

Corporate quarterly performance management report **2023-24**

Quarter 2 (1 July to 30 September 2023)

Extract for Corporate and Economic Strategy Select Committee

- Finance and Legal Services
- Digital, Customer and Commercial Services
- Regeneration and Enterprise
- Chief Executive's

Contents

Click section name to go to that page.

Contents..... 2

Introduction 3

Council plan 2022-25 3

Finance & Legal Services overview 4

Digital, Customer & Commercial Services overview 5

Regeneration & Enterprise overview..... 9

Chief Executive’s directorate overview 13

Further information..... 15

Introduction

This Quarterly Corporate Performance Management Report highlights performance for the period 1 June to 30 September 2023. It provides specific information related to corporate performance indicators and key initiatives/actions that link to outcomes in the Council Plan 2022-25. Measuring indicators and actions allows us to monitor progress towards our Borough Vision 2030.

This extract of the full Q2 report relates to the performance measures of four directorates:

- Finance & Legal Services
- Digital, Customer & Commercial Services
- Regeneration & Enterprise
- Chief Executives.

Council plan 2022-25

The Council Plan sets out our priorities and objectives, mapping out our journey to achieving the aspirations of Future Council and the Borough Vision. The plan is refreshed every three years with the current plan being effective from 1 April 2022.

In addition to the Future Council programme at the heart of the plan, the four priorities of the current council plan are:

- The borough of opportunity
- The safe and healthy borough
- The borough of ambition and enterprise
- The destination of choice

Further information on the Council Plan can be found on the [dudley.gov.uk council plan pages](https://dudley.gov.uk/council-plan-pages)



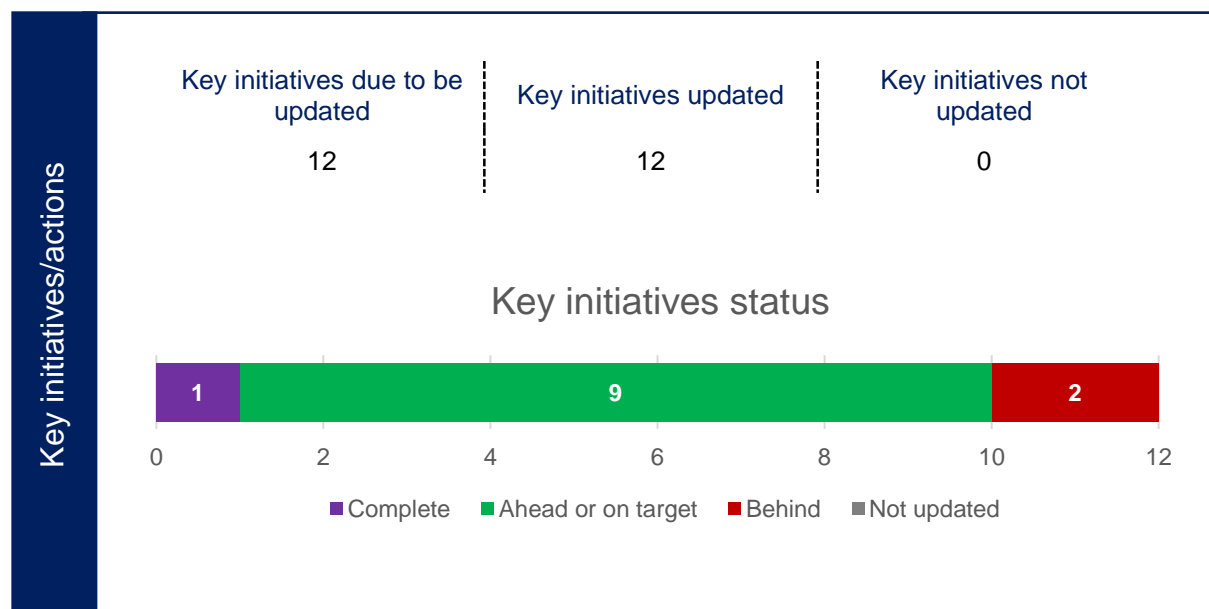
Finance & Legal Services overview

This page provides a dashboard overview for the directorate of Finance & Legal Services. The chart shows the status of key initiatives/actions being delivered.

The Finance & Legal Services Directorate do not have separate corporate KPI's due to the directorates corporate supportive role which contributes to the delivery of existing front line KPI's.

In terms of budget General Fund, Outturn and Medium-Term Financial Strategy are reported on and agreed periodically throughout the year following an agreed budget process which includes all Scrutiny committees.

KPI's due to be reported	KPI's reported	KPI's missing data
0	0	0



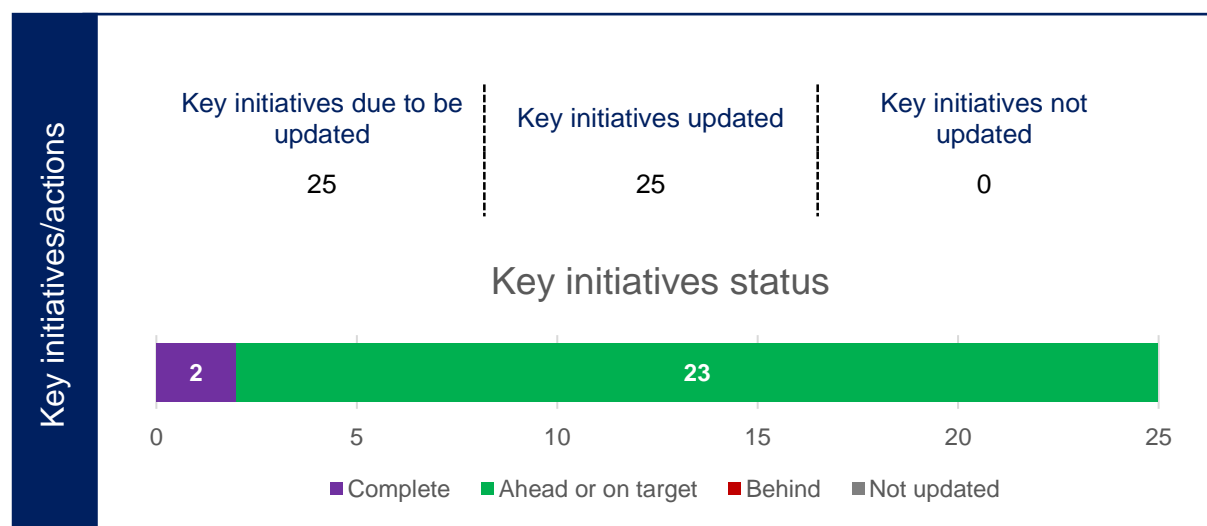
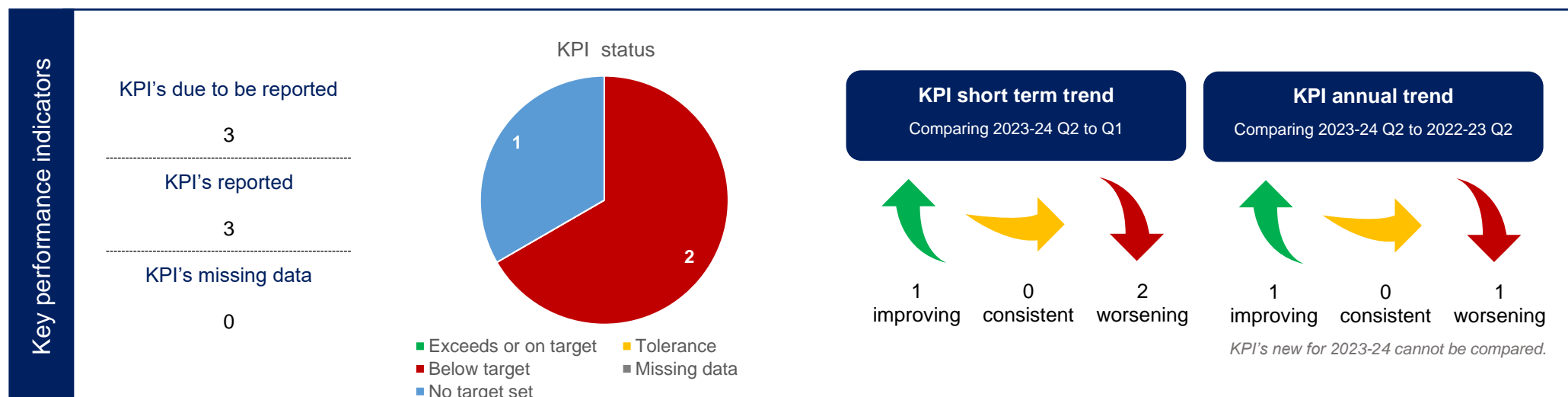
Council plan links

The table below provides a breakdown of key initiatives and corporate KPI's by directorate for this financial year including any not due to be reported this quarter.

Council plan priority	Key initiatives	Corporate KPI's
Dudley the borough of opportunity	3	0
Dudley the safe and healthy borough	3	0
Dudley the borough of ambition and enterprise	1	0
Future council	16	0
Total	23	0

Digital, Customer & Commercial Services overview

The following pages provide a dashboard overview for the directorate of Digital, Customer & Commercial Services. They show the status of corporate key performance indicators and of key initiatives/actions being delivered. KPI scorecards are used to report and monitor performance outturns for the given quarter along with exception commentary for those measures below target.



Council plan links

The table below provides a breakdown of key initiatives and corporate KPI's by directorate for this financial year including any not due to be reported this quarter.

Council plan priority	Actions	Corporate KPI's
Dudley the borough of opportunity	4	0
Dudley the borough of ambition and enterprise	4	1
Future council	17	4
Total	25	5

Digital, Customer & Commercial Services scorecard

	Performance Indicator	2022-23				2023-24						Benchmarking comparator data
		Qtr. 1 outturn	Qtr. 2 outturn	Qtr. 3 outturn	Qtr. 4 outturn	Qtr. 1 outturn	Qtr. 2 outturn	Target	Score	Short term trend	Annual trend	
Ambition & enterprise	PI.2266 Percentage of applicable contracts awarded that include Social Value outcomes	81.6%	80%	81.25%	58.33%	92%	60% (12 / 20)	85%	▲	↘	↘	Local measure, benchmark against previous years
Future council	PI.47 % Corporate Complaints given a full response within 20 working days	69%	69%	69%	71%	77%	79% (305 / 386)	85%	▲	↗	↗	Local measure, benchmark against previous years
	PI.2578 % of corporate Complaints Upheld / Justified	New measure				25%	27% (104 / 386)	See note*		↘	N/A	New measure, no benchmarking available

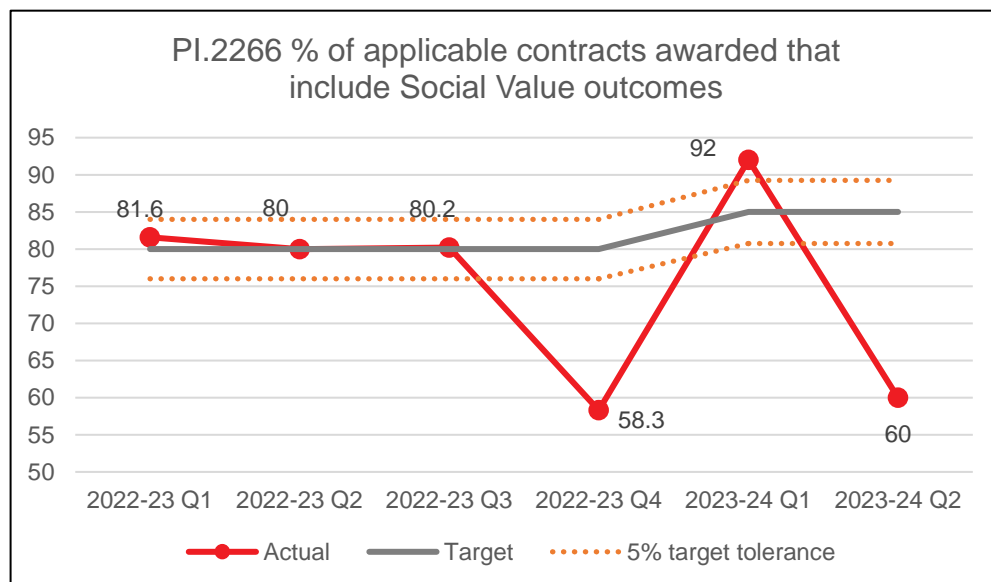
Short term trend compares current quarter with previous quarter within the same year. Annual trend compares the same quarter between years.

* New measure. No target set as 2023-24 will be the baseline.

Digital, Customer & Commercial Services exception commentary

PI.2266 % of applicable contracts awarded that include Social Value outcomes

PI	2022-23				Q1	2023-24			
	Q1	Q2	Q3	Q4		Quarter 2			
						Outturn	Target	S	T
PI.2266	81.6	80	81.2	58.3	92	60%	85%	▲	▼



Performance: what is the data telling us?

Social Value is the additional benefits and outcomes to the community from procurement processes over and above the delivery of goods, services and works. Social value delivery is mandatory for all procurements above £213k for goods or services and £5.3m for works. Although the procurement team includes it in all contracts it is involved with where possible.

This KPI measures contracts where the value is above the PCR 2015 threshold (these are values set by contract type in the regulations).

In Q2, 8 of 20 applicable contracts did not contain social value outcomes.

Assurance: evidence that actions are in place and having an impact

The low figure is due to a tender with 5 Lots that resulted in 5 contracts for Early Years Inclusion Hubs that did not include social value. In future social value will be included in these contracts.

Impact: what are the issues/risks for service delivery?

There are no issues or risks to service delivery. However, the Council could be missing out on additional value that could have been delivered for the residents of the Borough. Although, as 5 of the contracts that did not include social value are for Early Years Inclusion Hubs, it is likely that these will be delivering social value anyway e.g. employing local people and spending in the Dudley economy.

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

PI	2022-23				2023-24				
	Q1	Q2	Q3	Q4	Q1	Quarter 2			
						Outturn	Target	S	T
PI.47	69	69	69	71	77	79%	85%	▲	➡

Impact: what are the issues/risks for service delivery?

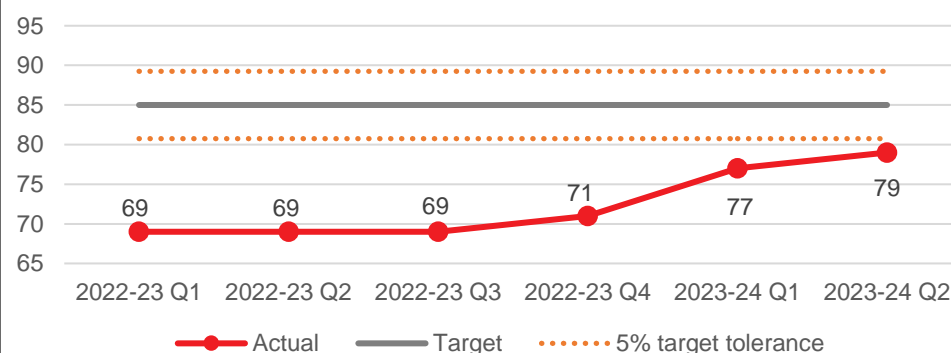
An issue/risk to service delivery is maintaining the upward trend of better performance against targets, whilst there are ongoing issues with complex cases, staffing resourcing/specialist shortages and budget constraints. The greatest risk, however, is a new combined LGSCO and Housing Ombudsman code which could potentially increase complaints, worsen customer experience and place demand on budgets. Consultation is currently underway on a new policy and target required by all councils on this matter and it will be raised to the risk register.

Assurance: evidence that actions are in place and having an impact

Teams are working hard to keep on top of an ever-improving picture against current targets - this quarter sees best performance in many years.

Consultation exercise with LGSCO is underway and concerns will be collated, approved and submitted.

PI.47 Corporate complaints given a full response within 20 working days



Performance: what is the data telling us?

Whilst not quite on target, the trend of increasing positive performance against this KPI has continued.

Housing have now been removed from this KPI as the Housing Ombudsman has changed their target. Housing are being monitored separately, sitting at 50% of complaints having been responded to within 10 days in Q2.

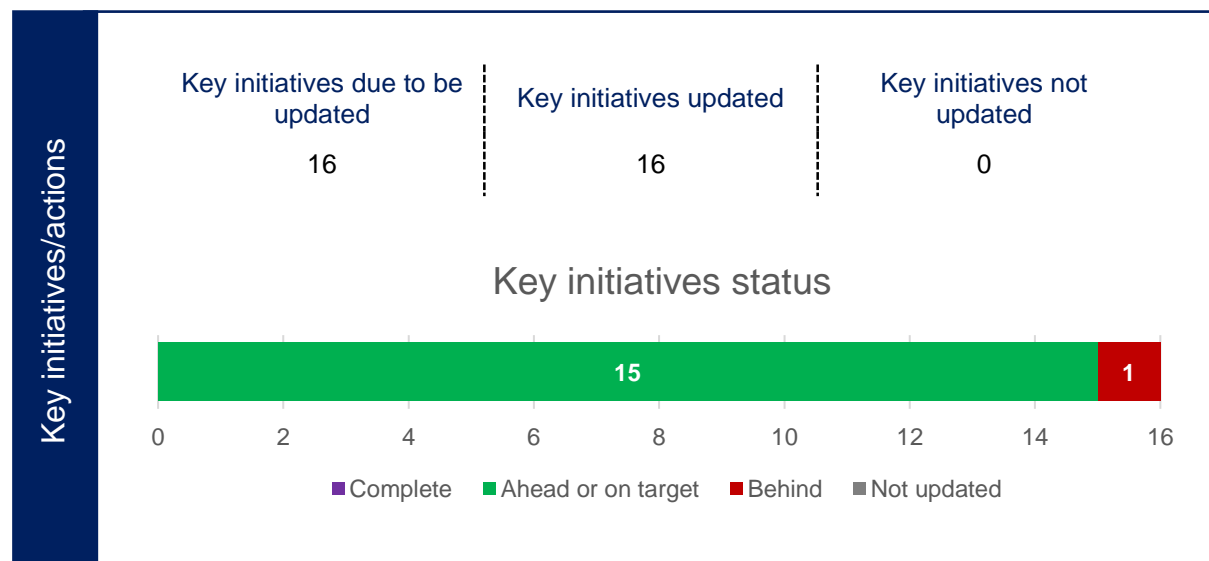
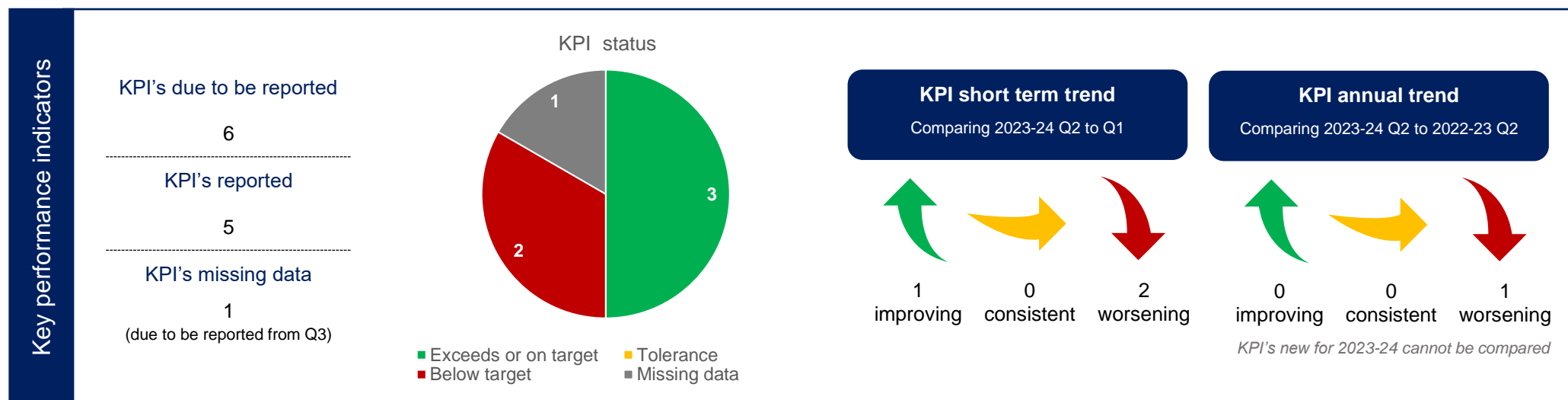
Revenues and Benefits report that their individual % complaints answered within 20 days was 98% and the 1 complaint outside of this timeframe was subject to ongoing communication with the customer. Their actual number of complaints was 44 compared to 33 in Q1 and 63 in Q2 last year. 1 business rates compliment was received. Within the division, the number of Revenues complaints received this quarter was 41 compared to 52 in Q2 last year and the number for Benefits was 3, compared to 11 in Q2 last year.

Social Care/Education/Disabilities complaints team note complaints for Children's Services increased this quarter, whilst Adult Social Care decreased. Complaints are detailed and complex and can involve more than one service and cross directorate input which can also affect adhering to timeframe for response. The 3 main issues are communication (lack/delay), quality of service/support and staff attitude/behaviour. All services are requested to complete monitoring and learning forms which are sent to relevant leads for analysis/reporting to senior management on noted trends, as well as action to be implemented. An overall performance and learning report for this area is analysed and presented to senior management quarterly.

Environment report there were a number of complaints for Greencare this quarter, mainly grass cutting, weeds and vegetation, which is a seasonal issue. Work is continuing with the Arboriculture team with tree complaints and issues to provide clear information on policies and timely responses. The area continue to look at processes across all areas of Environment Directorate to send informative responses and assist with response times. The area have received many compliments for efficiency and help staff at the pop-up tip at Lister Rd on fortnightly Saturdays.

Regeneration & Enterprise overview

The following pages provide a dashboard overview for the directorate of Regeneration & Enterprise. They show the status of corporate key performance indicators and of key initiatives/actions being delivered. KPI scorecards are used to report and monitor performance outturns for the given quarter along with exception commentary for those measures below target.



The table below provides a breakdown of key initiatives and corporate KPI's by directorate for this financial year including any not due to be reported this quarter.

Council plan priority	Key initiatives	Corporate KPI's
Dudley the borough of opportunity	2	3
Dudley the safe and healthy borough	1	0
Dudley the borough of ambition and enterprise	5	2
Dudley borough the destination of choice	3	2
Future council	5	0
Total	16	7

Regeneration & Enterprise scorecard

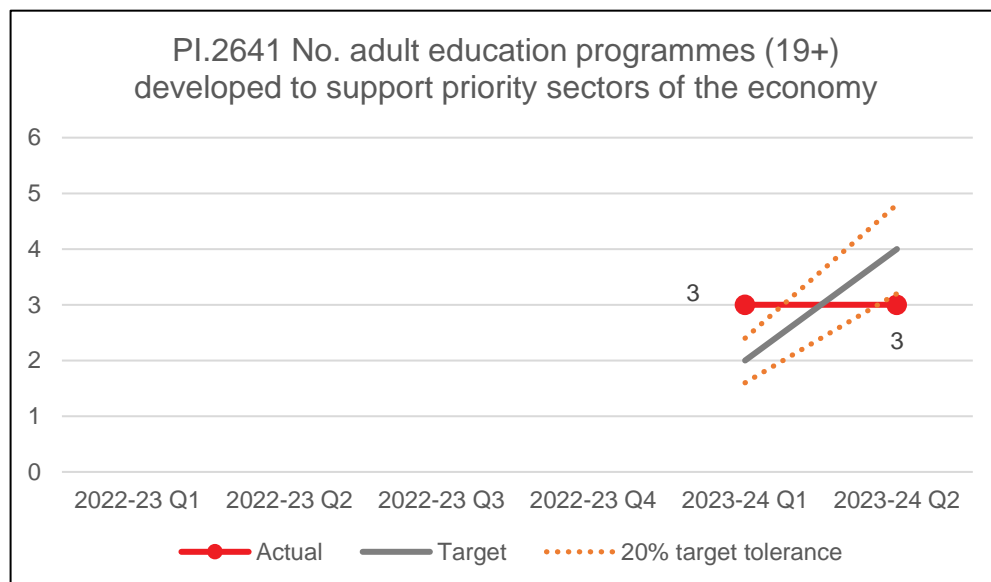
	Performance Indicator	2022-23				2023-24						Benchmarking comparator data
		Qtr. 1 outturn	Qtr. 2 outturn	Qtr. 3 outturn	Qtr. 4 outturn	Qtr. 1 outturn	Qtr. 2 outturn	Target	Score	Short term trend	Annual trend	
Borough of opportunity	PI.2641 Number of adult education programmes (age 19+) developed to support priority sectors of the economy (FAFFA indicator)	New measure				3	3	4	▲	↘	N/A	Local measure, cannot compare against other WMCA authorities
	PI.2642 Number of employers, partners and funding agencies worked with us to drive inclusive growth and social value for major investment projects	New measure				Reporting due from Q2	1	2	▲	N/A	N/A	Local measure, cannot compare against other WMCA authorities
	PI.2643 Number of Community organisations supported to develop and improve community engagement to access learning, training and employment opportunities across the borough	New measure				Reporting due from Q3	12	- (Target set from Q3 onwards)	★	N/A	N/A	Local measure, cannot compare against other WMCA authorities
Ambition & enterprise	PI.2639 Number of Dudley Businesses receiving non-financial support (WMCA UKSPF Performance measure)	New measure				Measure available from Q3 (the project this measure comes from is dependent on WMCA funding due to commence in Q3)						New measure, no benchmarking available
Destination of choice	PI.1691 % of major applications determined within 13 weeks (large and small scale combined)	Measure amended for 2023-24 so no previous comparable data				90% (9 / 10)	78% (7 / 9)	65%	★	↘	N/A	1st DCLG ranking (June 2020) National target 60%
	PI.1693 % of other applications determined within 8 weeks	100%	97.38%	97.53%	96.34%	92% (239 / 257)	95% (192 / 202)	70%	★	↗	↘	4th DCLG ranking (June 2020) National target 70%

Short term trend compares current quarter with previous quarter within the same year. Annual trend compares the same quarter between years.

Regeneration & Enterprise exception commentary

PI.2641 Number of adult education programmes (age 19+) developed to support priority sectors of the economy

	2022-23				2023-24				
PI	Q1	Q2	Q3	Q4	Q1	Quarter 2			
						Outturn	Target	S	T
PI.2641	New measure				3	3	4	▲	➡



Performance: what is the data telling us?

This is a new PI for 2023-24 and reflects the move in adult education towards employability and skills provision. The PI measures the number of Sector into employment programmes developed in the areas of Care, Customer Service, Warehousing and Employability. These are sectors identified as needing support with recruitment in our borough and therefore are linked to employer needs. The Gateways provide learners with entry level skills for these sectors and are developed and run by the Adult and Community Learning team. Employability and helping people get into jobs is a key focus for the teams funders (WMCA). Performance is slightly behind target in Q2 due to setting up infrastructure taking longer than anticipated.

Assurance: evidence that actions are in place and having an impact

The funding rules have now been confirmed allowing programmes to be developed in full. This in turn will then allow the delivery of programmes to learners and employers to recommence.

Impact: what are the issues/risks for service delivery?

Fewer programmes have been run which is a direct impact on service delivery to learners and employers and may lead to the team supporting fewer residents into work. Delivery has been held up due to changes to funding rules and redefining programmes the team develop to link with Commonwealth Games Legacy Fund. Not linking programmes to funding rules would pose a risk to the team in potentially having funding claimed back.

PI.2642 Number of employers, partners and funding agencies worked with us to drive inclusive growth and social value for major investment projects

	2022-23				2023-24				
PI	Q1	Q2	Q3	Q4	Q1	Quarter 2			
						Outturn	Target	S	T
PI.2642	New measure				1	2	▲	-	

Insufficient data to produce trend chart.

Performance: what is the data telling us?

This PI measures the number of employers, partners and funding agencies who have supported us to drive inclusive growth and social value for major investment projects. Infrastructure is being finalised with the first large employer receiving ongoing support and funders being linked to all resident flow discussions. Our first employer has successfully engaged with and employed local residents and is supporting us to develop a wider programme for growth within the organisation.

Assurance: evidence that actions are in place and having an impact

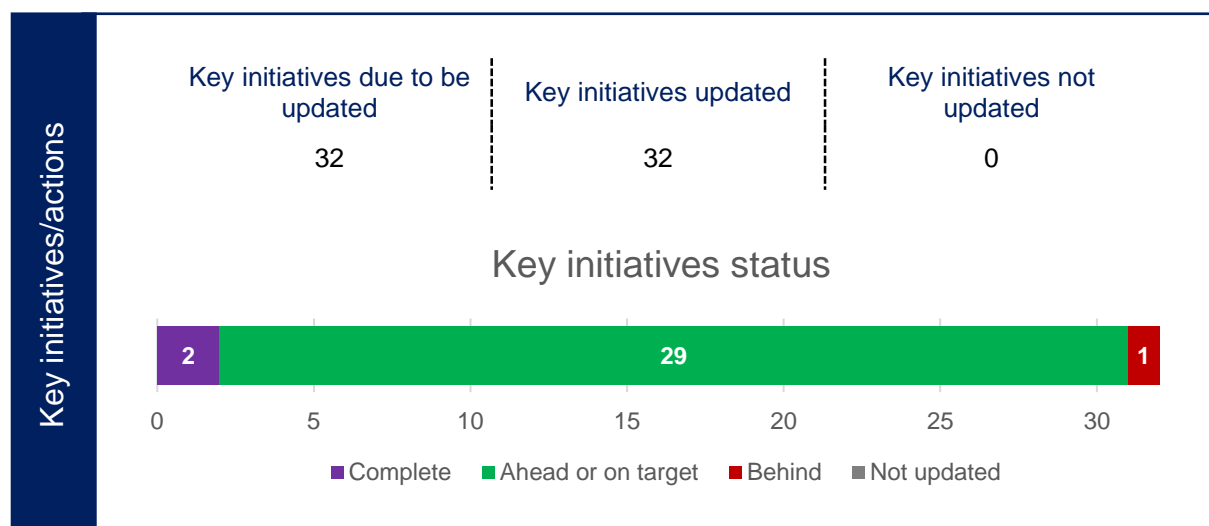
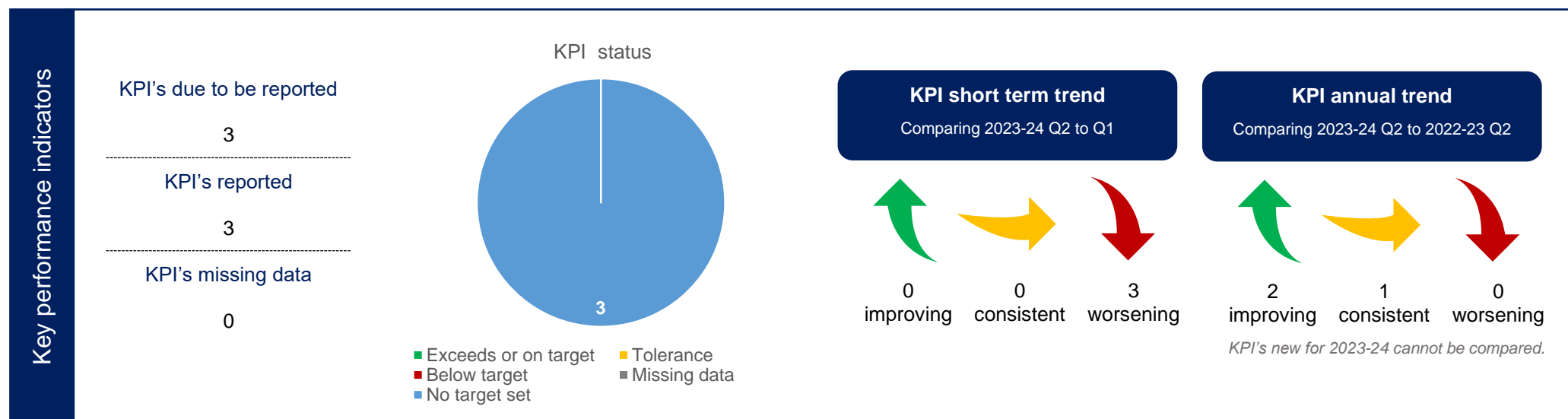
Linking employers, funding opportunities such as shared prosperity funding and Commonwealth games legacy for student support and partners into employer needs linked to social value and inclusive growth opportunities in line with the developing regeneration strategy will enable clearer links within growth opportunities and residents into suitable careers Change in place to enable this work to focus on new and changing organisations within the borough. Targets will be achieved by Q4.

Impact: what are the issues/risks for service delivery?

The programme could and will fail without the ability to engage the right employers whilst utilising the correct funding opportunities and finding the right residents. Our "iCAN" programme is about to be launched which will enhance the offer of our boroughs two largest employers enabling real career support with a link to residents into good quality life enhancing employment opportunities and employers taking inclusive growth forward as a clear and ongoing focus.

Chief Executive's directorate overview

The following pages provide a dashboard overview for the directorate of the Chief Executive. They show the status of corporate key performance indicators and of key initiatives/actions being delivered. KPI scorecards are used to report and monitor performance outturns for the given quarter along with exception commentary for those measures below target.



Council plan links

The table below provides a breakdown of key initiatives and corporate KPI's by directorate for this financial year including any not due to be reported this quarter.

Council plan priority	Actions	Corporate KPI's
Future council	37	5
Total	37	5

Chief Executive's directorate scorecard

		2022-23				2023-24						
Performance Indicator		Qtr. 1 outturn	Qtr. 2 outturn	Qtr. 3 outturn	Qtr. 4 outturn	Qtr. 1 outturn	Qtr. 2 outturn	Target	Score	Short term trend	Annual trend	Benchmarking comparator data
Future council	PI.352 Working days/shifts lost per FTE due to sickness absence (excluding Schools) <i>cumulative calculation</i>	3.36 days	6.91 days	10.85 days	14.53 days	3.06 days	6.21 days	See note*		↘	↗	7.44 days (West Midlands Employees comparator)
	Sickness as % of FTE days	6.06%	6.23%	6.51%	6.55%	5.52%	11.19%					
	PI.370 Long term sickness absence per FTE (excluding Schools) <i>cumulative calculation</i>	2.34 days	4.91 days	7.69 days	10.4 days	2.38 days	4.78 days	See note*		↘	→	4.86 days (West Midlands Employees comparator)
	Long-term sickness as % of FTE days	4.21%	4.42%	4.62%	4.7%	4.28%	8.61%					
	PI.371 Short term sickness absence per FTE (excluding Schools) <i>cumulative calculation</i>	1.02 days	2 days	3.16 days	4.09 days	0.69 days	1.43 days	See note*		↘	↗	1.65 days (West Midlands Employees comparator)
	Short-term sickness as % of FTE days	1.85%	1.8%	1.9%	1.84%	1.24%	2.58%					

Short term trend compares current quarter with previous quarter within the same year. Annual trend compares the same quarter between years.

* No target set in line with other local authorities. There will be regular corporate reporting on sickness absence levels across the organisation to monitor trends, identify hotspots and issues requiring potential further action and for benchmarking purposes (against previous quarters/years and other organisations).

Further information

For further information with reference to the corporate quarterly performance report, please contact:

Clair Blunn

Corporate Performance Manager

Tel: 01384 816931

CorporatePerformance@dudley.gov.uk

Sally Haycox

Corporate Performance Support Officer

Tel: 01384 815379

CorporatePerformance@dudley.gov.uk

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

