

Meeting of the Corporate and Economic Strategy Select Committee

Thursday, 2nd November, 2023 at 6.00pm
In Committee Room 2, The Council House, Priory Road,
Dudley

Agenda – Public Session **(Meeting open to the public and press)**

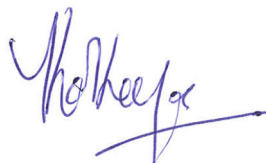
1. Apologies for absence
2. To report the appointment of any substitute members serving for this meeting of the Committee
3. To receive any declarations of interest under the Members' Code of Conduct
4. To confirm and sign the minutes of the meetings held on 30th August, 2023 and 6th September, 2023 as a correct record (Pages 4 – 23)
5. Public Forum
6. Commercial Strategy (Pages 24 – 49)
7. Corporate Quarterly Performance Report – Quarter 1 (1st April – 30th June, 2023) (Pages 50 – 90)
8. Corporate and Economic Strategy Select Committee Progress Tracker and Future Business (Pages 91 - 93)
9. To consider any questions from Members to the Chair where two clear days notice has been given to the Monitoring Officer (Council Procedure Rule 11.8)

Distribution:

Councillor D Stanley (Chair)

Councillor S Henley (Vice-Chair)

Councillors C Eccles, J Foster, A Hopwood, L Johnson, E Lawrence, S Mughal, N Neale, T Russon and P Sahota.



Chief Executive

Dated: 25th October, 2023

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Minutes of the Corporate and Economic Strategy Select Committee

Wednesday, 30th August, 2023 at 6.00 pm
In Committee Room 3, The Council House, Priory Road, Dudley

Present:

Councillor D Stanley (Chair)
Councillor S Henley (Vice-Chair)
Councillors A Aston, J Cowell, A Davies, C Eccles, P Lee, and P Sahota.

Officers:

I Newman (Director of Finance and Legal), L Fulci (Director of Digital, Customer and Commercial Services – via Microsoft Teams), C Driscoll (Director of Children's Services), M Farooq (Lead for Law and Governance) and K Taylor (Senior Democratic Services Officer).

Also in Attendance:

Councillor S Clark (Cabinet Member for Finance, Legal and Human Resources)
Councillor P Atkins (Cabinet Member for Corporate Strategy)

8 Apologies for Absence

Apologies for absence were received on behalf of Councillors E Lawrence and K Westwood.

9 Appointment of Substitute Members

It was noted that Councillors J Cowell and P Lee had been appointed as substitute Members for Councillors K Westwood and E Lawrence, respectively, for this meeting of the Committee only.

10 **Declarations of Interest**

No member made a declaration of interest in accordance with the Members' Code of Conduct.

11 **Public Forum**

No issues were raised under this agenda item.

12 **Questions Under Council Procedure Rule 11.8**

There were no questions to the Chair pursuant to Council Procedure Rule 11.8.

13 **Exclusion of the Public and Press**

Resolved

That the public and press be excluded from the meeting for the following item of business, on the grounds that it involves the likely disclosure of exempt information, as defined under paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972, as amended.

14 **Call-In of Decision Sheet – Loan to Dudley and Kent Commercial Services Ltd Joint Venture Company**

A report of the Monitoring Officer was submitted to respond to the call-in of the decision of the Cabinet Member for Finance, Legal and Human Resources concerning a loan to Dudley and Kent Commercial Services Ltd Joint Venture Company (JVC). The decision had been called-in at the request of four Members of the Corporate and Economic Strategy Select Committee in accordance with the Scrutiny Committee Procedure Rules, as set out in the Council's Constitution. A copy of the exempt decision sheet relating to this item was circulated, together with the procedure to be followed at the meeting, as outlined by the Chair.

The Chair then invited the Cabinet Member for Finance, Legal and Human Resources to make representations concerning the decision together with the Director of Finance and Legal and the Director of Digital, Customer and Commercial Services. The Director of Children's Services and the Lead for Lead and Governance was also in attendance, at the request of the Committee, and responded to questions raised.

Arising from the representations made, Members made the following comments and raised questions, which were responded to at the meeting:

- a) The proposed loan set out within the Decision Sheet would enable the commercialisation of the service by providing both temporary and permanent recruitment services to other organisations. It was confirmed however that the focus was on the recruitment process of temporary staff.
- b) The risks associated with selling services commercially was acknowledged.
- c) Following a data review, Dudley maintained schools and academies were considered as a target market allowing the opportunity to build on existing partnership working and acknowledging the challenges faced with recruitment and budget pressures. It was acknowledged that although the response rate to the survey circulated to all Dudley Schools was 31%, this was considered a good response.
- d) The investment required to establish the external trading team would be shared equally by the shareholders.
- e) It was noted that recruitment fees were dependent on the job role.
- f) Members acknowledged and recognised the importance of commercialisation and income generation within the Council.

- g) Members queried why the request for the loan could not have been reasonably deferred until the end of the second financial year in order to review the company's financial performance accordingly.
- h) The service would undertake a consultant led sales approach by employing specialist sales consultants to engage and build relationships with stakeholders in potential customer organisations. It was noted that activities would be in line with set Key Performance Indicators including; sales calls and customer site visits.
- i) The historic and severe recruitment challenges of permanent staff within the Children's Services Directorate and Legal Services were outlined, however it was also acknowledged that there had been some improvement in the recruitment of temporary staff since the JVC had been established in 2022.
- j) It was reported that each Directorate were responsible in developing a Strategy in relation to workforce.
- k) A Member suggested that measures should be considered to ensure that Dudley's bank of temporary workers were supported and encouraged to remain within Dudley.
- l) It was reported that approximately 800 positions had been filled since the service had been operational.

Following all questions and contributions, the Chair asked for any final statements before the Committee proceeded to consider the matter.

The Chair thanked all Members and Officers for attending and the positive discussions and contributions made during the meeting.

Resolved

That the Corporate and Economic Strategy Select Committee recommend that no objection be raised to the decision, in which case no further action is necessary and that the decision of the Cabinet Member for Finance, Legal and Human Resources be implemented with immediate effect.

The meeting ended at 6.45pm

CHAIR

CESSC/9

Minutes of the Corporate and Economic Strategy Select Committee

Wednesday, 6th September, 2023 at 6.00 pm
At Saltwells Education Development Centre, Bowling Green Road, Netherton

Present:

Councillor D Stanley (Chair)
Councillor S Henley (Vice-Chair)
Councillors A Aston, J Foster, A Hopwood, E Lawrence, N Neale, T Russon, P Sahota and K Westwood.

Officers:

P Mountford (Head of Economic Growth and Skills), P Parker (Head of Communications and Public Affairs), N Biddle (Head of Digital and Customer Services), M Cox (Strategic Development Surveyor), C Blunn (Corporate Performance and Programme Manager), S Haycox (Corporate Performance Support) and K Taylor (Senior Democratic Services Officer).

15 Apologies for Absence

Apologies for absence from the meeting were received on behalf of Councillors C Eccles and L Johnson.

The Senior Democratic Services Officer updated Members of a change in membership in particular that Councillor L Johnson had been appointed to the Committee replacing Councillor A Davies.

16 **Appointment of Substitute Member**

It was noted that Councillor J Foster had been appointed to serve as a substitute Member for Councillor C Eccles for this meeting of the Committee only.

17 **Declarations of Interest**

No member made a declaration of interest in accordance with the Members' Code of Conduct.

18 **Minutes**

Resolved

That the minutes of the meeting held on 12th July, 2023, be approved as a correct record and signed.

19 **Public Forum**

No issues were raised under this agenda item.

20 **Stalled Sites – Strategies for bringing back into use privately owned vacant land and property**

A report of the Director of Regeneration and Enterprise was submitted on the strategies deployed in the last twelve months, by the Local Authority to bring back into use privately owned land and property which remained derelict or untidy of where development was stalled.

The Head of Economic Growth and Skills gave a presentation to the Committee and in doing so referred to the work undertaken by the Stalled and Derelict Sites Working Group across multiple service areas regarding land and property identified as problem or derelict sites where development had stalled. Following a consultation process, which included Member Ward Walks, an initial list containing 68 sites was developed by Officers. This list was revised to produce a priority list of 20 sites which was endorsed by informal Cabinet in November, 2021. The 20 priority sites had been categorised to enable a targeted and focused approach to delivery to allow resources to be better managed. A summary of the four categories were outlined at the meeting.

It was noted that a cross directorate multi-disciplinary task and finish working group had been established to oversee actions to sites that were in categories 3 and 4, with delivery options and work plans being developed.

The Head of Economic Growth and Skills reported that Homes England revenue funding totalling £60,000 had been secured to enable the Council to procure specialist property development and legal expertise to advise on the most appropriate course of actions for each site. It was confirmed that Thomas Lister with Freeths solicitors and PCPT Architects had been appointed to consider and report on routes to bringing each site forward to include associated risks. Following the presentation of their findings and engagement with private sector developers and registered providers, a high-level plan including spend profile for the programme was developed.

Members were updated on the position of the Stalled and Derelict sites programme, including 6 sites that were making substantial progress towards early development, 6 sites progressing with engagement with owners, 3 sites where potential enforcement action had been identified and 5 sites where development options were needed to be reviewed including potential use of Compulsory Purchase Orders.

An overview of case studies where positive action on derelict sites was outlined, including the work undertaken to the redevelopment of Market Street, Stourbridge and 122-128 Colley Gate, Cradley. It was noted that the Council had completed the purchase of the remaining three units in 122-128 Colley Gate, Cradley, following the serving of a Compulsory Purchase Order in January, 2023. It was anticipated that Stalled and Derelict sites funding would be utilised for the demolition of the four sites for the redevelopment of an 8-unit affordable housing scheme.

It was noted that Corporate Landlord were progressing to bring the Enville Street, Stourbridge site to the open market disposals with benefit of planning permission for the development of a housing led 10-unit scheme.

In order to assist the decision-making process and align officer time and programme budget, nine sites had been selected for more focused work in areas including 10-12 Tipton Road, Dudley, Former Foresters Pub and lands rear of Brierley Hill and New Hawne Colliery, Halesowen.

The Head of Economic Growth and Skills referred to the changing role of the Housing Revenue Account and the implications to the delivery route of sites within the programme, and in doing so confirmed that engagement had commenced, via Thomas Lister, with regional private sector developers and other registered providers already working in the borough, via a soft market testing questionnaire.

It was noted that a blanket cabinet approval to acquire and extinguish interest in land and new rights by agreement or through a Compulsory Purchase Order for all sites to assist in discussions with landowners was also being considered.

Members asked questions, made comments and responses were given where appropriate as follows: -

- a) The Chair commented positively on the presentation given and the significant progress made over the past twelve months.
- b) In responding to a question raised by Councillor E Lawrence, the Strategic Development Surveyor confirmed that an Enforced Sale allowed the Council to recover charges registered against a property or land through the sale of the property or land. A Compulsory Purchase Order (CPO) is an Order made by an authorised body (such as the council), requesting powers to acquire land compulsorily where the landowners or occupiers are not willing to sell by agreement or agreement on terms cannot be reached.

- c) Reference was made to the inclusion of listed buildings within the Borough into the programme, the Head of Economic Growth and Skills confirmed that some listed buildings had been identified within the initial list of 68 sites. It was suggested however that listed buildings may be considered under a separate process given that many buildings required refurbishment rather than redevelopment, and undertook to discuss further with J Pilkington, Principal Historic Environment Officer.
- d) In view of the limited resources available and the lack of a dedicated team, initial focus would be given to the nine individual sites identified. Once completed the remaining sites would be re-prioritised for the next tranche of priority accordingly.
- e) In responding to a question raised by Councillor A Aston, the Head of Economic Growth and Skills confirmed that the initial list of 68 sites that were identified resulted from a mixture of intelligence received from both officers and ward members and included existing enforcement cases.
- f) Councillor A Aston considered that 68 sites was a low number for Dudley and sought clarification as to whether additional sites could be included to the programme. In responding, the Head of Economic Growth and Skills confirmed that the work was an ongoing rolling programme however it was recognised that dedicated resources would be required to expand the programme further.
- g) Councillor P Sahota welcomed the report submitted and the direction of travel of the programme and suggested that the Council could measure success by reviewing data between 2017 and 2020 specifically in relation to section / enforcement orders used in order to provide a benchmark of work undertaken.

- h) Councillor P Sahota sought clarification on work progressing on the remaining 48 sites identified and what measures were being considered including those that may require a Section 215 notice. He further suggested that a list identifying the locations of the 68 sites would be beneficial and queried why the majority of Category 1 and 2 sites were predominately situated within Halesowen and Stourbridge areas.

In responding, the Head of Economic Growth and Skills assured Members that positive progress was being made to the remaining 48 sites and undertook to circulate further information to the Committee including a map identifying all 68 sites.

- i) Councillor P Sahota acknowledged that a dedicated team and additional resources were needed to ensure the success and delivery of the programme.
- j) In responding to a question raised by the Chair in relation to the old general post office building in Dudley, it was noted that consideration was being given to the site being part of the levelling up agenda and that viability funding would likely be required to support the future redevelopment of the site.
- k) Councillor T Russon commented positively on the presentation given and welcomed the opportunity in receiving an accessible list of all sites and regular updates.
- l) In responding to a suggestion made by Councillor T Russon of an online directory of available rentable amenities within Dudley, including garages, the Head of Economic Growth and Skills undertook to discuss further with the Technology, Systems and Services Department.
- m) Councillor J Foster raised concerns that the remaining 48 listed could be extended further from sites identified by Ward Members and that the programme did not appear to categorise properties that were deteriorating. It was also suggested that a number of properties throughout the borough were not owned by people living within the community.

The Head of Economic Growth and Skills acknowledged comments made and confirmed that the appointment of external legal consultants allowed the opportunity for challenging conversations with land owners and developers in order to take forward difficult sites.

- n) Councillor J Foster referred to the Planning Committee Member Training and considered that the training received in relation to compulsory purchase orders was too technical and suggested that future training should include an invitation to a Local Government Association Peer Member, to share success stories and provide an Elected Member perspective.

Resolved

- (1) That the information contained in the report submitted be noted.
- (2) That the progress made since the report was submitted to the Future Council Scrutiny Committee on 7th September, 2022, be noted.
- (3) That the positive actions being undertaken by services in seeking to bring back into use privately owned land and property which remained vacant and derelict, be acknowledged.
- (4) That the limitations of statutory powers in requiring private landowners to bring forward vacant and derelict sites for development be recognised.
- (5) That the Head of Economic Growth and Skills:
 - (i) circulate information on progress made to the remaining 48 sites to the Committee including a map identifying all 68 sites;
 - (ii) liaise with the Technology, Systems and Services Department with regard to an accessible list of all sites including regular updates and an online directory of available rentable amenities within Dudley;
 - (iii) liaise with Democratic Services with regard to future Planning Committee Member training.

21 Consultation Process Review across the Authority

A report of the Deputy Chief Executive was submitted on consultation activity across the authority and future improvements to processes.

In presenting the report submitted, the Head of Communications and Public Affairs confirmed that the consultation process review commenced in Autumn 2022, following a report submitted to the former Future Council Scrutiny Committee Working Group, whereby the Chief Executive's Office was recommended to lead a review of consultation processes across all directorates, to collate information and identify best practice areas to inform a consistent corporate approach.

To support the project, an officer working group was established to baseline all current forms of consultation to understand the different approaches and identify best practice, develop a forward plan of planned consultation exercises over the next twelve months and develop a framework and guidance for all directorates to ensure a consistent approach. The draft Consultation Framework and Guidance was attached as Appendix B to the report submitted.

An internal survey was circulated to enable the performance management team to capture external consultation activity taking place across the organisation. 17 responses were received which highlighted that the majority carried out up to five external consultations each year unless based on need or associated to either a project or major improvements to services. Although it was acknowledged that 17 responses to the survey was low, upon investigation, it was identified that a number of responses were submitted on behalf of a number of service areas.

Consideration was being given to a corporate software licence to ensure that the local authority abided by regulations, with the possibility of the 'MyDudley' platform being utilised to eliminate issues with licences and to create a one platform approach to enable the Council to be better engaged with residents and ensure policies were being met. It was noted that services would continue to use the paid software packages if a licence was not held.

Reference was made to the draft Consultation Framework and Guidance which would help teams identify areas they needed to consider together with tools available when carrying out consultations in a consistent approach across the Council.

Members were advised that the Council did not have a single, corporate department with an oversight or responsibility for consultations taking place across all directorates and services in the local authority, which was formerly undertaken by a centralised strategic intelligence and policy unit. In order to re-establish corporate ownership of all consultation activity, appropriate budget and resource would need to be identified.

In referring to software solutions, the Head of Digital and Customer Services reported that MyDudley platform provided a comprehensive and extended service allowing residents to provide feedback on consultations.

In concluding, the Head of Communications and Public Affairs expressed his thanks and gratitude for the work undertaken by the officer working group.

Members asked questions, made comments and responses were given where appropriate as follows: -

- a) In responding to a question raised by Councillor A Aston in relation to the consultee database utilised by the Local Authority, the Head of Communications and Public Affairs confirmed that Granicus UK, the company appointed to co-design and deliver the new MyDudley platform, was a subscription based service which should expand the existing consultee network.
- b) Councillor P Sahota welcomed the report submitted however raised concerns of the low response rate to the internal survey undertaken.

In responding, the Corporate Performance Programme Manager confirmed that the survey had been endorsed and communicated through the Strategic Executive Board and Heads of Services.

- c) Councillor P Sahota further shared concerns that fourteen people had responded to the survey indicating that Equality Impact Assessments (EIAs) were not carried out to ensure that there were no barriers to participation or disadvantage to any protected groups from participation whilst conducting consultations. The response suggested that the culture of EIAs was not taken seriously across the Council, and Councillor P Sahota considered that completing EIAs was an essential requirement of all Councils.

In acknowledging the comments made, the Head of Communications and Public Affairs and the Corporate Performance Programme Manager confirmed that the Consultation Framework and Guidance contained a dedicated section to encourage and ensure the authority adhered to legal regulations for EIAs. The database would highlight where officers had indicated that an EIA had not been completed, however without a dedicated team to support the database, this would not be possible to monitor.

- d) It was reported that the consultation survey had identified six service areas had utilised a free online survey form to carry out their consultations, which had consequences towards security issues and GPDR regulations. Members were assured that discussions had been held with L Bourne, Data Protection and Information Governance Manager, which had resulted in a dedicated section incorporated within the Consultation Framework and Guidance.

- e) Councillor J Foster referred to the Consultation Strategy previously adopted by the Council which was highly regarded nationally as a result of the level of engagement undertaken by officers alongside Ward Members within local communities. She suggested that the information presented did not imply that the established officer working group was not undertaking this level of engagement. The reliance on virtual and remote consultations would lose the ability to maintain direct contact with residents and communities.

In responding, the Head of Communications and Public Affairs confirmed that a distinction had been made between engagement and consultation recognising that many teams carried out engagement with service users as part of their business including outreach work with residents and community groups.

Further to comments made, Councillor J Foster considered that engagement and consultation should not be separated and that the number of community groups targeted were reducing in numbers and the majority not representative of the community.

- f) Councillor E Lawrence commented positively on the report and extensive work undertaken. Following comments made in relation to using the MyDudley platform through Granicus UK, Councillor E Lawrence queried whether a specific module could be purchased to assist with the consultation process.

In responding, the Head of Digital and Customer Services confirmed that a number of modules had been future proofed with an agreed price for further functionality, including one to be used for consultations, which can be procured when requested.

Resolved

- (1) That the information contained in the report submitted be noted.
- (2) That Dudley Council does not have a single, corporate department with an oversight or responsibility for consultations taking place across all directorates and services in the local authority, be noted.
- (3) That the scale and complexity of consultation activity undertaken across the local authority service areas and how best practice has been used to inform a consistent corporate approach, be noted.

- (4) That the new Consultation Framework and the database produced for guidance by the Chief Executive's performance management team and key stakeholders across the organisation, as outlined in Appendix B of the report submitted, be supported.
 - (5) That the officer working group to identify the best software solution be supported.
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22 **MyDudley Digital Platform Update**

A report of the Director of Digital, Customer and Commercial Services was submitted on the MyDudley programme.

In presenting the report submitted, the Head of Digital and Customer Services confirmed that the platform had been procured and the contract awarded to Granicus UK in April, 2023 noting that the project contained key milestones to develop and enable a new self service channel whilst ensuring best value for money for Dudley. The functionality of the platform included customer portal, customer service hub, councillor portal and staff portals.

The Head of Digital and Customer Services assured Members of the commitment in understanding how different groups and communities use existing council services and that the MyDudley implementation plan aligned to the feedback gained from the community engagement. Future roll out of services would continue to be informed by data and engagement.

It was noted that a number of engagement sessions and surveys had been undertaken by the Digital and Customer Service team to understand how residents use digital technology and what the Council needed to do to make those technologies meet the needs of different communities. Community engagement sessions had been delivered in partnership with Healthwatch Dudley and attended by residents and carers with wide ranging age, ability and accessibility needs.

The branding of the platform created a personal feeling associated to the Dudley Borough with community groups selecting the name, MyDudley. Whilst it was recognised that online self-service would be used by many of the residents, this was just an enhancement to the services and not a replacement way to contact the council, retaining support for those in-person or over the phone when needed.

In July, 2023, the MyDudley Roadshow event was launched with residents invited to complete a survey about how they and the Council could work together to improve online access to council services. The two-week roadshow consisted of sixteen events including visits to leisure centres, community centres, cultural centres together with a promotional double decker bus visiting different town centres, during the second week, with internal and external promotion in car parks, marketplaces and GP Surgeries.

It was reported that 3,073 residents completed surveys with initial results highlighting the opportunity to increase the number of residents who would use online services and 80% of residents claiming that they would possibly use online services in the future.

A high-level implementation timeline was outlined in Appendix C of the report submitted reflecting the needs and preferences of residents. The first phase of the delivery of MyDudley would focus on the customer portal giving the residents the ability to create a secure account and track their enquiries; raise an enquiry about waste, bins and recycling; report anti-social behaviour; book tip appointments and reporting issues in their neighbourhood. The importance in demonstrating “you said, we did” within the platform was emphasised.

The issues associated with the current Councillor Contact platform was acknowledged, however it was noted that the service would be migrated to the new platform allowing for improvements to be made and providing opportunity to track requests, enable communication between service areas and councillors and empower Members to digitally self-serve. Priority would be given to ensuring Members were provided with a more consistent experience centred around key themes including accessibility, simplicity, language and visibility of cases.

The Head of Digital and Customer Services referred to the governance implemented within the programme including the establishment of the Councillor Digital Forum which reported to the Digital Board.

It was noted that the Medium Term Financial Strategy spend was approved on the basis the project would realise savings as customer contact reduced following an anticipated increase in self-serve by residents, however the rate of resident self-service against the target reduction would be monitored.

Reference was made to the motivation to build a service catered to all needs with Equality Impact Assessments completed to ensure all groups were catered for. Following the awarding of the contract and having a better understanding of resident priorities, a further assessment would be completed that aligned to the implementation.

In concluding, the Head of Digital and Customer Services stated that the resident focussed implementation required officers to be flexible and take an iterative approach, being prepared to change plans where resident feedback suggested a need.

Members asked questions, made comments and responses were given where appropriate as follows: -

- (a) The Chair commented positively on the information presented and referred to a site visit he had recently undertaken together with the Vice-Chair to Dudley Council Plus.
- (b) Councillor J Foster was encouraged of the number of Equality Impact Assessments undertaken, however sought clarification as to why the decision had been made to not consult with children and young people.

In responding, the Head of Digital and Customer Services confirmed that the engagement was data driven and focused primarily on services where customers contacted the Council directly but was happy to take on board comments made.

- (c) Councillor N Neale welcomed the report submitted and referred to issues associated with reporting on Councillor Contact and suggested that cross data and referencing was needed between residents and ward members reporting the same issue. She also suggested that council owned buildings including libraries and leisure centres could be equipped with the right technology to enable users to provide feedback direct to the Council.

The Head of Digital and Customer Services confirmed that she would consider the suggestion made and advised that the new system would allow Elected Members to copy recipients, including residents and Members, into the request for information.

- (d) Councillor P Sahota welcomed the report submitted and queried how the system compared to other local authorities.

In responding, the Head of Digital and Customer Services confirmed that currently 110 Local Authorities operated the same platform, and that extensive market testing had been undertaken on a variety of products and Members were assured that the new system would benefit Dudley.

- (e) Councillor A Aston considered that the success of the project would be determined by the implementation of the platform and whether issues and requests for services were resolved.

In responding, the Head of Digital and Customer Services acknowledged the comments made and suggested that the system would identify points of failure immediately and agreed that the success of the technology depended on the quality of the business model.

- (f) Councillor P Sahota suggested that performance management was essential in the implementation and delivery of the system.

Resolved

That the information contained in the report submitted be noted.

23 Corporate and Economic Strategy Select Committee Progress Tracker and Future Business

Following agreement by the Chair, Councillor J Foster raised an urgent item in relation to the recent national developments regarding Reinforced Autoclaved Aerated Concrete (RAAC) in schools in England. Although it was acknowledged that communication bulletins had been circulated confirming that local authority led schools and academies were unaffected, Councillor J Foster suggested that an audit of all council buildings, including libraries, leisure centres and community centres, be undertaken to establish whether RAAC had been used in any of the buildings, and Members advised accordingly.

In response to comments made, the Head of Communications and Public Affairs undertook to discuss further with appropriate officers and arrange for a communications bulletin to be circulated to all Elected Members.

Resolved

- (1) That the Corporate and Economic Strategy Select Committee Progress Tracker and Future Business, as outlined in the report, be noted.
- (2) That the Head of Communications and Public Affairs be requested to consult with appropriate officers regarding RAAC in council buildings, and arrange for a communications bulletin to be circulated to all Elected Members accordingly.

24 Questions Under Council Procedure Rule 11.8

There were no questions to the Chair pursuant to Council Procedure Rule 11.8.

25 Comments of the Chair

The Chair thanked all Members and Officers for attending and the positive and constructive discussions and contributions made during the meeting.

The meeting ended at 7.55pm

CHAIR

Meeting of the Corporate and Economic Strategy Select Committee – 2nd November 2023

Report of the Director of Digital, Customer & Commercial Services

Commercial Strategy

Purpose of report

1. To provide an update on the commercial strategy, core commercial activity and key projects and assure the committee on the value of the work undertaken by the Commercial team.

Recommendation

2. It is recommended:-
 - That the Select Committee note the contents of the presentation attached in appendix 1.

Background

3. The commercial team was established in November 2018 with a sole focus on developing the traded service to schools offer and launching RevolutionforSchools, the traded services sales platform.

In April 2021 upon appointment of the new Director of Digital, Customer & Commercial Services the remit changed, the commercial strategy was launched and the focus of commercial broadened to include:

“Any product, service or activity where the Council has discretion over the service and price offered and where the purpose of the activity is to generate a financial contribution.”

There are 3 core priorities that commercial work to:

- Identify opportunities that generate a material financial contribution to the Council's finances

- Develop a commercial culture & commercial capability
- Commercially driven execution

We deliver 3 areas of focus:

- Big tickets items that have a significant impact on the bottom line
- Delivery of political priorities
- Tactical operational fixes

4. In the presentation will provide an overview of the commercial strategy and approach, the baseline financial position, key priorities and challenges. We will then provide an overview of key initiatives and projects and a more detailed look at the following key projects:

- Connect2Dudley
- Cessation of School Meals

Finance

5. The total commercial income across the Council is c£44m. This does not reflect profit or impact on bottom line.

Due to the size of the commercial team, they are not fully engaged in all services that receive a commercial income.

Law

6. Pursuant to Section 1 of the Localism Act 2011 the Council has power to do anything that individuals generally may do.

Risk Management

7. There are no specific risks associated with this report / presentation however with any commercial income there is a recognised risk that fluctuate impacting on the budget of commercial services.

Equality Impact

8. No equality impacts have been identified.

Human Resources/Organisational Development

9. As part of the commercialisation strategy we are working to upskill and coach commercial leads across the Council to enable them to embed commercial thinking into their decision making.

Commercial/Procurement

10. Commercial implications are within the report / presentation.

There are no procurement implications associated with this report.

Environment/Climate Change

11. No environment/climate change impacts have been identified.

Council Priorities and Projects

12. The information contained within this report supports the Future Council Programme as the Council aims for financial sustainability and looks to strengthen governance processes to take informed and transparent decisions.

Luisa Fulci

Director of Digital, Customer & Commercial Services

Report Author: Faye Parrett – Head of Commercial
Telephone: 01384 814594
Email: faye.parrett@dudley.gov.uk

Appendices

- Appendix One – Commercial Strategy Presentation



Commercial – Strategy

**Corporate & Economic Strategy Select Committee
2 November 2023**

Faye Parrett – Head of Commercial



Objectives

- To ensure the Select Committee is aware of the commercial strategy, core commercial activity and key projects
- To provide the Select Committee with confidence in the work being undertaken by the Commercial team
- To provide the opportunity for discussion

Agenda

- Commercial Strategy
- Commercial services & the team
- Baseline
 - What is commercial?
- Key priorities
- Challenges we are facing
- Activity to date
 - Core activity
 - Initiatives / interventions
- Current key projects

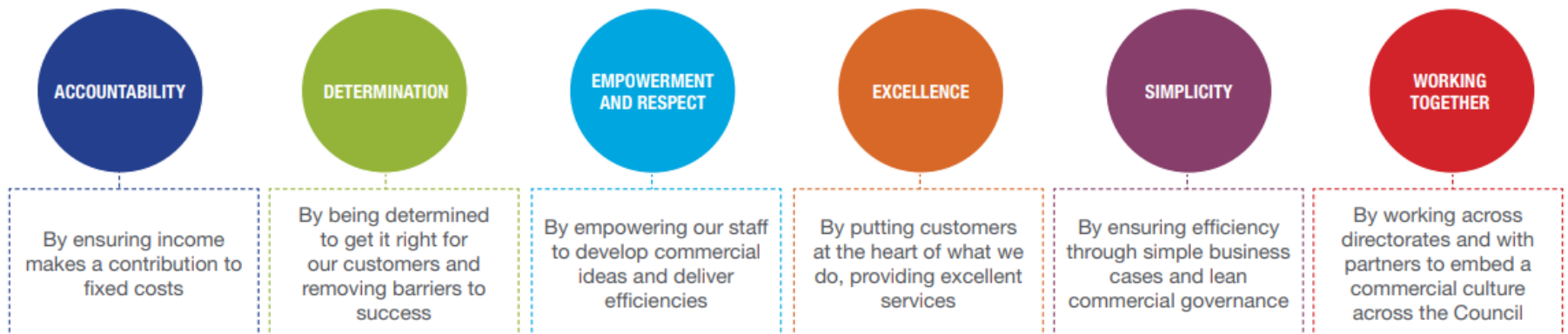
Commercial Strategy

Dudley Council's vision to become a commercial organisation is set against a backdrop of financial challenges and the desire to have the best possible outcomes for residents. Developed to support the Council in the delivery of the Council Plan and the Borough Vision and is a key element of the medium-term financial strategy making Dudley a financially sustainable and fit for the future.

The definition of commercial activity in Dudley....

“Any product, service or activity where the Council has discretion over the service and price offered and where the purpose of the activity is to generate a financial contribution.”

Aligned to the values of the organisation



Commercial Services - we have to prioritise activity



Registrars - weddings



Public Health – Trading Standards



Adult Social Care - Telecare



Regeneration & Enterprise

- Leisure Services & Cafes
- Borough Halls & Bars
- Brookes Bar & Bistro
- Himley Hall
- Bereavement Services
- Museums – inc. RHGC
- Astley Burf
- Building and Planning Control (non statutory)



Environment Services

- Green Care
- Parks
- Street Care
- Licenses and Registration
- Waste Services
- Bulky waste
- Pest Control
- Car Parking



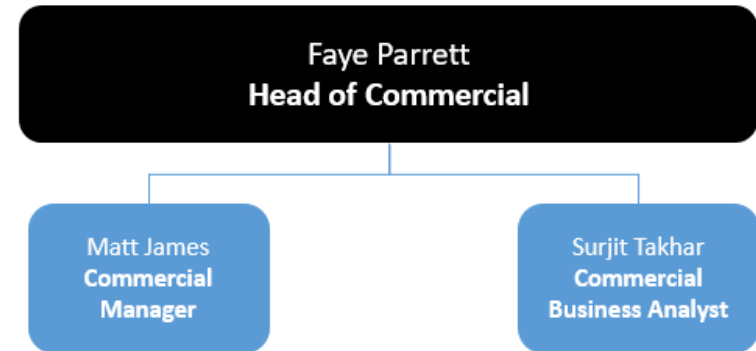
School Trading

£14m income

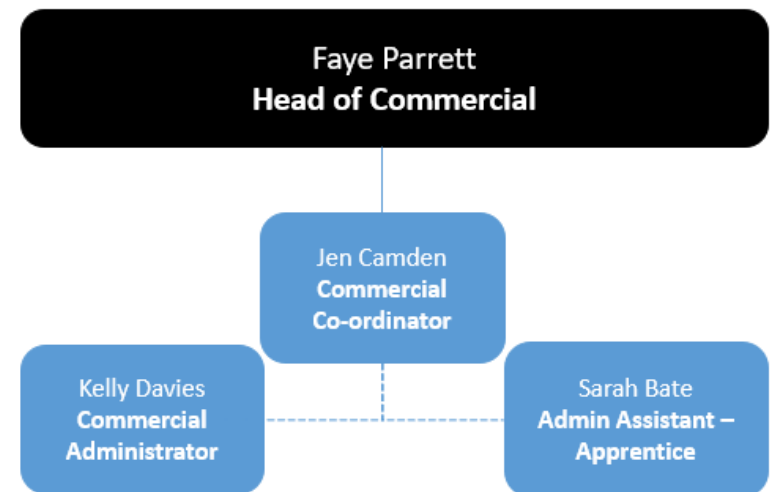
68 services hosted on Revolution portal, to include (over £100k):

- Admissions Service
- Counselling Services
- Digital Grid for Learning
- Educational Psychology
- Financial Services
- Governor Support & Training
- Grounds Maintenance
- HR Services
- Information Governance
- Learning Support Service
- Property Maintenance
- Provision of Cleaning
- School Meals
- Staff Absence Insurance
- Technology Services
- Waste Services

Team delivering core commercial function



Team delivering school trading – predominantly administration



Directorate Plan priorities



Identify opportunities that generate a material financial contribution to the Council's finances

- Introduce new services
- Cease services
- Change offer
- Change the commercial approach



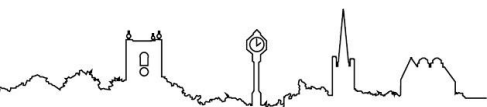
Develop a commercial culture & commercial capability

- People understand the value of being commercial and create robust customer focused business cases
- Have the commercial capabilities relevant to their service
- The organisation recognises that commercial and operational excellence are equally important



Commercially driven execution

- Audience driven strategic marketing plan
- Effective go to market models
- Marketing that enables sales
- KPIs driven sales and account management
- Data driven price & contract management
- Insight driven financial and sales performance reporting, enabling service areas to act on the intelligence



Commercial Services income

Directorate	18/19	19/20	20/21	21/22	22/23	Services include
Childrens Services	£3.198m	£3.460m	£2.791m	£3.121m	£3.399m	Education Psychology, Counselling, Dudley Performing Arts
Communications & Public Affairs	£0.237m	£0.295m	£0.079m	£0.355m	£0.345m	Himley Hall Bonfire, Advertising Space Income, Town Centre Rentals and Mayoral Business Club
Digital, Customer and Commercial Services	£3.640m	£3.218m	£3.360m	£5.095m	£5.275m	Registrars, DGfL, ICT Services, Procurement
Finance and Legal Services	£0.567m	£0.594m	£0.631m	£0.601m	£0.580m	
HR & Organisational Development	£1.612m	£2.017m	£2.213m	£2.351m	£2.161m	Staff Absence Insurance Scheme, HR Resourcing, Transaction and Payroll Services, and HR Operations
Public Realm	£3.861m	£6.645m	£6.351m	£7.684m	£5.518m	Commercial Waste, Pest Control, Grounds Maintenance, Arboriculture, Bulky Waste Collections, P&D Parking Income
Regeneration and Enterprise	£21.408m	£21.901m	£17.114m	£20.210m	£26.300m	School Meals, Crematoriums and Bereavement, Leisure Centres, Leisure Centre Cafés, Borough Halls, Red House Glass Cone, Brooke's Bar & Bistro
Adult Social Care	£0.463m	£0.497m	£0.509m	£0.492m	£0.658m	Telecare Services
Total	£34.986m	£38.627m	£33.049m	£39.909m	£44.236m	

Regen. & Enterprise generate 60% of commercial income (22/23)

Schools are our key commercial customers – generate 38% of our commercial income (22/23)

23/24 Directorate Plan actions, objectives and KPIS

Core Actions in the Directorate Plan – aligned to individual objectives via the My Annual Review process

To continue to develop the commercial culture across the organisation by working with service areas on opportunities

To identify a 2-year pipeline of proposed commercial activities, to include:

- Increased revenue
- Cost savings / resource optimisation

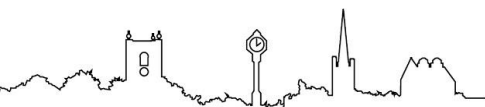
To fully understand the profit and loss for all school trading and develop a strategy for school's business

To embed Connect2Dudley into the wider Council, ensuring it is managers first choice

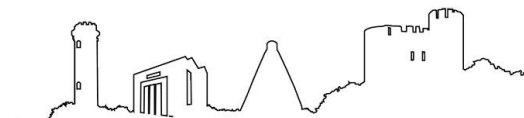
To develop the commercialisation strategy and approach for Connect2Dudley

To continue to enable services to make robust decisions on short term opportunities / pricing strategy via data analysis and business case modelling

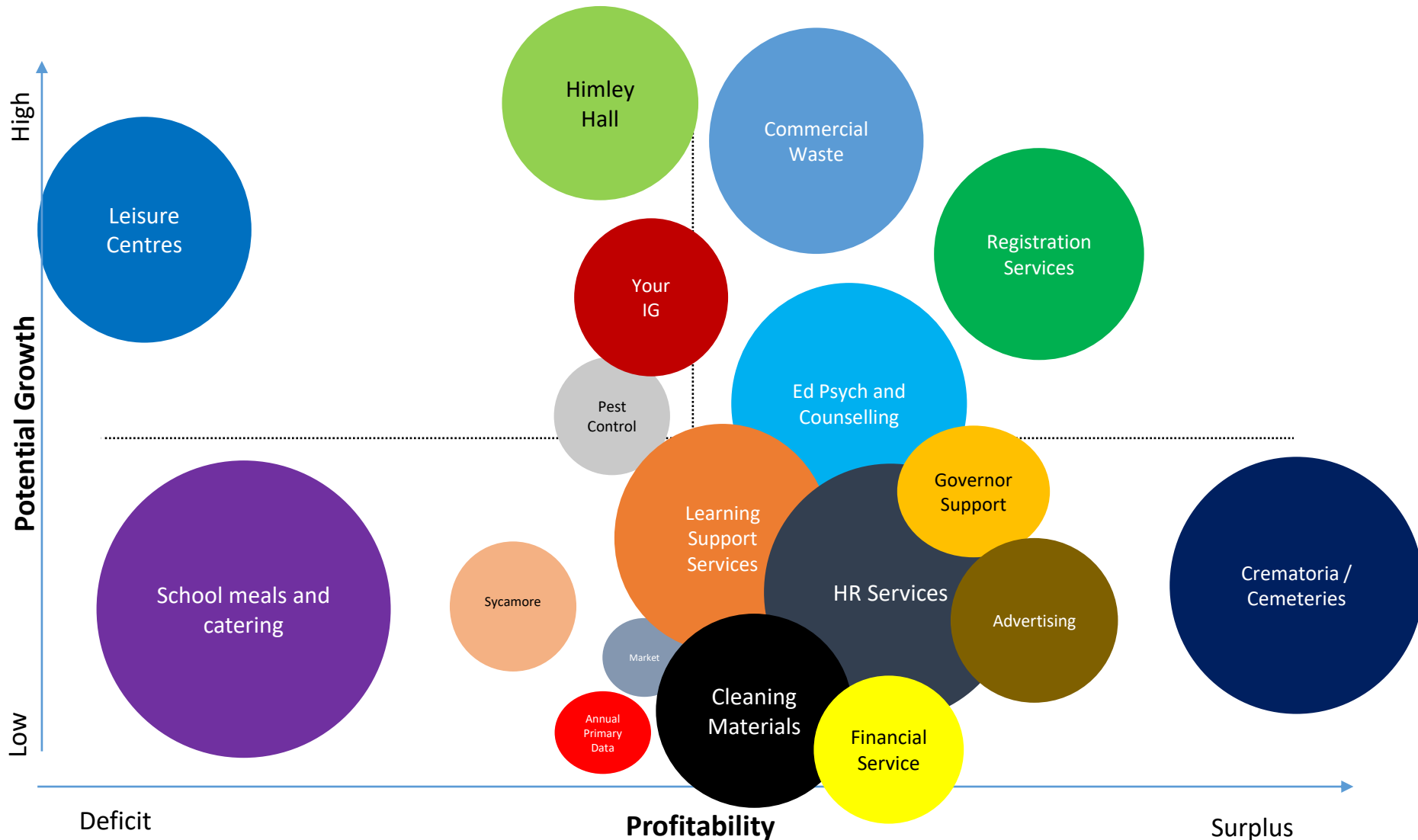
Future Council		Financial Sustainability					
Spectrum reference	Key performance indicator	2022-23 Q4 result	Targets			Reporting frequency	Lead/reporting officer
			2022-23	2023-24	2024-25		
PI.2337 Corporate KPI	Total revenue retained from school customers (baselined from 2021 data – data for services where there is a decision to close the service will be removed from the baseline)	98%	97%	95%	92%	Annual	Head of Commercial
PI.2338 Corporate KPI	Commercial opportunity – contribution to fixed costs forecasted in agreed business cases, including savings	£390k	£210k	£720k	£1.3m	Annual	Head of Commercial



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Focus on growth and profitability to identify commercial opportunities (22/23 data)

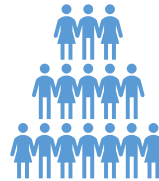


What does that mean in practice – 3 areas of focus are:



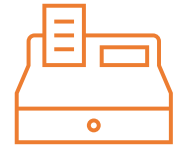
Big tickets items that have a significant impact on the bottom line

- School meals
- Leisure centres, inc. cafes
- Telecare
- Income from schools



Delivery of the political priorities

- Connect2Dudley
- Connect2TalentSolutions



Tactical operational fixes

- Pricing
- Brookes bistro
- Himley Hall
- Town Halls
- Leisure Centres
- Budget mgt & forecasting

To lead to a culture change:



Customer focus



Data led decision making



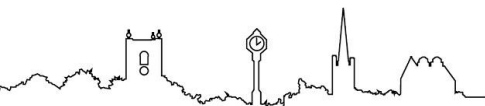
Improved governance



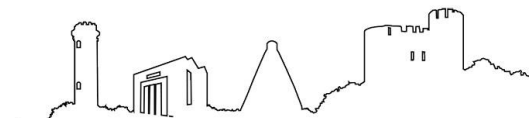
Professional approach



Accountability



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What are the challenges we are facing?

SKILLS

We do not have the right commercial skills, we need to develop these skills.

Decisions are made by operational services, we need to ensure commercial implications are considered .

CAPACITY

High volume of different:

1. products & services
2. markets & customers
3. brands
4. prices

Creating capacity challenges in a small team.

POLITICS (P and p)

Resistance from service areas.

Officers may not adequately brief members on impacts of commercial decisions.

CULTURE & MINDSET

Good commercial decisions require culture change.

It will take time and resources to manage the cultural change.

FINANCE

Finance structure and methodology does not allow us to easily assess the profitability of a service.

An effective commercial approach requires investment in systems, resources & customer comms.

SPEED OF RESPONSE

To be commercial, services (front facing service & support functions) need to react quickly, challenging in a Council environment.

Core Commercial activity to date

Baseline of commercial activity and profitability of services to build a pipeline of activity, agreed by members and SEB

Culture change, working as “one council” to maximise profitability

We need to be financially sustainable, robust business cases that focus on propositions that meet customer need

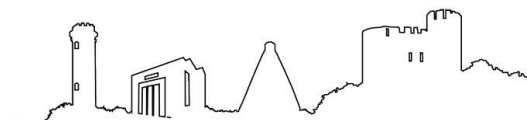
Lead joint commercial, service area and finance meetings to set and stress test budgets, review financial performance and update forecasts

Reporting and dashboards to enable service areas to understand their targets and react swiftly to the intelligence

Review of the pricing strategy across the organisation. Driving collaborative decision making to achieve the maximum revenue that customers can sustain. £725k impact in 23/24 for Regen & Enterprise

Setting clear KPI's for the commercial team, achieved in 22/23, on target to achieve in 23/24

Focus on customer and demand management, driving forward activity around sales and marketing



Commercial Initiatives & Interventions - Successes

Launch of Connect2Dudley on 5th September 2022, drivers to grow income, reduce recruitment costs and improve the quality of agency staff

Forecasted cumulative surplus of £240k by year 5

Ahead of schedule, April 2023 – first month in profit

Agreement to invest £0.5m in a play area facility at Himley Hall, bringing additional customers and revenue to the site

Forecasted cumulative surplus of £582k by year 5

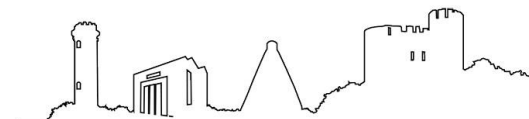
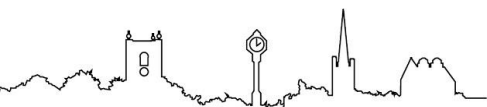
Agreement to invest £0.65m at Dudley Town Hall, improving the venue and the offer, increasing the number of events, footfall and secondary spend

Saving the Council £1m from 24/25 by transferring the school meals service to alternative providers by 31st April 2024

Price review in Telecare with a potential increase of £600k income per year from 23/24

Continued dedicated team working with schools with a retention strategy in a challenging environment – [RevolutionforSchools](#) Portal - £13.5m income

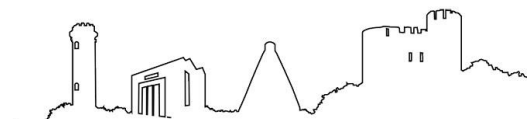
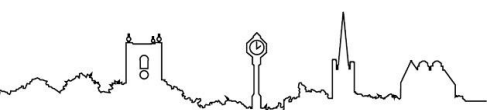
Development of strong modelling and targets for our events (Bonfire / Musicom), including robust cost control, focus on customer segments to drive the events into profit



What has been delivered?

	Delivered 22/23	Forecast to be delivered in 23/24	Forecast to be delivered in 24/25
Regen & Enterprise - fees and charges	£300k	£725k	£1.1m*
Closure of School meals (MTFS)		£500k saving	£1m saving
Telecare price review (MTFS)	£260k	£660k	£660k
Connect2Dudley		£20k	£135k
Closure of Crystal Café		£70k saving	£70k saving
Himley Play Area	Delayed	Delayed	£72k
Safeguarding in Education – new service offer	£18k	£24k	£24k
Total	£578k	£2m	£3m
KPI Target	£210k	£720k	£1.3m

*Increase in fees – 3 year agreement so scales up



Current commercial key projects.....

School Meals review

Project management of the closure of the service to time and to budget, driving forward activity to ensure we deliver the agreed savings.

DGfL

Plan for the cessation of DGfL from 1st September 2025 alongside technology colleagues who will be developing a new commercially viable offer to schools.

Revolution for Schools

Working with 322 schools, on the delivery of 68 services, as the customer liaison.

Work to retain as much profitable business as possible.

Leisure Centres

Continuing to increase income and reduce costs.

Identify alternative options for delivery.

Quantify the social value element of our centres.

Connect2Dudley

Stabilise the core business.

Development of a commercial offer to schools and other WM councils for temporary and permanent recruitment.

Leisure Centres, Himley Hall, Town Halls & Brooke's Bistro

Monitoring the performance, setting clear targets and taking action to improve sales.

Himley Hall

Identifying and exploring opportunities for income growth, ensuring maximum reward for effort.
Driving forward the play area to ensure it meets financial targets.

Pricing

Driving services to price in a more commercial manner, understand the financial impact of pricing changes, consider the market and the cost of delivery and impact on the customer.

Leisure Centre Cafes

Development of a robust plan for the future of the café facilities in our leisure centres, what is the demand, can it be sustainable.



Projects under the microscope

1. School Meals Service
2. Connect2Dudley /
Connect2TalentSolutions



School Meals Project

School Meals Project - Reminders

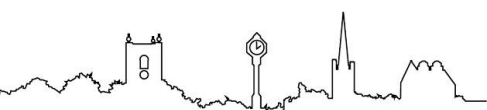
The financial situation had deteriorated, schools had moved to alternative providers (37% with other providers), costs had increased, numbers of children having meals had decreased.

Year	2019/20	2020/21	2021/22	2022/23	23/24 forecast
Income	£7.786m	£4.585m	£6.212m	£6.956m	£6.273m
Cost	£8.213m	£5.995m	£6.939m	£8.066m	£7.526
Deficit (full cost recovery)	- £0.427m	- £1.410m	- £0.727m	-£1.110m	-£1.253m*
CEC's	£0.300m	£0.209m	£0.201m	£0.332m	£0.363m
Pension Deficit	£0.282m	£0.103m	£0.035m	£0.015m	£0.000m
Departmental overheads (fixed)	£0.113m	£0.164m	£0.171m	£0.035m	£0.035m
Deficit (includes fixed costs)	- £1.122m	- £1.886m*	- £1.134m*	-£1.492m	-£1.651m

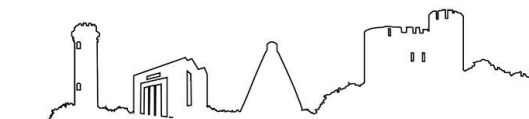
*Pay Award £220k

There were limited options to reduce the financial gap, it was impossible to close the gap without large price increases to schools (average increase of 15%).

The decision was taken to close the service with the following Strategic Outcomes.

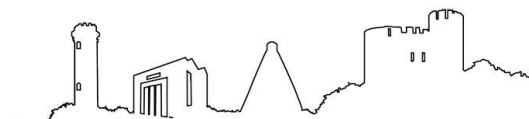
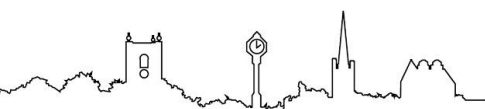


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Reminder of the Strategic Outcomes

Strategic Outcome	Summary RAG status
Avoid any negative press – manage relationships with schools carefully	
Help schools to find a quality provider that offers best value	
Minimise impact on staff through TUPE and redeployment	Vacancies are being reviewed and opportunities identified
Minimise the impact on the Council's financial position in the short term	Monthly forecasts are prepared to inform performance and mitigating action taken as required
Ensure that there is no school left without a school meals provision	Proactive engagement with all schools to provide support – aim to know all school plans by Jan 24

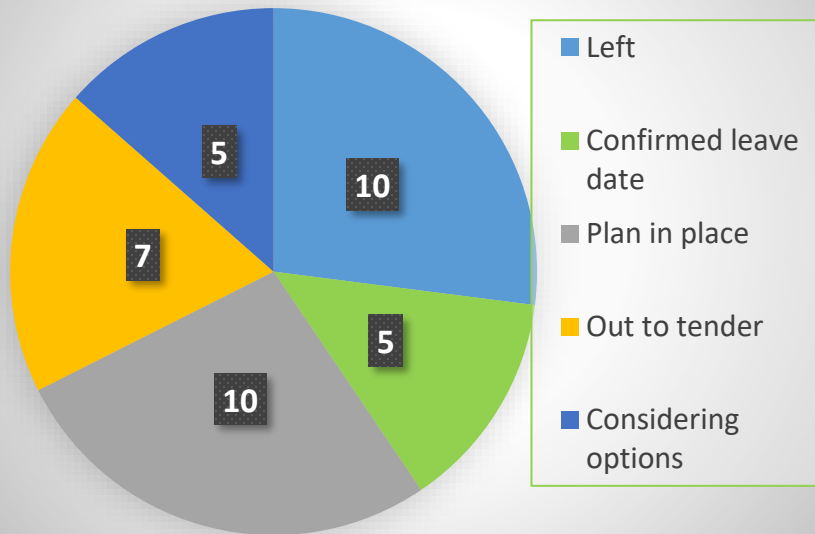


Key Deliverables

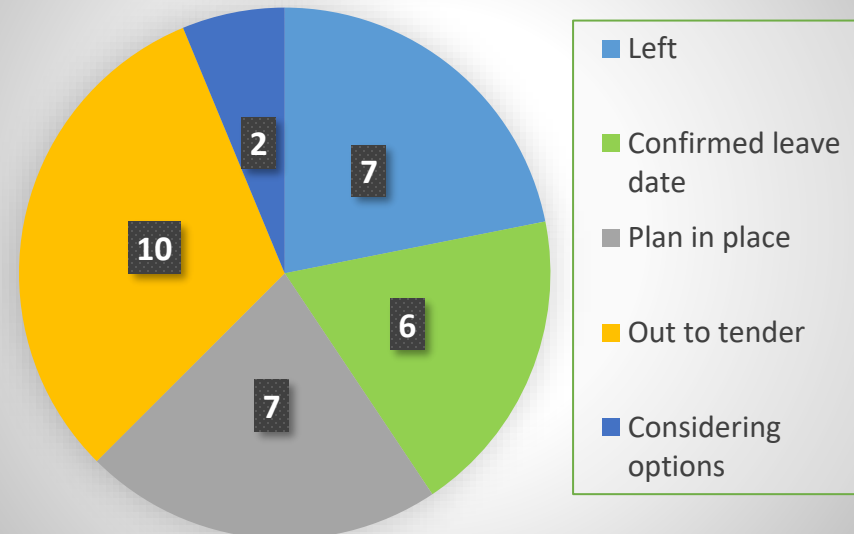
Workstream	Deliverable	Status
22/23 Cost Recovery	<ul style="list-style-type: none"> Decision to recover food cost uplift (£100k) Customers were informed 	Complete
23/24 Price Uplift	<ul style="list-style-type: none"> Prices uplifted with a cap of 11% Customers were all engaged 	Complete
Approval to cease the service	<ul style="list-style-type: none"> Presentations at SEB / Informal Cabinet Formal approval via MTFS budget process 	Complete
Market Intelligence	<ul style="list-style-type: none"> Identification of potential suppliers in the market Engagement with other Local Authority suppliers 	Complete
Procurement	<ul style="list-style-type: none"> Safe routes to procure identified Guidance provided to schools 	Continued advice as required
Finance	<ul style="list-style-type: none"> Monthly projections to be produced MTFS savings to be achieved Final reconciliations to be provided for schools leaving 	Ongoing monitoring
Stakeholder Engagement	<ul style="list-style-type: none"> Internal colleagues (HR, CAPA, Finance, Education, Connect2Dudley) 	Complete
Communications / Engagement with schools	<ul style="list-style-type: none"> Initial notification to schools Workshops with school colleagues Education colleagues supporting the messaging Resource area on Revolution for schools Regular comms 	Ongoing communication
Staffing / HR	<ul style="list-style-type: none"> Consultation with staff Working with schools on TUPE transfer Managing vacancies Casual staff analysis Back office restructure 	Ongoing communication

Status of Schools – snapshot 1st November

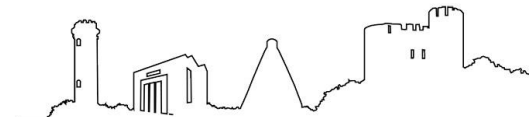
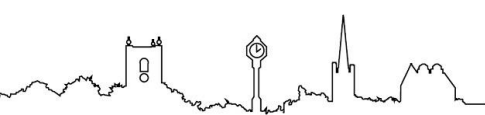
Maintained Schools - 37



Academies and out of LA - 32



- 17/69 schools have already transferred
- 11/69 schools have a clear plan with an agreed date
- 17/69 schools have a plan in place
- 17/69 schools are out to tender
- 7/69 schools are still considering their options



Connect2Dudley



Connect2TalentSolutions



Dudley Council's Objectives for Connect2Dudley

- As a reminder at the outset of Connect2Dudley project we set 2 objectives
 1. Generate a [significant] dividend from setting up a company to provide Dudley's temporary workforce and commercialise the offer.
 2. Improve our ability to source staff and retain good staff.
- In addition to these 2 objectives, we also wanted to:
 3. Bring spend onto contract with controlled margins to the agencies
 4. Drive spend down by supporting improved recruitment practices
 5. Commercialisation as part of phase 2 starting in April 2023



Financial & Operational Update

- Connect2Dudley (C2D) went live on 5th September 2022
- At the close of Q1 C2D were in a profit position, sooner than expected
- A revised forecast shows that at the end of the first full year of trading we will be ahead of the forecast by £27k and in a full year profit position, 12 months ahead of schedule
- Phase 2 is to commercialise and we are preparing to launch Connect2TalentSolutions (C2TS) – **meeting objective 5**
- With the 2 ventures we are forecasting a total cumulative profit of £865k to be shared between the partners– this money will be reinvested into core service delivery – **meeting objective 1**
- We have control over our spend and we are driving spend through the Connect2Dudley contract enabling us to manage and monitor spend effectively - **meeting objective 3**
- The reputation of Connect2Dudley is building and we are growing our supply chain, enabling us to fill more roles across the Council portfolio - **meeting objective 2**
- HR colleagues and managers are engaging with Connect2Dudley to provide opportunities to retain and source staff and Connect2Dudley are helping with some of the hard to fill permanent roles – **meeting objective 4**



Corporate and Economic Strategy Select Committee – 2nd 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.

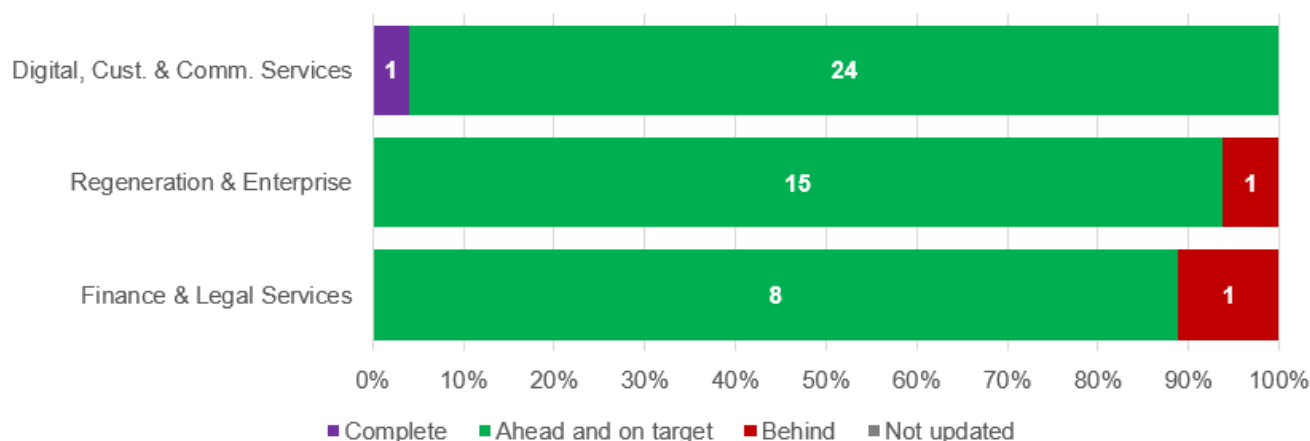
There is a risk that, following on from the Housing Ombudsman change to a 10-day response target, that the Local Government Ombudsman may impose the same. The 20-day target is already a stretch target, so 10 days will add extra pressure to the process and teams. In some complex cases this will be impossible. 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.

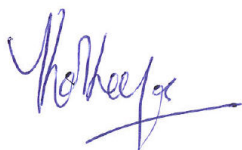
Council Priorities

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.



Kevin O'Keefe
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

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

Quarter 1 (1 April to 30 June 2023)

Extract for Corporate and Economic Strategy Select Committee

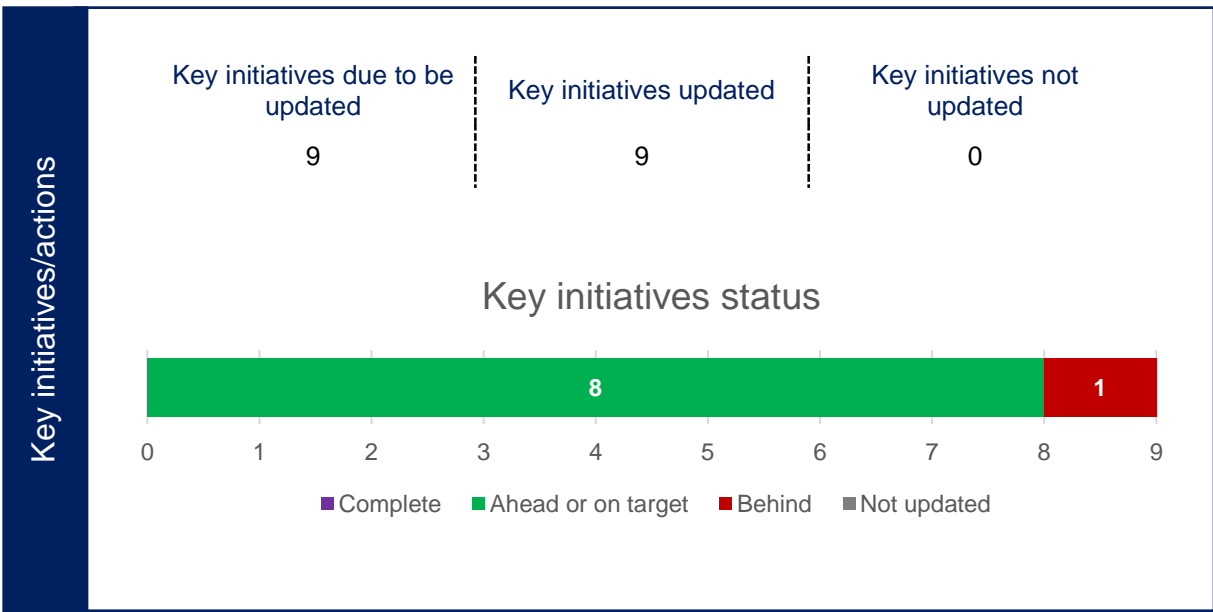
- Finance and Legal Services
- Digital, Customer and Commercial Services
- Regeneration and Enterprise
- People and Inclusion

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.



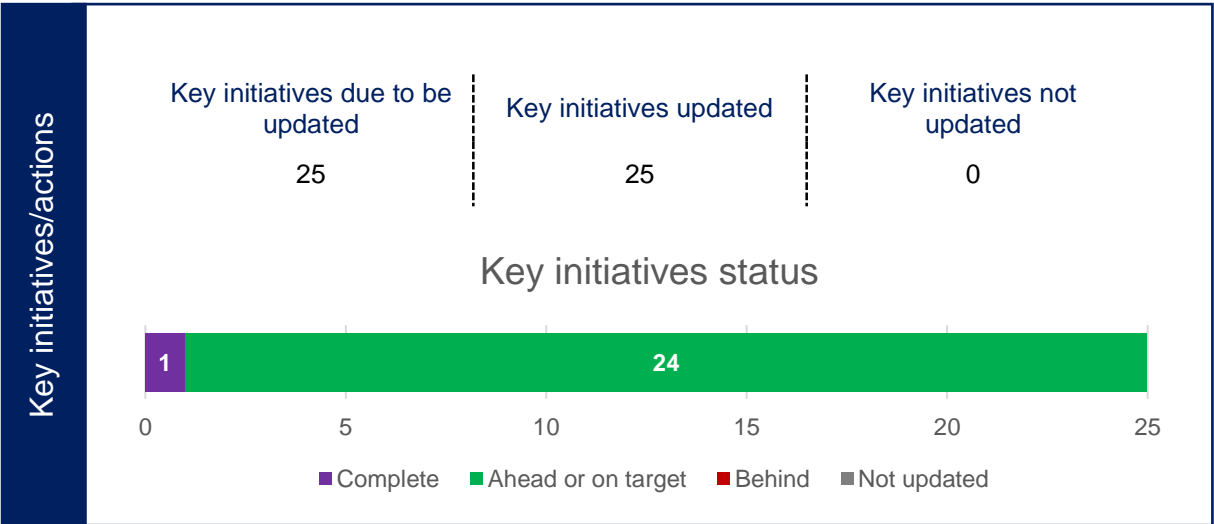
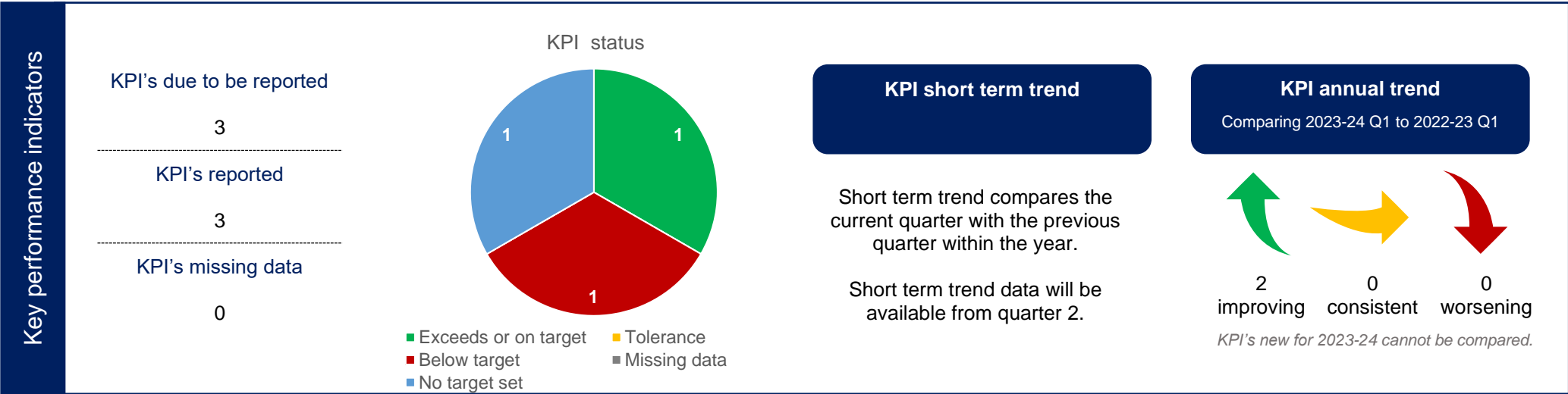
Council plan links

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	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%	85%	★	Available Q2	↗	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%	85%	▲	Available Q2	↗	Local measure, benchmark against previous years
	PI.2578 % of corporate Complaints Upheld / Justified	New measure				25%	See note*		Available Q2	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.47 % Corporate Complaints given a full response within 20 working days

PI	2022-23				2023-24			
	Q1	Q2	Q3	Q4	Quarter 1			
					Outturn	Target	S	T
PI.47	69	69	69	71	77%	85%	▲	-

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

The main risk to this target currently is, following on from the Housing Ombudsman change to a 10-day response target, that the Local Government Ombudsman may impose the same. It is clear that 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.

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

Ongoing focus is placed on complaints policy and management. Training is being arranged later in the year to help complaints handlers focus on simple and consistent responses, share ideas across teams and gain support in learning from complaints.



Performance: what is the data telling us?

The target for answering complaints within 20 days remains a stretch at 20 working days. However, Q1 saw an achievement of 77%, the highest achievement in several years.

Housing have implemented significant changes, resulting in dramatic improvement. They did not reach 50% of complaints handled in 20 days in the previous 3 quarters, but in Q1 have now answered 79% in 20 days. From 24/8 the Housing Ombudsman has imposed a target of 10 working days specifically for Housing alone. Associated policy and processes have been reviewed to prepare.

Social care struggled to hit target, achieving 63% for **Children's Services** and 70% for **Adult Social Care** in Q1. However, these outcomes are an improvement on the previous quarter. The Social Care Complaints Team continue to robustly monitor responses to complaints with the services to meet timescales. Request for completion of Monitoring and Learning forms are followed up with service and all learning received is forwarded to the relevant Officers for Learning in both Adults and Children's Services to identify trends and further actions that need to be implemented. Learning is reported in the Quarterly Performance Reports to both Adults and Children's Services Leadership groups.

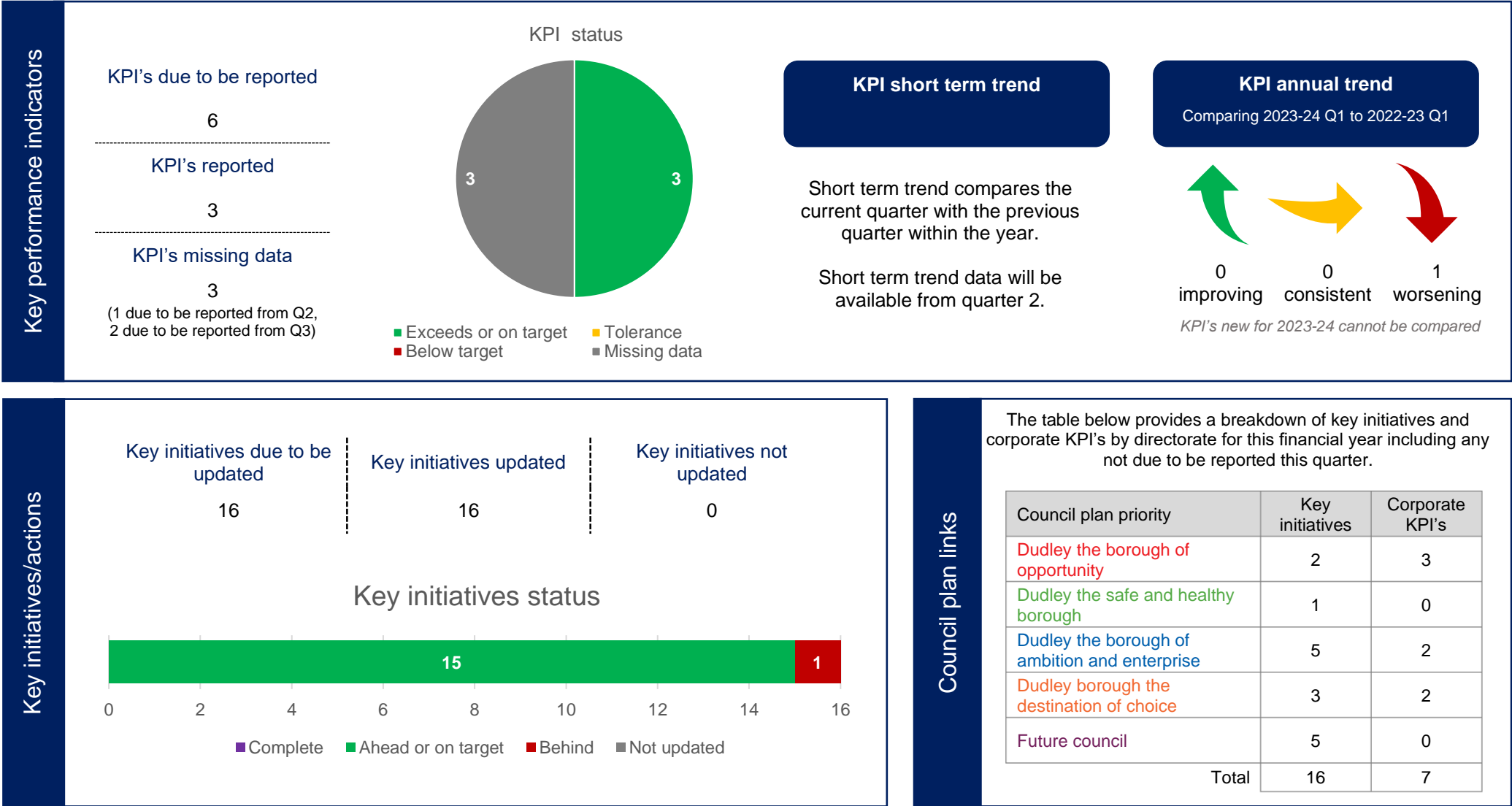
Environment remain consistent in Q1 with Q4 (both much better than previous achievements). However, they report an increase in complaints and enquiries for Green Care this quarter relating to the chemicals used in the weed spraying process. The Environment complaints team have developed a standard response explaining the process followed and schedule of spraying. They are also continuing to work with Arbor with tree complaints and issues to provide updates and timely responses. There have been some complaints in Waste Care regarding a backlog of delivery of new bins and recycling bags and boxes. This was due to low stock and a standard response was sent explaining this is a temporary situation.

There are no outstanding complaints for **Public Health and Wellbeing**, including environmental health and trading standards. The current process of using one central mailbox to manage incoming enquiries for the Directorate is working well to manage complaints, reallocating as service requests when appropriate and dealing with them informally where necessary. All complaints are being answered within deadline. A weekly report is presented to Senior Leadership Team to monitor progress and ensure they are responded to within deadline, this report also enables enquiries to be redirected swiftly if incorrectly received.

Revenues and Benefits (R&Bs) confirm their % of complaints answered within 20 days in Q1 was 97%, however the complaint that exceeded this target received a holding response by the deadline date, with a full response being issued as soon as practically possible to do so. The number of complaints for R&Bs in Q1 was 33 compared to 44 in Q4 22/23 and 129 in Q1 22/23. 1 compliment was received thanking R&Bs for assistance with a business rates query. Within R&Bs, the number of complaints received by Revenues in Q1 is 24 compared to 121 in Q1 22/23. The majority of the 121 related to the Government's Energy Rebate Payments; the number received by Benefits in Q1 is 9, compared to 8 in Q1 22/23. Any learning points identified as part of the complaints procedure are reviewed and where possible processes and procedures adjusted accordingly. There was a need to remind a few R&Bs staff of the importance of reviewing the content of correspondence received in order for it to be processed correctly.

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.



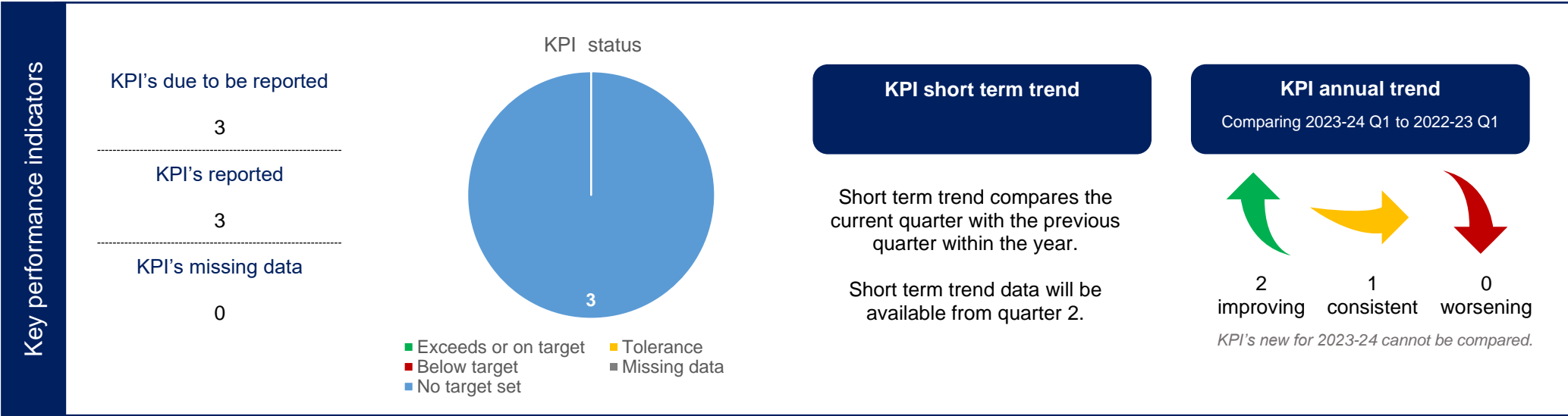
Regeneration & Enterprise scorecard

	Performance Indicator	2022-23				2023-24					Benchmarking comparator data
		Qtr. 1 outturn	Qtr. 2 outturn	Qtr. 3 outturn	Qtr. 4 outturn	Qtr. 1 outturn	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	2	★	Available Q2	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				Measure available from Q2 (in process of linking with new funding streams)					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				Measure available from Q3 (in process of linking with new funding streams, partnership and procurement)					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%	65%	★	Available Q2	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%	70%	★	Available Q2	↘	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.

People & Inclusion overview

The following pages provide a dashboard overview for the People & Inclusion service area. 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	0	5
Total	0	5

People & Inclusion 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	Target	Score	Short term trend	Annual trend	
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	See note*		Available Q2	↗	7.44 days (West Midlands Employees comparator)
	Sickness as % of FTE days	6.06%	6.23%	6.51%	6.55%	5.52%					
	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	See note*		Available Q2	→	4.86 days (West Midlands Employees comparator)
	Long-term sickness as % of FTE days	4.21%	4.42%	4.62%	4.7%	4.28%					
	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	See note*		Available Q2	↗	1.65 days (West Midlands Employees comparator)
	Short-term sickness as % of FTE days	1.85%	1.8%	1.9%	1.84%	1.24%					

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).

Service Summary Sheet

Directorate	Digital, Customer and Commercial Services		
Year	2023/24	Quarter	Q1
Benchmarking <i>with local authorities/nearest neighbours</i> <i>Please consider if a Delivering Better Outcomes proforma should be completed also.</i>			
Digital & Customer Services <ul style="list-style-type: none"> No formal benchmarking, but we continue to engage with other Granicus councils to learn best practice process design 			
Technology Services <ul style="list-style-type: none"> No formal benchmarking but extensive engagement with Councils across the country. Regular meetings with strategic partners e.g., Microsoft, NEC, Virgin, EE to assess where we are on the development roadmap compared to our peers 			
Commercial <ul style="list-style-type: none"> Due to commercial sensitivities no formal benchmarking data is available. Attendance & Membership of Enterprising Council's Group to ensure we are identifying best practice opportunities. Engagement with East Riding, Luton, Shropshire, Sandwell and Walsall Councils on a wide range of projects to share best practice, ideas and opportunities. 			
Procurement <ul style="list-style-type: none"> Formal benchmarking will take place at the end of q3/start of q4. 			
Overview of service delivery <i>Include any issues / risks</i>			
Digital & Customer Services <ul style="list-style-type: none"> Customer Services include council tax, benefits, switchboard, environmental, housing, and public health services. Other activities managed include managing the Councillor Contact and complaints process, Local Government Ombudsman casework, Tell Us Once, and Blue Badge. Customers use many channels to contact us: telephone, online self-service, email, social media, and in-person. Digital Services include a project delivery team and digital front door (DFD) team. The project team have developed strategic digital roadmaps for three key areas – Housing, Adults and Childrens services The DFD and customer service team have procured a 5-year contract with Granicus and have commenced the development of a new digital platform for residents, councillors and officers. The Dudley Council Plus team have been working on plans to transfer the management of RMC into DC+ to offer consistency under single management team. 			
Technology Services <ul style="list-style-type: none"> This service manages the deployment, development, monitoring, maintenance, upgrading and supporting of organisational IT systems, keeps the council safe through a cyber security programme, and supports staff and members by advising and managing all incidents, problems, and change/service requests We are on target to deliver AV technology in the council chamber and committee rooms 1 and 2. Prepared a proposal for Cllr Technology refresh based on the councillor's feedback Planned to bring councillors back to the gov.uk domain and email system. Scheduled and locked the upgrade for over 200+ 2012 servers 			

- We have put more emphasis on governance and implemented TDA (Technical Design Authority) which is a design and cyber security gateway
- We have automated security patches for our server/device infrastructure to improve our security posture. This will help us maintain PSN compliance and work towards Cyber essentials.
- We successfully moved all our on-premises SharePoint sites to the cloud
- Key issues are the recruitment of specialised staff, transformation to the cloud, procurement and deployment of new solutions and funding for the transformation

Commercial

- Connect2Dudley continuing to perform above target.
 - Work to model the commercial opportunity.
 - Approvals reached to launch commercial arm during Q2 and to start trading in Q3.
 - Mobilisation has commenced.
- School meals transition project is progressing.
 - Progress with schools transitioning has been slower than expected.
 - Formal review of progress and impact on finances will be undertaken during Q2.
- Report to Informal Cabinet on commercial activity in Regeneration & Enterprise. A range of significant projects have now commenced with commercial leading projects on:
 - Leisure Centre Cafes
 - Leisure Centre delivery
 - Brookes Bar & Bistro
- Robust dashboards, data analysis, monthly P&L are now being produced each month for the core commercial areas, these are shared with the Cabinet Member and the service area.

Procurement

- The service supports all council areas to maximise both cashable and non-cashable benefits from all third party spend.
- We have completed 20 tenders worth c.£7m this quarter.
- Key issues: continue the improvement programme which includes the development of category plans; retention and recruitment of specialist staff; culture change and agreeing a corporate approach for contract management.
- A key issue is the capacity of the team to carry out the work required.

Service achievements

Report of any external accreditation, awards, positive publicity, during the past quarter

Digital & Customer Services

- New complaints PI's agreed as a result of benchmarking against other local authorities
- Commenced Granicus platform kick off and implementation of core platform
- Agreed 8 key priority programmes of work with Digital Board.

Technology Services

- We have received the cabinet office approval for PSN Compliance for years 2023-24
- We have 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.
- Multi-Factor Authentication /Conditional Access is being rolled out to all staff
- Successfully delivered a pilot for Councillor Technology refresh.

Commercial

- Connect2Dudley finalist in the Nachural Awards "Start up of the Year"

Procurement

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

Opportunities for improvement

Information relating to service complaints / compliments and learning from these

Digital & Customer Services

- Bringing RMC under the management of DC+ will enable the management team to share best practice, identify opportunities for consolidation and efficiency and consistency of service

Technology Services

- Use of biometrics (face recognition or pin) to log into devices and self-user password reset to be deployed to all staff in the 2nd quarter of 2023-24 as there have been some delays. It will enhance the security of the user accounts to protect against any potential cyber-attacks.
- Password reset from the single device to be explored in quarter 2 of the year 2023-24. It will negate the need for a service desk call or requiring 2nd device for password resets

Commercial

- No formal compliments or complaints during this quarter
- Feedback from the School Business Manager conference regarding the excellent support the Schools team provides them.

Procurement

- No formal compliments or complaints during this quarter
- Ongoing work to ensure council officers understand the consequences of not following the governance procedures.

Any additional information relating to performance

Draft Service Summary Sheet

Directorate	Finance and Legal		
Year	2023-24	Quarter	Quarter 1 (1st April – 30th June 2023)

Performance reporting for 4 key Directorate PI's

Service Improvement Priorities for 2023/24

- Develop the Budget and Medium-Term Financial Strategy, advising Members and Senior Management on addressing financial sustainability
- Implement the Government's Household Support Fund scheme (HSF 4)
- Implement Business Rates reliefs.
- Implement new Health and Safety management software which is scheduled for implementation in June 2023.
- Identify and implement efficiencies in the Procure to Pay cycle
- Prepare for the requirements of the Elections Act and Elections in May.
- Improve the quality of asset valuations in the Statement of Accounts (working with Corporate Landlord).
- To further embed the council's Risk Management Framework and to identify sources of assurance on the management of risk, so that gaps in assurance can be identified.

Benchmarking *with local authorities/nearest neighbours*

Please consider if a [Delivering Better Outcomes proforma](#) should be completed also.

PI.867 % Council Tax income collected

PI.868 % Business Rates income collected

Directorate Performance Measure (KPIs)			
PI	Actual	Target	SCORE
PI.867 % Council Tax income collected	28.6%	28%	★
PI.868 % Business Rates income collected	30.1%	29%	★

Council Tax collected:

Dudley - 28.6%
Walsall - u/k
Sandwell - 28.41%
Warwick - 28.65%
Wolverhampton - 27.08%
Solihull - 29.63%
Birmingham - 27.22%
Telford - 27.79%
Coventry - 28.3%

Business Rates collected:

Dudley - 30.01%
Walsall - u/k
Sandwell - 29.42%
Warwick - 27.16%
Wolverhampton - 30.97%
Solihull - 29.59%
Birmingham - 30.62%
Telford - 31.03%
Coventry - 31.2%

PI 1403 Unqualified External Audit Opinion on Financial Statement of Accounts (Annual PI)

The 2021/2022 Statement of Accounts are now pending sign off by External Audit and we expect to receive an unqualified audit opinion. The accounts were adjusted to reflect updated pension valuations but this did not change the Council's useable reserves as at 31.3.22. Subject to a small number of outstanding property valuations the 2022/2023 Statement of Accounts are ready to be published and it is expected that the external audit will commence in September 2023.

PI.12 % of audit plan completed at key stages of the year

Corporate Performance Measure (KPIs)			
PI	Actual	Target	SCORE
PI.12 % of audit plan completed at key stages of the year	21%	20%	★

There is currently no benchmarking data available to measure against other local authorities.

Overview of service delivery

Include any issues / risks

- **Financial Services** support the Council and its directorates in setting the Budget and Medium-Term Financial Strategy, monitoring financial performance, preparing and liaising with External Audit on the Statement of Accounts and providing other financial advice and support. They coordinate the Council's cash-flows, loans and investments. They also arrange all insurances on behalf of the Council and maintain the Council's self-insurance fund.
- **Law and Governance** are headed by the Lead for Law and Governance who is the Council's Monitoring Officer. They provide legal advice and undertakes legal proceedings on behalf of all parts of the Council. Democratic Services support the formal decision-making processes of the Council, its Committees and Cabinet Members. The Health and Safety team provide corporate support to all directorates. The Elections team organise council, parliamentary and all other elections in which residents of the borough are eligible to vote.
- **Revenues and Benefits** are responsible for billing and recovery of Business Rates, Council Tax and Sundry Debts. They support low-income households by administering the Council Tax Reduction Scheme, Housing Benefits and Discretionary Housing Payments. During the last financial period Revenues and Benefits have had the additional responsibility of administering the Household Support Fund, Council Tax Support Fund, Council Tax Energy Bills Rebate and Alternative Energy Rebate Scheme.
- **Audit and Risk Management Services** provide an assurance function to the whole Council, lead against fraud and coordinate the management of risk.
- **Information Governance** advise all directorates on GDPR and Freedom of Information and coordinate the response to Subject Access and Freedom of Information requests.

Workforce metrics

Service achievements

Report of any external accreditation, awards, positive publicity, during the past quarter

- Council tax collection regularly achieves upper quartile performance compared to other metropolitan authorities. A pleasing year end performance comparing favourably with our neighbouring authorities.
- 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. A fund of £800,000 had been allocated for the application element and the scheme is being administered in two phases – the first phase - Summer with a spending of £306,350 which has already helped 1924 residents and second phase - Winter with a budget of £528,650. The Winter scheme will be available for all customers who fit the criteria and complete an application which we hope will assist due to increased costs during winter months. Work is underway to ensure that the scheme is widely publicised.
- Successful external audit of Legal Services which took place in April.
- We have successfully transferred all of our direct debit payments and receipts over to Lloyds from HSBC which is part of the wider switching banks project

Opportunities for improvement

Information relating to service complaints / compliments and learning from these

- Central Finance will continue to engage with colleagues in Corporate Landlords to improve the quality of property valuations.
- The service relies on feedback from Councillors, Directorates and other key contacts to ensure that we can continue to provide responsive services and comply with legal obligations on the Council. Any complaints, comments or compliments are recorded on the council's corporate system and forwarded to relevant service managers. We are committed to continuous improvement within the constraints placed on the service and maintain regular contact with service Directorates to ensure that we can implement learning from experience and plan for future workload demands wherever possible
- Most improvements that can be made in Revenues and Benefits rely on new IT applications. We have not been able to assess and possibly take advantage of these in recent years due to continued lack of resources. An unfortunate reality however is that debt collection may prove to be a very challenging area post Covid and now with the Cost of Living crisis.
- Improve use of council facilities such as Digital Mail services.

Any additional information relating to performance

The Finance and Legal Directorate has a key role in ensuring that we are a dynamic and sustainable organisation capable of achieving the aims of the Council Plan and ultimately on realising its Future Council vision by 2030. In doing this, we face the particular challenges of our financial position.

Dudley MBC is a low-spending, low-taxing council. Dudley residents benefit from having the lowest rate of Council Tax in the West Midlands and one of the lowest in the country. However, the consequence of this is that we have around £16m per year less to spend on services than we would have if we charged an average level of Council Tax. We have a low level of reserves (enough at the end of March 2022 to cover 19% of a year's expenditure – compared with 55% for the average metropolitan council).

A Medium Term Financial Strategy (MTFS) up to 2025/26 was approved by Full Council on 6th March. Cabinet on 6th July and Council on 10th July reversed saving decisions in relation to libraries and other services and approved additional spending of £1m per year on weed control, street cleansing, grounds maintenance and clean teams to respond to environmental concerns. The report of the Chief Executive and the Director of Finance and Legal set out the impact on the MTFS (see below) and recommended that members take account of the Council's financial position when considering these decisions. The external auditors have commented on the decisions in July and stated that they are minded to consider that they represent a significant weakness in financial sustainability and governance

During the pandemic we had to divert significant resources to business grants and Covid isolation payments. We also saw an increase in numbers of Council Tax Reduction claimants although this is now starting to recover. Going forward, the increase in cost of living will be a significant challenge. Resources have been diverted to administer the Energy Support scheme and the applications element of the Housing Support.

There will be a full external review of the Council's Constitution in this municipal year.

Service Summary Sheet

Directorate	Regeneration and Enterprise		
Year	2023-24	Quarter	Q1 (Mar-Jun)
Benchmarking <i>with local authorities/nearest neighbours</i> <i>Please consider if a Delivering Better Outcomes proforma should be completed also.</i>			
<p>Planning</p> <p>Corporate performance on major, minor and other planning applications each quarter is submitted to the government office via the national portal. Once per year the Government update the benchmarking positions of all English Planning Authorities.</p> <p>Economic Growth and Skills</p> <p>The teams across Economic Growth & Skills are heavily involved with managing and delivering externally funded projects and programmes aligned to adult education and learning, employment and skills and business support related activity, with the monitoring of milestones, outputs and outcomes overseen by the Local Accountable Body (LAB) team.</p> <p>In addition, the Economic Intelligence Unit provide economic performance reporting on Dudley's economy comparing against sub regional, regional and national data sets.</p> <p>https://theeiu.iceblue-web.co.uk/</p> <p>Corporate Landlord Services</p> <p>There are no statutory reporting requirements for (non housing) property related functions. CLS buys into CIPA Asset Management benchmarking group at which issues are discussed in forum. Benchmarking facility is available but whilst we have participated in past years, we have not participated in this since the Covid pandemic.</p> <p>Projects and Placemaking</p> <ul style="list-style-type: none"> Some of the benchmarking that might provide insight and performance information for Projects and Placemaking is intrinsically linked with those used for other service areas – for example the team contributes significantly to assessment of planning applications and the production of the DLP. As the team is heavily involved with managing and delivering externally funded projects there are milestones, outputs and outcomes attached to each of these which are regularly monitored and reported on. An 'audit' of the Historic Environment Record (HER), by the Historic Environment team in accordance with process and criteria set by Historic England, will be undertaken this autumn. The Levelling Up and Regeneration Bill may see HERs gaining statutory status. There are two interims in Regeneration and Enterprise who are working directly with the Projects and Placemaking team in different ways and bringing with them the experiences and comparison of working in other Local Authorities. <p>Culture, Leisure and Bereavement Services</p> <p>Bereavement Services – Annual cremation numbers are reported to the FBCA (Federation of Burial and Cremation Authorities) annually.</p>			

Overview of service delivery

Include any issues / risks

Planning

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

The Planning application performance continues to be at a very high level exceeding the national targets in both categories.

The LABC review into the Building Control service has been completed. Awaiting final meeting before implementing an action plan.

Economic Growth and Skills

The provision of Post 16-18 within Dudley remains stable with Children's Services partnership leading on the September 2023 offer for young people to remain in suitable education provision until 18 including our contribution to the Preparing for Adulthood strategy.

Adult and Community Learning teams continued to perform well against all KPI's aligned to AEB funding and Corporate PI's. Work continues on the delivery of Gateways and SWAP's (sector work based academies) with a focus on identifying and securing future employment and training opportunities.

Black Country Impact programme now in final 9 months of delivery.

Focus in Q1 has been on developing an interim business support provision following the launch of Business Growth West Midlands on 1st April 2023, whilst developing a tender specification for the commissioning of an Information, Diagnostic, Brokerage and Account Management service using UK Shared Prosperity core business support funding with the tender due to go live end of July 23/24.

Continued development of UK Shared Prosperity Fund year 2 projects focussing on Communities & Place, Local Business activities following Cabinet approval for high level intervention priorities in March 2023

Launch of UK Shared Prosperity Fund Dynamic Purchasing System

Strategic Development projects, Heads of Terms were agreed with principal landowner for the freehold purchase of 122 to 126 Colley Gate to support the redevelopment of Colley Gate shops.

Stalled & Derelict sites - Executed Homes England Funding Agreement - 6th March

Delivery options and advice for 8 priority sites - 31st March including

- Written and professional advice on establishing a justification of CPO and advice on preliminary steps - 31st March 2023
- Written and professional advice on how best to use statutory powers available to a Local Authority including Housing and Planning Powers - 31st March

Corporate Landlord Services

Ongoing Council House refurbishment project. The first floor and committee room 3 were reopened on 5th June with work continuing to upgrade the audio-visual kit in committee rooms 1 & 2 and council chamber. Phase 2 of the refurbishment has now completed which includes the lower ground/basement of the Council House and the first and second floors at the rear of the Council House, also known as former Revenues and Benefits / Crown Court. Phase 2a has recently started which will see the refurbishment of the Old Police Building. This is scheduled to complete in early December followed by Phase 3 the ground floor which is scheduled to be completed by mid 2024.

The accommodation strategy is due to be considered by SEB/Informal Cabinet later in October.

The Pens Meadow special school new build returns from tender at the end of October with a view to starting on site in December 2023.

The wind down of the school meals service is on track for termination in March 2024.

Projects and Placemaking

Activity for this team also reported via Capital Monitoring Report and Major Project Status Update Report.

A series of Council interventions are currently underway at Brierley Hill, which are intended to increase High Street footfall and visitor spend; and improve the level of facilities on offer. The long awaited refurbishment of the public toilets and public library projects commenced in spring 2023.

Good progress is being made with the public realm improvement works, which are progressing along the High Street. The Council's contractor McPhillips is working closely with local businesses and residents to ensure there is minimal disruption during the works and this approach has been well received.

Project Adjustment Request No 2, submitted to DLUHC and BEIS, to reallocate underspend from Daniels Land and High Plateau to a schedule of replacement projects on the High Street, with BCR of 2+. This was following Metro delivery delays impacting on FHSF spend. Outcome awaited.

Discussions ongoing with WMCA and Homes England re public sector acquisition of Daniels Land and the High Plateau sites for strategic transport and regeneration purposes.

Meetings held with Suzanne Webb MP regarding future programme for Lye. Lye Project Plan and Logic Model prepared and endorsed by SEB. Currently awaiting Deputy Leader sign off, following which consultation will be held with local ward members. Will then appoint project managers, set up workstreams and engage with funders. Forward activities to be agreed, depending upon other corporate priorities, i.e. Dudley Plan, LUF. Review establishment of a Lye Town Board.

Engagement with High Street Taskforce to inform the Lye delivery programme scheduled for October 2023. Member of the Institute of Place Management appointed to work with the Council's internal group. Lye Project Plan to be reported to Forging Ahead Board in November 2023.

- Familiarisation, training and commencement of establishing live major projects on the Dudley Portal in accordance with the Project Management Framework.
- Collation of output and financial information to support the successful closure of ERDF funded projects. This has included concluding delivery of the Black Country Blue Network funded projects in Dudley which have improved 6 sites (Sedgley Beacon, Holloway Street, Castle Hill and Peggy's Meadow, Coseley Open Spaces, and Turl's Hill) through works such as boundary strengthening, path creation and meadow restoration.
- A project team focused on Stourbridge has been established. This programme is seeking to develop the regeneration narrative for Stourbridge through mapping recent, current and pipeline projects for the town and using this to support delivery of early interventions, where funding is already in place, and to make the case for future funding. This will lead to a consultation in the autumn subject to staff resource.
- Portersfield consultation documents drafted in preparation for public consultation in the next quarter. The results of this will be used to inform next steps.
- Delivery of Dudley Townscape Heritage 2 (TH2), funded by the National Lottery Heritage Fund, continued with work at 203/204 Wolverhampton Street, 216 Wolverhampton Street and 204a Wolverhampton Street has been completed, with 14 New Street and Fountain Arcade being practically complete. Other properties within the programme include the following:
 - 208 and 209 Wolverhampton Street: shopfronts have been installed and awaiting signage
 - Plaza Mall: shopfront has been manufactured and ready for installation June
 - 207 Wolverhampton Street: project includes comprehensive repairs to the building and reinstatement of shopfront. Work to windows, re-rendering and reinstatement of shopfront due for completion August
- Delivery of Public Art pieces for Round Oak and Covid Memorial Rainbow for Russells Hall Hospital have continued using local artists and fabricators. Some delays anticipated due to programme slippage and creating a pinchpoint for the metal fabricator involved with both projects.

- Dudley Interchange project which is being led by Transport for West Midlands (TfWM) and to which the Council is a partner. Preparation for CPO inquiry and continuing land assembly activity.
- Brierley Hill High Street Heritage Action Zone (HAZ) consists of a number of programmes. The public realm programme is being delivered through the Future High Streets Fund (FHSF) and is making good progress with the installation of new paving in the High Street. The buildings programme, which is dependent on building owners accepting grants and appointing contractors, has made contact with the owners of all priority projects with the majority engaging positively with the Council. Grants have been offered and accepted on 6 projects. The Community Programme has a range of activities being delivered by different groups to engage and activate communities. The Cultural Programme is being delivered in conjunction with Brierley Hill Community Forum. A range of activities had have funding approved including: Brierley Hill Songbook, 100 Faces of Brierley Hill and the great Big Green Week.
- Changing Places Toilets opened at Dudley Zoo and the Black Country Living Museum utilising Changing Places funding secured by the Council the Department for Levelling up, Housing and Communities.
- Towns Fund – discharge of pre-commencement conditions complete and demolition of the Hippodrome well underway.
- Metro Wednesbury to Brierley Hill extension – West Midlands Combined Authority (WMCA) Board agreed a paper with a funding package, subject to business case, to take the Metro to Waterfront following budget pressures leading to a decision to stop at Dudley previously.

The 7 individual projects in the borough under the Black Country Blue Network 2 scheme are at or near completion. This aims to improve the biodiversity and conservation status of 121.84 hectares of green space linked by the canal and river network. The projects are at: Castle Hill, Peggy's Meadow, Sedgley Beacon, Holloway Street, Coseley Open Spaces and Turls Hill.

Culture, Leisure and Bereavement Services

Red House Glass Cone - Work on the £1.5m project to renovate the cone has now started. Scaffolding to be erected at the end of October. The work is expected to take approximately 18 months

Himley Play Area - the outcome of the recent planning application to provide a new play area within the grounds of Himley Park is expected in the coming weeks.

Dudley Market - Work is taking place to reconfigure the internal layout of the market area, CLS Or in the process of producing draft drawings.

Bereavement Services – officers are in the process of designing and costing potential new burial land. A report will be taken to Informal Cabinet early next year. Also, £500k is in the Capital Programme to renovate Gornal Wood Crematorium, this work is scheduled to start later this year.

Halls – A programme of work to upgrade the technical equipment at Dudley Town Hall is due to start later this year. This will allow for a more diverse range of shows.

Service achievements

Report of any external accreditation, awards, positive publicity, during the past quarter

Economic Growth and Skills

ACL Tutor Ian Winfield has won the first ever WMCA award for 'Inspirational Tutor of the Year – West Midlands'. The award recognises adult learning tutors who have gone above and over to make a positive difference in adult learning. Dudley Adult and Community Learning Team also received a Highly Commended Award from WMCA for their commitment to excellence in adult learning.

Q1 has seen the successful completion of the AIM for Gold ERDF Business Support Programme, with the Dudley Business First team achieving all required project output targets which is a huge

achievement given the impact the Covid 19 pandemic had on the capacity of the team to continue to deliver project outputs whilst overseeing circa £13 million of Covid 19 Grants to Dudley businesses.

Stalled & Derelict sites – completed £50k Homes England revenue funded project which included

- Written and professional advice on establishing a justification of CPO and advice on preliminary steps - 31st March 2023
- Written and professional advice on how best to use statutory powers available to a Local Authority including Housing and Planning Powers - 31st March

Corporate Landlord Services

Successful completion of the new £200,000 flower room at Stourbridge Crematorium. The new oak framed structure gives better lighting, ambient frost protection, heating, internal sink and water point, new flower stands as well as improved accessibility.

Completion of the sale of the former Dudley Museum.

Handed back the keys to landlord of Harbour Buildings following successful decant.

Projects and Placemaking

Newly refurbished Brierley Hill Town Centre toilets scheduled to re-open, October 2023. Publicity via CAPA / GLL to follow. Possible ministerial visit.

Newly refurbished Brierley Hill Library scheduled to re-open, November 2023. Publicity to follow.

Brierley Hill Shop Local publicity campaign to be republicised prior to Christmas. High Street public realm works will pause in December to allow Christmas trading period to proceed.

- Opening of two Changing Places toilets – one at Dudley Zoo and one at Black Country Living Museum.
- Successful conclusion of the Black Country Blue Network programme

Culture, Leisure and Bereavement Services

As part of a nationwide tour John Constable's 'The Cornfield', from the National Gallery's London Collection, was on show at the Churchill Centre last month, with more than 2000 views.

Opportunities for improvement

Information relating to service complaints / compliments and learning from these

Economic Growth and Skills

A Regeneration Strategy was commissioned in May 2023 for the delivery of a Dudley Regeneration Strategy and Action Plan. The strategy will seek to develop an understanding of the Borough's positioning in terms of the regional and sub regional economy and tease out what we do well and where are the deficiencies. This baseline will then underpin a review of the opportunities to create a prioritised action plan. The resulting regeneration strategy and action plan will provide a platform to promote the economic strengths of the borough to potential investors / businesses seeking to relocate and/or grow within the borough. The final strategy document is due to be completed by Q3 23/24 (November 23).

Corporate Landlord Services

Relating to the Corporate Estate strategy, a priority matrix agreed to allow highest priority requests to progress first. Opportunities to realise revenue savings and capital receipts from sites deemed surplus to operations.

Projects and Placemaking

Regarding the Portersfield developments, there have been delays in finalising the Collaboration Agreement with Avenbury and the CPO process. The development brief is scheduled for completion in Oct 2023 following completion of formal consultation period to support the procurement process.

Review member feedback on Lye Project Plan and emerging priorities. Review feedback from High Streets Taskforce and Forging Ahead Board and on Lye programme and include good practice as appropriate.

Review governance, delivery and resource arrangements for recent £20m award through LUF 3 for Dudley Town centre.

Review timescales for Metro delivery following cancellation of HS2 and impact on delivery timescales for Daniels Land and High Plateau development sites.

- The actions contained within the Regeneration Audit, undertaken at the start of 2023, are being implemented to improve and strengthen governance of regeneration projects. These are linked with the introduction of the Project Management Framework and Project Portal, and updated internal governance and board arrangements.
- The team are heavily involved with multiple significant pieces of work through 2023 including the DLP, Portersfield and Stourbridge. This is putting pressure on staff and timescales so prioritisation of projects is necessary to ensure that those which are time-critical and recognised as particular priorities focused on resulting in refreshed timescales for other pieces of work.
- The Projects and Placemaking Service Plan was developed through engagement with the whole team and identified areas of learning from the last year as well as areas they would like to improve. This has included reflections on values and behaviour, skills and capacity, internal and external engagement, and projects and priorities.

Culture, Leisure and Bereavement Services

Commissioning a Cultural Strategy is being discussed at a senior level.

A project brief is currently out for the commission of an options paper for the possible future use of Crystal Leisure Centre.

A project brief is currently out for the commission of a strategic site masterplan for Himley.

Any additional information relating to performance

Performance measures by directorate

Directorate/service	Action	KPI – Corporate	KPI – Service level in directorate plan
Finance and Legal	23	0	20
Digital, Customer and Commercial Services	25	5	11
Regeneration and Enterprise	16	7	0
People and Inclusion	0	5	3
Total	64	17	34

Finance and Legal Services (20 service KPI's, 23 actions)

Finance and Legal Services – Service level KPI's in Directorate Plan

Key performance indicator	22-23 Q4 outturn	2022-23 target	2023-24 target	2024-25 target	Reporting frequency	Benchmarking	Council plan priority	Council plan outcome
PI.2462 Average number of hearings per concluded S31 public law care case.	6.2	5	5	5	Quarterly	HM courts and tribunals service data	Borough of opportunity	Children and young people benefit from the best possible start in life in our Child Friendly borough.
PI.1405 Average number of weeks taken to complete a Public Law Care Case as against the 26 week target	46.5	26	26	26	Quarterly			
PI.1406 Percentage of Public Law care cases completed in 26 weeks	7.7%	70%	70%	70%	Quarterly	HM courts and tribunals service data		
PI.151 Average time to process new benefits (days)	34.24	34	30	30	Quarterly	Local measure due to definition (combines CTR & HB, national measure is HB only)	Safe and healthy borough	Poverty is reducing as we address all forms of inequality, improve social, emotional and mental health and wellbeing
PI.150 Average time to process change events (days)	7.31	8	7	7	Quarterly	Local measure due to definition (combines CTR & HB, national measure is HB only)		
PI.1891 Discretionary Housing Payment – Percentage of budget used	136%	100%	100%	100%	Quarterly			
PI.571 % Participants successfully completed safety management course	89.6%	98%	98%	98%	Annual	Local measure, benchmark against previous years	Future Council	People
PI.145 Average number of days lost per lost time accident at work	18.3%	20	20	20	Annual	Local measure, benchmark against previous years		
PI.258 Number of lost time accidents at work	36	100	100	100	Annual	Local measure, benchmark against previous years		

PI.867 % Council Tax Income Collected in Year	96.4%	95.8%	96.2%	96.2%	Quarterly		Future Council	Financial Sustainability
PI.868 % Business Rates income collected in year	97.5%	96%	97.5%	97.5%	Quarterly			
PI.869 % Sundry Income collected in year	93.6%	95%	94%	94%	Quarterly			
PI.1402 % Overpaid benefit recovered	23.3%	21%	23%	23%	Quarterly	National Data is available twice-yearly March and September.		
PI.1403 Unqualified external audit opinion on the financial statements	n/a	Achieved	Achieved	Achieved	Annual			
PI.12 % Audit Plan completed at key stages	93%	90%	90%	90%	Quarterly			
PI.34 % draft reports issued within 9 weeks of auditing starting	89%	90%	90%	90%	Quarterly			
PI.2000 % of property searches dealt with in 10 working by Land Charges	98.8%	100%	100%	100%	Quarterly			
PI.58 % new claims for possession received from Housing and prepared for court within 21 days receipt of complete instructions	50%	100%	100%	100%	Annual			
PI.69 % turnout at local elections	30.37%	30%	30%	30%	Annual	Electoral Commission data		
PI.1404 Number of electors registered at 1 Dec. each year	236,535	239,000	239,000	239,000	Annual	Electoral Commission data		

Finance and Legal Services – Actions

Council plan priority	Council plan outcome	Number of actions in directorate plan
Borough of opportunity	Children and young people benefit from the best possible start in life in our Child Friendly borough.	3
Safe and healthy borough	Residents live in safe communities where safeguarding of vulnerable people of all ages protects them from harm and supports the prevention of crime and exploitation	1
	Discrimination is tackled at all levels in the authority and in our community as we actively promote equality, diversity and inclusion	1
	Poverty is reducing as we address all forms of inequality, improve social, emotional and mental health and wellbeing	1
Borough of ambition and enterprise	Ongoing regeneration schemes are attracting investment, stimulating innovation and entrepreneurs to support new and existing businesses	1
Future council	Financial sustainability	16

Digital, Customer and Commercial Services (5 corporate KPI's, 11 service KPI's, 25 actions)

Digital, Customer and Commercial Services – Corporate KPI's

Key performance indicator	22-23 Q4 outturn	2022-23 target	2023-24 target	2024-25 target	Reporting frequency	Benchmarking	Council plan priority	Council plan outcome
PI.2266 Percentage of applicable contracts awarded that include Social Value outcomes	58.33%	80%	85%	90%	Quarterly	Local measure, benchmark against previous years	Borough of ambition and enterprise	Business support is opening doors to new industries and emerging sectors to support local economic growth
PI.47 % Corporate Complaints given a full response within 20 working days	71%	85%	85%	85%	Quarterly	Local measure, benchmark against previous years	Future council	Process
PI.2578 % of corporate Complaints Upheld / Justified	-	-	No target set as 2023-24 will be the baseline		Quarterly	New measure, no benchmarking available		
PI.2337 Total revenue retained from school customers	98%	97%	95%	92%	Annual	Local measure, benchmark against previous years	Future council	Financial sustainability
PI.2338 Commercial opportunity –contribution to fixed costs forecasted in agreed business cases, including savings	£389,840	£210k	£720k	£1.3m	Annual	Local measure		

Digital, Customer and Commercial Services – Service level KPI's in Directorate Plan

Key performance indicator	22-23 Q4 outturn	2022-23 target	2023-24 target	2024-25 target	Reporting frequency	Benchmarking	Council plan priority	Council plan outcome
PI.2078 Number of Customer Compliments received		600	No target set as reporting for information only		Quarterly	2022-23 benchmarking exercise with other councils via FOI requests	Future council	Process

PI.1622 Overall % of calls answered by Dudley Council Plus		85%	85%	85%	Quarterly	via Local Authority Contact Centre Forum group		
PI.1625 % of customers seen at Dudley Council Plus within 20 minutes of arriving		80%	80%	80%	Quarterly	via Local Authority Contact Centre Forum group		
PI.2329 Average speed to answer across all Dudley Council Plus calls		5 minutes	5 minutes	5 minutes	Quarterly	Previous historical data.		
PI.1902 Average data network availability		99.5	99.5	99.5	Quarterly		Future council	Digital
PI.1903 Average key systems availability		99.75	99.75	99.75	Quarterly			
PI.1904 Incidents resolved within agreed resolution times		87	87	87	Annual			
PI.1905 Use of self-service and service automation channels for raising ICT incidents and requests		80	80	80	Annual			
PI.2261 Delivery of budget savings through procurement		1% (Spend under management)	1% (Spend under management)	1% (Spend under management)	Quarterly	No historic benchmarking data (training in procurement developed in 2022).	Future council	Financial sustainability
PI.2264 Procurements are undertaken legally, consistently and within the CSOs. Measured by number of successful challenges raised against contract award decisions.		0	0	0	Quarterly			
PI.2271 Number of market engagement processes completed, to include soft market testing, virtual and in person pre-market engagement events.		4	4	4	Quarterly	No historic benchmarking data (training in procurement developed in 2022).		

Digital, Customer and Commercial Services – Actions		
Council plan priority	Council plan outcome	Number of actions in directorate plan
Borough of opportunity	Quality education, new skills, apprenticeship training and job opportunities are accessible to all	4
Borough of ambition and enterprise	Digital opportunities are being exploited to modernise our working culture, customer experience and public services	2
	Business support is opening doors to new industries and emerging sectors to support local economic growth	2
Future council	Financial sustainability	17

Regeneration and Enterprise (7 corporate KPI's, 16 actions)

Regeneration and Enterprise – Corporate KPI's								
Key performance indicator	22-23 Q4 outturn	2022-23 target	2023-24 target	2024-25 target	Reporting frequency	Benchmarking	Council plan priority	Council plan outcome
PI.2641 Number of adult education programmes (age 19+) developed to support priority sectors of the economy (FAFFA indicator)	N/A	7	7	7	Quarterly	Local measure, cannot compare against other WMCA authorities	Borough of opportunity	Quality education, new skills, apprenticeship training and job opportunities are accessible to all
PI.2642 Number of employers, partners and funding agencies worked with us to drive inclusive growth and social value for major investment projects	N/A	3	3	3	Quarterly	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	N/A	5	5	5	Quarterly	Local measure, cannot compare against other WMCA authorities		
PI.2644 Number of Dudley Businesses receiving financial support (WMCA UKSPF Performance measure)	N/A	N/A	10	15	Annual	New measure, no benchmarking available	Borough of ambition and enterprise	Ongoing regeneration schemes are attracting investment, stimulating innovation and entrepreneurs to support new and existing businesses
PI.2639 Number of Dudley Businesses receiving non-financial support (WMCA UKSPF Performance measure)	N/A	N/A	100	150	Quarterly	New measure, no benchmarking available		
PI.1691 % of major applications determined within 13 weeks (large and small scale combined)	100%	PI:65% LPI:95%	PI:65% LPI:95%	PI:65% LPI:95%	Quarterly	1st DCLG ranking (June 2020)	Destination of choice	Maximising use of brownfield sites, new commercial and residential developments ensure the borough is the destination of choice
PI.1693 % of other applications determined within 8 weeks	98%	PI:70% LPI:90%	PI:70% LPI:90%	PI:70% LPI:90%	Quarterly	4th DCLG ranking (June 2020)		

Regeneration and Enterprise – Actions

Council plan priority	Council plan outcome	Number of actions in directorate plan
Borough of opportunity	Quality education, new skills, apprenticeship training and job opportunities are accessible to all	2
Safe and healthy borough	People have a safe and welcoming indoor and outdoor environment which promotes healthy, physical and active lifestyles	1
Borough of ambition and enterprise	Ongoing regeneration schemes are attracting investment, stimulating innovation and entrepreneurs to support new and existing businesses	1
	Business, residents and visitors benefit from improved highways and travel connectivity through multi-modal offer	1
	Business support is opening doors to new industries and emerging sectors to support local economic growth	1
	Levelling up inequalities is ensuring all borough towns and neighbourhood have good access to services, retail and leisure opportunities	2
Destination of choice	Maximising use of brownfield sites, new commercial and residential developments ensure the borough is the destination of choice	1
	Our world class visitor attractions continue to grow and are complemented by a strong hospitality sector and vibrant night-time economy	2
Future council	Process	1
	Place	3
	People	1

People and Inclusion (5 corporate KPI's, 3 service KPI's)

People and Inclusion – Corporate KPI's and service KPI's								
Key performance indicator	22-23 Q4 outturn	2022-23 target	2023-24 target	2024-25 target	Reporting frequency	Benchmarking	Council plan priority	Council plan outcome
PI.352 Working days/shifts lost per FTE due to sickness absence (excluding Schools) <i>PI.352 is also reported as a % on PI.1959</i>	14.53 Days	No target set in line with other local authorities.			Quarterly	Days lost per FTE figures for West Midlands councils (WME publication or LGA inform). ONS data.	Future council	People
PI.370 Long term sickness absence per FTE (excluding Schools) <i>PI.370 is also reported as a % on PI.1960</i>	10.4 Days	No target set in line with other local authorities.			Quarterly			
PI.371 Short term sickness absence per FTE (excluding Schools) <i>PI.371 is also reported as a % on PI.1961</i>	4.09 Days	No target set in line with other local authorities.			Quarterly			
PI.2056 Number of the councils' headcount to be part of apprenticeship	109	183	TBC once headcount for year is known. Target is 1.8% of headcount		Annual	Central Government apprenticeship starts figures		
PI.2062 % of Council employees completing the employee survey (bi-annual)	36.2%	45%	-	45%	Bi-annual	Local measure, no external benchmarking		

Corporate and Economic Strategy Select Committee

Progress Tracker

Subject (Date of Meeting)	Recommendation/action	Responsible Officer/Area	Status/Notes
Call-In of Decision Sheet – Loan to Dudley and Kent Commercial Services Ltd Joint Venture Company (30 th August, 2023)	Resolution - That the Corporate and Economic Strategy Select Committee recommend that no objection be raised to the decision, in which case no further action is necessary and that the decision of the Cabinet Member for Finance, Legal and Human Resources be implemented with immediate effect.	Democratic Services	Cabinet Member for Finance, Legal and Human Resources informed of decision. Decision Sheet effective 31 st August, 2023. Completed
Stalled Sites – Strategies for bringing back into use privately owned vacant land and property (6 th September, 2023)	Resolution (5) - That the Head of Economic Growth and Skills: (i) circulate information on progress made to the remaining 48 sites to the Committee including a map identifying all 68 sites; (ii) liaise with the Technology, Systems and Services Department with regard to an accessible list of all sites including regular updates and an online directory of available rentable amenities within Dudley;	Head of Economic Growth and Skills Head of Economic Growth and Skills	Awaiting response Awaiting response

	(iii) liaise with Democratic Services with regard to future Planning Committee Member training.	Head of Economic Growth and Skills / Democratic Services	Noted for arrangements for Future Member Training and Development Programmes (Completed)
Corporate and Economic Strategy Select Committee Progress Tracker and Future Business (6 th September, 2023)	Resolution (2) - That the Head of Communications and Public Affairs be requested to consult with appropriate officers regarding RAAC in council buildings, and arrange for a communications bulletin to be circulated to all Elected Members accordingly.	Head of Communications and Public Affairs / Corporate Landlord Services	Communication Bulletin circulated on 8 th September, 2023 and added to Connected Councillors (Completed)

Future Business 2023/24

<u>Date of Meeting</u>	<u>Work Programme</u>	<u>Responsible Officer/Area</u>
11 th January, 2024	Medium Term Financial Strategy	I Newman (Director of Finance and Legal Services)
	Major Regeneration Projects Update	H Martin (Director of Regeneration and Enterprise)
	Wednesbury to Brierley Hill Metro Extension Update	H Martin (Director of Regeneration and Enterprise) Representative from Transport for West Midlands
	Estates Strategy	S Cooper (Head of Corporate Landlord Services)
6 th March, 2024	Economic Regeneration Strategy and Action Plan	H Martin (Director of Regeneration and Enterprise) P Mountford (Head of Economic Growth and Skills)
	UK Shared Prosperity Fund	P Mountford (Head of Economic Growth and Skills)
	Stalled Sites Progress Update	P Mountford (Head of Economic Growth and Skills)
	Annual Report 2023/24 and potential items of business for 2024/25	Democratic Services