

Meeting of the Future Council Scrutiny Committee

Wednesday, 15th March, 2023 at 6.00pm
**In Conference Room 1, Saltwells Education and
Development Centre, Bowling Green Road, Netherton, DY2
9LY**

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 meeting held on 18th January, 2023 as a correct record. (Pages 5 – 12)
5. Public Forum
6. Wednesbury to Brierley Hill Metro Extension Presentation (Pages 13 - 20)
7. Major Regeneration and Town Centre Projects (including Funding Agreements, Future Projects and Borough Wide Vision) (Pages 21 – 37)
8. Corporate Quarterly Performance Report – Quarter 3 (1st October – 31st December, 2022) (Pages 38 – 81)



9. Future Council Scrutiny Progress Tracker and Future Business (Pages 82 - 83)
10. 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).



Chief Executive

Dated: 7th March, 2023

Distribution:

Councillor E Lawrence (Chair)
Councillor A Davies (Vice-Chair)
Councillors S Ali, C Barnett, T Creed, P Dobb, J Foster, M Howard, I Kettle, A Lees, T Russon, P Sahota and K Shakespeare

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**Minutes of the Future Council Scrutiny Committee
Wednesday, 18th January, 2023 at 6.00 pm
In Committee Room 2, The Council House, Priory Road, Dudley**

Present:

Councillor E Lawrence (Chair)
Councillor A Davies (Vice-Chair)
Councillors S Ali, C Barnett, P Dobb, J Foster, M Howard, I Kettle, A Lees, A Millward, M Rogers, T Russon and P Sahota.

Officers:

B Heran (Deputy Chief Executive – via Microsoft Teams), I Newman (Director of Finance and Legal), I Grosvenor (Finance Manager), H Martin (Director of Regeneration and Enterprise), S Connelly (Head of Culture, Leisure and Bereavement Services, S Gay (Leisure Services Manager) and K Taylor (Senior Democratic Services Officer).

Also in Attendance:

Councillor S Phipps (former Cabinet Member for Regeneration and Enterprise)
Councillor D Stanley (Cabinet Member for Regeneration and Enterprise).

32 Apologies for Absence

Apologies for absence were received on behalf of Councillors T Creed and K Shakespeare.

33 Appointment of Substitute Members

It was noted that Councillors M Rogers and A Millward had been appointed as substitute Members for Councillors T Creed and K Shakespeare, respectively, for this meeting of the Committee only.

34 **Declarations of Interest**

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

35 **Minutes**

Resolved

That the minutes of the meeting held on 23rd November, 2022 be approved as a correct record and signed.

36 **Public Forum**

No issues were raised under this agenda item.

37 **Medium Term Financial Strategy**

A joint report of the Chief Executive, Deputy Chief Executive and Directors of Finance and Legal, Digital, Commercial and Customer Services and Regeneration and Enterprise was submitted on the draft Medium Term Financial Strategy (MTFS) to 2025/26, with emphasis on those proposals relating to the Committee's terms of reference. Items directly relevant to this Committee were those in relation to the Chief Executive, Finance and Legal, Digital, Commercial and Customer Services and Regeneration and Enterprise. The final version of the report would be considered by Cabinet in February 2023 and Full Council in March 2023.

In presenting the report submitted, the Director of Finance and Legal gave an overview of the report, and in doing so, stated that the draft MTFS had been developed based on the Chancellor's Autumn Statement on 17th November, 2022, with the Local Government Finance Settlement for 2023/24 confirmed on 19th December, 2022.

The Director of Finance and Legal confirmed that the Medium-Term Financial Strategy reflecting the revised spending proposals and forecasts of likely resource availability identified a total service spend of £304.2m for the 2023/24 financial year, rising to £309.4m and £310.4m for the 2024/25 and 2025/26 financial years respectively. It was noted that the Local Government Finance Settlement had identified an additional £2.1m each year, with proposals being identified and incorporated within the final MTFS for consideration.

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

- a) In responding to a question raised by Councillor M Rogers on the proposed savings within the Public Realm Directorate in relation to the Stores Review and Trade Waste – Round Optimisation, the Finance Manager confirmed that the Council was focussed on maximising vehicle assets and a further assessment would be undertaken of the future sustainability of in-house stores.
- b) In responding to a further question raised by Councillor S Ali in relation to the proposed Stores Review, it was confirmed that the review would include a number of elements with emphasis in relation to vehicle parts and improved procedures for orders and invoicing. It was acknowledged that whilst a net financial gain was beneficial, the review provided the opportunity to review goods and services more widely and ensure best value for money.
- c) Councillor P Sahota welcomed the summary of the MTFS presented, however expressed concern in relation to the number of risks and assumptions associated within the MTFS, and the lack of flexibility for amendments to the budget approved for the 2024/25 and 2025/26 financial years. There was also some apprehension in committing to energy prices for a three-year period given the uncertainty of wholesale prices.

In responding, the Director of Finance and Legal indicated that the report had been based on information prior to receiving the Local Government Settlement, and that there was opportunity for Elected Members to provide their input and suggestions prior to final approval. Although it was recognised that there were a number of assumptions, the Local Authority was required to set out future year forecasts. The wholesale price for electricity was expected to decrease by Summer, 2023, however, there remained some uncertainty in relation to the level of future Government support. Any underspend in proposed spendings would be reflected as a saving for that financial year and rolled-forward to the next year.

- d) The Director of Finance and Legal acknowledged the number of risks and uncertainty contained within the report submitted recognising the extremely complex current economic environment.
- e) Councillor P Sahota referred to the proposed savings resulting from the withdrawal of support for existing (and prospective) community groups/centres totalling £80,000. The Director of Finance and Legal confirmed that there was some flexibility set within the budget should Scrutiny Committees recommend the removal of the proposed saving.
- f) It was noted that the figures identified within the additional spending and savings tables as outlined in Appendices C and D to the report submitted, were categorised cumulatively rather than incrementally.
- g) In responding to a question raised by Councillor P Sahota in relation to the loss of income within the future regeneration proposal, the Director of Regeneration and Enterprise confirmed that the loss of income related specifically to the car park and rental income associated with the regeneration project located at Tower Street, Dudley.
- h) Councillor A Davies referred to the additional contribution to ongoing Communication and Public Affairs service pressures with reduced ongoing resource for Forging the Future now that it had been implemented. He emphasised the need to support and champion small businesses and sought clarification as the reasons why support had been allocated to this area for the 2023/24 financial years totalling £20,000 and not future years.

In responding, the Director of Finance and Legal, in conjunction with the Director of Regeneration and Enterprise, undertook to provide a written response.

- i) In responding to a further question by Councillor A Davies, the Director of Finance and Legal confirmed that the role of the Internal Communications and Engagement Officer primarily focussed on communications with employees including Human Resources matters and development work.
- j) Councillor J Foster considered that more equality impact assessments should have been undertaken whilst preparing the MTFS and requested further information on the spending increase in relation to the Strategic Contingency Fund within the Chief Executive's Directorate.

In responding, the Director of Finance and Legal referred to the work undertaken to triage MTFS proposals in order to identify those requiring an equality impact assessment. It was agreed that the triage list could be shared with the Committee for information.

The Deputy Chief Executive confirmed that Strategic Contingency Fund was a financial reserve specifically for minor one-off projects including civic events and activities and undertook to provide a written response outlining the former expenditure of the Fund and anticipated costs for future events.

- k) Councillor J Foster suggested that the additional savings table should reflect the categories identified within the additional spending information submitted. In responding, the Director of Finance and Legal referred to the recommendation of the External Auditors to include additional categories in relation to additional spending and it was considered that those categories did not apply in the same way to savings.
- l) Councillor S Ali referred to the significant financial pressures within the Dedicated Schools Grant and continuing forecasted deficit each year and sought clarification as to whether a recovery plan had been introduced in order to mitigate the pressures.

In responding, the Director of Finance and Legal confirmed that a Financial Recovery Plan had been developed, in consultation with external consultants, Newton Europe, and acknowledged that the deficit had grown each year. Although a plan had been implemented, it was recognised that the impact would be gradual. It was confirmed that the Government Regulation in ensuring that the pressure did not impact the General Fund would continue for a further three years.

- m) Councillor S Ali suggested that the Financial Recovery Plan should be shared with Members for information.
- n) In responding to a request by Councillor S Ali, the Director of Finance and Legal undertook to ascertain further information in relation to the proposals included in the one-off spending plans totalling £2.3m for the 2023/24 financial year within the Public Health Grant funded budget.
- o) Councillor C Barnett referred to the proposed reduction of Customer Service Advisors at Dudley Council Plus within the Digital, Commercial and Customer Services Directorate. In responding, the Finance Manager advised Members of the number of vacancies within the department currently and that a factor for the reduction corresponded with the investment to the digitalisation of services and customer self-serve.

Resolved

- (1) That, subject to comments made above, the proposals for the Medium Term Financial Strategy to 2025/26, as set out in the report and Appendices to the report submitted, be noted.
- (2) That the Director of Finance and Legal, in conjunction with the Director of Regeneration and Enterprise, be requested to provide a written response in relation to Forging the Future to the Committee for information.
- (3) That the Director of Finance and Legal be requested to provide the triage list utilised during the MTFS process to the Committee for information.
- (4) That the Deputy Chief Executive be requested to provide supplementary information in relation to the Strategic Contingency Fund to the Committee for information.
- (5) That the Director of Finance and Legal refer the request for further information in relation to the proposals included in the one-off spending plans totalling £2.3m for the 2023/24 financial year within the Public Health Grant funded budget, to the Director of Public Health and Wellbeing for a response to be circulated to the Committee.

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

39 **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 paragraphs 2 and 4 of Part 1 of Schedule 12A to the Local Government Act 1972, as amended.

40 **Call-In of Decision Sheet – The Closure of the Café at The Crystal Leisure Centre, Stourbridge**

A report of the Monitoring Officer was submitted to respond to the call-in of the decision of the Cabinet Member for Regeneration and Enterprise concerning the closure of the Café at The Crystal Leisure Centre, Stourbridge. The decision had been called-in at the request of five Members of the Future Council Scrutiny 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.

It was noted that Councillor S Phipps was the Cabinet Member for Regeneration and Enterprise on the date that the decision was taken. Councillor D Stanley was subsequently appointed as the Cabinet Member for Regeneration and Enterprise effective from 28th December, 2022. Both the former and the existing Cabinet Member had been invited to the meeting and would be invited to comment on matters leading to and at the time of decision making, and any issues raised by the Committee concerning the future of the service.

The Chair then invited Councillor S Phipps, former Cabinet Member for Regeneration and Enterprise, the Director of Regeneration and Enterprise and the Head of Culture, Leisure and Bereavement Services to make representations concerning the decision.

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

- a) The number of significant repairs required at the Leisure Centre and the reasons why the café had not been considered under phase one of the refurbishment project.
- b) Children's activity parties would continue, allowing users to bring their own refreshments, which was welcomed.
- c) Lack of evidence in relation to full options appraisals that could be explored, and market tested.
- d) Future consideration would be needed as to whether cafes were required in Leisure Centres.
- e) Some Members considered that the decision should be referred back to the Cabinet Member for Regeneration and Enterprise for further consideration taking into account the concerns raised during the meeting.
- f) The possibility of sourcing partnerships or sole trader enterprises in order to provide refreshments with peppercorn rent rates.
- g) It was evident that the café had been making a financial loss for a number of years, and queries as to why this had not been addressed previously.
- h) Lack of public consultation with service users.
- i) Whether additional time should be granted to enable the new Manager and staff to establish the facility, with appropriate advertising.
- j) The need to maintain the segregated area for visitors to the Leisure Centre.
- k) The possibility of updating the current vending machines to encourage purchases.

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

Resolved

That the Future Council Scrutiny Committee recommends 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 Regeneration and Enterprise be implemented with immediate effect.

The meeting ended at 7.50pm

CHAIR

FC/56

WBHE UPDATE

DMBC SCRUTINY MARCH 23

M. ANDERSON - TfWM



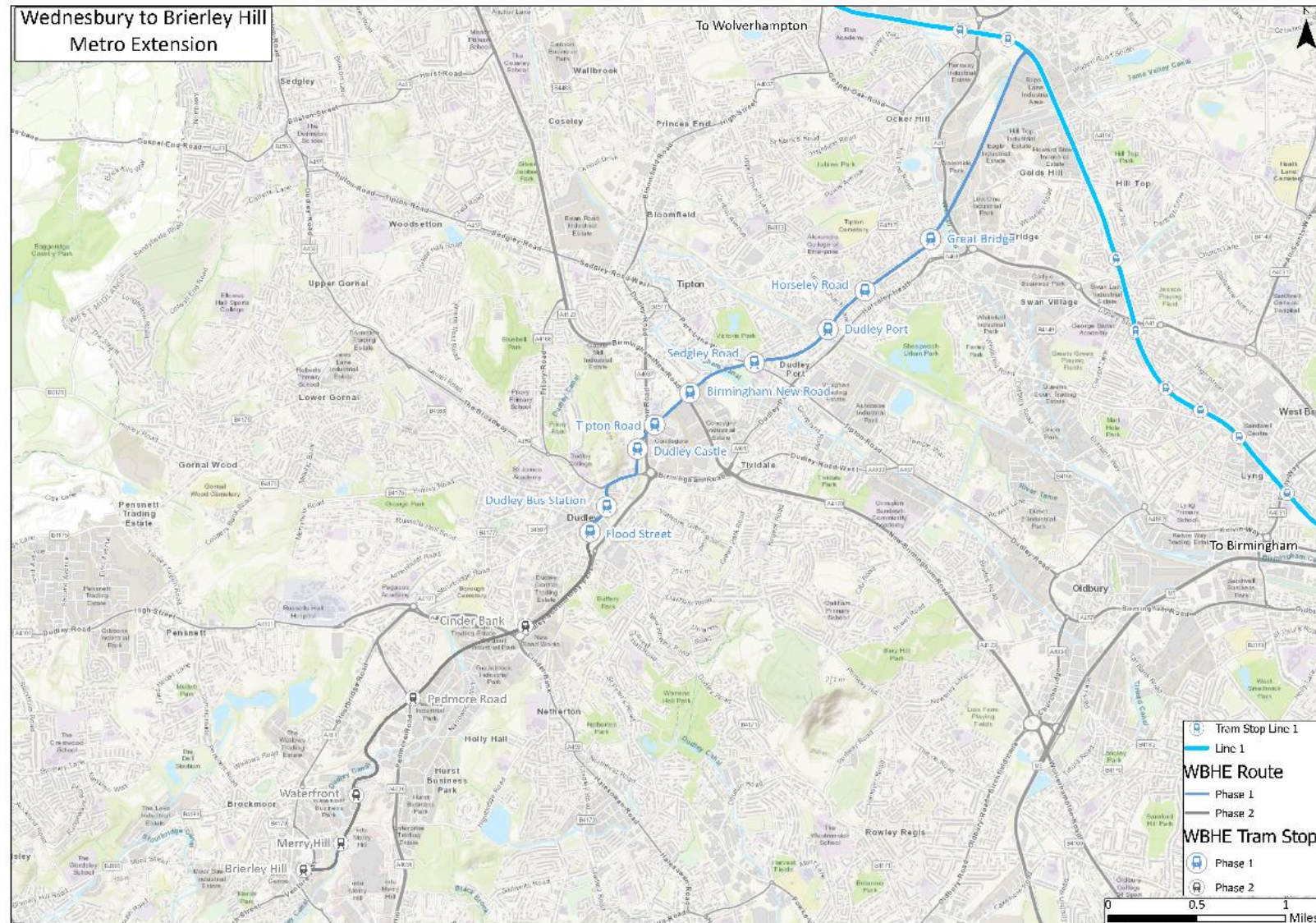
Overview

WBHE delivery to be phased.

First phase from
Wednesbury to Flood
Street, Dudley

Second phase from Flood
Street, Dudley to Brierley
Hill

Main construction works
ongoing in first phase.
Parkhead Viaduct
strengthening and
refurbishment ongoing in
second phase



High Level Schedule

Key works completed

Castle Hill – Jan 2023 completion opened to traffic in both directions

Flood Street carriageway completed

All structures either refurbished or structural works close to completion

Key ongoing Works

Delta junction structure

Parkhead Viaduct ongoing

Flood Street metro works

King Street first – removal of splitter island and associated utilities ongoing

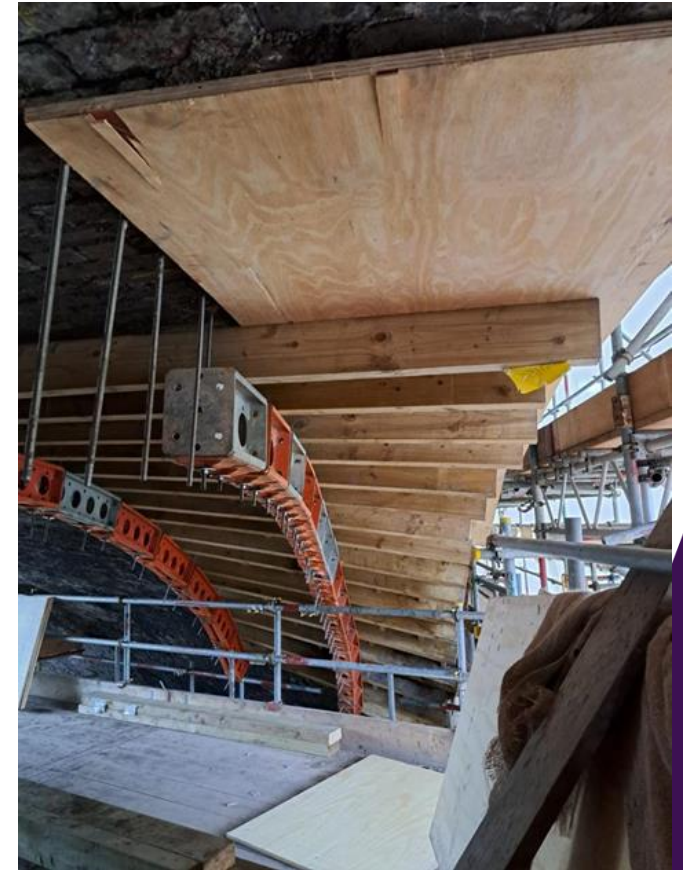
- Park Lane East by Dudley Port Train Station is closed for strengthening work on the bridge
- Birmingham New Road tram stop – work to commence March 2023
- Open to passenger service Ph1 Autumn 2024



Flood Street footway paving works completed



Key Milestone - Castle Hill – Open to the public in both directions



Parkhead Viaduct refurbishment works

COST / FUNDING

In 2019 a TC1 costing, (based on preliminary design from Midland Metro Alliance), of £449m was accepted by TfWM.

In December 2021, WMCA Finance identified pressures on the funding model which put into question the viability of the model. (£137m needed to be borrowed from future revenue for WBHE)

The three drivers of the model were all headed in the wrong direction:

1. Cost of construction (Full line delivery estimated at £512m largely driven by inflation)
2. Cost of operation of the Metro system (eg £2m increase in Power supply costs)
3. Revenue receipts reduced from Metro operation due to Covid and other factors

As a result, in June a paper was taken to WMCA Board in July 2022 to identify the pressures, and to propose funding solutions.

At this Board it was agreed:

- To proceed with Phase 1 of the scheme from Wednesbury to Dudley Town Centre
- To commit to finding financing for the second phase to Brierley Hill
- To note that the cost of £385m for Phase 1 excluded 'extraordinary' inflation

TfWM signed TC2 with MMA for £385m for the delivery of “Phase 1” to Dudley Town Centre.

The scope includes:

- All of the delivery through to an initial terminus at Flood Street in Dudley
- Design of the full scheme through to Brierley Hill
- Completion of some key delivery beyond Flood Street including the refurbishment of Parkhead Viaduct to make it safe and ready for tram operations, the completion of works at Round Oak at the interface with Network Rail and some utility diversions which were already in the ground in the second half of the scheme.



King Street splitter island removal

PHASE 2 – Beyond Dudley Town Centre

- Delivering the full WBHE scheme remains a key commitment for TfWM
- The borrowing capacity has not improved since 2021.
- We have been working together with DMBC colleagues to find funding solutions to enable us to deliver the second stage of this scheme.
- One of the key opportunities lies in the Trailblazer Devolution Deal. We hope to have a clearer picture on that March/April.
- Other possibilities investigated include:
 1. Investment Zones.
 2. Contribution from existing or extended DY5 EZ
 3. Land Value Uplift Recovery
 4. Levelling Up Funds/corridors Round 2/3.

As we seek additional funding we are also looking at progressive options. A possible Phase 2A has been suggested:
This would deliver tram operations to Waterfront or Merry Hill.

Birmingham Street North works



Meeting of the Future Council Scrutiny Committee – 15th March 2023

Report of the Director of Regeneration and Enterprise

Major Regeneration and Town Centre Projects (including Funding Agreements, Future Projects and Borough Wide Vision)

Purpose of report

1. To provide an update on the major regeneration projects in Dudley town centre, Brierley Hill and other town centre proposals/projects in development.

Recommendation

2. It is recommended:-
 - That the contents of this report are noted.

Background

3. In the last few years there have been major regeneration projects developed and completed including the Very Light Rail National Innovation Centre (VLRNIC), the Duncan Edwards Leisure Centre, the Black Country, and Marshes Institute of Technology (IOT) and the Forging Ahead project at the Black Country Living Museum.
4. This report gives an update on the status on next phase of projects both in Dudley town centre and around the borough. This report does not give an update on the Wednesbury to Brierley Hill Metro Extension as that is the subject of a separate presentation to the Scrutiny Committee in March 2023, by Transport for West Midlands (TfWM).

Dudley – projects on site/with consent

5. Towns Fund- Health Innovation Dudley (HID)

In July 2021 DMBC secured £25million to build a new higher education facility at the bottom of Castle Hill. A full business case was submitted in April 2022 and the first tranche of funding was received in Summer this year.

Dudley's proposed Towns Fund Project is The Health Innovation Dudley ('HID') project which will deliver a new 3,618 sqm University Centre at Castle Hill focused on Health and Life Sciences. HID is a key part of Dudley's regeneration vision and levelling-up journey which will complete the range of learning provision in the town by providing Dudley borough's first dedicated Higher Education Institution. The HID will be constructed by Dudley Metropolitan Borough Council (DMBC) and leased to Dudley College of Technology and the curriculum delivered by the University of Worcester.

The project aims to attract new students to Dudley, provide new technical skills and degree programmes which align with local employment opportunities, and to improve progression rates for local people into higher-skilled employment opportunities.

Most of the proposed site for the new University Centre is already in Council ownership, however the project will require the assembly of third-party interests at 13 and 15 Castle Hill. The Council is currently in negotiation with the owners of these properties regarding acquisition, however if these discussions do not result in the mutually agreed sale of the properties, the Council will, where appropriate and if needed, use its Compulsory Purchase Order (CPO) powers (as agreed at Cabinet in March 2022).

Planning consent was issued on 16th December 2021.

In partnership with Dudley College, DMBC will progress the delivery of the HID building using an insurance-backed alliance contract. To that end a contract provider (IPI) has been procured and working with IPI and our in-house procurement team, the design team and the contracting team have recently been appointed.

Asbestos removal has started inside the Hippodrome and will be completed in Spring 2023. After which the demolition can commence.

Programme:

Activity	Outputs	Timescales
Construction of HID	3,618 sq m	By November 2024
Public realm improvements	6,500 sq m	By November 2024
Learning opportunities (FTE)	1,030 p.a.	By September 2028
New Jobs created in the HID (FTE)	107	By Nov 2024-28
Collaboration with employers	50 p.a.	By Sept 2028

The full business case submitted to DLUHC proposed a smaller building than the one that has planning permission. This was to mitigate the cost increases to construction projects since the original submission in January 2021. The larger building is currently costed at £28.3 million. Officers are working with the other funding partners to bridge the gap. This will be known Spring/Summer 2023.

6. Dudley Interchange

The existing Dudley Bus Station is over 30 years old and is dated in its design and construction and failing to maximise the use of the land upon which it sits. The planned Wednesbury to Brierley Hill Metro extension under construction by the Midlands Metro Alliance (MMA), will run through the existing bus station making it inoperable in its current format. The current bus station accommodates nearly half a million bus departures a year with an annual footfall of 5.2m people. With new customers being brought into the town centre through the new metro, redevelopment of the current facility is, therefore, vital for the success of the town centre and public transport customers.

Designs and highway layouts have been developed in partnership with West Midlands Combined Authority (WMCA) and TfWM, to provide a new Interchange facility to accommodate both bus and Metro. Full planning consent was approved by Planning Committee on 13th September 2022.

The aim is to provide an exceptional facility that will help to retain and grow our current offer in Dudley and attract new customers being brought into the town centre via the Metro.

The council have designed the public realm around the new Interchange to create high quality pedestrian routes and spaces. This work will be built by TfWM and funded by City Region Sustainable Transport Settlement (CRSTS) monies.

The council have assisted TfWM by using its CPO powers to acquire Farmfoods and some properties in St Joseph Street. The CPO was made on 9th November 2022. The inquiry is expected in Summer 2023 and works will start on site at the end of 2023.

The construction programme is approximately 12 months and while the works are being carried out all the bus stops will be relocated to Tower Street and Coronation Gardens.

7. Dudley Townscape Heritage Initiative (TH2)

The Townscape Heritage (TH 2) programme is funded through the National Lottery Heritage Fund and offers grant assistance to carry out repair, reinstatement and refurbishment works to historic buildings in the historic core of the Dudley Town Centre Conservation Area as well as a programme of complementary education and community engagement activities. The TH2 programme is building upon the success of projects delivered through TH1 delivered between 2008 -2015.

TH2 is operating with a grant budget of £1.178m from the NLHF and £300,000 match funding from the Council. Achievements to date include:

- 202/204 Wolverhampton Street - repair and architectural reinstatement and bringing vacant floor space back into use – (building had been vacant/derelict for over 20 years) – complete
- 204a Wolverhampton Street - repair, architectural reinstatement and new shopfront – complete
- 216 Wolverhampton Street – repair, architectural reinstatement and new shopfront – complete
- Plaza Malls – repair and architectural reinstatement work to first and second floor – complete
- Plaza Malls – new shopfront to ground floor – pending
- Fountain Arcade – repair and architectural reinstatement work to Market Street elevation (first and second floor) and installation of 4 new shopfronts (2 external and 2 internal) – ongoing
- 14 New Street – repair and architectural reinstatement work to first and second floor elevations (front and back) and roof, installation of new shopfront and bringing vacant floor space back into use – complete.
- 207, 208 and 209 Wolverhampton Street - repair and architectural reinstatement works and installation of new shopfronts – ongoing.
- Delivery of community engagement projects ‘Growing up in Dudley’ and ‘Dudley Days’
- Installation of the Percy Shakespeare Plaque on the former Museum and Art Gallery
- Delivery of Teaching Resource Packs for Key Stage 1 in local Geography and local History

- Publication of a number of self-guided trails for Dudley Town Centre (Architectural Heritage, Geology, Time Trail) and printing and distribution of the Dudley Visitor Map.
- Successful delivery of Heritage Open Days annually every September from the Coroners Court and virtual tours.

Over the next 3 months the priority is to complete the snagging on Fountain Arcade, install a new shopfront at Plaza Malls and complete the repair and architectural works on 207, 208 and 209 Wolverhampton Street.

8. **Castle Hill Vision - Phase Two – Dudley Castle Repair Grant**

The Castle Hill vision (Phase Two) is a master plan document prepared with the express intention of building upon the success of what was delivered under Phase One, e.g. restoration of 5 Tecton Structures, repair of the 1950's chair lift and the substantial infrastructure improvements including the creation of the new car park and public realm along Zoological Way. The focus of Phase Two is on a series of improvements and investments to the Castle Hill Conservation Area with particular emphasis on Dudley Castle, 4 Tecton structures and the Castle Hill Woodland. Thanks to the Castle Hill Vision (Phase 2) document, development funding of £82,000 has been successfully levered in from Historic England for Dudley Castle in the form of the 'Dudley Castle Repair Grant'. The funding has been used to:

- undertake extensive vegetation clearance to expose all the elevations of the Castle
- undertake a full measured survey of the Castle and
- compile a detailed condition survey and costed management and maintenance plan of the Castle.

85% of the grant has already been claimed from Historic England for successful completion of the vegetation clearance and measured survey, the last 15% of the grant will be claimed at the end of March 2023 when the final condition survey and costed management and maintenance plan is submitted. Once done, the information gathered will be used to inform the contents of further bids for external funding for Dudley Castle.

9. **Black Country Blue Network 2**

Black Country Blue Network 2 aims to improve the biodiversity and conservation status of 121.84 hectares of green space linked by the canal and river network.

The funding is from ERDF for a 3 year programme ending in June 2023 with the match funding from CIL, Section 106, capital monies, contribution from Metro and The Wildlife Trust of Birmingham & the Black Country. Proposed total spend is £648,400

There are 7 individual projects in the Dudley Borough:

1. Castle Hill – Perimeter barrier improvements, removal of dead and dying Ash trees, path improvements and new tree and wildflower planting.
2. Peggy's Meadow- restoration of existing pastureland and fencing area to allow for future grazing.
3. Sedgley Beacon – new footpath from Wolverhampton Road, water retention swales, tree thinning works, hedge laying, grassland improved to create more biodiversity and work to expose limestone outcrops.
4. Holloway St. – converting existing pedestrian routes to formal compacted stone footpaths, tackling drainage issues and forming a low grassland meadow area.
5. Coseley Open Spaces – park improvements to increase biodiversity, woodland planting.
6. Turls Hill – restoration of meadow for grazing and boundary improvements.

All schemes are either nearing completion or will be completed in Spring 2023.

10. **Dudley – projects in development/pipeline**

These following sites have been identified in the Dudley Area Action Plan (AAP) (adopted 2017) as located within designated Development Opportunity Sites and consequently subject to site allocations and design parameters. The Dudley AAP is in the process of being reviewed to form part of the Dudley Local Plan (DLP).

11. **Portersfield**

The Portersfield site is a gateway location, elevated about the surrounding area and with uninterrupted views of the Castle making it an exciting and key development opportunity to create a new neighbourhood and quarter

The revitalisation of the town centre and this new quarter will support our aspirations to increase town centre living, supporting the tourism and visitor offer, and increase the footfall to support town centre businesses and welcome people back to our town centre.

At Cabinet September 2021 approval was given to the launch a process that would lead to the appointment of a development partner.

In October 2021 Property Development Consultancy Advisers - Avison Young (AY) and CPO/Surveying Adviser Gateley Hamer (GH) were appointed to deliver, or support the council on delivering, several key elements including soft market testing (AY), a Procurement Delivery & Strategy (AY) and the production of a CPO justification report (GH).

The council continues to work on a collaboration agreement with the other substantive landowner with the intention of these negotiations having concluded, and an agreed set of Heads of Terms having been agreed by the end of March. If successful we would work with the other substantive landowner to seek a partner to bring forward a scheme for development.

A report was presented to Cabinet on 16th February 2023 updating on progress around the above reports, the proposal to consult in May on the development brief with a view to going to the market in Summer/Autumn 2023.

12. Eton College

In March this year it was announced as part of the Levelling Up Agenda that Star Academies and Eton College would be bidding for funds for potentially three academic sixth form colleges, one of which was to be located in Dudley.

The Council has worked with Star Academies to identify a preferred site which is in Council ownership. To accommodate the new college, several relocations will be required each with its own issues and risks and Corporate Landlord Services are working on gaining vacant possession and working with occupiers to relocate where required and possible.

Star Academies submitted the bid for funding to DfE at the end of November and anticipate a decision to be made on whether it has been successful in March/April 2023.

Star Academy's programme assumes a start on site in December 2024 with an opening date to new students in September 2026.

13. Flood Street

This is a key gateway site, opposite the new Duncan Edwards leisure centre is predominantly in council ownership. Located close to the town centre and the soon to be redeveloped Interchange, and with a Metro stop adjacent, it provides an opportunity to enhance the leisure offer and create a new quarter. Officers are in discussions with a Leisure Provider on this site for a multi-use scheme focused on a key leisure facility, with negotiations are underway on an exclusivity agreement.

14. Wellington Road

The site of the former Dudley Leisure centre has been vacant since the new leisure centre opened in 2022. Officers have prepared a development brief for a medium density housing scheme which has been shared with several prospective developers. The site has been under an exclusivity agreement (EA) for the last 3 months to allow the developer to undertake due diligence checks. The EA expires at the end of February/early March 2023. Following this a decision will be made on whether to market the site for disposal.

Brierley Hill - Projects on site/with consent

15. Brierley Hill Future High Street Fund Programme

Brierley Hill High Street was awarded funding from the Future High Streets Fund (FHSF) in December 2020. This confirmed investment of £9.985m to support a mixed package of interventions. These include:

- Highway junction enhancements to improve traffic flows and air quality.
- Public realm works to improve connectivity and integration of the High Street to the new Metro terminus.
- Refurbishment of the High Street public library and re-opening of the town centre public toilets.
- Redevelopment by DMBC of the long-term vacant Daniels Land and High Plateau sites; and the rear car park of the Moor Centre for new homes.

The Future High Streets (FHS) grant funding needs to be spent by 2023/24 to align with the programme rules. Delivery on the larger projects will continue to 2025/26 to allow the remaining match funding to be spent.

16. Highway Works

Highway improvement works have been undertaken at two junctions on Venture Way. This is to improve traffic flows by creating right hand vehicular turn lanes; reduce queuing traffic to improve air quality; and to re-align pedestrian crossing points. The highway works completed in June 2022.

17. Public Realm Improvements

An extensive programme of improvement works is proposed to connect the High Street to key buildings and the new Metro tram terminus (see **Appendix A**). Public consultation was undertaken on the proposals over the summer of 2022 and between 28th October 28th November 2022. The High Street works commenced on site on 8th January 2023 and will continue until March 2024. Further public consultation on proposals for

the High Street Link, Cottage Street and Little Cottage Street will be undertaken in the summer with works programmed to start on site in the autumn of 2023. The public realm improvements are scheduled to be completed by March 2024.

West Midlands Combined Authority's decision to delay the Midlands Metro extension to Brierley Hill mean the public square improvements around the Metro Terminus cannot be fully delivered at the current time. The design team is currently reviewing the extent of works that can be undertaken in this area and has a schedule of alternative projects if required.

18. Library and Public Toilets Refurbishment Works

Preliminary designs have been prepared and consultation has been undertaken with user groups. Tenders have been returned and these are significantly above budget. This is the result of higher-than-expected material costs due to supply difficulties, materials shortages and inflation. The Council submitted a formal Project Adjustment Request to the Department for Levelling Up, Homes and Communities (DLUHC) in September 2022 to vire funding within the programme to support the works. This was approved in January 2023, with works on both projects are expected to commence in March 2023 and complete by June 2023.

19. Daniels Land and the High Plateau

Daniels Land and the High Plateau are long-term vacant sites, which were formerly part of the Merry Hill Steelworks. The Council has secured FHS funding to remediate the sites and provide new infrastructure and construct approximately 220 mixed tenure homes. The total value of the scheme is £30m.

West Midlands Combined Authority's decision in July 2022 to delay implementation of the Midland Metro to Brierley Hill has had a serious impact on the redevelopment programme and the ability to spend FHS monies by March 2024. This is because of the need to construct the tram viaduct and undertake works on the Embankment to create the Merry Hill tram stop before full redevelopment works can commence on the sites.

The Council is undertaking a review of the delivery and spend options with the intention is to secure replacement site remediation funding that can be spent within a different delivery timescale. Discussions have been held with Homes England and West Midlands Combined Authority over strategic acquisition of the sites. There is interest in-principle from both to review the acquisitions and assemble a regeneration funding package. This will introduce replacement funding for the projects. With respect to

the remaining programme headroom there is scope to extend the current public realm programme, re-allocate funding to historic building improvement projects and other interventions on the High Street. This will deal with a large part of the underspend and will be the subject of a further Project Adjustment Request to the DLUHC. It is understood that Ministers and the Department are currently reviewing a possible extension of the FHSF Programme, although no commitment has been given at this stage. Clarification has therefore been sought from the Department over the extension of the deadline past March 2024, which will help with the programme spend.

20. Moor Centre

The owner, Evolve Estates, wishes to retain the precinct as a going concern and sub-divide the retail floorspace into smaller unit sizes to improve let-ability and attract smaller independent businesses. This will be combined with a reconfigured car parking, bringing this closer to the shops to reflect the 'collect and go' approach that has been successfully adopted at other struggling retail precincts within its portfolio. The planning application was refused by the Planning Committee in June 2022. An appeal has since been registered with the Planning Inspectorate. The FHSF project will therefore not be proceeding, and a Project Adjustment Request has been approved to transfer the funding to the library, public toilets, and public realm projects.

21. Brierley Hill High Street Heritage Action Zone (HAZ)

The Brierley Hill High Street HAZ is a 4-year programme, due for completion by March 2024, it is Government funded and run by Historic England. At the start of the programme a grant budget of £1.8m. At the end of September 2021, following a successful Expression of Interest from the Council, Historic England increased the grant award to the Council by an additional £242,171, increasing the overall budget to just under £2.5m when council match is added.

The programme provides grant assistance to third parties to carry out repair, reinstatement and refurbishment works to historic buildings as well as grant assistance towards bringing vacant floorspace back into use. It also provides grant towards public realm improvements, plus there is a programme of complementary education and community engagement activities.

Brierley Hill War Memorial and its associated gardens has been one of the main priorities for the public realm part of the programme, with Phase 1 of the works on it being completed in-time for the centenary of the memorial in 2021 and Phase 2 of the works being completed in-time for the Commonwealth Games in May 2022. The public realm proposals for the Civic Hall Green and St Mary's Church are being delivered in conjunction

with the wider public realm proposals for the Future High Street programme (see **Appendix A**).

In terms of building projects, grant offers have been offered and accepted on 2 projects (2A Albion Street and 68 High Street) and 4 other building schemes are currently out to tender, grant offers will be made once the tenders reports have been received. In addition, there are several other priority projects where the owners are in the process of appointing a Conservation Accredited Architect and holding pre-application discussions with the local planning authority and drawing up tender documentation.

Community engagement and activities are also being positively progressed and developed in conjunction with Brierley Hill Community Forum, Friends of Marsh Park, Dudley Market, Black County Living Museum and with teams in Adult and Community Learning, Museums, Communications and Public Affairs, Dudley Business First and the Historic Environment Team. There is in-place an Activity Plan for the project with agreed milestones.

Another major element of the High Street Heritage HAZ is the development of a Cultural Programme. The Arts Council England, National Heritage Memorial Fund and Historic England are providing funding for the development and delivery of the HS HAZ Cultural Programme providing the total sum of £94,000. Work is now underway on delivering a programme of cultural events and activities which are to accord with the milestones and instalment schedule issued by Historic England.

Stourbridge - projects in development/pipeline

22. Stourbridge Masterplan

Following the removal of the temporary Covid Emergency Active Travel measures in Stourbridge Town Centre, officers were asked to consider what permanent improvements could be developed to improve pedestrian movement and safety together with wider sustainable connectivity enhancements supporting the town centre. Alongside this officers were also requested to identify potential funding streams to aid delivery of these improvements.

To support this work a master plan is being developed for the town centre, to include opportunities for improving access to and within the town centre for walking and cycling within an overall enhanced public realm environment.

In terms of funding the Council has secured an indicative allocation of £3M from the West Midlands City Regions Sustainable Transport Settlement (CRSTS) allocation towards a sustainable connectivity package for Stourbridge Town Centre. This funding is subject to the approval of the required Business Case submissions to the West Midlands Combined

Authority Single Assurance Framework, which requires compliance with strict criteria relating to the design of active travel measures.

A key component of the master plan is to review parking provision within and around the town centre and to support this detailed parking surveys are being undertaken.

Following an internal review, the next stage will be to develop the master plan ideas into a format such that they can be the subject of wider and comprehensive public and stakeholder consultation and engagement.

23. **Halesowen - projects in development/pipeline**

As part of the Halesowen Levelling Up Fund (LUF) bid (see later section) significant design work undertaken focussing on the redevelopment of the Pool Road Car Park and enhancements to the public realm and associated active travel interventions as a key gateway site to the town. Whilst feedback is awaited from Government as to the reasons for the unsuccessful LUF bid officers will continue to review funding options to deliver on the aspirations of the bid given that Pool Road Car Park continues to require significant ongoing structural maintenance at a cost to the public purse.

24. **Lye - projects in development/pipeline**

To inform the Levelling Up Bid a high- level strategy was developed which considered the regeneration and investment opportunities across the district centre. A key aim was to identify potential interventions that could guide investment and identify development opportunities within the area. These development and regeneration opportunities include: -

- Land South of Lye Bypass – Regeneration of Council owned vacant land and underutilised car parks south of Lye By-Pass presenting mixed development opportunities.
- Stour Valley – Opportunities exist to consolidate the area as a location for housing growth and the exploitation of the excellent main-line rail links
- Strategic Connectivity Package - Improving connectivity within the town centre including integrating and connecting Lye Train Station to the town centre and enhancing public realm.
- Building Design Partnership (BDP) have been commissioned to develop a masterplan and design code for the Lye and Stour Valley area.

Officers will identify future funding and investment opportunities to progress regeneration opportunities.

25. **Lye & Stour Valley Design Code**

In 2021 the government introduced a requirement for all local planning authorities to develop local design codes. This is part of the government's agenda to improve design quality, particularly for new developments. On the back of this, the government (via the Office of Place) has established a National Design Code Pathfinder Pilot Programme whereby local authorities and other organisations have been selected as pilots to produce exemplar design codes for areas within their local authority boundary.

The Council submitted an expression of interest to be a Design Code Pilot and has been successful in securing monies (£120,000) from DLUHC to be part of the National Design Code Pathfinder Programme. The pilot project will focus on the Lye & Stour Valley area and will build on the masterplanning work that has already been undertaken to date and develop a design code in line with the government's recently published National Model Design Code.

Pipeline Projects/Bids

26. Levelling Up Bids

In the 2021 Budget the government announced the Levelling Up Fund which has been established to invest in local infrastructure that has a visible impact on people and their communities. This includes a range of high value local investment priorities, including local transport schemes, urban regeneration projects and cultural assets.

£4 billion is available for the Levelling Up Fund for England over the next four years (up to 2024-25). The amount of funding each area receives will be determined on a competitive basis to ensure value for money.

Members of Parliament, as democratically elected representatives of the area, to back one bid that they see as a priority. The number of bids that a local authority relates to the number of MPs in their area. Accordingly, local authorities can submit one bid for every MP whose constituency lies wholly within their boundary.

Initial guidance allowed DMBC submit a bid for each MP constituency as follows:

Dudley North – Marco Longhi MP

Dudley South – Mike Wood MP

Stourbridge – Suzanne Webb MP

Halesowen & Rowley Regis – James Morris MP

In August 2022 the council submitted four Levelling Up bids, details of which are below.

Dudley North – Public realm improvements, including Inhedge and Upper High Street. Historic buildings programme including the Old Post Office, repurposing the Trident Centre.

Dudley South – new 2,900m² three storey Transport Technologies Centre, for approx. 700 students to learn how to service electric and hydrogen vehicles operated by Dudley College. New wayfinding infrastructure, creation of pedestrian and cycle route over the canal linking Brierley Hill and Merry Hill.

Stourbridge – focused on Lye. Converting the by-pass for two-way traffic, improving the High Street, and creating improved pedestrian access to the station. Leveraging opportunity to bring forward 4 key parcels of land for housing development.

Halesowen - Using the Pool Road Car Park site to create a new college facility that will be operated by Halesowen College. The college will offer hair & beauty courses, catering & hospitality, and adult learning. The facility will also include a public-facing bistro restaurant and hair & beauty retail outlet. Improved infrastructure and public realm to support active travel.

Unfortunately, in January 2023 it was confirmed that none of these bids were selected for funding. The bids were oversubscribed, with 79% of the 529 bids submitted not receiving funds. After the process of scoring against the official published criteria a shortlist was made of those bids which scored highest. We believe that the Brierley Hill but made this shortlist.

Following this shortlist, a third stage of decision making took place where ministers had discretion to make funding decisions based on additional criteria. Ministers agreed to apply the additional criteria of ensuring a fair spread of projects across the country. To that end ministers took account of previous funding and capped bids to one per local authority.

Written feedback will be provided to all bids and verbal feedback will be provided on request. We will seek both. Whilst this is hugely disappointing the amount of work involved in preparing the bids none of this work is abortive, and it does mean that we have schemes where a significant level of due diligence and preparation works have been undertaken to make them bid ready. We will continue to pursue funding sources to deliver these projects. It has been confirmed that there will be a third round of Levelling Up Bids although at present no details of the criteria or timelines have been provided. Officers will work with MPs elected members and DLUHC to submit one or more of these bids in the next round.

Finance

27. Any budgetary implications for individual schemes detailed are contained within the body of the report.

Law

28. Section 111 of the Local Government Act 1972 empowers the Council to do anything calculated to facilitate the discharge of any of its functions (whether or not involving the expenditure, borrowing or lending of money or the acquisition or disposal of any property or rights) which is calculated to facilitate or is conducive, to the discharge of any of their functions.

Section 123 of the Local Government Act 1972 provides for the Council to obtain best consideration when disposing of land and property. The Council has adopted a Best Consideration Protocol which forms part of the Constitution.

Pursuant to Section 1 of the Localism Act 2011, a Local Authority has the power of competence to do anything that individuals generally may do.

Risk Management

29. Each project has its own risk register managed as appropriate by the council or the delivery partner.

A overall risk register for the co-ordination of major projects is managed by Projects and Placemaking. The significant risks are included on the Corporate risk register and managed on Spectrum.

Equality Impact

30. All of these projects will have a positive impact on people with different protected characteristics (age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation).
31. As each project is being delivered in a different way and are at different stages there has been a variety of consultations as appropriate.

Human Resources/Organisational Development

32. Any staffing requirements resulting from this report will be accommodated within existing resources and therefore the report has no specific impact for HR/OD.

Commercial/Procurement

33. All contractual agreements associated with the delivery of these projects will be let in accordance with the requirements of the Contract Standing Orders.

Environment/Climate Change

34. All new buildings will be built to Net Zero standards.

Council Priorities and Projects

35. The project will contribute to the 2030 Borough Vision through;
- Full of vibrant towns and neighborhoods, offering regeneration of current disused sites
 - Better connected with high quality and affordable transport, combining road, tram, rail, and new cycling and walking infrastructure
 - A place to visit and enjoy that drives opportunity

These projects link to the Regeneration and Enterprise section of the Council Plan – particularly regenerating the borough and growing a stronger visitor economy and the wider regeneration of Dudley Town Centre



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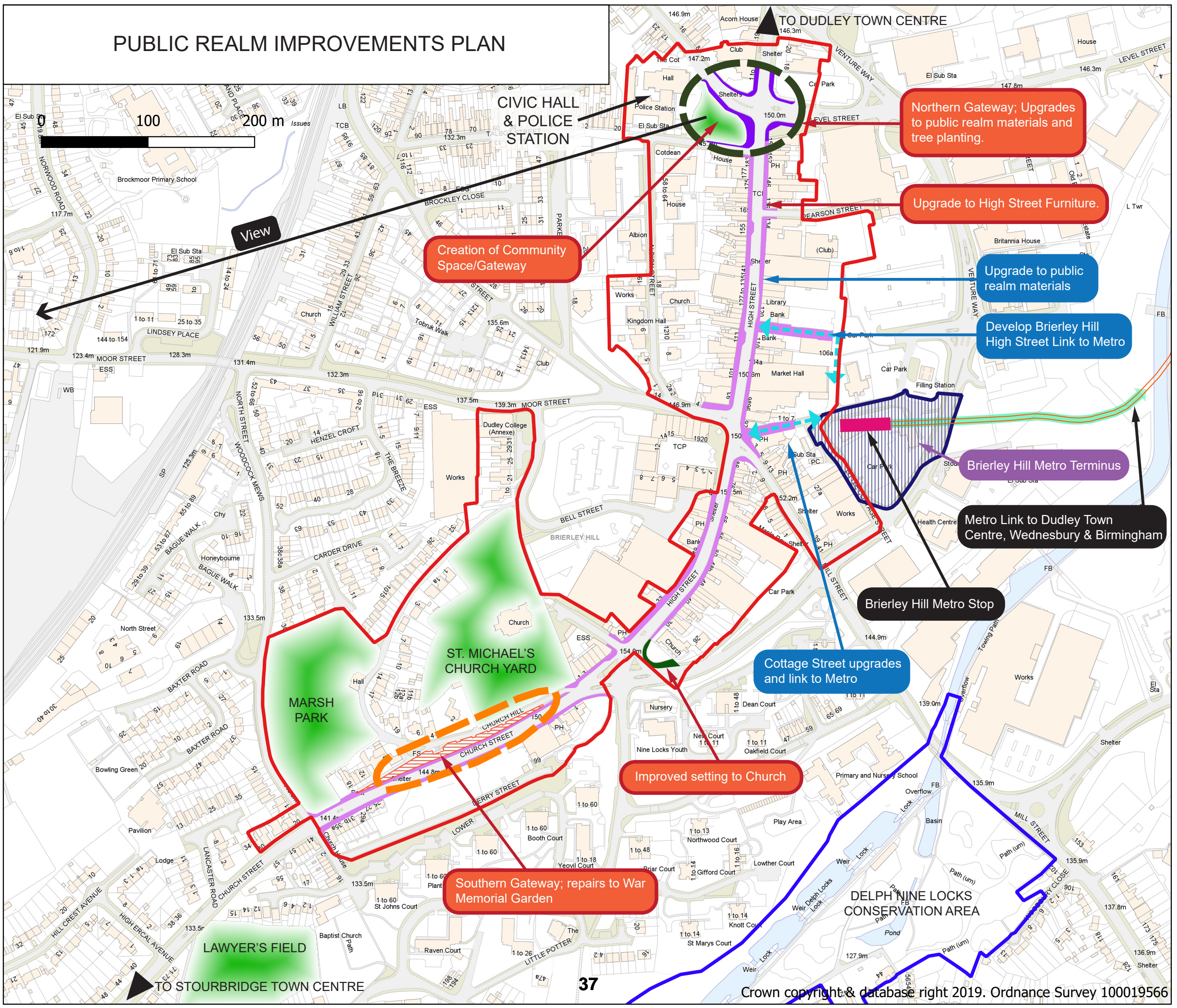
Appendices

Appendix A – Public Realm Improvements Plan for Brierley Hill

List of Background Documents

Meeting of Cabinet – Joint Report of the Chief Executive and Director of Finance and Legal – Capital Monitoring Report – 22nd September 2022 - <https://cmis.dudley.gov.uk/cm5/Meetings/tabid/116/ctl/ViewMeetingPublic/mid/543/Meeting/6443/Committee/468/SelectedTab/Documents/Default.aspx>

PUBLIC REALM IMPROVEMENTS PLAN



Meeting of the Future Council Scrutiny Committee – 15th March 2023

Corporate Quarterly Performance Report – Quarter 3 (1st October – 31st December 2022)

Purpose

1. To present the Quarter 3 Corporate Quarterly Performance report of the financial year 2022/23 covering the period 1st October – 31st December 2022. The report is aligned to the 3-year Council Plan.

Recommendation

2. It is recommended that the Scrutiny Committee review the contents of this report and that any identified performance issues be referred to the relevant service Director.

Background

3. The Quarter 3 performance report provides the Strategic Executive Board with progress against the delivery of the 3-year 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 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'.

Key Performance Indicators and Summary

4. Overall, there are 59 Corporate KPI's that have been identified for corporate reporting. 49 are quarterly measures, 7 annual and 3 bi-annual. When mapping the measures to the council plan priorities, the breakdown is as follows:

- Dudley the borough of opportunity; **10**
- Dudley the safe and healthy borough: **21**
- Dudley the borough of ambition and enterprise: **10**
- Dudley the destination of choice: **9**
- Future Council: **9**

We continually reviewing how we monitor and report on performance. Since the beginning of the new financial year, in addition to corporate key performance measures being reported we also report against key actions aligned to our council plan priorities and the outcomes Dudley want to achieve for our residents. The table below provides the number of actions by directorate including the number of KPI's.

Directorate/Service	Actions	Corporate KPI's
Adult Social Care	21	4
Children's Services	18	7
Public Health and Wellbeing	17	4
Finance and Legal	21	0
Digital, Customer and Commercial Services	30	7
Regeneration and Enterprise	28	7
Housing and Community Services	53	6
Environment	89	17
People and Inclusion	0	7
Total	277	59

The highest proportion of actions and corporate KPI's are from the Directorate of Environment, which is expected due to the level of customer services they deliver across all elements of the new council plan. People & Inclusion focuses on the Future council programme 'People' likewise for those within the Digital services.

7. Q3 Performance Summary

Overall, there are 59 measures reported for this financial year, the breakdown below shows the frequency of measures reported and the quantity aligned to the Council Plan Priorities:

Key performance indicators overview			
Overview		Performance indicators by Council Plan priority	
Corporate KPI's reported in total	59	Dudley the borough of opportunity	10
Quarterly KPI's (inc. monthly)	49	Dudley the safe and healthy borough	21
Annual KPI's	7	Dudley the borough of ambition and enterprise	10
Biannual KPI's	3	Dudley borough the destination of choice	9
		Future council	9

8. In Quarter 3 there are 49 quarterly measures available for reporting the outturns show, 28 are "On or Exceeding Target", 5 "Met Target", 13 "Below Target". Three measures have no targets therefore a score is not available. A detailed account of those measures below target are detailed on page 52 of the report.

The following provides a snapshot of measures showing areas of concern (below target) and assurances given by relevant services to monitor and improve performance:

- **PI 2480 % safer routes to school schemes completed against annual programme**

Three complete schemes have currently been delivered with instructions for two further schemes, one of which will not be delivered until March in combination with planned resurfacing work. One school scheme has been slipped into 2023/24 programme to tie-in with an external school scheme funded by a regional grant.

Assurance has been given that 5 out of 6 Safer Routes to School Schemes will be delivered. The remaining scheme has been slipped to 2023/24 to avoid abortive works.

- **PI 432 Number of children looked after per 10,000 of the population**

Children looked after (CLA) per 10k population target is 83.5, in Q3 the rate was 88.8. Performance was below target. 33 children came into care and a total of 38 children left care. Compared to Q2, we now had more children exiting care than those who came into care. Although the rate of CLA per 10k is still high, the service is moving in the right direction. (See page 60 for a detailed account of children in care and left care).

The service area is still experiencing delays in SGO assessments starting due to recruitment issues in the Fostering Service. We have 4 workers awaiting a start date once checks are completed. Despite this, what is working well is that we have exited more children out of care compared to Q2. We have 12 children in proceedings with a plan of SGOs, with a plan for the orders to be granted in Quarter 4. 13 children's carers are currently undergoing SGO assessments.

○ **PI 1899 Rent loss: % of potential rent receipts lost (dwellings)**

The total cumulative rent loss in Q3 equates to £1,334,158.58. The cumulative rent loss due to voids shows a very slight decrease from 1.95% in Q2 2022/23 to 1.94% in Q3 2022/23. This is an increase from 1.72 for the same period last year. A total of £316,170.73 of rent loss in Q3 (23% of rent loss) is attributable to 113 properties that were at these statuses at the end of the quarter.

Actions are being taken and improvement programmes are in place. However, it must be noted as a result of delivering our Asset Management Strategy we will continue to have a certain level of rent loss associated with strategic voids, which will be managed through efficient decision making and project management.

We also recognise that routine voids therefore account for over 70% of rent loss, so there is a significant opportunity to increase our income by improving processes and performance.

9. 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. Short term trends indicate:

- Improved: **26**
- Consistent: **3**
- Worsening: **20**

New KPI's for 2022-2023 cannot be compared for annual trend. For those where an annual comparison is possible trends indicate:

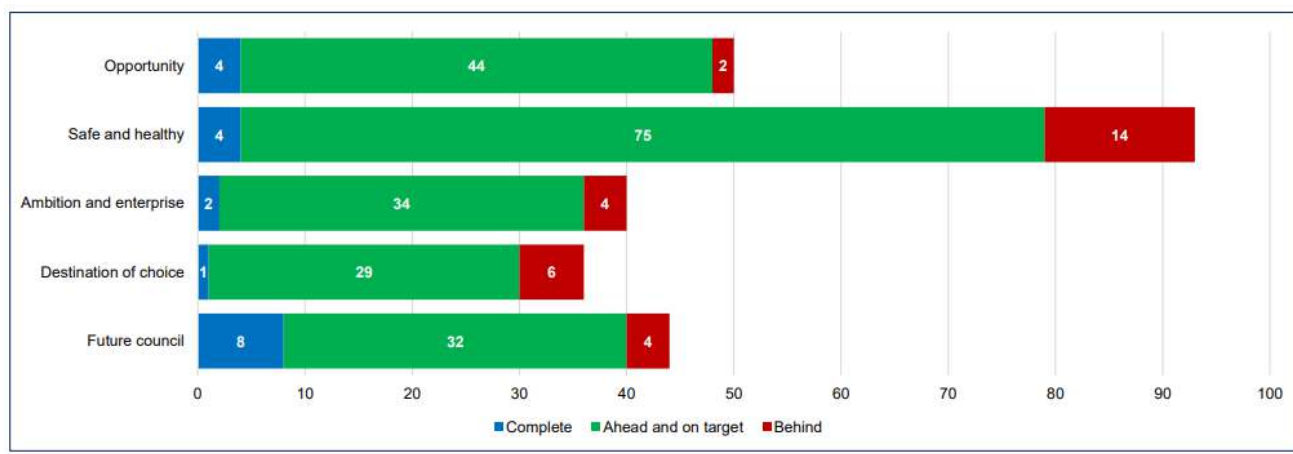
- Improved: **16**
- Consistent: **2**
- Worsening: **17**

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

10. Key initiatives / actions monitoring

In addition to key performance measures, we are also monitoring delivery on key initiatives/actions aligned to our council plan priorities.

Actions are identified in Directorate 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 actions recorded for Quarter 3. Please refer to [Spectrum](#) for action narrative aligned to Directorate plans.



11. Key activities / awards and accreditations

The following provides highlights of key activities that have taken place across directorates during Q3 including any awards or accreditations that have been achieved.

• **Public Health & Wellbeing**

- The community development worker for marginalised communities appeared in a BBC interview focussing on the impact of the cost-of-living crisis on the Roma community in Lye. A core group of ward members, council and health colleagues has been established to lead on a system wide asset-based approach to working in Lye and a 'Life in Lye' programme will be launched in Q4.
- Public Health is coordinating the delivery of Housing Support Fund (HSF) 3 and are working with partners across the borough. In Q3, a total of £965,758.66 has gone to 14,336 eligible households across the borough. We are proactively working with partners to ensure that all the remaining fund is distributed where it is most needed.

• **Finance & Legal**

- By the end of Q3 over 111k £150 Energy Support payments had been made, over 14k £150 payments had been credited to council tax accounts and over 24k £30 top-up payments made totalling nearly £20m.
- A successful prosecution was brought against a former Head Teacher of a Dudley school who was accused of diverting school funds to his own bank

account and receiving inappropriate uplifts in his salary. The Council is now progressing a Proceeds of Crime Act investigation to recover all the losses sustained by the school along with the recovery of all investigation and legal costs.

- **Digital, Customer & Commercial Services**

- Customer Services has seen a full quarter of targets being met on call handling times for the first time in the past year as covid and energy support related schemes are majority concluded.
- We have continued working on modern ways of working and introduced Always-On VPN to enable staff to work from anywhere without compromising data security.

- **Regeneration and Enterprise**

- Dudley Planning Services remain in top quartile for all national PI's. The service is achieving 90%+ for minor and other applications and 100% for major applications, performance has been within the Governments top quartile for over 3 years and Dudley is ranked top 3 for performance of major applications across the country.

- **Housing & Community Services**

- CST working with Partners to help reduce the risk of extremism in schools, nearly 20 schools have been trained to date. Work is also on going to manage issues arising from schools within the borough where inter-school rivalry escalated.
- Identifying 140 or so properties within the private sector for energy improvements borough wide supported entirely by £250k of grant funding via the LAD3 (Local Authority Delivery) scheme for Energy Improvements. Works likely to be loft insulation with some cavity wall insulation.
- Our annual customer satisfaction survey of sheltered housing achieved a response rate of 36.5% and improvements against last year's scores on every one of the nineteen survey questions asked. We were particularly pleased to see significant improvements in satisfaction with social activities, and fewer tenants reporting they ever feel lonely or isolated.

- **Environment**

- The Countryside team have worked with the Friends of Wrens Nest and architects from Corporate Landlords to develop an initial preferred design option for a Wardens Base and Visitor Facility, which was agreed at the end of 2022.
- For develop a long-term investment plan for the improvement of the highway network-Survey work is in progress and the first batch of outputs has been received and a draft one-year life cycle plan has been prepared for the unclassified network.
- In Quarter 2, Dudley recycled, reused or composted 12,059.07 tonnes of the household waste collected comprising 5,672.13 tonnes of dry recycling (paper, cardboard, plastic, cans and glass) and 6,338.08 tonnes of green

waste. The remaining tonnage relates to items sent for reuse. Work is underway to develop options for recycling improvements. There have been changes in the recycling collection rounds to be more efficient and productive.

12. Directorate Service Delivery

Inclusive to the report Directorate Service Summary documents provide a detailed account of service delivery. This quarter concentrates on Finance & Legal and Digital, Customer & Commercial Services. Please refer to appendices for detailed information on service delivery for Quarter 3.

13. 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

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

Law

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

Risk Management

16. 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

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

18. No proposals have been carried out.

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

Human Resources/Organisational Development

20. 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

21. There is no direct commercial impact.

Council Priorities

22. The Council Plan and the 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.
23. 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’ and supporting document](#). Each directorate has a Directorate Plan that aligns to the priority outcomes that the Council is striving to achieve, as outlined within the Council Plan, 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.
24. 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, Informal Cabinet, the Deputy and Shadow Deputy Leader and all Scrutiny Committees.
25. 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 3

Directorate Service Summaries:

Appendix 2 - Digital, Customer and Commercial Services

Appendix 3 - Finance and Legal

Corporate quarterly performance management report **2022-2023**

Quarter 3 (1 October to 31 December 2022)

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Introduction

This Quarterly Corporate Performance Management Report highlights performance for the period 1 October to 31 December 2022. It provides specific information related to performance indicators and key actions that link to outcomes in the Council Plan 2022-25. Measuring indicators and actions allows us to monitor progress towards our Borough Vision 2030.

The main body of the report focuses on the four priorities contained in the Council Plan and provides a detailed review of the progress of the key performance indicators linked to those priorities.

Council plan 2022-25

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

The four priorities of the current council plan are:

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

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



Performance indicators dashboard

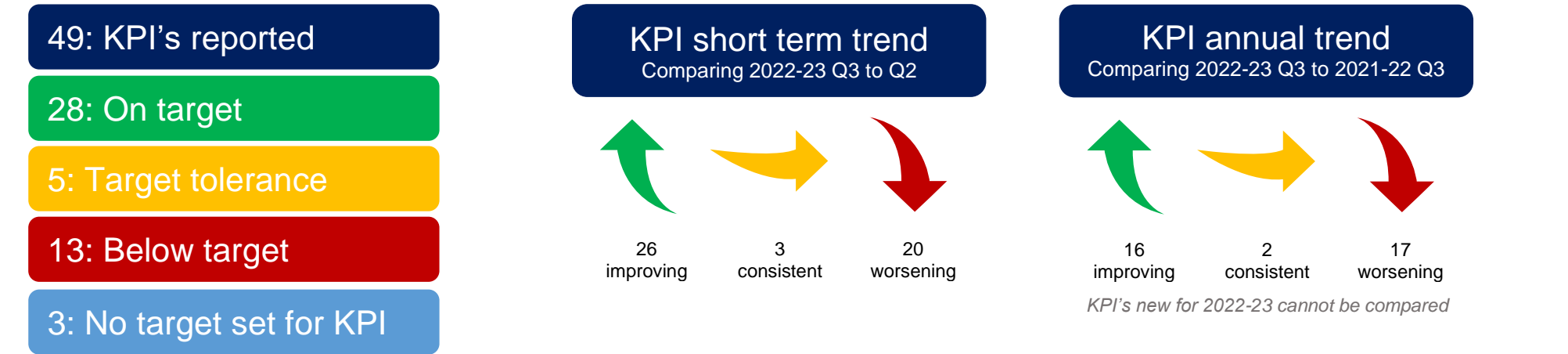
Key performance indicators overview

Overview		Performance indicators by Council Plan priority	
Corporate KPI's reported in total	59	Dudley the borough of opportunity	10
Quarterly KPI's (inc. monthly)	49	Dudley the safe and healthy borough	21
Annual KPI's	7	Dudley the borough of ambition and enterprise	10
Biannual KPI's	3	Dudley borough the destination of choice	9
		Future council	9

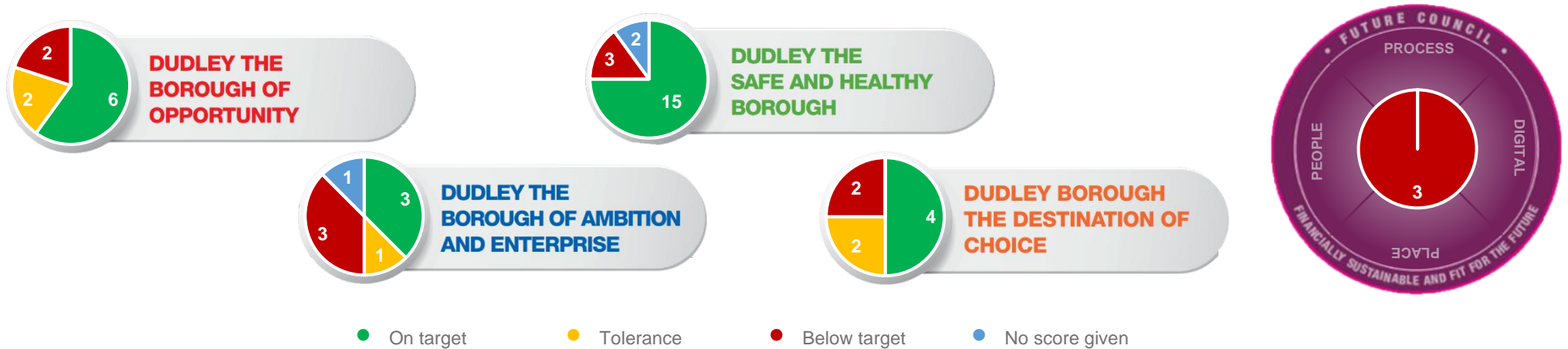
Key performance indicators this quarter

Data as at 14 February 2023	KPI's due to be reported 49	KPI's reported 49 <small>(3 KPI's targets N/A: no score available)</small>	KPI's missing data 0
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Corporate KPI performance summary 2022-23 Q3



Corporate KPI performance by council plan priority



Corporate KPI performance by directorate



Key performance indicators below target

Click on PI name to go to exception commentary

Council plan priority	Performance indicators below target ▲	Q3 2021-22	Q3 2022-23	2022-23 target	Annual trend status
Borough of opportunity	PI 2480 % safer routes to school schemes completed against annual programme	New measure	48%	64%	-
	PI 1709 Number of employers supported with ACL funding streams	75	13	15	↘
Safe and healthy borough	PI 2479 % of local road safety schemes completed against annual programme	New measure	30%	70%	-
	PI 432 Number of children looked after per 10,000 of the population	84.9	88.8	83.5	↘
	PI 2027 Satisfaction - way your anti-social behaviour complaint was handled (ASB)Star-T [CP] [DSP] [HM] [DB]	65.5%	64.2%	70%	↘
Borough of ambition and enterprise	PI 47 % Corporate Complaints given a full response within 20 working days	64%	69%	85%	↗
	PI 2079 Number of Customer Complaints Received	390	322	275	↗
	PI 2357 % capital programme spent (Highways)	New measure	71%	75%	-
Destination of choice	PI 1899 Rent loss: % of potential rent receipts lost (dwellings)	1.72%	1.94%	1.8%	↘
	PI 2348 Number of hits to the Discover Dudley Website	New measure	1,619	10,500	-
Future council	PI 352 Working days/shifts lost per FTE due to sickness absence (excluding schools)	10.31 days	10.85 days	7.875 days	↘
	PI 370 Long-term sickness absence per FTE (excluding schools)	7.61 days	7.69 days	5.625 days	↘
	PI 371 Short-term sickness absence per FTE (excluding schools)	2.7 days	3.16 days	2.25 days	↘

The borough of opportunity - scorecard and exceptions commentary



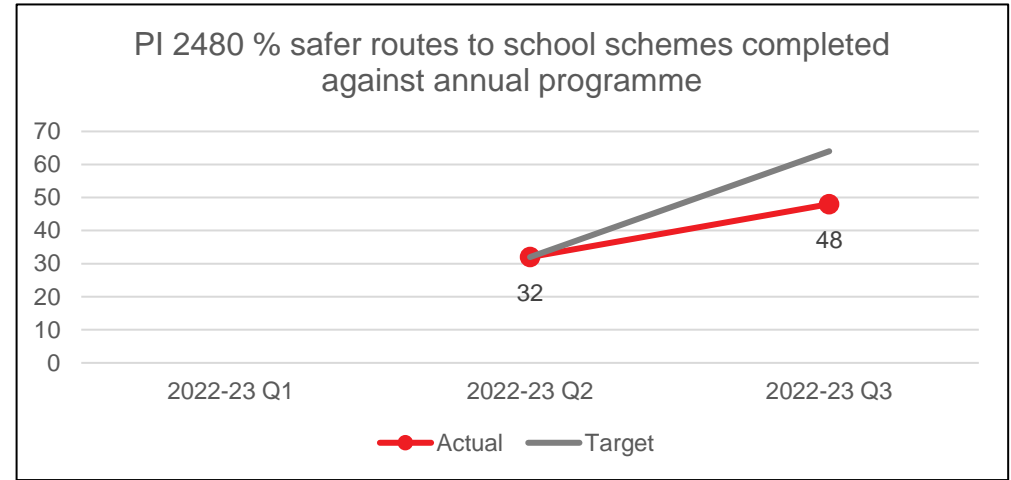
Summary status	Score	★ 6 Exceeds target	● 2 On target upper tolerance	▲ 2 Below target
	Short term trend	↗ 6 Improving	→ 0 Consistent	↘ 4 Worsening
	Annual trend	↗ 5 Improving	→ 0 Consistent	↘ 4 Worsening

	2021-22	2022-23 financial year							
Performance Indicator	Qtr. 3 outturn	Qtr. 1 outturn	Qtr. 2 outturn	Qtr. 3 outturn	Target	Score	Short term trend	Annual trend	Benchmarking comparator data
PI 2129 % of eligible children who take up a 'Time for Two's' place in the Dudley Borough	100%	76.5%	72.9%	77.7%	80%	●	↗	↘	Local measure
PI 2480 % safer routes to school schemes completed against annual programme	New measure	Available Q2	32%	48%	64%	▲	↗	-	Local measure
PI 863 Proportion of children and young people who attend a good or outstanding school	74.3%	76.11%	75.1%	75.07%	78%	●	↘	↗	DfE monthly management information
PI 120 16 to 18-year old's who are not in education, employment or training (NEET)	1.9%	2%	2.5%	2.4%	2.8%	★	↗	↘	2.8% W Mids. region data
PI 1690 Number of adults 16+ participating in learning	1,902	633	1,213	2,359	1,200	★	↗	↗	Local measure
PI 1706 Number of adults gaining employment	101	50	136	157	90	★	↘	↗	Local measure
PI 1709 Number of employers supported with ACL funding streams	75	22	22	13	15	▲	↘	↘	Local measure
PI 2133 % of working age service users (18-64) with learning disability support living alone or with family	51%	46%	73%	74%	50%	★	↗	↗	77.3% England 2019/20
PI 2132 % of contacts to adult social care with an outcome of information and advice/signposting	10.9%	9%	23%	25.6%	11%	★	↗	↗	Local measure
PI 501 (ASCOF2B) - Prop of 65+ at home 91 days after discharge from hospital into reablement services	92%	98%	90%	88%	83%	★	↘	↘	82% England 2021/22

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

PI 2480 % safer routes to school schemes completed against annual programme

	2021-22				2022-23					
	Q1	Q2	Q3	Q4	Q1	Q2	Quarter 3			
PI							Outturn	Target	S	T
PI 2480	New measure for 2022-23				-	32%	48%	64%	▲	➡



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

One scheme will not be delivered in this financial year as the timescales have been revised to tie in with an external grant-funded school scheme to avoid abortive works.

Performance: what is the data telling us?

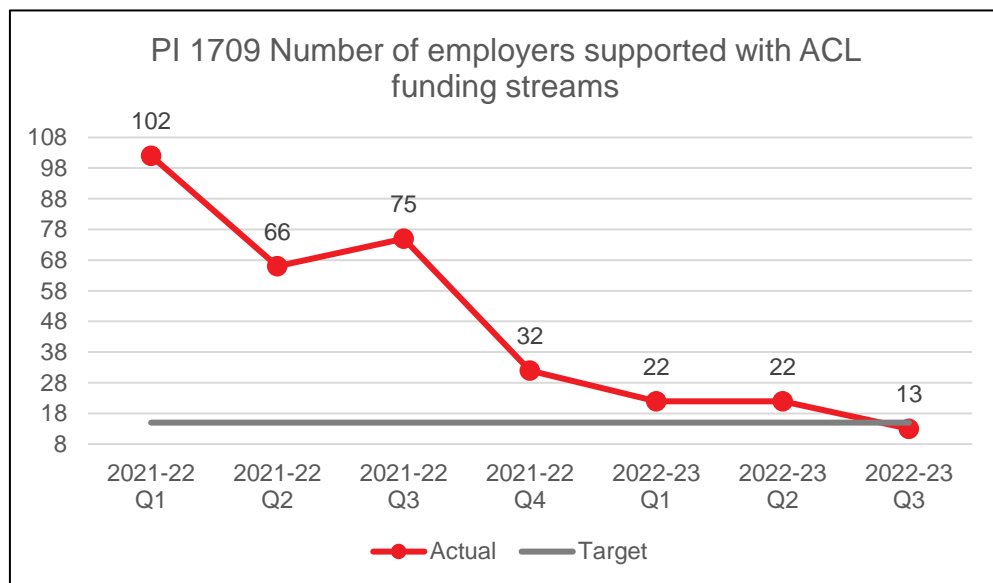
We have currently delivered 3 complete schemes. Works instructions have been placed for 2 further schemes, one of which will not be delivered until March in combination with planned resurfacing work. One school scheme has been slipped into 2023/24 programme to tie-in with an external school scheme funded by a regional grant.

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

5 out of 6 Safer Routes to School Schemes will be delivered. The remaining scheme has been slipped to 2023/24 to avoid abortive works.

PI 1709 Number of employers supported with ACL funding streams

PI	2021-22				2022-23					
	Q1	Q2	Q3	Q4	Q1	Q2	Quarter 3			
							Outturn	Target	S	T
PI 1709	102	66	75	32	22	22	13	15	▲	▼



Performance: what is the data telling us?

Continuing to support already engaged employers with programmes to recruit residents but need to engage new employers with key sector vacancies.

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

Continued and monthly monitoring will ensure that best practice is continued and will allow for changes needed to be made.

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

Inability to deliver to employer needs could cause major issues with ongoing needs not met

The safe and healthy borough - scorecard and exceptions commentary



Summary status	Score	★ 15 Exceeds target	● 0 On target upper tolerance	▲ 3 Below target
	Short term trend	↗ 10 Improving	→ 1 Consistent	↘ 9 Worsening
	Annual trend	↗ 6 Improving	→ 1 Consistent	↘ 6 Worsening

Scorecard 1 – physical environment	2021-22	2022-23 financial year							
Performance Indicator	Qtr. 3 outturn	Qtr. 1 outturn	Qtr. 2 outturn	Qtr. 3 outturn	Target	Score	Short term trend	Annual trend	Benchmarking comparator data
PI 1441 Air Quality completed in actions in accordance with the timetable in the approved Air Quality Action Plan	100%	97.7%	98.9%	98.3%	75%	★	↘	↘	Local measure
PI 2416 % street cleansing waste recycled	New measure	98.6%	98.6%	98.6%	98.6%	★	→	-	
PI 2390 % gullies cleansed as per annual programme	New measure	10.4%	28.53%	29%	21%	★	↗	-	
PI 2471 % trees with a valid inspection	New measure	12%	14.63%	16.24%	14.5%	★	↗	-	
PI 2479 % of local road safety schemes completed against annual programme	New measure	0%	10%	30%	70%	▲	↗	-	Local measure
PI 2393 % street lighting inventory that is LED	New measure	19%	24%	25%	15%	★	↗	-	
PI 2074 Proportion of premises in the borough that are broadly compliant with food hygiene law (star rating of 3 or more).	86.8%	89.5%	92.9%	92.6%	90%	★	↘	↗	
PI 324 No. incidents of fly-tipping	432	398	812	1,248	No target available	N/A	↘	↘	
A target cannot be set for the number of incidents of fly-tipping. The aim is to achieve an ongoing reduction in the number of fly-tipping incidents									
PI 322 No. fly-tipping enforcement actions	102	117	229	332	No target available	N/A	↘	↘	
A target cannot be set for number of fly-tipping enforcement actions as it is dependent on the number of fly-tips and evidence available.									

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

Dudley the safe and healthy borough scorecard continued

Scorecard 2 – other		2021-22	2022-23 financial year						
Performance Indicator	Qtr. 3 outturn	Qtr. 1 outturn	Qtr. 2 outturn	Qtr. 3 outturn	Target	Score	Short term trend	Annual trend	Benchmarking comparator data
PI 2266 Percentage of applicable contracts awarded that include Social Value outcomes	70%	81.6%	80%	81.25%	80%	★	↗	↗	Local measure
PI 2134 % of the conversion of safeguarding concerns to enquiry	8.1%	6%	4%	8%	20%	★	↘	→	37% England 2019/20
PI 1447 % of agency social workers (children's)	-	19.2%	16.1%	8.7%	15%	★	↗	-	
PI 432 Number of children looked after per 10,000 of the population	84.9	85.2	88.9	88.8	83.5	▲	↗	↘	83.4 Statistical neighbours 2021/22
PI 426 Percentage of single assessments authorised with 45 days (For Assessment Service Only)	72.1%	85.4%	86.1%	87.7%	85.5%	★	↗	↗	Local measure
PI 433 Number of children subject to child protection plan per 10,000 of the child population	43.1	38.2	37.5	39.5	49	★	↘	↗	52.6 Statistical neighbours 2019/20
PI 2027 Satisfaction - way your anti-social behaviour complaint was handled? (ASB)Star-T [CP] [DSP] [HM] [DB]	65.5% (133/203)	63.1% (24/38)	65.9% (58/88)	64.2% (97/151)	70%	▲	↘	↘	76.8% HouseMark Median 2022/23
PI 2257 Value of savings made by prevention (intervention) to the people of Dudley (Scams Team)	£414,300	£135,000	£6,000	£633,000	£150,000	★	↗	↗	Local measure
PI 2260 Percentage smoking at time of delivery (Dudley residents)	-	11.5%	8.4%	9.3%	10%	★	↘	-	Local measure

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

Dudley the safe and healthy borough scorecard continued

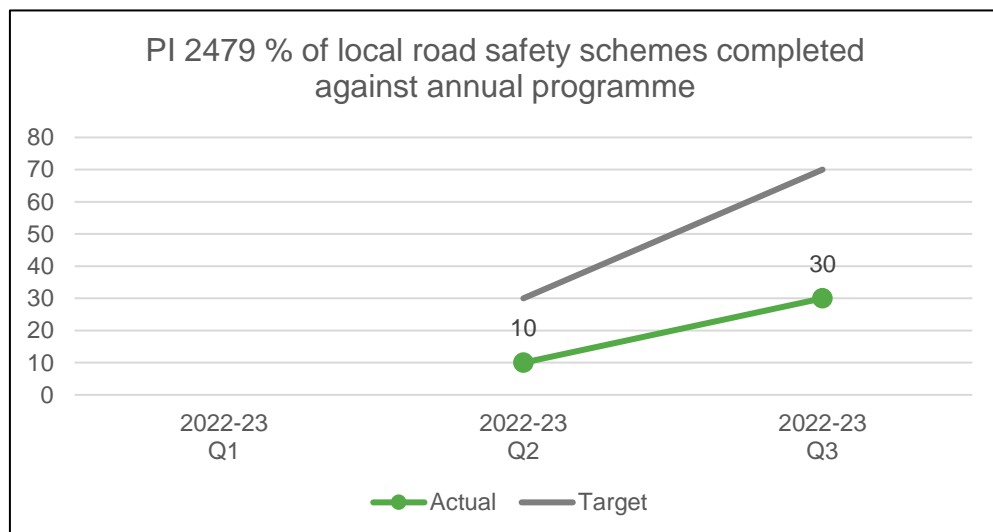
There is a time lag for the following KPI's due to the nature of their collection and validation from the Waste Data flow. Waste Data Flow is the national database for municipal waste data reporting by UK local authorities to government therefore will be reported as actual 3 months in arrears i.e., Quarter 2 data presented in Quarter 3.

Scorecard 3 – waste		2021-22	2022-23 financial year					
Performance Indicator	Qtr. 2 outturn	Qtr. 1 outturn	Qtr. 2 outturn	Target	Score	Short term trend	Annual trend	Benchmarking comparator data
PI 1498 % household waste sent for reuse, recycling and composting (NI 192) <i>Cumulative outturns shown (measured in tonnes)</i>	42.5% (30,386.76)	43.5% (15,101.57)	38.6% (12,059.50)	38.5%	★	↘	↘	40.1% CIPFA Family Group Average (Q2 2022/23)
PI 1499 % municipal waste land filled (NI 193) <i>Cumulative outturns shown (measured in tonnes)</i>	2.61% (2,075.71)	4.3% (1,648.73)	1% (353.03)	1.7%	★	↗	↗	7.9% CIPFA Family Group Average (Q2 2022/23)

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

PI 2479 % of local road safety schemes completed against annual programme

PI	2021-22				2022-23					
	Q1	Q2	Q3	Q4	Q1	Q2	Quarter 3			
							Outturn	Target	S	T
PI 2479	New measure for 2022-23				-	10	30%	70%	▲	➡



Performance: what is the data telling us?

One scheme complete, another in progress. Two further schemes have been committed and are due to start on site in the final quarter (which are on traffic sensitive roads). External consultants have been commissioned to accelerate with delivery of local safety scheme programme while officers are developing the road safety strategy, but commissioning of consultants has taken longer than expected.

All schemes will be designed and ready to be delivered but delivery of all schemes is unlikely by the end of the financial year due to highway contractors being fully committed. The Local Safety Scheme budget (Transport Capital funding) has been revised to allow delivery of schemes early in new financial year.

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

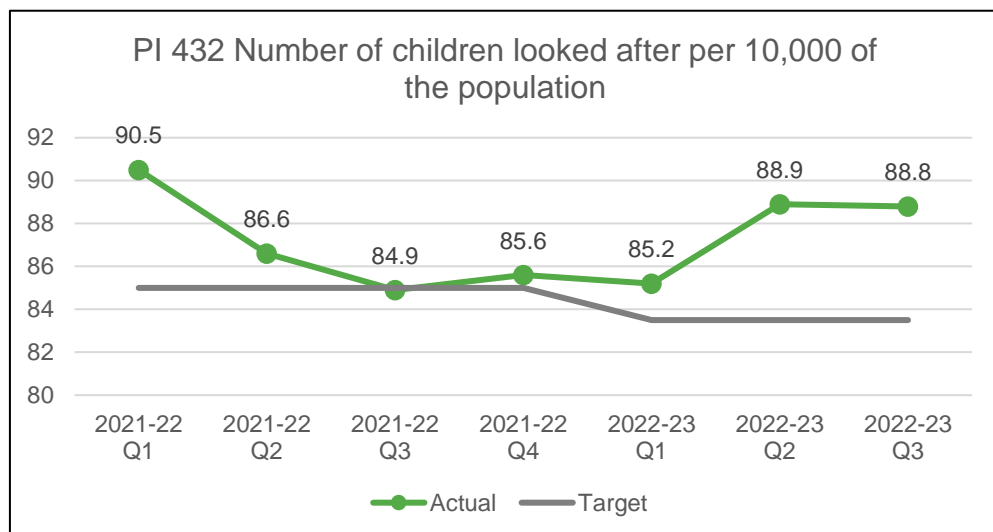
External design support means that preliminary design is now complete for 5 remaining local safety schemes, and these will be ready to deliver early in the next financial year.

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

We will not meet our KPI target of 100%. However, budgets have been revised and a number of schemes will be ready to deliver early in the next financial year.

PI 432 Number of children looked after per 10,000 of the population

PI	2021-22				2022-23					
	Q1	Q2	Q3	Q4	Q1	Q2	Quarter 3			
							Outturn	Target	S	T
PI 432	90.5	86.6	84.9	85.6	85.2	88.9	88.8	83.5	▲	➡



Performance: what is the data telling us?

Children looked after per 10K population target is 83.5 - In Q3 the rate was 88.8. Performance was below target. 33 children came into care.

- 1 of the children was an unaccompanied migrant child. Out of the 32 remaining children;
- There was 1 large sibling group of 4, 2 sibling groups of 2 each and 24 single children from 24 families. In terms of age ranges;
- 17 children were aged 0-4 with 13 subject to ICOs, 1 under police protection and 3 children accommodated under S20;
- 3 children all subject to ICOs were within 5-10 aged group;
- 8 children were within the 11 – 15 age group with 4 children on ICO and 4 on S20,
- 5 children aged 16 and 17, inc UASC, were all under S20.

38 children left care; 15 turned 18 and 23 under the age of 18 exited care for a number of reasons;

- 6 children subject to s20 were successfully rehabilitated to parents care after a targeted piece of work
- 12 children's full care orders were discharged (7 left after SGO was granted, 2 returned home to parents and 3 children were adopted)
- 3 children subject to ICOs and placed with Parents were concluded with Supervision Orders.
- 2 children subject to ICOs concluded with Child Arrangement Orders.

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

What is working well is that we have exited more children out of care compared to Q2. We have 12 children in proceedings with a plan of SGOs, with a plan for the orders to be granted in Quarter 4. 13 children's carers are currently undergoing SGO assessments.

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

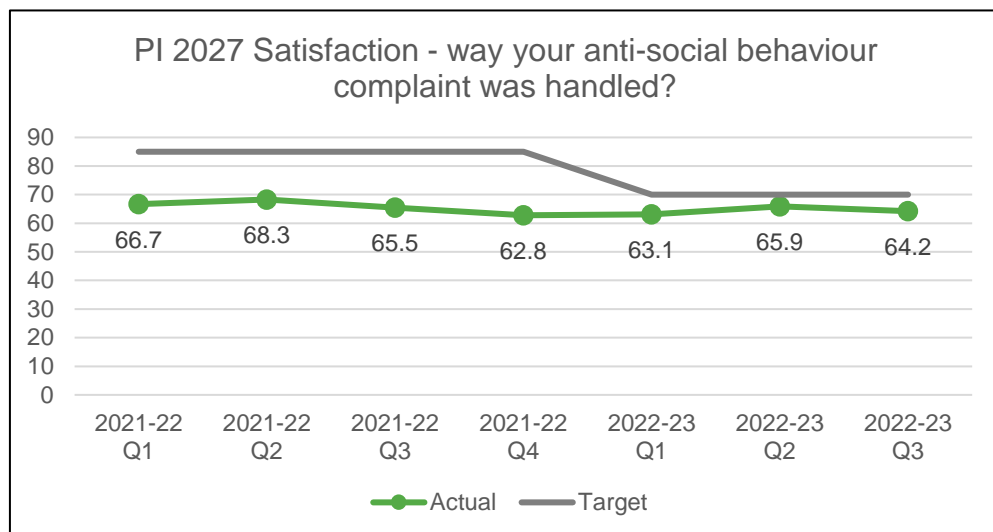
Compared to Q2, we now had more children exiting care than those who came into care. Although our rate of CLA per 10k is still high, we are moving in the right direction.

Looking at the children whose ICOs concluded with lesser orders, this evidences that we are getting more confident in terms of how we present evidence of Care Orders.

We are still experiencing delays in SGO assessments starting due to recruitment issues in the Fostering Service. We have 4 workers awaiting a start date once checks are completed.

PI 2027 Satisfaction - way your anti-social behaviour complaint was handled?

	2021-22				2022-23					
PI	Q1	Q2	Q3	Q4	Q1	Q2	Quarter 3			
							Outturn	Target	S	T
PI 2027	66.7	68.3	65.5	62.8	63.1	65.9	64.2%	70%	▲	▴



Performance: what is the data telling us?

The data is indicating that improvements need to be made in this area - we have also seen a dip in satisfaction on last quarter. Upon reflecting on comments made by service users it indicates a theme around contact and time taken to resolve matters.

Revised survey sent from Oct22

This cumulative result represents all residents and shows 97 residents were satisfied out of 151 who responded to this question. Satisfaction for DMBC tenants only = 63.1% (41 out of 65 satisfied) Satisfaction for other tenures = 65.1% (56 out of 86 satisfied)

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

At this moment in time there are some performance concerns within the service, this is being looked into with HR. However, additionally to this we are considering how we can triage matters quicker, and in doing so ensuring that when a case is opened, agreed actions are discussed with our service users making them clear on progression.

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

The initial contact investigation form and action plan has been updated to steer officers through the correct process taking details from complainant, as well as ensuring that they go through an agreed action plan with the customer so they understand the process but also agree a communication plan.

Additionally we have commission a Service Level Agreement with an independent ASB specialist to assist with any additional training needs for staff.

The borough of ambition and enterprise - scorecard and exceptions commentary



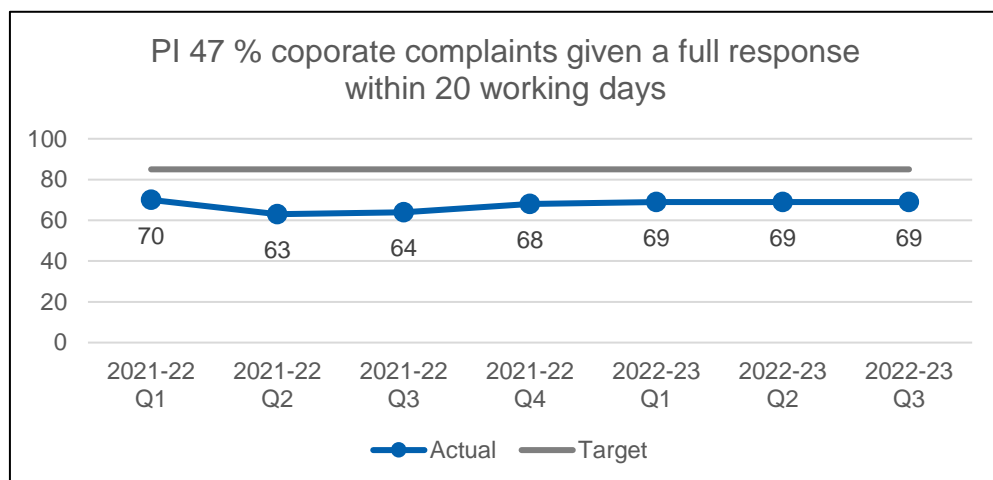
Summary status	Score	★ 3 Exceeds target	● 1 On target upper tolerance	▲ 3 Below target
	Short term trend	↗ 6 Improving	→ 1 Consistent	↘ 1 Worsening
	Annual trend	↗ 3 Improving	→ 0 Consistent	↘ 0 Worsening

	2021-22	2022-23 financial year							
Performance Indicator	Qtr. 3 outturn	Qtr. 1 outturn	Qtr. 2 outturn	Qtr. 3 outturn	Target	Score	Short term trend	Annual trend	Benchmarking comparator data
PI 47 % Corporate Complaints given a full response within 20 working days	64%	69%	69%	69%	85%	▲	→	↗	Local measure
PI 2078 Number of Customer Compliments Received	240	196	255	263	150	★	↗	↗	Local measure
PI 2079 Number of Customer Complaints Received	390	482	373	322	275	▲	↗	↗	Local measure
PI 2357 % capital programme spent (Highways)	New measure	16%	53%	71%	75%	▲	↗	-	Local measure
PI 2473 Sq. metres of highway defect repairs completed	-	32,151	31,549	43,949	45,000	●	↗	-	
PI 2383 % Highway Safety Inspections completed on time	-	3%	0.32%	7%	5%	★	↗	-	
PI 2272 % spend with local suppliers within the wider West Midlands region on contracts awarded via the Procurement Team.	-	83.2%	12%	44%	30%	★	↗	-	
PI 2478 No. Penalty Charge Notices issued for parking offences	-	2,540	4,597	6,276	N/A	N/A	↘	-	
Guidance for Local Authorities on Enforcing Parking Restrictions - Section 2.2 does not allow Local Authorities to set targets.									

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

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

PI	2021-22				2022-23					
	Q1	Q2	Q3	Q4	Q1	Q2	Quarter 3			
							Outturn	Target	S	T
PI 47	70	63	64	68	69	69	69%	85%	▲	➔



Performance: what is the data telling us?

Performance in this area remains the same as the previous two quarters.

Most areas achieve/exceed the KPI but Housing and Childrens Services have significant resourcing issues which negatively effect overall statistics.

A further breakdown of KPI results by service area is available separately.

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

Ongoing staff absence and backlogs within specific services areas may continue to adversely affect results. This is being monitored and discussed through to Director level frequently.

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

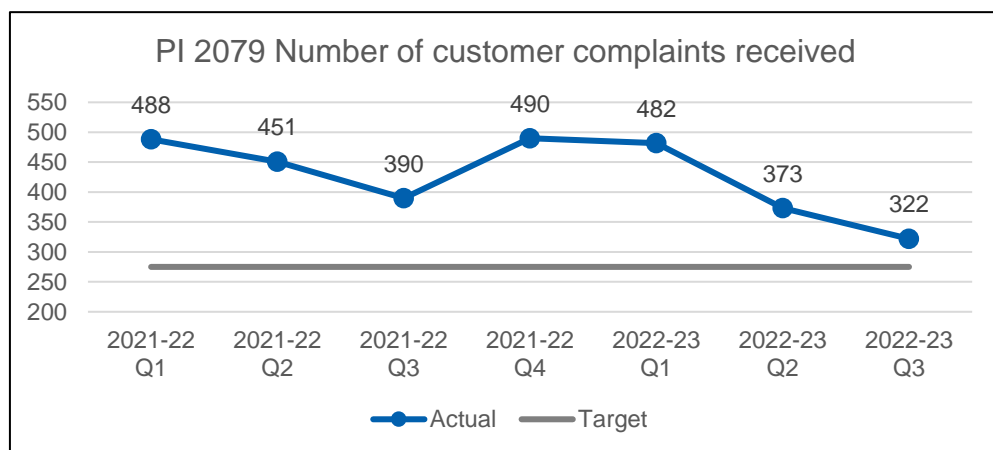
Constant reviews and chase ups are undertaken monthly. These ensure officers respond to complaints, learn from them and close them down quickly and effectively.

Key progress in Q3 includes:

- Reallocation of complaints between teams rapidly, with notifications
- Raising awareness with teams getting small numbers of complaints but demonstrate poor response times, to establish why and resolve it.
- A central "hit" team set up within DC+ to specialise those allocating and assessing more.
- Improving statistical analysis via a new Performance Analyst.
- Sourcing specialist training for complaints handlers.
- Learning from customer feedback reported from Revs and Bens in respect of staff being reminded to check their junk inbox daily, instructions to staff regarding work procedures and a review of contact channels for business rate customers.
- Adults and Childrens Social Care have revisited the importance of clear and concise communication between officers when dealing simultaneously with Statutory process and Tribunal Arena. Training has been undertaken around identification being presented and worn for families when visiting.
- Housing have pulled complaints allocation back from a 7 week backlog to 3 weeks.

PI 2079 Number of Customer Complaints Received

PI	2021-22				2022-23					
	Q1	Q2	Q3	Q4	Q1	Q2	Quarter 3		S	T
							Outturn	Target		
PI 2079	488	451	390	490	482	373	322	275	▲	➡



Performance: what is the data telling us?

The number of complaints this quarter has dropped to the lowest level for over 2 years.

There has been an increase in complex complaints for both Adults and Childrens.

Revenue and Benefits note the number of complaints received in Q3 was 50 compared to 63 in Q2 22/23 and 39 in Q3 21/22 – the in year reduction is mainly due to completing the energy rebate project and assisted by diminishing backlogs.

Housing saw a consistent number of complaints to Q2. Regeneration and Enterprise saw an increase. Most other areas saw reductions, hence the overall reduction.

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

Total complaints received remains below target, despite significant improvement.

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

Many service areas share with the corporate Resident Action Group their work on improvements and progress. Key points raised with the group and as feedback for this report for Q3 include:

Adults and Childrens Social Care: We are following up through our management meetings on a weekly basis and are working with the social work teams to speak quickly with families where they have raised a complaint, supporting a more solution focussed approach rather than a 'respond' mechanism. We noted the decrease in the number of complaints as well as the decrease in the proportion upheld.

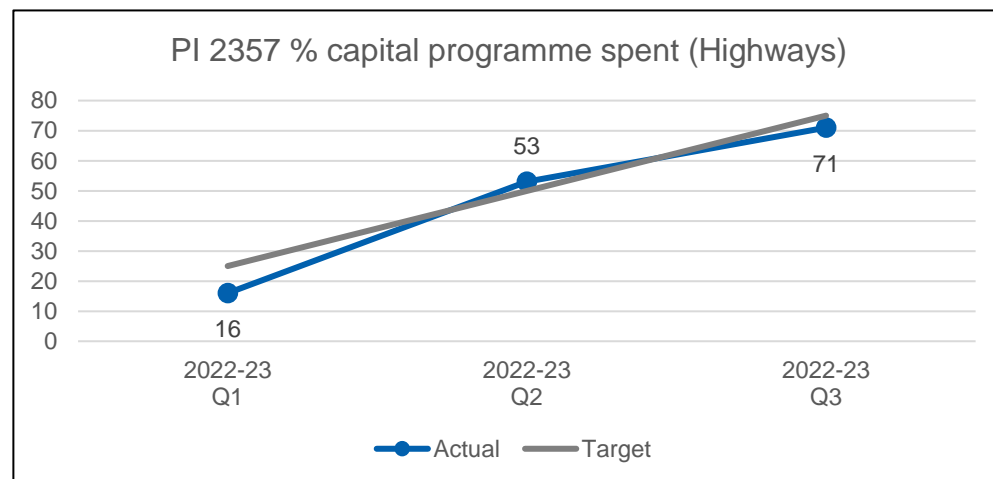
Revenue and Benefits: As a result of feedback we have issued reminders to staff to check their junk email inbox on a daily basis, issued instructions to staff regarding work procedures and will be reviewing contact channels for business rate customers.

Housing: Work is underway with Customer Service Management and their Performance Analyst to show the Complaints Manager within the service area how to best access statistics and dashboards that will assist her in chasing and keeping on top of complaints. Feedback on this opportunity was positive.

All areas have been asked to consider any improvements they can make to website content in order to further minimise complaints received.

PI 2357 % capital programme spent (Highways)

PI	2021-22				2022-23					
	Q1	Q2	Q3	Q4	Q1	Q2	Quarter 3			
							Outturn	Target	S	T
PI 2357	New measure for 2022-23				16	53	71%	75%	▲	➡



Performance: what is the data telling us?

A full programme of work up until the end of March is scheduled to be delivered and should spend 100% of the budgets.

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

The scheme will be on track in Q4.

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

Works programme and contractor in place only prolonged inclement weather could affect delivery outcomes.
Summer Commonwealth Games Embargo for 6 weeks has had a knock-on impact, with more works in Quarter 4.

Dudley the destination of choice - scorecard and exceptions commentary



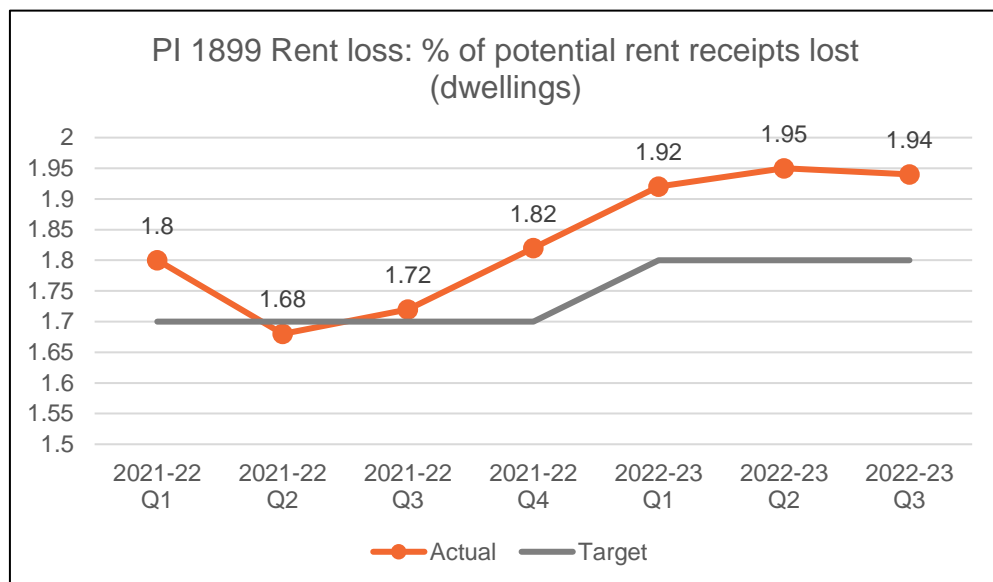
Summary status	Score	★ 4 Exceeds target	● 2 On target upper tolerance	▲ 2 Below target
	Short term trend	↗ 4 Improving	→ 1 Consistent	↘ 3 Worsening
	Annual trend	↗ 2 Improving	→ 1 Consistent	↘ 4 Worsening

	2021-22	2022-23 financial year							
Performance Indicator	Qtr. 3 outturn	Qtr. 1 outturn	Qtr. 2 outturn	Qtr. 3 outturn	Target	Score	Short term trend	Annual trend	Benchmarking comparator data
PI 2194 % Compliance Gas	99.43%	99.67%	99.45%	99.64%	100%	●	↗	↗	99.98% HouseMark Median 2022/23
PI 2009 ST10 Satisfaction - repairs service (Responsive Repairs) Star-T	92.9% (2204/2373)	92.4% (217/235)	91.6% (798/871)	88.9% (1380/1553)	91%	●	↘	↘	91.2% HouseMark Median 2022/23
PI 1319 (Q) / PI.2172 (M) Current tenant arrears as a % of the annual rent due-Dwellings	1.43% (£2,287,592)	1.27%	1.48% (£1,341,865)	1.5% (£1,353,557)	2.5%	★	↘	↘	3.1% HouseMark Median 2022/23
PI 1899 Rent loss: % of potential rent receipts lost (dwellings)	1.72%	1.92%	1.95%	1.94%	1.8%	▲	↗	↘	1.42% HouseMark Median 2022/23
PI 1691 % of major applications determined within 13 weeks	100%	100%	100%	100%	65%	★	→	→	1st DCLG ranking (June 2020)
PI 1692 % of minor applications determined within 8 weeks	95.45%	100%	90%	98.46%	70%	★	↗	↗	4th DCLG ranking (June 2020)
PI 1693 % of other applications determined within 8 weeks	99.18%	100%	97.38%	97.53%	70%	★	↗	↘	4th DCLG ranking (June 2020)
PI 2348 Number of hits to the Discover Dudley Website	New measure	65,517	80,241	1,619	10,500	▲	↘	-	Local measure

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

PI 1899 Rent loss: % of potential rent receipts lost (dwellings)

PI	2021-22				2022-23					
	Q1	Q2	Q3	Q4	Q1	Q2	Quarter 3		S	T
							Outturn	Target		
PI 1899	1.8	1.68	1.72	1.82	1.92	1.95	1.94%	1.8%	▲	➡



Performance: what is the data telling us?

The total cumulative rent loss in Q3 equates to £1,334,158.58

The cumulative rent loss due to voids shows a very slight decrease from 1.95% in Q2 2022/23 to 1.94% in Q3 2022/23. This is an increase from 1.72 for the same period last year.

£130,501.95 is directly attributable to void loss where we are carrying out improvement programmes in our sheltered stock or decanting people to facilitate them. (40 properties)

£25,717.98 is attributable to properties being used for decant or held for future decant (not as part of the sheltered improvement programme) (14 properties)

£159,950.80 is attributable to 59 properties awaiting an investment decision.

Therefore a total of £316,170.73 of rent loss in Q3 (23% of rent loss) is attributable to 113 properties that were at these statuses at the end of the quarter.

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

As a result of delivering our Asset Management Strategy we will continue to have a certain level of rent loss associated with strategic voids, which will be managed through efficient decision making and project management.

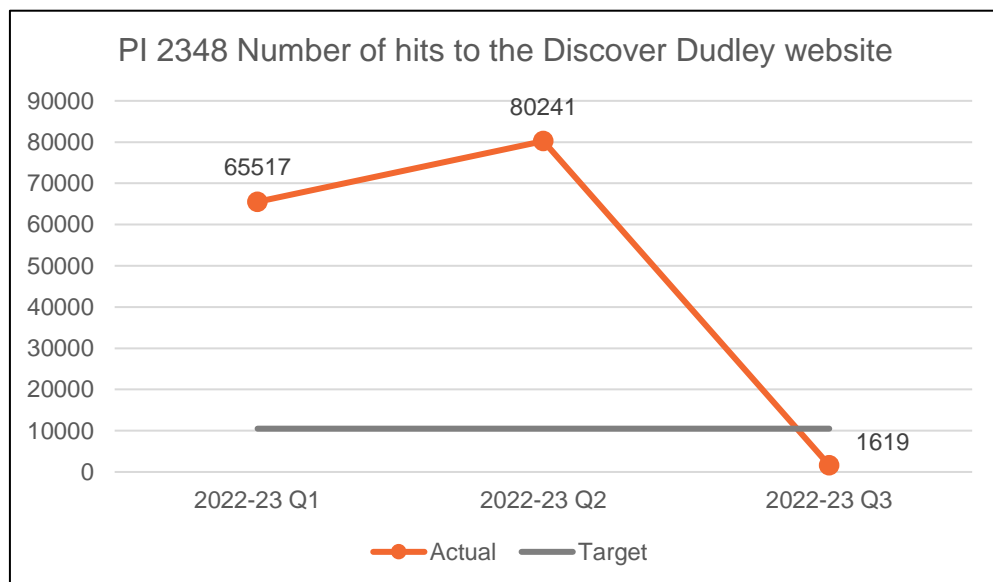
We also recognise that routine voids therefore account for over 70% of rent loss, so there is a significant opportunity to increase our income by improving processes and performance.

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

Currently the position is poor, but the teams involved are working together to plan and implement improvements

PI 2348 Number of hits to the Discover Dudley website

PI	2021-22				2022-23				
	Q 1	Q 2	Q 3	Q 4	Q1	Q2	Quarter 3		
							Outturn	Target	S T
PI 2348	New measure for 2022-23				65,517	80,241	1,619	10,500	▲ ▼



Performance: what is the data telling us?

Performance on web clicks has reduced

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

Webclicks always increase during promotion periods

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

No marketing has been carried in this period due to spend during Commonwealth Games.

Future council - scorecard and exceptions commentary



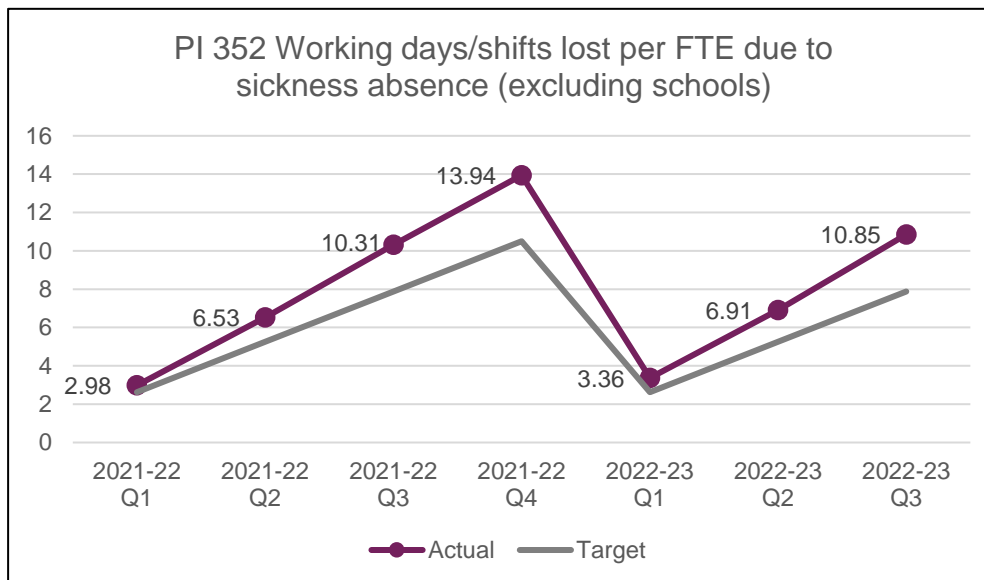
Summary status	Score	★ 0 Exceeds target	● 0 On target upper tolerance	▲ 3 Below target
	Short term trend	↗ 0 Improving	→ 0 Consistent	↘ 3 Worsening
	Annual trend	↗ 0 Improving	→ 0 Consistent	↘ 3 Worsening

	2021-22	2022-23 financial year							
Performance Indicator	Qtr. 3 outturn	Qtr. 1 outturn	Qtr. 2 outturn	Qtr. 3 outturn	Target	Score	Short term trend	Annual trend	Benchmarking comparator data
PI 352 Working days/shifts lost per FTE due to sickness absence (excluding schools) <i>cumulative calculation</i>	10.31 days	3.36 days	6.91 days	10.85 days	7.875 days	▲	↘	↘	7.44 days West Midlands Employees comparator
Sickness as % of FTE days	6.19%	6.06%	6.23%	6.51%					
PI 370 Long-term sickness absence per FTE (excluding schools) <i>cumulative calculation</i>	7.61 days	2.34 days	4.91 days	7.69 days	5.625 days	▲	↘	↘	4.86 days West Midlands Employees comparator
Long-term sickness as % of FTE days	4.57%	4.21%	4.42%	4.62%					
PI 371 Short-term sickness absence per FTE (excluding schools) <i>cumulative calculation</i>	2.7 days	1.02 days	2 days	3.16 days	2.25 days	▲	↘	↘	1.65 days West Midlands Employees comparator
Short-term sickness as % of FTE days	1.62%	1.85%	1.8%	1.9%					

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

PI 352 Working days/shifts lost per FTE due to sickness absence (excluding schools)

PI	2021-22				2022-23					
	Q1	Q2	Q3	Q4	Q1	Q2	Quarter 3			
							Outturn	Target	S	T
PI 352	2.98	6.53	10.31	13.94	3.36	6.91	10.85 days	7.875 days	▲	▼



Performance: what is the data telling us?

10.85 days lost per FTE for the Council exc. schools - above the corporate target of 7.875 days lost per FTE for Q3.

Days lost per FTE have increased from 10.31 last year and there has been a 5% increase in sickness days lost from 41236 to 43172 in this period. Sickness rates would be 10% lower if sickness for Covid was excluded. 2724 employees (59% of non-casual workforce) have had a period of absence in Q3.

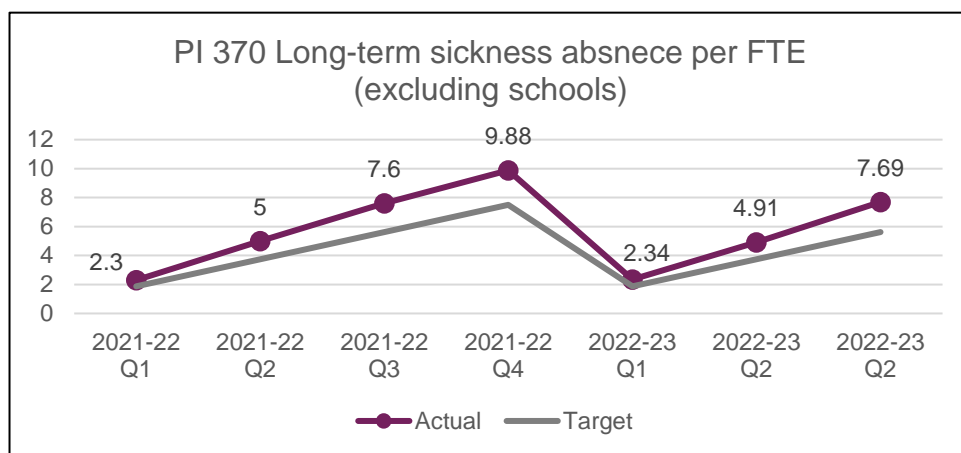
The total cost of sickness in Q3 22-23 (based on an average full time daily rate + 25% on costs) is £6,444,630.

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

All Directorates: Sickness absence will impact service delivery due to reduced resources and result in additional pressure for staff remaining at work.

PI 370 Long-term sickness absence per FTE (excluding schools) - cumulative calculation

PI	2021-22				2022-23					
	Q1	Q2	Q3	Q4	Q1	Q2	Quarter 3			
							Outturn	Target	S	T
PI 370	2.3	5.0	7.6	9.88	2.34	4.91	7.69 days	5.625 days	▲	▼

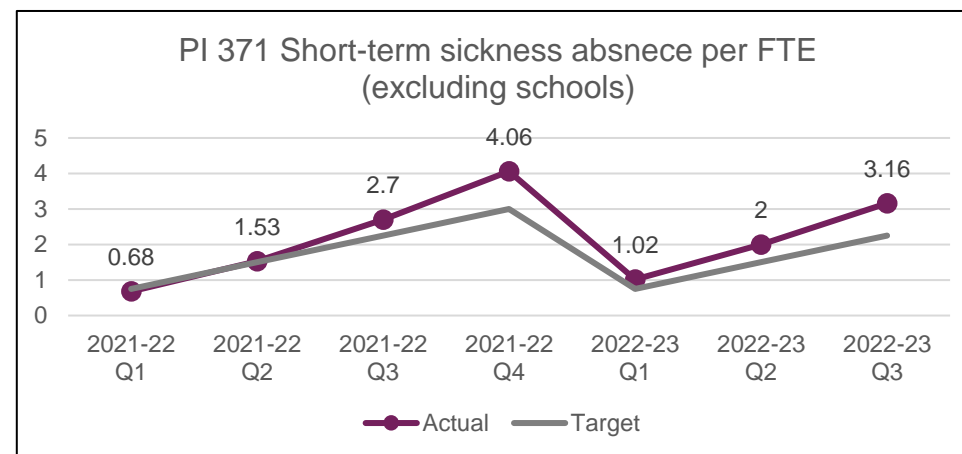


Performance: what is the data telling us?

Long-term sickness days lost have seen a 0.5% increase from 30439 last year to 30599 with Long Term Days Lost per FTE increasing slightly from 7.61 to 7.69 in this period (still above the target tolerance of the corporate long-term target of 5.625 days lost per FTE). 661 employees have had a period of long-term absence with the average length of long-term absence being 44 FTE days. There has been a continued increase in long-term absence for Work Related Stress and Post Operation Recovery but a decrease in long term absence for other stress related sickness and muscular pain/joint problems. The cost of long-term absence in Q3 is £4,567,717.

PI 371 Short-term sickness absence per FTE (excluding schools) - cumulative calculation

PI	2021-22				2022-23					
	Q1	Q2	Q3	Q4	Q1	Q2	Quarter 3			
							Outturn	Target	S	T
PI 371	0.68	1.53	2.7	4.06	1.02	2.0	3.16 days	2.25 days	▲	▼



Performance: what is the data telling us?

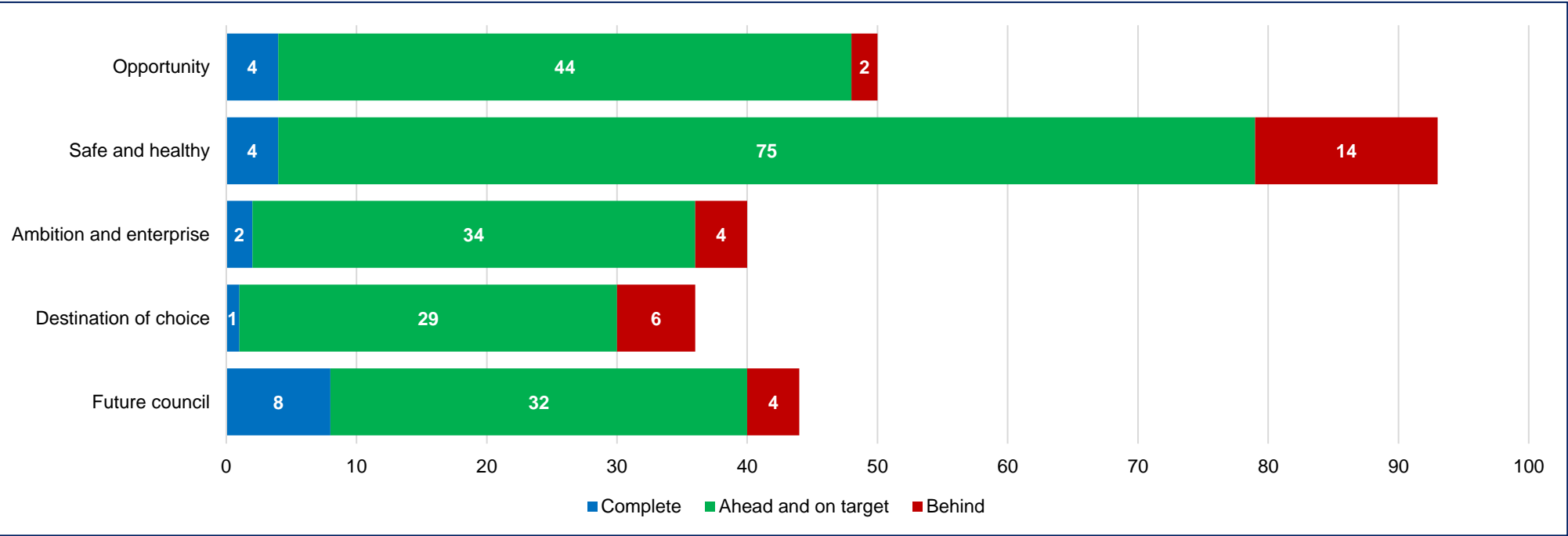
Short-term sickness days lost have increased by 16% from 10797 FTE days lost in Q3 last year to 12573 (difference of 1776 FTE days). Short-term days lost per FTE has increased from 2.70 to 3.16 in this period - which is above the corporate short-term target (2.25 days lost per FTE). 2343 employees have taken short-term sickness over 3690 periods of absence. The top reason for short-term sickness continues to be Covid Symptoms/Positive Test (4115 FTE days - 1002 employees). The cost of short-term sickness in Q3 is £1,876,913.

Actions dashboard

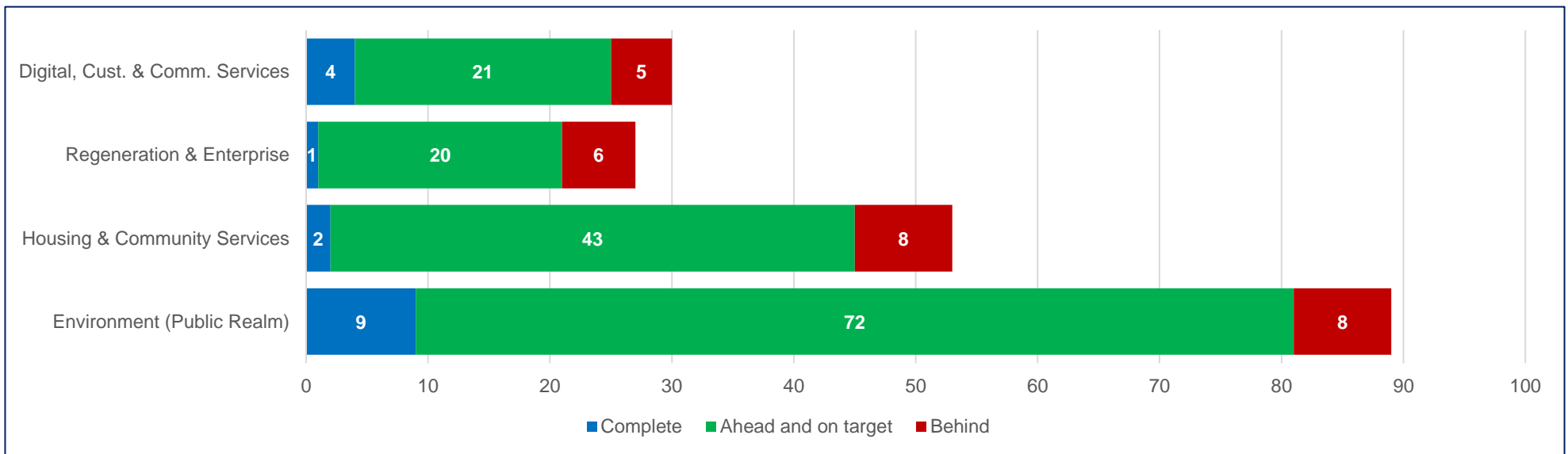
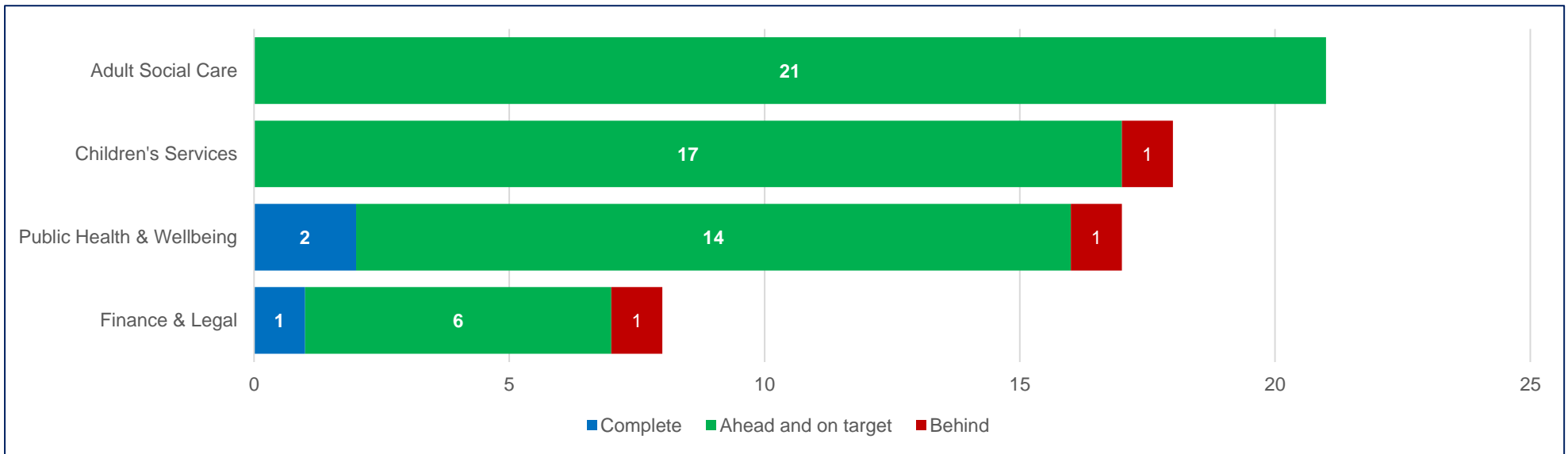
This dashboard shows the progress made on actions recorded in Spectrum. Actions are identified in Directorate plans and replicated in Spectrum journals. Teams then provide narrative regarding progress as well as assigning a status of either behind, on target, ahead or completed.

The below is intended as an overview of status only as at Q2 data entry deadline for all quarterly reported actions.

Directorate plan actions status by council plan priority



Directorate plan actions status by directorate



Further information

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

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Sally Haycox

Corporate Performance Support Officer

Tel: 01384 815379

CorporatePerformance@dudley.gov.uk

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



Service Summary Sheet

Directorate	Digital, Customer and Commercial Services		
Year	2022/23	Quarter	Q3
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"> Continued work assessing bidders against our specification of a new digital platform. This has included following up with neighbouring Local government reference sites (Birmingham and Sandwell) and understanding the benefits achieved through deployment of different solutions 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 at national commercial groups to ensure we are identifying best practice opportunities. Engagement with East Riding, Kent, Coventry, Shropshire, Sandwell and Walsall Councils on a wider range of projects and to share best practice. Procurement <ul style="list-style-type: none"> Have now provided all of the information required to benchmark the service against Government Commercial Function standards that is reviewed by a partner organisation. We expect result back in Q4. 			
Overview of service delivery <i>Include any issues / risks</i>			
Digital & Customer Services <ul style="list-style-type: none"> Corporate contact centre including 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. The team are leading on the procurement and deployment of a new digital platform for residents, councillors and officers. Excellent due diligence and requirements capture has ensured the 3 shortlisted bidders will provide an excellent partner for the council. KPIs include telephone and walk-in answer rates. Since Q2, performance is stabilising and DC+ achieved KPI targets for the first time since pre-covid. We have recruited some excellent quality candidates in our digital front door team who are making a positive impact in the team and driving the platform project forward. Technology Services <ul style="list-style-type: none"> This service manages the deployment, development, monitoring, maintenance, upgrading and supporting of organisational IT systems, keep the council safe through a cyber security programme, and support staff and members by advising and managing all incidents, problems, and change/service requests The PSN ITHC (IT Health Check) has been completed in Jan 2023 and the final report is due in Feb 2023. 			

- 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 have continued working on modern ways of working and introduced Always-On VPN to enable staff to work from anywhere without compromising data security.
- Microsoft Enterprise Agreement is completed and signed off for the next 3 years.
- We successfully moved all our on-premises mailboxes to the cloud (Exchange Hybrid)
- Multi-Factor Authentication /Conditional Access is being rolled out to all staff since Dec 2023. Rollout to be completed by Feb 2023.
- Key issues are the recruitment of specialised staff, transformation to the cloud, procurement and deployment of a new digital platform and funding for the transformation

Commercial

- Strategic support for the first quarter for Connect2Dudley – financially performing above target.
- Presentation of strategy reports on a range of commercial activity during this quarter:
 - Leisure centres and town halls
 - School meals service
 - Telecare service
- Fees and charges for Regeneration and Enterprise Directorate were agreed and delivered ready for the new calendar year.
- Revolution for Schools – launch of more than 200 different prices to our school-based customers.
- A key risk continues to be creating a sales and marketing capability to enable delivery of the business cases and the capacity within service areas to deliver proposals.

DGfL

- Dudley Grid for Learning Contract between RM / Digital and ICT service and Dudley Schools commenced on the 1st February – effective contract management is ongoing.
- Next phase will be to plan for 2025 exit of the contract, considering all associated risks and mitigation.

Procurement

- The service supports all council areas to maximise both cashable and non-cashable benefits from all third party spend.
- This year we improved the service by adopting a pro-active, consultative procurement service and revised policies and procedures. We completed 11 tenders worth c.£1.5m this quarter.
- We have ensured the social value policy and processes are in place and council wide training was delivered.
- 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.

Workforce metrics

Headcount & FTE as at 31/12/2022	Non Casual Headcount (FT and PT)	Non Casual FTE	Casual Headcount	Agency Headcount	Total Headcount
Digital, Customer and Commercial Services	245	224.64	0	16	258

Ethnicity	%
Ethnic Minority Group	11.8%
Undisclosed/Prefer not to say	3.3%
White	84.9%

Staff turnover rate	%
2022-23 Q3	4.6%

Sickness days lost per FTE	Days
2022-23 Q3	8.2

Service achievements

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

Digital & Customer Services

- Customer Services has seen a full quarter of targets being met on call handling times for the first time in the past year as covid and energy support related schemes are majority concluded.

Technology Services

- We successfully moved all our on-premises mailboxes to the cloud (Exchange Hybrid)
- Multi-Factor Authentication /Conditional Access is being rolled out to all staff since Dec 2023. Rollout to be completed by Feb 2023.
- 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 have continued working on modern ways of working and introduced Always-On VPN to enable staff to work from anywhere without compromising data security. Resolved all pending issues.
- We have completed a mobile device pilot with social care staff to identify a suitable replacement for the LAS (Liquid logic Adults' Social Care System) Mobile Application, that will allow staff to access and update user care records whilst attending on-site assessments. 588 4G Laptops have been ordered as a result for social care staff.

Procurement

- No challenges to contract awards have been successful
- Identification of 7.7% average savings on contracts tendered this quarter

Opportunities for improvement

Information relating to service complaints / compliments and learning from these

Digital and Customer Services

- Realigning and merging Business Engagement and Business change will open up a wider poll of skills and experiences to deliver against project deliverables

Technology

- Pilot for Teams integration with the council's telephony infrastructure has been completed successfully, 100+ staff (Directors, HoS, Sr Managers) took part in this pilot. We aim to deploy MS Teams telephony to all the staff by 1st quarter of the next fiscal year (Subject to MTFS bid for Microsoft enhanced licenses (E5))

Any additional information relating to performance

Service Summary Sheet

Directorate	Finance and Legal		
Year	2022-23	Quarter	Quarter 3 (1 st October – 31 st December 2022)

Performance reporting for 4 key Directorate PI's

Service Improvement Priorities for 2022/23

- Develop the Budget and Medium-Term Financial Strategy, advising Members and Senior Management on addressing financial sustainability
- Implement the Government's Council Tax Energy Bills Rebate
- Implement Business Rates reliefs.
- Implement new Health and Safety management software
- Identify and implement efficiencies in the Procure to Pay cycle
- Prepare for the requirements of the Elections Act
- 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.
- To launch Spectrum Risk and Spectrum Audit system modules and dashboards for risk management and for the monitoring of Audit Actions.

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	83.2%	82%	★
PI.868 % Business Rates income collected	84.6%	80%	★

Council Tax collected:

Dudley	83.2
Walsall	75.1
Sandwell	78.6
Warwick	83.5
Wolverhampton	77.0
Solihull	84.4
Birmingham	73.8
Telford	80.8
Coventry	81.3

Business Rates collected:

Dudley	84.6
Walsall	83.6
Sandwell	81.7
Warwick	77.8
Wolverhampton	81.1
Solihull	82.4
Birmingham	76.0
Telford	82.6
Coventry	84.2

Q3 was a poor Quarter but the trend from Q1 to Q3 is one of improvement.

The length of a public law care case remains 80% longer than 26 weeks, which ties up both legal and social work resources, and effectively, doubles case loads. This is both a contributory factor to difficult R&R and has now become part of cycle. The positive news is that the number of new issues cases has decreased which has eased the pressure on the legal team (combined with 16 cases being outsourced).

The pre proceedings protocol is being relaunched this 16th January with an emphasis to all that the court cannot micro manage cases. The LFJB had has a focus and performance day in November 2022, including judiciary, on how to work more effectively and achieve 26 weeks.

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

Statement of Accounts sign off 2020/21 was delayed due to re-evaluation of Property, Plant and Equipment. An updated 2020/21 Audit Findings Report is being taken to A&S 23rd January 2023 which refers to the Statutory Override in relation to valuing Infrastructure assets and recent changes to Pensions and Appeals against Business Rates. None of these changes have an impact on the Councils usable reserves as at 31.3.22 and therefore we anticipate an Unqualified Audit Opinion. The 2021/22 accounts are currently being audited and an update will be taken to Audit & Standards Committee in February 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	75%	72%	★

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 Covid-19 pandemic they have had the additional responsibility of administering business grants and isolation payments. For 2022/23 they will also be responsible for implementing the Council Tax Energy Bills Rebate and now the application element of Household Support Fund.
- **Audit 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

Headcount & FTE as at 31/12/2022	Non Casual Headcount (FT and PT)	Non Casual FTE	Casual Headcount	Agency Headcount	Total Headcount
Finance and Legal	306	264.46	3	18	327

Ethnicity	%
Ethnic Minority Group	13.7%
Undisclosed/Prefer not to say	5.9%
White	80.4%

Staff turnover rate	%
2022-23 Q3	4.6%

Sickness days lost per FTE	Days
2022-23 Q3	5.1

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.
- By the end of Q3 over 111k £150 Energy Support payments had been made, over 14k £150 payments had been credited to council tax accounts and over 24k £30 top-up payments made totalling nearly £20m.
- The Household Support Fund 3 (HSF3) application scheme started 22/11/22 and ended 13/1/23. Nearly 2,650 applications were received, resulting in over 2,500 awards (of either £150 or £250) being made. £397k of the £400k award budget was spent. The scheme assisted borough residents who demonstrated financial hardship due to the Cost of Living crisis. Applications were encouraged from residents who had not yet received any direct government assistance through other schemes, with such applicants receiving the higher level of financial assistance. We assessed applicants on their level of income and savings and asked them to tell us why they were struggling to meet their essential household bills. Quite a few sincere thank-yous were received following the awards. A stand-out case: A resident applied for an award. We realised our award wasn't sufficient to help her, so we contacted colleagues in Adult Social Care (in the week before Christmas) and hand delivered £60 food vouchers and organised a voucher to purchase a cooker. Demand was extremely high from the outset and we worked quickly to successfully award the majority of applications prior to Christmas, to provide that additional help when most needed. Worked closely with DMBC colleagues and 3rd party organisations to publicise this scheme widely across the borough. More funds (HSF4) may become available from April and it's possible another scheme will be launched then.
- A successful prosecution was brought against a former Head Teacher of a Dudley school who was accused of diverting school funds to his own bank account and receiving inappropriate uplifts in his salary. The total loss to the school was approximately £70,000. Sentencing took place on 21st December 2022 and he was handed a 2 ½ year custodial sentence, the outcome of the sentencing attracted a significant amount of media attention. The Council is now progressing a Proceeds of Crime Act investigation to recover all the losses sustained by the School along with the recovery of all investigation and legal costs.

Opportunities for improvement

Information relating to service complaints / compliments and learning from these

- As part of a benchmarking exercise the Council's Corporate Information Governance Team are having a virtual session with the respective Teams at Solihull MBC and Walsall MBC to discuss standard practice and procedures and share good practice and ideas. This will be held on Thursday 2nd March
- 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 £15m 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 beginning of 2020/21 to cover 17% of a year's expenditure – compared with 45% for the average council).

The financial position has been worsened by inflationary pressures and the Local Government pay award for 2022/23 has been settled at an average cost of 6.5% (compared to a budgeted 2%). The Local Government Finance Settlement 2023/24 and indications for funding in 2024/25 are better than expected. However, there is still significant economic uncertainty, a challenging pay and recruitment environment and risk on the delivery of savings proposals.

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 Fund Round 3.

Action Tracker – Future Council Scrutiny Committee

Subject (Date of Meeting)	Recommendation/action	Responsible Officer/Area	Status/Notes
Corporate Quarterly Performance Report – Quarter 1 (1 st April to 30 th June, 2022) (7 th September, 2022)	Minute No. 15 (2ii) That the Corporate Performance Manager be requested to arrange training with the Local Government Association in relation to performance management, to be extended to all Members.	Corporate Performance Manager	Training videos and documents have been developed and shared with all Members of the Council. (Completed)
Feedback from the Future Council Scrutiny Committee Working Group – Consultation Process Review Across the Authority (7 th September, 2022)	Minute No. 16 (4) That the outcomes of the review of consultation processes be e-mailed to the Scrutiny Committee for information.	Corporate Performance Manager	A consultation survey will be launched in November, 2022 to identify key stakeholders across the organisation that carry out External Engagement. (Ongoing)
Medium Term Financial Strategy (18 th January, 2023)	Minute No. 37 (2) That the Director of Finance and Legal, in conjunction with the Director of Regeneration and Enterprise, be requested to provide a written response in relation to Forging the Future to Councillor Davies.	Director of Finance and Legal / Director of Regeneration and Enterprise	Response provided to Councillor Davies (Completed)



Medium Term Financial Strategy (18 th January, 2023)	Minute No. 37 (3) That the Director of Finance and Legal be requested to provide the triage list utilised during the MTFS process to the Committee for information.	Director of Finance and Legal	Awaiting a response (Ongoing)
Medium Term Financial Strategy (18 th January, 2023)	Minute No. 37 (4) That the Deputy Chief Executive be requested to provide supplementary information in relation to the Strategic Contingency Fund to the Committee for information.	Deputy Chief Executive	Response circulated to Members - 14 th February, 2023 (Completed)
Medium Term Financial Strategy (18 th January, 2023)	Minute No. 37 (5) That the Director of Finance and Legal refer the request for further information in relation to the proposals included in the one-off spending plans totalling £2.3m for the 2023/24 financial year within the Public Health Grant funded budget, to the Director of Public Health and Wellbeing for a response to be circulated to the Committee.	Director of Finance and Legal / Acting Director of Public Health and Wellbeing	Awaiting a response (Ongoing)
Call-in of the Decision Sheet – Closure of the Café at The Crystal Leisure Centre, Stourbridge (18 th January, 2023)	Minute No. 23 That the Future Council Scrutiny Committee recommends that no objection be raised to the decision in which case no further action is necessary and the decision is implemented with immediate effect.	N/A	Cabinet Member for Regeneration and Enterprise notified of recommendation. (Completed)