

Appendix 3 – Corporate Measures 2023-2025\_Corporate & Economic Measures