

Meeting of the Overview and Scrutiny Committee

**Thursday, 19th October, 2023 at 6.00pm
In Committee Room 2, The Council House,
Priory Road, Dudley, DY1 1HF**

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 12th June, 2023 as a correct record (Pages 4 – 9)
5. Public Forum
6. Overview and Scrutiny Arrangements 2023-24 (Pages 10 - 15)
7. Dudley Economy (Pages 16 - 30)
8. Corporate Quarterly Performance Report – Quarter 1 (Pages 31 - 102)
9. To consider any questions from Members to the Chair where two clear days notice has been given to the Monitoring Officer (Council Procedure Rule 11.8)

Distribution:

Councillor I Kettle (Chair)

To Be Confirmed (Vice-Chair)

Councillors S Ali, H Bills, J Clinton, A Davies, P Dobb, J Foster, M Hanif, E Lawrence, D Stanley and E Taylor.



Chief Executive

Dated: 11th October, 2023

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**Minutes of the Overview and Scrutiny Committee
12th June, 2023 at 6.00pm
at Saltwells Education Development Centre,
Bowling Green Road, Netherton**

Present:

Councillor I Kettle (Chair)
Councillor S Keasey (Vice-Chair)
Councillors S Ali, H Bills, J Clinton, R Collins, E Lawrence, P Lowe, A Qayyum,
M Rogers and D Stanley.

Officers:

K O’Keefe (Chief Executive), C Driscoll (Director of Children’s Services), K Jones (Director for Housing and Communities), M Abuaffan (Acting Director of Public Health and Wellbeing), J Branch (Assistant Director People and Inclusion), N Biddle (Head of Digital and Customer Services), R Cooper (Head of Financial Services), A Paul (Head of Chief Executive’s Office), C Blunn (Corporate Performance Manager), S Haycox (Corporate Performance Support) and S Griffiths (Democratic Services Manager).

Observer:

Councillor S Henley.

1 Apologies for Absence

Apologies for absence were received on behalf of Councillors P Dobb, J Foster and A Hughes.

2 **Appointment of Substitute Members**

Councillors R Collins, P Lowe and A Qayyum had been appointed as substitute Members for Councillors P Dobb, J Foster and A Hughes, respectively, for this meeting of the Committee only.

3 **Declarations of Interest**

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

4 **Public Forum**

No issues were raised under this agenda item.

5 **Overview and Scrutiny Arrangements 2023/24**

A report of the Lead for Law and Governance was submitted on the Council's Overview and Scrutiny Arrangements for 2023/24. At the Annual Meeting of the Council on 18th May, 2023, approval had been given to establish the Overview and Scrutiny Committee, together with seven Select Committees for the 2023/24 municipal year.

The report set out updates to Article 6 of the Constitution together with the associated Overview and Scrutiny Procedure Rules. The views of the Committee were sought on the development of any aspects of the Council's Overview and Scrutiny Arrangements during the 2023/24 municipal year.

Concerns were expressed regarding the proposed scrutiny 'call in' arrangements, whereby all 'called-in' decisions would be considered by the Overview and Scrutiny Committee rather than the Select Committee that had called in the decision. Reference was made to a recent Member Development session with representatives of the Local Government Association. Concerns were expressed that the proposals may not reflect external best practice advice or examples of good governance elsewhere. Members questioned the reason for changing the Council's existing approach to determining scrutiny 'call-ins'.

The Chair indicated that the structure of Committees had been agreed at the Annual Meeting of the Council. The Overview and Scrutiny Committee had the ability to invite any Members, Officers or subject matter experts depending on the business under consideration. The Council had significant local discretion to determine its own Overview and Scrutiny arrangements.

Following a discussion it was moved by Councillor P Lowe, seconded by Councillor S Ali and following a vote

Resolved

That consideration of the proposals be deferred pending the submission of a further report to the Overview and Scrutiny Committee.

6 Corporate Quarterly Performance Report – Quarter 4 (1st January to 31st March, 2023)

A report of the Chief Executive was submitted on the Quarter 4 Corporate Quarterly Performance report covering the period 1st January to 31st March, 2023. The information in the report was supplemented by a presentation from the Corporate Performance Manager, copies of which were circulated to the Committee, focussing on indicators that were below target.

The Chief Executive referred to a review of Key Performance Indicators to ensure their relevance and achieve a focus on issues that were particularly problematic over a long period and/or which were of key strategic significance. Issues could be considered in more detail by this Committee or the relevant Select Committee by taking a 'deep dive' approach where appropriate.

In response to concerns raised by Councillor D Stanley on Performance Indicator 1899 (Rent loss: % of potential rent receipts lost (dwellings)), the Director of Housing and Communities acknowledged the total cumulative rent loss in Quarter 4 equated to just below £2 million. The end-to-end voids review was in progress and was having a positive impact on void turn around times. This would impact on void rent loss in the future. With the current focus on stock condition there may be an impact on void loss in the short term as additional checks were undertaken at void stage. Councillor S Ali referred to improvement targets and timescales and the need for better communication with Ward Councillors. The data could be presented in control charts, which may give a better perspective. A further review of voids requiring an investment decision was underway and recommendations for these properties would be made during Quarter 1 of 2023/24. The Director of Housing and Communities acknowledged the points made by the Committee.

Councillor E Lawrence raised the possibility of Cabinet Member attendance at this Committee in future along with the respective Directors. This was acknowledged by the Chair.

Councillor P Lowe supported a review and refresh of Key Performance Indicators and targets to ensure these were realistic and reported to the Committee in a more strategic way. There should be a focus on the Performance Indicators that had the most significant financial or strategic impact. The Chair supported a focus on those Key Indicators that highlighted consistent under-performance or had a significant impact.

The Chair referred to Performance Indicators 370 and 371 relating to sickness absence and queried the Council's approach to dealing with absenteeism. The Assistant Director People and Inclusion reported that there was no single solution to this issue and that the data needed to be viewed in the context of regional and national trends, including the reasons for absence and the profile of the Council's workforce. A range of actions were being taken corporately, including the timely intervention of Occupational Health and support to managers in dealing with both short term and long-term absences in line with the Council's established policies. The Chair referred to the financial impact of staff absence. Councillor P Lowe also referred to the regional and national context and the general reduction in the resources available to support managers and employees. A full report would be submitted to a future meeting taking account of the issues raised by the Committee.

Councillor S Ali referred to Performance Indicator 2473 (Square metres of highway defect repairs completed) and questioned the length of time taken to deal with potholes. Comments were made concerning the poor condition of roads in some areas, the quality of materials used and the general approach to dealing with potholes reported by Ward Members. It was agreed that this issue should be considered in more detail by the Highways and Environmental Services Select Committee. Benchmarking should also be undertaken with other West Midlands Councils.

With regard to the review of the Key Performance Indicators, the Chief Executive reported that some of the indicators were required nationally. Appropriate benchmarking could be undertaken with other local authorities subject to differences being acknowledged between individual authorities such as City and Metropolitan Borough Councils. Care needed to be taken not to 'drive' Performance Indicators too hard, which might have a negative effect. Indicators needed to remain realistic and achievable, in the context of resources available, whilst fully recognising the need for the Council to work smarter wherever possible and learn from good practice elsewhere in the country.

Councillor P Lowe supported the need to consider Key Performance Indicators more effectively and to identify significant areas of concern to be considered in detail by the appropriate Select Committee or Cabinet Member. The Chair supported a greater focus on a limited number of key strategic indicators and Councillor E Lawrence suggested that these should be aligned to the relevant Directorates. The Corporate Performance Manager indicated that the corporate performance report could be shared in its entirety and that Members could specify those areas they wished to focus on.

The Chair requested that a report be submitted in future on the issue of Procurement. Councillor S Ali referred to further consideration of the issue of Social Value and the Chief Executive indicated that this was an integral part of the Council's procurement processes.

In the context of regeneration, economy and tourism, Councillor S Ali questioned the current approach to packaging and selling the Borough as a whole. He also referred to the need for Dudley to receive fair funding and reduce areas of wasteful spending. The Chair referred to the importance of properly maintaining the Borough's green spaces. Councillor D Stanley referred to the effective promotion of the Borough's tourist attractions and events, whilst reviewing the continuation of events with poor attendance.

Councillor H Bills referred to Halesowen in Bloom and the benefits of the Halesowen Business Improvement District (BID), which could potentially be extended to other Town Centres. Councillor S Keasey acknowledged the comments, however, expressed the view that the Halesowen BID had been set up in a different financial climate.

Resolved

- (1) That Quarter 4 Corporate Quarterly Performance report, covering the period 1st January to 31st March, 2023, be noted.
 - (2) That the proposals to review and refresh Key Performance Indicators be supported.
 - (3) That further reports be submitted on the specific issues of sickness absence and procurement taking account of the issues raised by the Committee.
 - (4) That the Highways and Environmental Services Select Committee be requested to consider Performance Indicator 2473 (Square metres of highway defect repairs completed) with specific reference to issues raised concerning potholes.
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7 Questions Under Council Procedure Rule 11.8

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

The meeting ended at 8.10pm

CHAIR

Overview and Scrutiny Committee – 19th October, 2023

Report of the Lead for Law and Governance (Monitoring Officer)

Overview and Scrutiny Arrangements 2023/24

Purpose

1. To consider the ongoing development of the Council's Overview and Scrutiny arrangements for 2023/24.

Recommendations

2. That the Committee express views on the development of the Council's Overview and Scrutiny Arrangements, with reference to the specific points set out in paragraphs 10 to 13 below.
3. That revised versions of Article 6 of the Constitution and the associated Overview and Scrutiny Procedure Rules be submitted to the Council as part of the Annual Review of the Constitution.

Background

4. At the Annual Meeting of the Council on 18th May, 2023, approval was given to the establishment of the Overview and Scrutiny Committee, together with the following Select Committees, for the 2023/24 municipal year.
 - Adult Social Care Select Committee
 - Children's Services Select Committee
 - Climate Change Select Committee
 - Corporate and Economic Strategy Select Committee
 - Highways and Environmental Services Select Committee
 - Housing and Safer Communities Select Committee
 - Public Health Select Committee

6. The Lead for Law and Governance (Monitoring Officer) was authorised to take any necessary and consequential actions to implement the proposals and any other decisions that were taken at the Annual Meeting of the Council. This includes the necessary updates to the Council's Constitution.
7. On 12th June, 2023, a report was submitted to this Committee on the Council's Overview and Scrutiny Arrangements for 2023/24. The report ([available on the Internet](#)) set out updates to Article 6 of the Constitution together with the associated Overview and Scrutiny Procedure Rules.
8. Following a discussion at the last meeting, the Overview and Scrutiny Committee resolved that the proposals be deferred pending the submission of a further report.
9. The views of the Committee are now requested on the following issues:
10. **Scrutiny 'Call In'**

At the meeting of this Committee on 12th June, 2023, some Members expressed concerns about the proposed scrutiny 'call in' arrangements. It was proposed that all 'called-in' decisions would be considered by the Overview and Scrutiny Committee rather than the individual Select Committee that had called in the decision. Members questioned the reason for changing the Council's existing approach to determining scrutiny 'call-ins'.

Earlier this year, the Centre for Governance and Scrutiny issued [guidance](#) to local authorities in England concerning Scrutiny "Call Ins". The Guidance states:

"It is worth noting that many authorities do not normally allow those requesting the call-in to also be members of the reviewing overview and scrutiny committee conducting the review, in the same way that the decision-makers are not, on the basis of the natural justice principle that one may not be a judge in one's own cause. This means that, in practice, while requestors may be able to be present and even to participate in debate, they may not be able to vote."

The process for dealing with scrutiny 'call ins' is a matter of local choice. The Committee is invited to consider the following options and make a recommendation to the Council:

Option 1 – All scrutiny 'call ins' to be referred to and determined by the Overview and Scrutiny Committee

This option is in line with the guidance from the Centre for Governance and Scrutiny. Members of the relevant Select Committee would retain the ability to 'call in' a decision, however, the 'call in' would then be determined by the Overview and Scrutiny Committee rather than the individual Select Committee concerned.

The Overview and Scrutiny Committee would have the ability to invite any Members, Officers or subject matter experts to attend and make representations on the matter under consideration.

Option 2 – Scrutiny 'call ins' to be referred to and determined by the appropriate Select Committee.

This option would effectively maintain the status quo that has operated in Dudley previously. However, it would continue the practice that Members who 'call in' the decision would then participate in the review of the decision.

Option 3 – Scrutiny 'call ins' to be referred to and determined by either the Overview and Scrutiny Committee or the relevant Select Committee.

This option would allow for flexibility. It would require the Members who wish to 'call in' a decision to inform the Monitoring Officer at the time of 'call in', whether they consider that the matter should be determined by the Overview and Scrutiny Committee (eg: in the case of an item with significant corporate implications) or the relevant Select Committee (eg: in the case of a decision affecting a specific service area).

11. **Quarterly Corporate Performance Reports**

The terms of reference of the Overview and Scrutiny Committee, as reported to the meeting on 12th June, 2023, provide that this Committee will receive the quarterly corporate performance monitoring reports and refer any issues of concern for consideration by the appropriate Select Committee.

This does not preclude individual performance reports being presented to Select Committees as part of their normal business. It is a matter for the Chair and Vice-Chairs of the Select Committees to determine their agenda items. However, the Overview and Scrutiny Committee will undertake a corporate overview of the performance reports and may, in appropriate circumstances, refer specific matters for detailed consideration by the relevant Select Committee.

12. **Budget Scrutiny**

In view of its 'overarching' scrutiny role, the Overview and Scrutiny Committee has overall responsibility for scrutinising the Council's budget. However, reports on the Council's budget proposals for 2024/25 will still be submitted to individual Select Committees during the January, 2024 cycle of meetings.

Select Committees are scheduled to meet during January, 2024 to ensure that all Select Committees have an opportunity to comment on the budget proposals before the meeting of the Overview and Scrutiny Committee on 25th January, 2024. The budget report will then be submitted to the Cabinet on 8th February and Full Council on 4th March, 2024.

13. **Health Scrutiny**

The Public Health Select Committee was established at the Annual Council meeting in May, 2023. The Public Health Select Committee has a wider remit, not limited to scrutinising the Public Health functions of Dudley MBC. The Committee has a remit to scrutinise functions as they relate to the improvement of local health and associated services, as a contribution to the Council's community leadership role. This includes local National Health Service (NHS) bodies.

To reflect this wider remit, it is proposed to redesignate the Committee as the Health Select Committee.

Finance

14. The Council's scrutiny arrangements for 2023/24 cause an initial pressure on the budget for Members' Allowances and require additional unbudgeted resource for officer support. The Director of Finance and Legal is seeking, in year, to contain this pressure from reserves. However, arrangements for future years will need to be considered as part of the budget process for 2024/25 onwards.

Law

15. Scrutiny and Select Committees are established in accordance with the provisions of the Local Government Act 1972 and the requirements of the Council's Constitution, which was adopted under the Local Government Act 2000, subsequent legislation and associated Regulations and Guidance. The Council's scrutiny arrangements are set out in Article 6 of the Constitution (Overview and Scrutiny) and the associated Procedure Rules are contained within Part 4 of the Constitution.

Risk Management

16. Reports to this Committee and individual Select Committees will include a paragraph to ensure proper consideration of any ongoing material risks as part of the Council's Risk Management Framework.

Equality Impact

17. Provision exists within the Council's governance arrangements for overview and scrutiny to be undertaken of the Council's policies on equality, diversity and inclusion.

Human Resources/Organisational Development

18. The Overview and Scrutiny Committee and Select Committees are primarily administered by the Democratic Services Team with support from Directorates and other Officers as required. Any proposals to develop the Council's overview and scrutiny functions must be set in the context of the resources available and the organisational capacity to support scrutiny work.

Commercial/Procurement

19. Individual items may have commercial or procurement implications, which will be reported to this Committee or the relevant Select Committees.

Environment/Climate Change

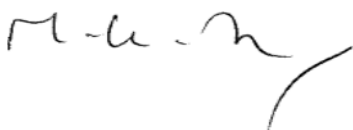
20. Within our governance arrangements, the Council requires that all reports should include an assessment of the impact on the environment. The Council has declared a Climate Emergency and reports on individual proposals should address the impact on the Council's work to address Climate Change and achieve the Net Zero target by 2041. In addition, individual reports should consider how

the proposals support the [United Nations sustainable development goals](#)

21. To reinforce the Council's commitment, the Leader has established a specific Cabinet portfolio for Climate Change. The Council has also established the Climate Change Select Committee for the 2023/24 municipal year.

Council Priorities and Projects

22. Overview and Scrutiny is a key element of the Council's governance arrangements to underpin the delivery of key Council priorities including the Borough Vision, Council Plan and Future Council Programme. Reports to meetings will include details of how proposals impact on key Council priorities.



Mohammed Farooq
Lead for Law and Governance
(Monitoring Officer)

Contact Officers:

Steve Griffiths / Karen Taylor
Telephone: 01384 815238
Email: democratic.services@dudley.gov.uk

List of Background Documents

[Reports to the Annual Meeting of the Council – 18th May, 2023](#)

[Report and Minutes of the Overview and Scrutiny Committee – 12th June, 2023](#)

Article 6 of the [Constitution](#) and Overview and Scrutiny Procedure Rules

[Guidance from the Centre for Governance and Scrutiny](#)

Overview and Scrutiny Committee – 19th October, 2023

Report of the Acting Director of Public Health and Wellbeing

Dudley Economy

Purpose of report

1. To provide an overview of Dudley's economy mid-year 2023.

Recommendation

2. It is recommended that the Overview and Scrutiny Committee review the contents of this report and comment on the use of the information provided as context to future decisions.

Background

3. Following consultation with the Chair, it has been identified that a holistic economic overview of Dudley at the mid-year point would contribute as a useful background for Members of this Committee in undertaking its overview and scrutiny role.
4. The Intelligence Manager will give a presentation on the attached information at the Committee meeting.

Finance

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

Law

6. There are no direct legal implications in receiving this report.

Risk Management

7. There are no material risk implications in receiving this report.

Equality Impact

8. There are no specific considerations with regard equality and diversity in noting and receiving this report. There are no direct proposals arising from this report having a specific impact on children and young people.

Human Resources/Organisational Development

9. There are no human resources/organisational development implications in receiving this report.

Commercial/Procurement

10. There are no direct commercial/procurement implications in receiving this report.

Environment/Climate Change

11. There are no direct environmental/climate change implications in receiving this report.

Council Priorities and Projects

12. This report sets out the current economic climate of Dudley Borough at mid-year point 2023 of which all key Council priorities including the Borough Vision, Council Plan 2022-25 and Future Council Programme are aimed at further improvement.

Mayada Abuaffan
Acting Director of Public Health and Wellbeing



Report Author: Geoff Simpson
Intelligence Manager
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Appendices

- Dudley Economic Overview_v1.0

Dudley Economic Overview – Mid Year 2023

Overview and Scrutiny Committee
19th October 2023



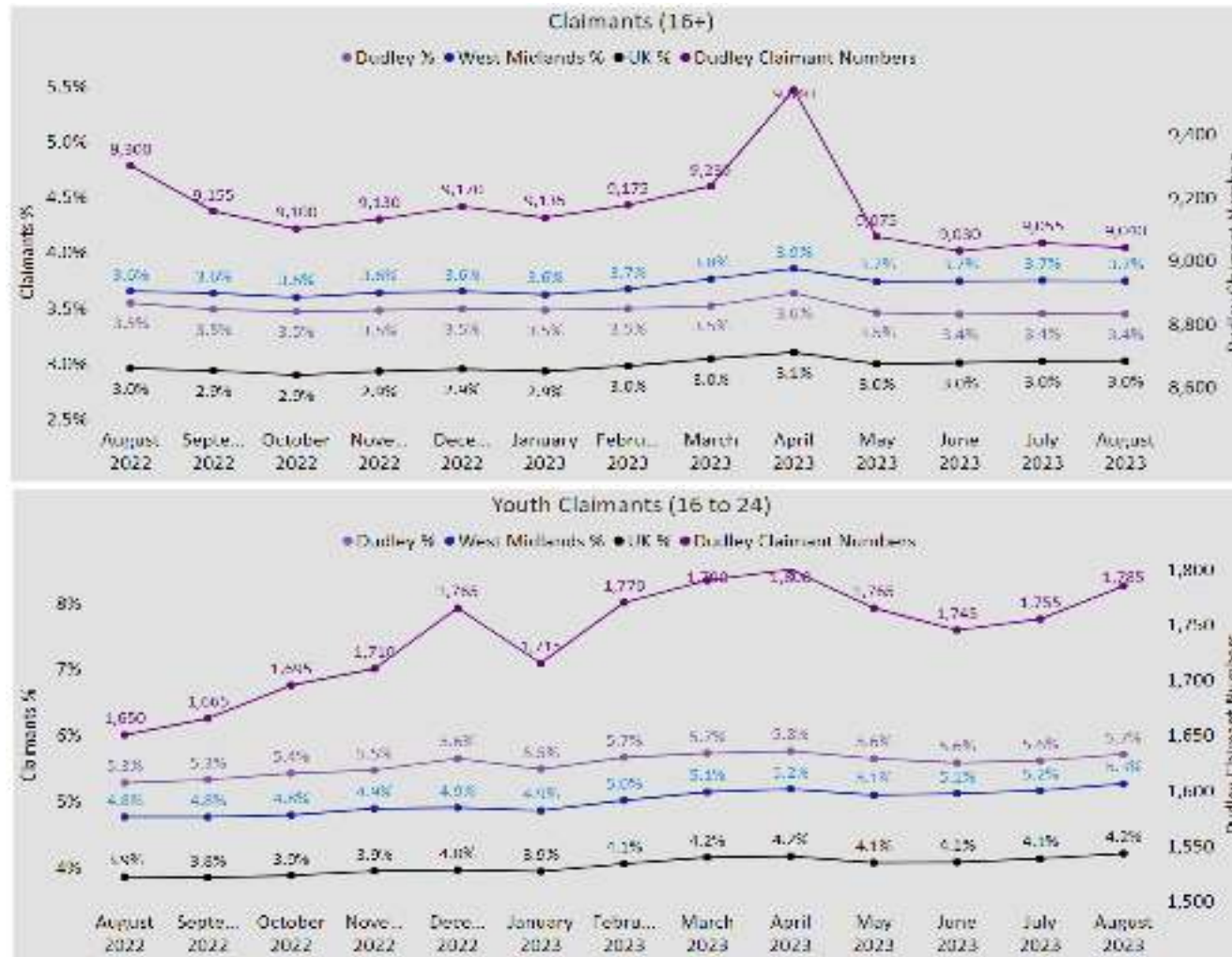
Introduction

- ❑ Set out Dudley's current economic position at the mid-Year point 2023
- ❑ Evidence our localised strengths and areas of focus moving forwards
- ❑ Present any local intelligence on our area and region

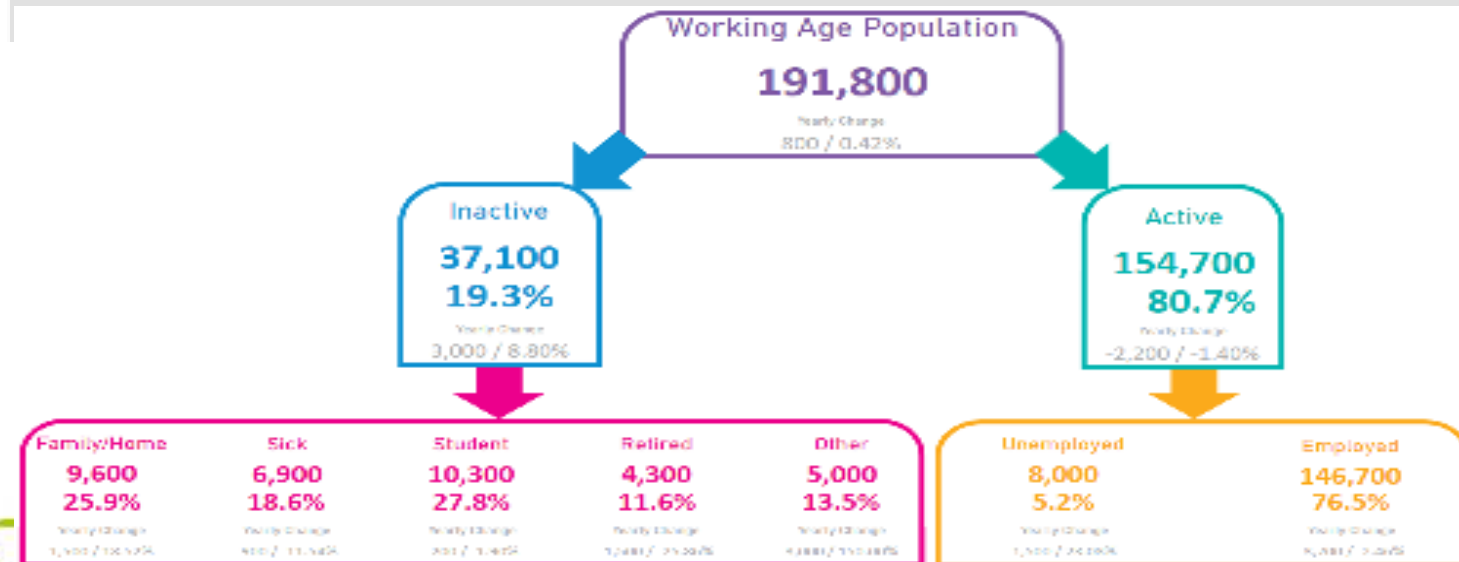
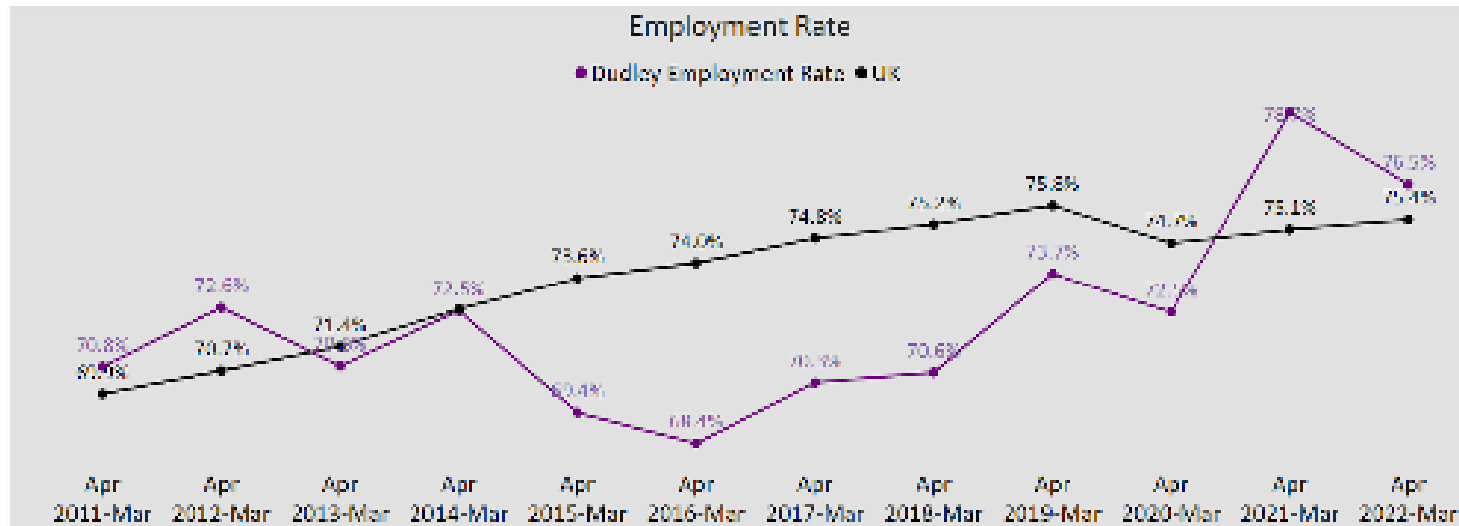
Historical Background

- ❑ Industrial Centre of Manufacturing, Quarrying and Mining
- ❑ Legacy of large industrial sites
- ❑ Large scale housing estates
- ❑ Increase of 0.8pp in the volume of people per football pitch sized piece of land

Current Position - Employment

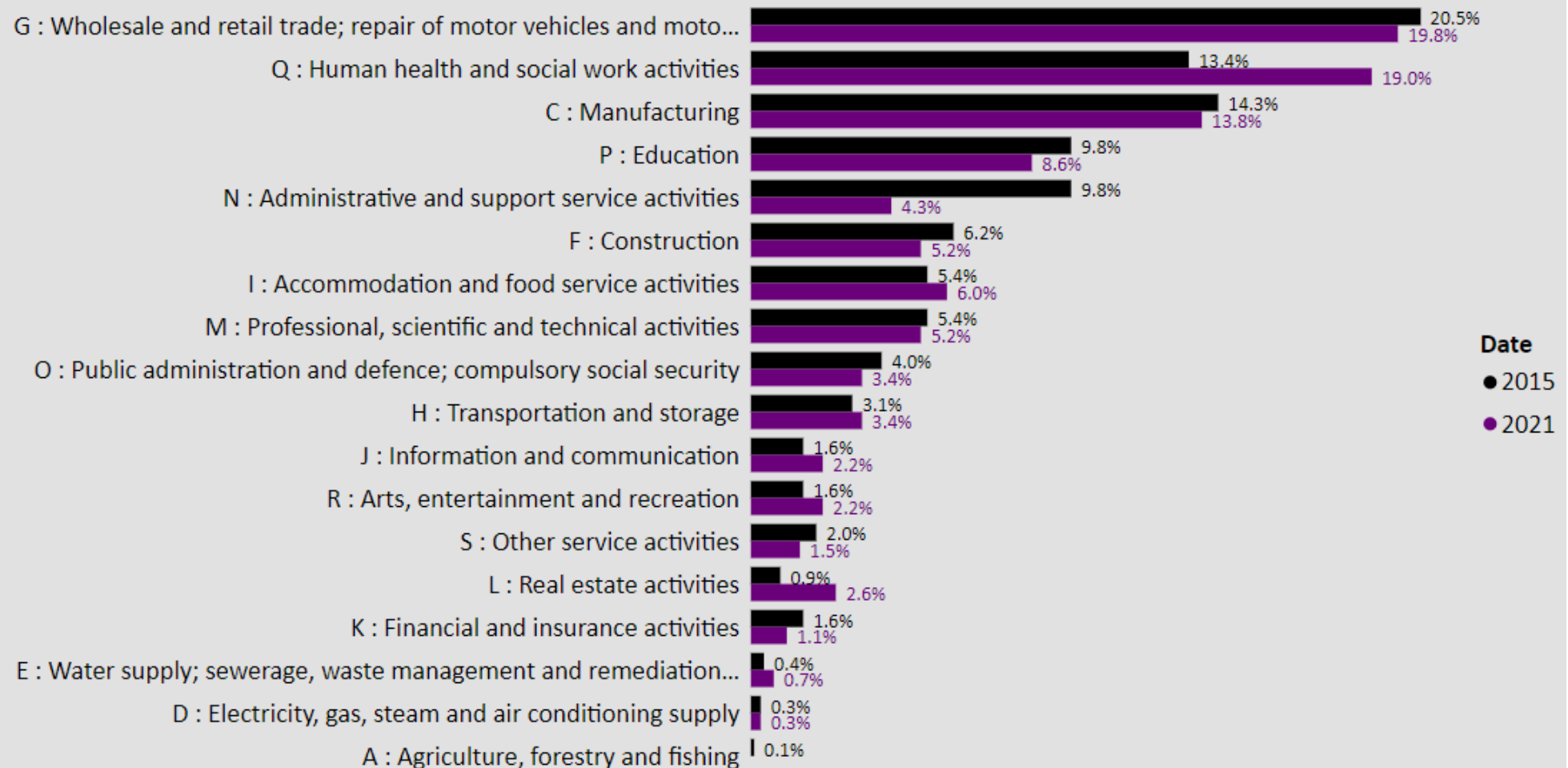


Current Position - Employment



Current Position – Industries

Employment Status by Industry based on Standard Industrial Sections 2015 vs 2021



Current Position – Qualifications

- ❑ A change from NVQ's to RQF's
- ❑ In Dudley 35.1% of the working age population RQF4+ compared to 45.5% UK
- ❑ In Dudley 6.2% of the working age population has no qualifications compared to 7.0% UK

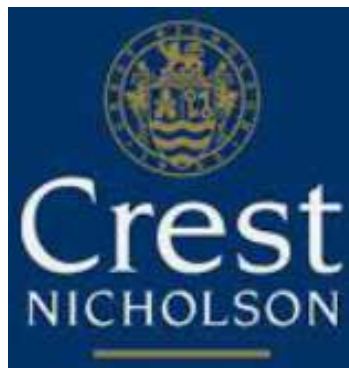
Economic Outlook – The Good

- ❑ Dudley in the “High Investment” cluster
- ❑ Rise in business confidence
- ❑ Startups increased by 4.3%
- ❑ 28% of Companies looking to recruit
- ❑ Firms still aiming for growth in next 6 months
- ❑ Boost for hospitality and professional services

Economic Outlook – The Bad

- ❑ 5 years of lost economic growth expected
- ❑ GDP is 0.5% below pre pandemic levels
- ❑ GDP projected growth barely 0.4% this year
- ❑ Around a 60% risk of recession by 2024
- ❑ Worker spending power compromised
- ❑ UK sustaining high inflation still
- ❑ 5th highest region for administrations
- ❑ Sharp fall in manufacturing output volumes
- ❑ UK retail sales fall for 4 consecutive months

New Economic Shock



New Investments, Deals and Opportunities

- ❑ Hamiltons / Jerroms GCN
- ❑ Hawkins Hatton / Bamboo GRoup
- ❑ Midland Deburr & Finish
- ❑ The Phase Eight / Hobbs
- ❑ Hortons' Estate
- ❑ Pegasus Group
- ❑ Biogas Products
- ❑ 92 Recording Studio
- ❑ Kingswood Mobility Group

Summary

- ❑ National Economy in precarious position
- ❑ Weak Customer demand
- ❑ West Midlands - confidence and growth remain on the agenda
- ❑ Poor long term forecast for national indicators
- ❑ Dudley demonstrates both resilience and adaptability in its economic transformation
- ❑ Local labour market challenging
- ❑ Skills gap remains
- ❑ Decline in traditional retail – rise of e-commerce

Appendix 1

Land Usage

Summary Usage	England	West Midlands	Dudley
Agriculture	63.2%	69.1%	10.1%
Community service	0.7%	0.8%	4.2%
Defence	0.0%	0.0%	0.0%
Forest, open land and water	20.1%	13.0%	9.9%
Industry and commerce	0.4%	0.4%	3.1%
Minerals and landfill	0.1%	0.1%	0.1%
Outdoor recreation	2.1%	2.2%	5.5%
Residential	1.3%	1.3%	8.9%
Residential gardens	4.9%	5.5%	30.3%
Transport and utilities	4.4%	4.4%	14.1%
Undeveloped land	0.9%	1.0%	6.5%
Unknown developed use	1.9%	2.2%	7.2%

Overview and Scrutiny Committee – 19th October 2023

Report of the Chief Executive

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

Purpose

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

Recommendations

2. It is recommended that the Overview & Scrutiny Committee:
 - Note the performance framework that has been embedded and is adhered to across the organisation (section 4).
 - Review Corporate Key Performance indicators agreed by the board in June to be monitored and reported against the Council Plan for 2023-24 and acknowledge the benchmarking exercise taken place (section 4 & 5/Appendices 3)).
 - To review the contents of the Quarter 1 performance report and services summary sheets, any identified performance issues should be raised (Section 6).
 - To note the report is aligned to dashboards aligned to directorates following previous committee feedback (appendices 1).
 - Note Council plan refresh (Section 10).

Background

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

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

- People
- Digital
- Place
- Process
- Financially sustainable

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

4. **Performance Framework**

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

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

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

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

Directorate Service Planning

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

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

They are a vital part of the 'golden thread' which links the council plan and borough vision objectives through to individual annual reviews. They are also a key element of our Corporate Performance Management Framework as they identify the key performance indicators and key initiatives/actions which will allow us to assess our progress against the council plan.

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

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

Benchmarking

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

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

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

5. Corporate Key Performance Indicators and Summary

Overall, there are 54 Corporate KPI's that have been identified for corporate reporting. 45 are quarterly measures, 8 annual and 1 bi-annual. When mapping the measures to the council plan priorities, the breakdown is as follows:

- Dudley the borough of opportunity; **14**
- Dudley the safe and healthy borough: **21**
- Dudley the borough of ambition and enterprise: **4**
- Dudley the destination of choice: **6**
- Future Council: **9**

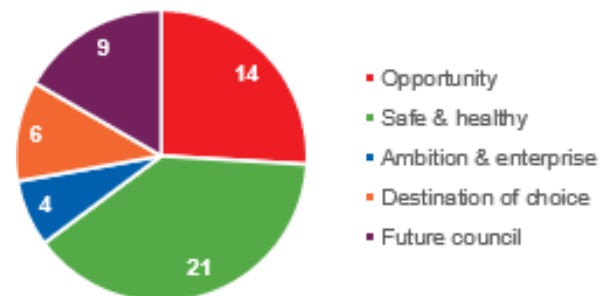
The performance management team have developed a document which clearly maps out the Corporate KPI's via the directorate service plans clearly showing the alignment to our council plan priorities. Please review the corporate measures 2023-24 document for further information (appendix 3).

Overall, there are 54 measures reported for this financial year, the breakdown below shows the frequency of measures reported and the quantity aligned to the Council Plan priorities:

Overview

Corporate KPI's reported in total	54
Quarterly KPI's	45
Annual KPI's	8
Biannual KPI's	1

KPI's by council plan priority



As a comparison to last year, there were 59 Corporate indicators of which 34 have been carried forward into this year, 25 are no longer classed as a corporate KPI (but may still be used at a team level).

We continually review how we monitor and report on performance. In addition to corporate KPI's being reported, we also report against key initiatives/actions aligned to our council plan priorities and the outcomes Dudley aims to achieve for our residents. The table below provides the number of actions by directorate including the number of KPI's for this financial year.

Directorate/service	Action	KPI – Corporate
Adult Social Care	29	11
Children's Services	10	6
Public Health and Wellbeing	25	4
Finance and Legal	23	0
Digital, Customer and Commercial Services	25	5
Regeneration and Enterprise	16	7
Housing and Communities	38	5
Environment	68	11
People and Inclusion	0	5
Total	234	54

6. Q1 Performance Summary

In Quarter 1, of the 45 measures to be reported there are 38 quarterly measures with available data. The data source for 5 measures are currently unavailable and will be reported from Quarter 2 and 3, these are noted within the respective scorecards. A further 2 measures have null data returns and relate to planning applications.

The outturns for the collective 38 measures show, 16 are "On or Exceeding Target", 2 "Met Target", 11 "Below Target", 9 measures have no targets therefore a score is not available. A detailed account of those measures below target are detailed on page 6 of the report.

Performance short-term and long-term trends

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

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

- Improved: **15**
- Consistent: **2**
- Worsening: **11**

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

- PI.2383 % Highway Safety Inspections completed on time

During quarter 1 no highway safety inspections were completed on time. The available data shows that although the actual number of safety inspections undertaken this quarter were twice that of the same quarter for 2022, the majority of these inspections were undertaken on minor roads that in many instances were well overdue.

Although results are disappointing, the data we are currently collecting is invaluable and will assist us greatly in the ongoing work being carried out in relation to the redesign of the Highway Safety Inspection system. Establishing realistic, achievable workloads is the key foundation for the process moving forwards.

A lot of the initial groundwork has been completed, with the review of the road hierarchy now completed. The next (current) stage is underway which involves ensuring that the proposed inspection frequencies tie in with the new hierarchy rating for each road or section of road across the borough.

- PI.1191 V&L05 Average re-let time for Standard Re-Lets

Average re-let times for standard re-lets have shown a decrease from 60.23 days in Q4 2022-23 to 49.26 days in Q1 2023-24. This is below for the same period last year when the figure for Q1 2022-23 was 61.7 days.

The re-let time for standard voids continues to vary between property types and is outlined within the report.

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

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

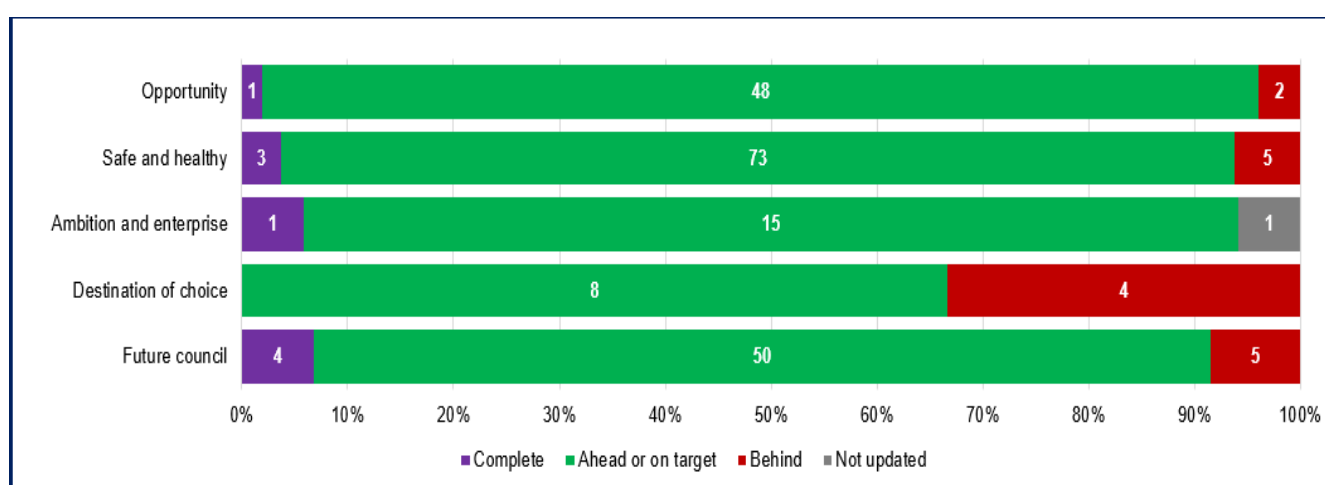
There is a risk that, following on from the Housing Ombudsman change to a 10-day response target, that the Local Government Ombudsman may impose the same. The 20-day target is already a stretch target, so 10 days will add extra pressure to the process and teams. In some complex cases this will be impossible.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

For further information please refer to the main report and the detailed scorecards together with the exception reporting where applicable (appendices 1).

7. Key Initiatives / Actions Monitoring

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

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



8. Key activities / awards and accreditations

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

- **Adult Social Care**

Mental health has now implemented the restructure. A Quality Assurance process has been developed as part of new governance structures to ensure we meet long-term objectives and deliver required outputs. The mental health triage process and allocation process is having a positive impact on ensuring that people's needs are prioritised and supported appropriately.

- **Children's Services**

Completion of leadership programme that had been funded through DfE support monies; impact evaluation through DfE advisor provided positive

evidence and consequently, DfE have agreed to resource (£40k) on further systems leadership programme across partners.

- Digital, Customer and Commercial Services

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

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

- Public Health & Wellbeing

Dudley Council and Citizens’ Advice were awarded Commissioning Programme of the Year at the West Midlands Public Health Awards.

Make it Happen in Wren’s Nest – we ran a place based Make it Happen event in Wren’s Nest in May. This was the first time we have run the event in a neighbourhood, and it proved to be highly successful in bringing together people who live and work in the area and encouraging greater collaboration and sharing of community assets.

9. Directorate Service Delivery

Inclusive to the report Service Summary Sheets provide a detailed account of service delivery. This quarter concentrates on Environment and Housing & Communities directorates. Please refer to Appendices for detailed information on service delivery for quarter 1.

10. Council Plan Refresh

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

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

11. COVID-19 Situation in Dudley

The Corporate Performance Report also provides information on the Covid-19 situation in Dudley. The report provided is the latest data at the time the final Corporate Performance report is circulated to the committee prior to the

scrutiny meeting. For a live account on the Covid-19 situation in Dudley please go to <https://www.dudley.gov.uk/coronavirus/> and navigate to Data Dashboard.

Finance

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

Law

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

Risk Management

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

Equality Impact

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

No proposals have been carried out.

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

Human Resources/Organisational Development

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

Commercial/Procurement

17. There is no direct commercial impact.

Council Priorities

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

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

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

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



Kevin O'Keefe
Chief Executive

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Appendices:

Appendix 1 - Corporate Quarterly Performance Management Report Quarter 1

Appendix 2 - Directorate Service Summaries (Environment / Housing & Community Services)

Appendix 3 - Corporate Measures 2023-25

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

Quarter 1 (1 April to 30 June 2023)

Contents

Click section name to go to that page

Contents.....42

Introduction43

Council plan 2022-2543

2023-24 Q1 summary overview44

2023-24 Q1 summary by council plan priority.....45

Key performance indicators below target46

Adult Social Care overview47

Children’s Services overview51

Public Health & Wellbeing overview..... 56

Finance & Legal Services overview57

Digital, Customer & Commercial Services overview58

Regeneration & Enterprise overview..... 62

Housing & Communities overview64

Environment overview..... 69

People & Inclusion overview74

Further information..... 76

Introduction

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

The main body of the report displays key performance indicators (KPI) and key initiatives/actions identified through our directorate plans reflecting the operational services of the council while maintaining the link to the council plan.

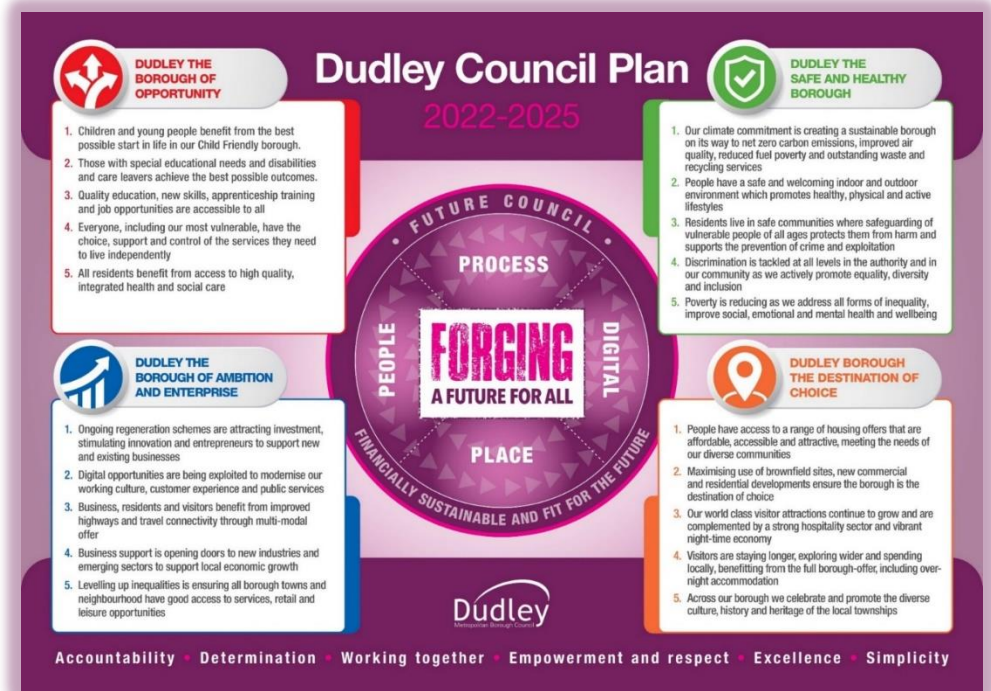
Council plan 2022-25

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

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

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

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



2023-24 Q1 summary overview

This dashboard provides an overview of the number of corporate key performance indicators (KPI) which are monitored and reported via our directorate plans and aligned to our 3-year council plan priorities 2022-25.

2023-24 KPI overview

KPI's by council plan priority

Overview	
Corporate KPI's reported in total	54
<hr style="border-top: 1px dashed black;"/>	
Quarterly KPI's	45
Annual KPI's	8
Biannual KPI's	1



- Opportunity
- Safe & healthy
- Ambition & enterprise
- Destination of choice
- Future council

Q1 key performance indicators

Data as at
18 September 2023

KPI's due to be reported
45

KPI's reported
40
(includes 9 KPI's with no score available as no target is set)

KPI's missing data
5
(KPI's not due to start reporting until Q2 or Q3)

40: KPI's reported

18: Exceeds or on target

2: Target tolerance

11: Below target


9: No target set for KPI

KPI short term trend


Short term trend compares the current quarter with the previous quarter within the year.

Short term trend data will be available from quarter 2.


KPI annual trend
Comparing 2023-24 Q1 to 2022-23 Q1



15
improving



2
consistent

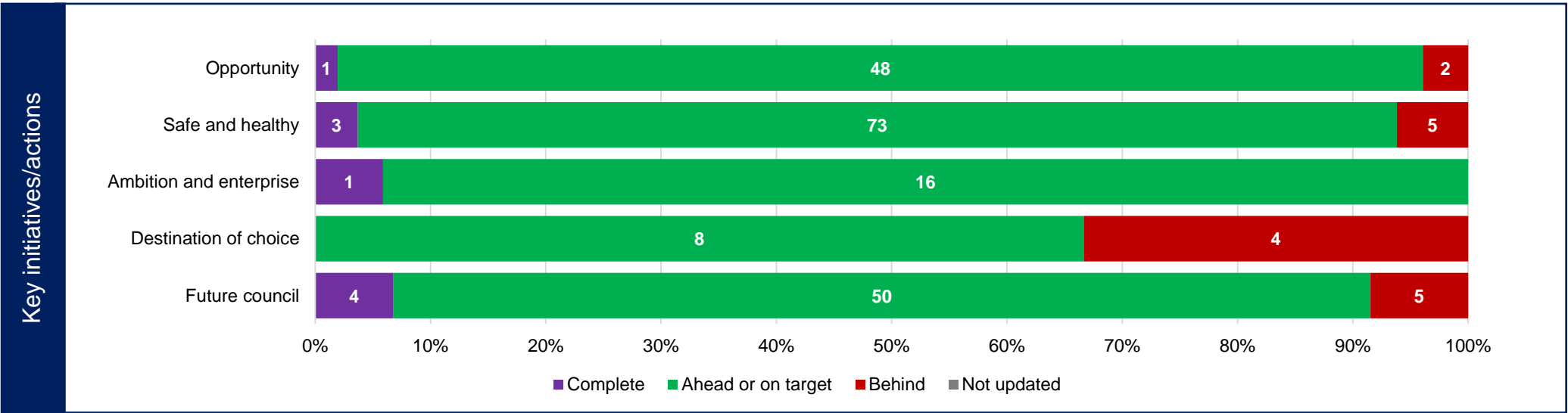
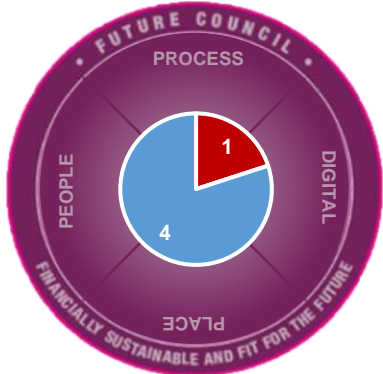
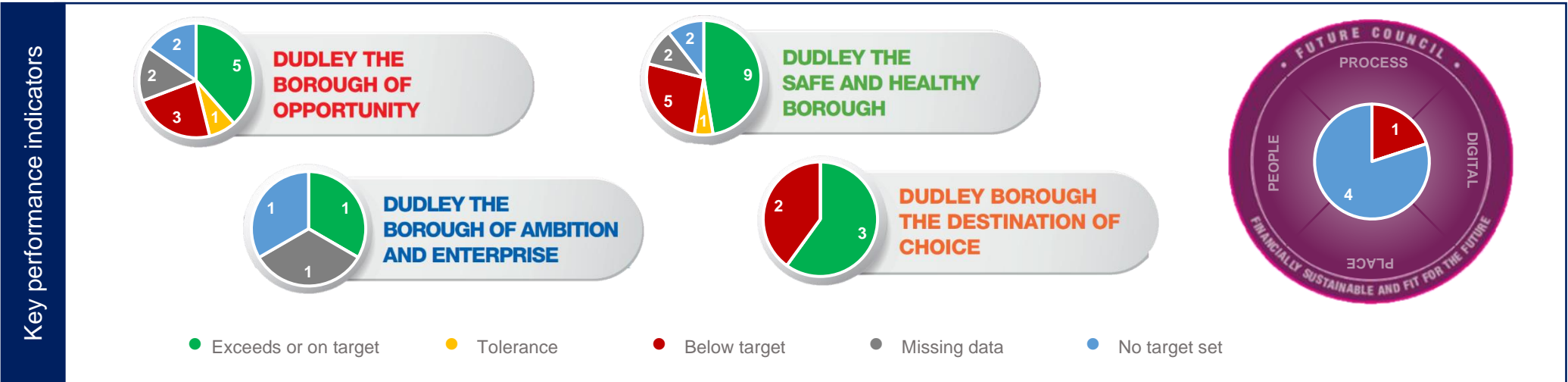


12
worsening

KPI's new for 2023-24 cannot be compared.

2023-24 Q1 summary by council plan priority

This dashboard provides the quarter 1 status of corporate key performance indicators and key initiatives/actions as aligned to the council plan priorities.



Key performance indicators below target

The following table shows the key performance indicators where the score is below target for the reporting quarter. Where a KPI does not have a target set they will not appear in this table regardless of outturn.

Directorate	Performance indicators below target ▲	Q1 2022-23	Q1 2023-24	2023-24 target	Council plan priority
Adult Social Care	PI.2620 Number of people awaiting a Care Act review where the last review or assessment was over 12 months ago	N/A new measure	522	380	Borough of opportunity
	PI.2621 Number of new people aged over 65 into residential care or nursing care	N/A new measure	119	89	Borough of opportunity
Children's Services	PI.120 16 to 18-year old's who are not in education, employment or training (NEET)	2%	3.2%	2.6%	Borough of opportunity
	PI.1447 % of agency social workers (children's)	19.2%	26.6%	14%	Safe & healthy borough
Digital, Commercial & Customer Services	PI.47 % Corporate Complaints given a full response within 20 working days	69%	77%	85%	Borough of ambition & enterprise
Housing & Communities	PI.2027 Satisfaction - way your anti-social behaviour complaint was handled?	63.1%	59.8%	70%	Safe & healthy borough
	PI.1191 V&L05 Average re-let time for Standard Relets	61.7 days	49.26 days	40 days	Destination of choice
	PI.1899 Rent loss: % of potential rent receipts lost (dwellings)	1.92%	2.28%	1.8%	Destination of choice
Environment	PI.2383 % Highway Safety Inspections completed on time	3%	0%	3%	Safe & healthy borough
	PI.1498 % household waste sent for reuse, recycling and composting (NI 192)	36.4% Q4	35.5% Q4	38.5%	Safe & healthy borough
	PI.1499 % municipal waste land filled (NI 193)	1.9% Q4	4.5% Q4	1.7%	Safe & healthy borough

Adult Social Care overview

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

Key performance indicators

KPI's due to be reported
11

KPI's reported
9

KPI's missing data
2
(due to be reported from Q2)

KPI status

Status	Count
Exceeds or on target	4
Below target	2
No target set	2
Tolerance	1
Missing data	2

KPI short term trend

Short term trend compares the current quarter with the previous quarter within the year.

Short term trend data will be available from quarter 2.

KPI annual trend

Comparing 2023-24 Q1 to 2022-23 Q1

1
improving

0
consistent

0
worsening

KPI's new for 2023-24 cannot be compared.

Key initiatives/actions

Key initiatives due to be updated

29

Key initiatives updated

29

Key initiatives not updated

0

Key initiatives status

Status	Count
Ahead or on target	28
Behind	1
Complete	0
Not updated	0

Council plan links

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

Council plan priority	Key initiatives	Corporate KPI's
Dudley the borough of opportunity	25	9
Dudley the safe and healthy borough	0	2
Future council	4	0
Total	29	11

Adult Social Care scorecard

	Performance Indicator	2022-23				2023-24					Benchmarking comparator data
		Qtr. 1 outturn	Qtr. 2 outturn	Qtr. 3 outturn	Qtr. 4 outturn	Qtr. 1 outturn	Target	Score	Short term trend	Annual trend	
Borough of opportunity	PI.2617 Number of new Care Act assessments carried out for people aged over 65	New measure			172	142	147	●	Available Q2	N/A	Local measure, no external benchmarking available
	PI.2132 % of contacts to adult social care with an outcome of information and advice/signposting	9%	23%	25.6%	26.5%	25%	23%	★	Available Q2	↗	Local measure, no external benchmarking available
	PI.2618 Total number of carers assessments completed by Carers Network	New measure			46	60	60	★	Available Q2	N/A	Local measure, no external benchmarking available
	PI.2620 Number of people awaiting a Care Act review where the last review or assessment was over 12 months ago	New measure			419	522	380	▲	Available Q2	N/A	Local measure, no external benchmarking available
	PI.2621 Number of new people aged over 65 into residential care or nursing care	New measure			80	119	89	▲	Available Q2	N/A	Local measure, no external benchmarking available
	PI.2622 Number of new people aged over 65 receiving a long-term care package (home care) in the community	New measure			219	269	214	★	Available Q2	N/A	Local measure, no external benchmarking available
	PI.2623 Number of people awaiting an OT assessment (18+)	New measure			819	659	700	★	Available Q2	N/A	Local measure, no external benchmarking available
	PI.2628 % of Adult Social Care Providers with a CQC rating of Inadequate	New measure			0%	0%	See note*		Available Q2	N/A	1% nationally (inadequate)
	PI.2625 % of Adult Social Care Providers with a CQC rating of Good or Outstanding	New measure			70%	72%	See note*		Available Q2	N/A	53% nationally (good) 3% nationally (outstanding)

* Measures for information only to illustrate Dudley's market position vs region and national (comparator information is published in the Service Summary Sheet)

There is a time lag for the following KPI's due to the nature of their collection and validation. Therefore they will be reported three months in arrears i.e., Quarter 1 data presented in Quarter 2.

	Performance Indicator	2022-23				2023-24					Benchmarking comparator data
		Qtr. 1 outturn	Qtr. 2 outturn	Qtr. 3 outturn	Qtr. 4 outturn	Qtr. 1 outturn	Target	Score	Short term trend	Annual trend	
Safe & healthy	PI.2626 % of S42 individuals with outcomes expressed, fully achieving their outcomes	New measure				Available Q2				N/A	Region 62.4%, England 65.8% (2021/22)
	PI.2627 % of S42 individuals with outcomes expressed, fully and partially achieving their outcomes	New measure				Available Q2				N/A	Region 93.6%, England 94.7% (2021/22)

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

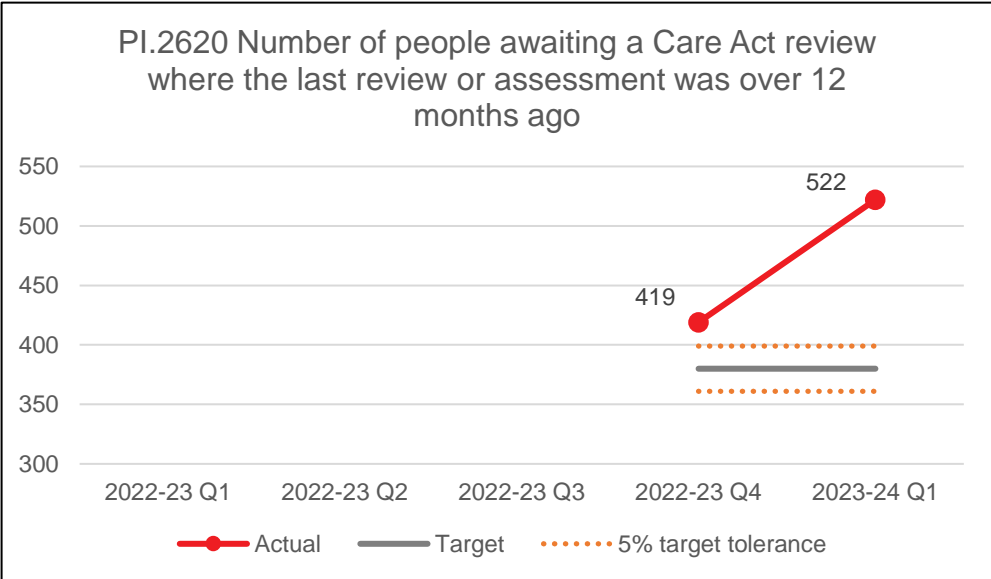
Adult Social Care exception commentary

PI.2620 Number of people awaiting a Care Act review where the last review or assessment was over 12 months ago

PI	2022-23				2023-24			
	Q1	Q2	Q3	Q4	Quarter 1			
				Outturn	Target	S	T	
PI.2620	New measure			419	522	380	▲	-

Performance: what is the data telling us?

Plan has been agreed subject to legal checks to increase the capacity of the service to complete reviews and enable more choice in how peoples support plans are reviewed. This will be implemented from September. There will be a rise in numbers caused by ongoing work around LAS trays and ensuring work is being placed in the correct trays.



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

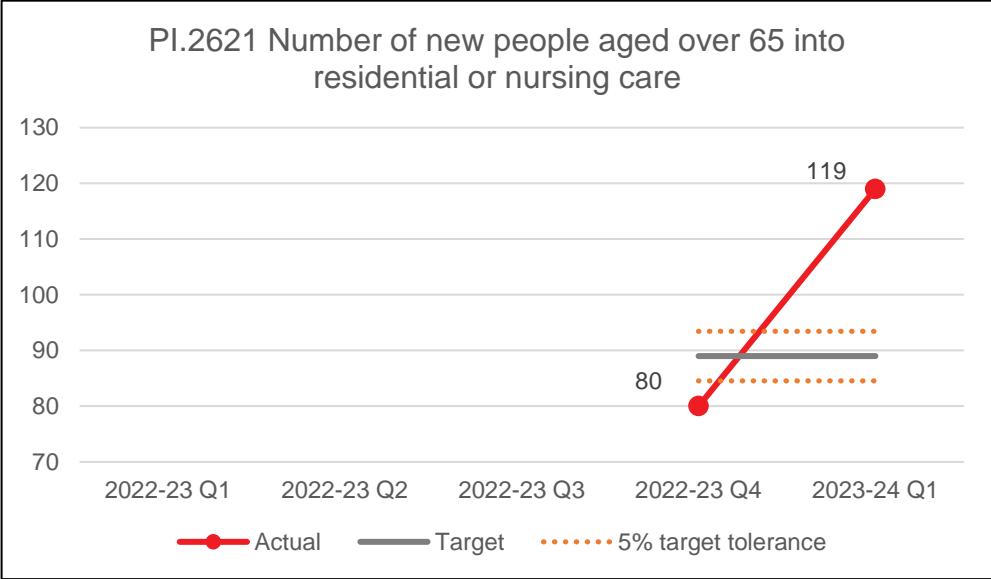
Impact: what are the issues/risks for service delivery?

PI.2621 Number of new people aged over 65 into residential care or nursing care

PI	2022-23				2023-24			
	Q1	Q2	Q3	Q4	Quarter 1			
					Outturn	Target	S	T
PI.2621	New measure			80	119	89	▲	-

Performance: what is the data telling us?

Current level of activity is causing a greater number of people entering residential and nursing care placements than what is targeted for.



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

There is a commitment to reduce the number of Pathway 3 placements currently available within the system to prevent people being discharged into placements inappropriately. A new supported discharge pathway is being implemented to allow more people to be discharge back home into the community which will reduce the number of people transferring straight from hospital to 24hr care.

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

Currently people are waiting longer in assessment placements awaiting their long term needs to be identified. There has been an increased demand for Pathway 3 discharge beds from hospital due to the pressures within the acute hospitals.

Children's Services overview

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

Key performance indicators

KPI status

KPI's due to be reported	5
KPI's reported	5
KPI's missing data	0

■ Exceeds or on target ■ Tolerance
■ Below target ■ Missing data

KPI short term trend

Short term trend compares the current quarter with the previous quarter within the year.

Short term trend data will be available from quarter 2.

KPI annual trend

Comparing 2023-24 Q1 to 2022-23 Q1

2
improving

1
consistent

2
worsening

KPI's new for 2023-24 cannot be compared.

Key initiatives/actions

Key initiatives due to be updated	10
Key initiatives updated	10
Key initiatives not updated	0

Key initiatives status

■ Complete ■ Ahead or on target ■ Behind ■ Not updated

Council plan links

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

Council plan priority	Key initiatives	Corporate KPI's
Dudley the borough of opportunity	6	2
Dudley the safe and healthy borough	4	4
Total	10	6

Children's Services scorecard

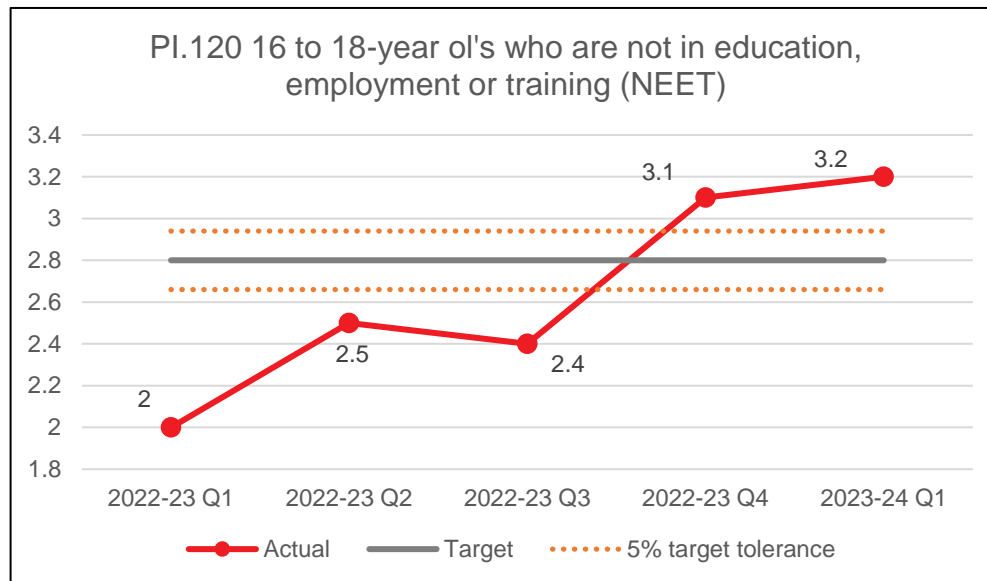
	Performance Indicator	2022-23				2023-24					Benchmarking comparator data
		Qtr. 1 outturn	Qtr. 2 outturn	Qtr. 3 outturn	Qtr. 4 outturn	Qtr. 1 outturn	Target	Score	Short term trend	Annual trend	
Borough of opportunity	PI.120 16- to 18-year-olds who are not in education, employment or training (NEET)	2%	2.5%	2.4%	3.1%	3.2%	2.8%	▲	Available Q2	▾	2.2% West Midlands regional data
Safe & healthy	PI.1447 % of agency social workers (children's)	19.2%	16.1%	8.7%	12.3%	26.6%	15%	▲	Available Q2	▾	17.6% Top Quartile LAIT Annual Figure
	PI.432 Number of children looked after per 10,000 of the population	85.2	88.9	88.8	86.2	84.2	83	●	Available Q2	➡	70 Top Quartile LAIT Annual Figure
	PI.433 Number of children subject to child protection plan per 10,000 of the child population	38.2	37.5	39.5	36.8	28.3	43	★	Available Q2	↗	42.1 Top Quartile LAIT Annual Figure
	PI.2250 % of closed Early Help Cases that were not open to Level 4 Services less than 6 months after closure	92.6%	92.3%	92.5%	94.2%	94.9%	90%	★	Available Q2	↗	Local measure, no external benchmarking available.

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

Children’s Services exception commentary

PI.120 16- to 18-year olds who are not in education, employment or training (NEET)

PI	2022-23				2023-24			
	Q1	Q2	Q3	Q4	Quarter 1			
					Outturn	Target	S	T
PI.120	2	2.5	2.4	3.1	3.2%	2.8%	▲	-



Performance: what is the data telling us?

The percentage of 16- to 18-year-olds not in education, employment or training has increased during the quarter with more young people currently seeking EET as a result of a continuing concerted effort by Dudley MBC’s Connexions team to focus on young people with a ‘not known’ status, effectively where the LA is not clear about their Education, Employment and Training status (leading to a known status). This effort has provided a sophisticated and accurate analysis of the 16- to 18-year-old cohort and in tandem, has increased the NEET rate from 3.1% to 3.2%, which enables Connexions staff to engage with those who are NEET and support changed outcomes for these young people.

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

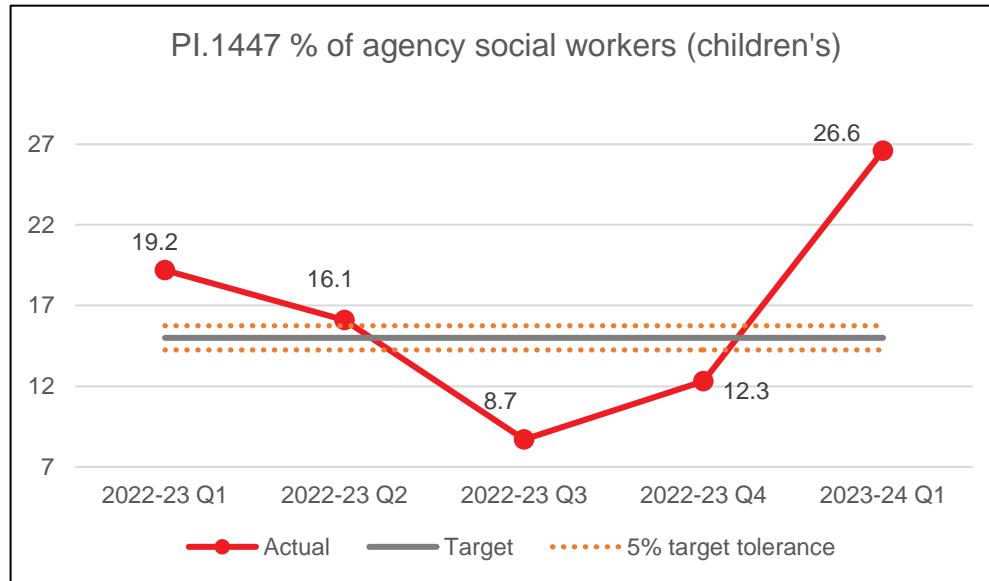
The data naturally fluctuates termly throughout the academic year in relation to NEET but this increase has necessitated an action plan detailed in the assurance section for PI.120. The downturn in performance is linked to the concerted effort in securing the employment, education and training status for 16- to 18-year-olds. This better analysis has enabled to local authority to understand outcomes for vulnerable groups including the team’s focus on young people affected by SEND, young people who are looked after and those supported via the youth justice service; and respond to them in a more targeted way. Q1 has seen the formal move of Connexions Service to Education Outcomes with the Head of Education outcomes being the data owner from 10 July 2023, the Phase 1 redesign go live date.

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

An action plan has been developed by the council’s Connexions team to address the upturn in NEET rates and focusses on areas such as addressing inconsistent engagement of young people with a NEET status, improved referrals to Connexions for support, sharing the responsibility for NEET across the numerous stakeholders that have a responsibility for post 16 education, employment and training and improving the limited vocational training for young people. The plan goes on to address the important role of the voice of young people in this work and how this must be improved and supporting the transition arrangements to other courses or EET destinations where first course attempts prove to be unsuccessful.

PI.1447 % of agency social workers (children's)

PI	2022-23				2023-24			
	Q1	Q2	Q3	Q4	Quarter 1			
	Outturn	Target	S	T	Outturn	Target	S	T
PI.1447	19.2	16.1	8.7	12.3	26.6%	14%	▲	-



Performance: what is the data telling us?

The definition for this indicator has changed for quarter 1 2023-24 to only report on Social Worker agency placements in Social Care. All other areas (e.g. family solutions/IRO etc) have been removed from the cohort and therefore the overall percentage rate has increased.

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

The continued use of agency social workers in Social Care does impact on children and there is an increased likelihood of a change of worker. There is still a challenge to fill Social Worker vacancies but there is a clear commitment to ensure the correct people are in post and not to 'just appoint'.

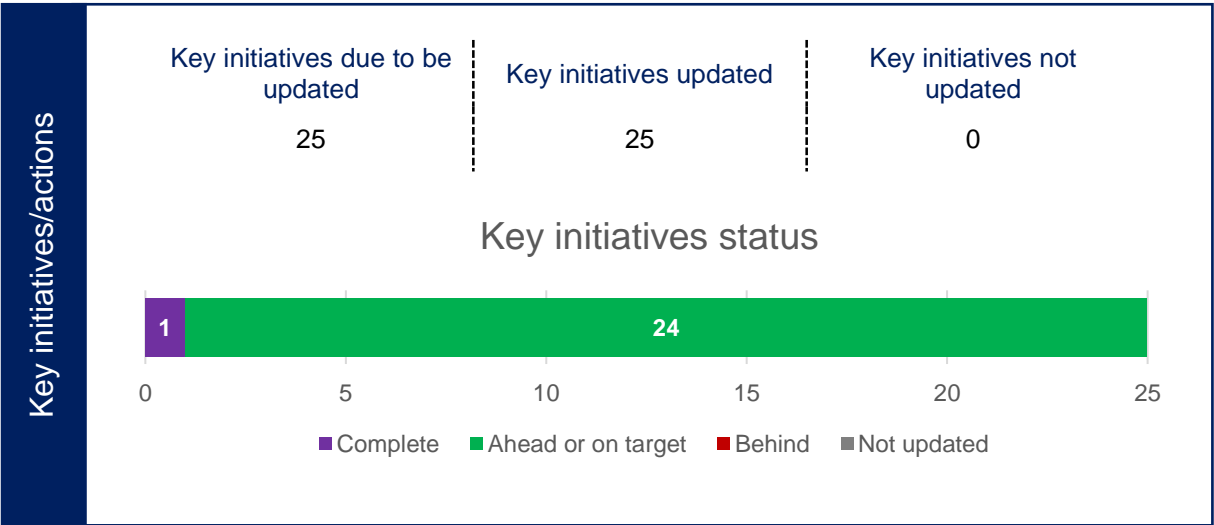
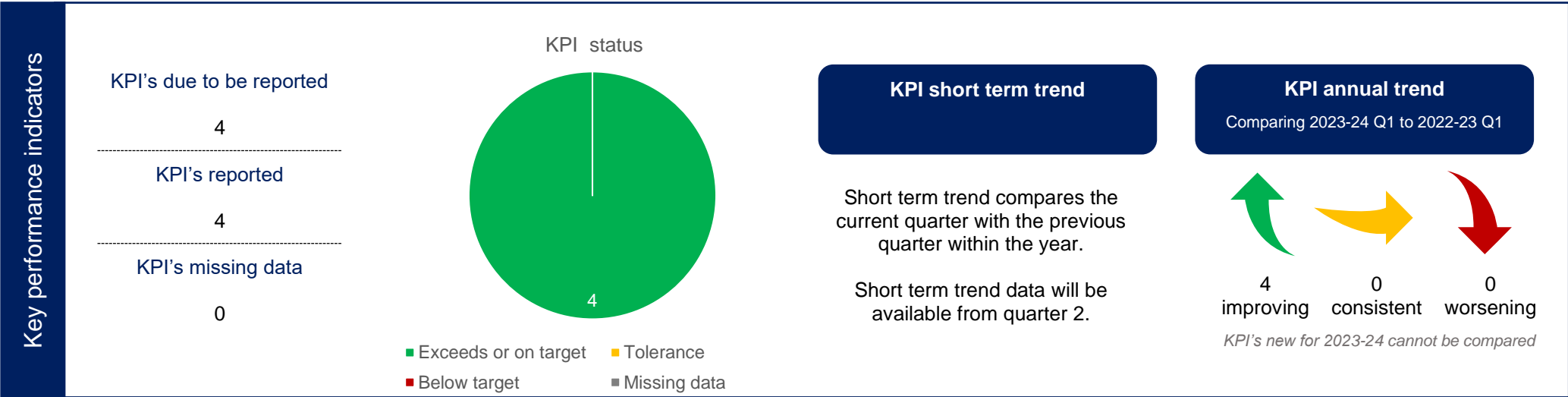
Assurance: evidence that actions are in place and having an impact

There has been a deployment of Market Forces Supplement across hard to recruit Social Worker roles and this has seen an increase in recruitment. We have expanded our routes into social work, and for the second year have maintained a commitment to a greater cohort of ASYE staff (first year in social work) supported with a robust programme.

We have seen a reduction in the number of posts without a social worker (reduction from 24.2% in January 2023 to 12.6% in June 2023).

Public Health & Wellbeing overview

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



Council plan links

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

Council plan priority	Key initiatives	Corporate KPI's
Dudley the borough of opportunity	10	0
Dudley the safe and healthy borough	9	4
Future council	6	0
Total	25	4

Public Health & Wellbeing scorecard

	Performance Indicator	2022-23				2023-24					Benchmarking comparator data
		Qtr. 1 outturn	Qtr. 2 outturn	Qtr. 3 outturn	Qtr. 4 outturn	Qtr. 1 outturn	Target	Score	Short term trend	Annual trend	
Safe & healthy	PI.1441 Air Quality completed in actions in accordance with the timetable in the approved Air Quality Action Plan	97.7%	98.9%	98.3%	99.4%	100%	75%	★	Available Q2	↗	Local measure, no external benchmarking available
	PI.2257 Value of savings made by prevention (intervention) to the people of Dudley (Scams Team)	£135k	£6k	£633k	£241k	£171k	£150k	★	Available Q2	↗	Local measure, no external benchmarking available
	PI.2074 Proportion of premises in the borough that are broadly compliant with food hygiene law (star rating of 3 or more)	89.5%	92.9%	92.6%	91.5%	92.58%	90%	★	Available Q2	↗	
	PI.2260 Smoking at time of delivery Dudley Residents	11.5%	8.4%	9.3%	10.9%	7.9%	9.5%	★	Available Q2	↗	

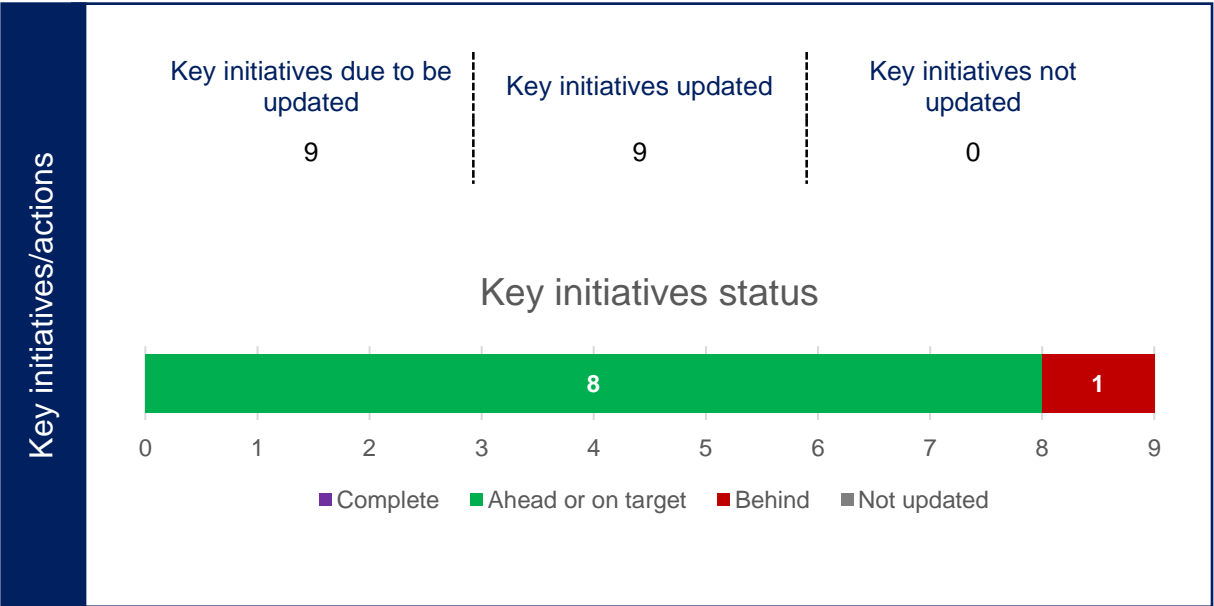
Short term trend compares current quarter with previous quarter within the same year. Annual trend compares the same quarter between years.

Finance & Legal Services overview

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

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

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



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

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

Digital, Customer & Commercial Services overview

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

Key performance indicators

KPI status

KPI's due to be reported	3
KPI's reported	3
KPI's missing data	0

■ Exceeds or on target ■ Below target
■ No target set ■ Missing data

KPI short term trend

Short term trend compares the current quarter with the previous quarter within the year.

Short term trend data will be available from quarter 2.

KPI annual trend
 Comparing 2023-24 Q1 to 2022-23 Q1

↑
 2
 improving

→
 0
 consistent

↓
 0
 worsening

KPI's new for 2023-24 cannot be compared.

Key initiatives/actions

Key initiatives due to be updated	25
Key initiatives updated	25
Key initiatives not updated	0

Key initiatives status

■ Complete ■ Ahead or on target ■ Behind ■ Not updated

Council plan links

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

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

Digital, Customer & Commercial Services scorecard

	Performance Indicator	2022-23				2023-24					Benchmarking comparator data
		Qtr. 1 outturn	Qtr. 2 outturn	Qtr. 3 outturn	Qtr. 4 outturn	Qtr. 1 outturn	Target	Score	Short term trend	Annual trend	
Ambition & enterprise	PI.2266 Percentage of applicable contracts awarded that include Social Value outcomes	81.6%	80%	81.25%	58.33%	92%	85%	★	Available Q2	↗	Local measure, benchmark against previous years
Future council	PI.47 % Corporate Complaints given a full response within 20 working days	69%	69%	69%	71%	77%	85%	▲	Available Q2	↗	Local measure, benchmark against previous years
	PI.2578 % of corporate Complaints Upheld / Justified	New measure				25%	See note*		Available Q2	N/A	New measure, no benchmarking available

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

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

Digital, Customer & Commercial Services exception commentary

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

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



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

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

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

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

Performance: what is the data telling us?

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

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

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

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

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

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

Regeneration & Enterprise overview

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

Key performance indicators

KPI status

KPI's due to be reported

6

KPI's reported

3

KPI's missing data

3

(1 due to be reported from Q2, 2 due to be reported from Q3)

■ Exceeds or on target ■ Tolerance
■ Below target ■ Missing data

KPI short term trend

Short term trend compares the current quarter with the previous quarter within the year.

Short term trend data will be available from quarter 2.

KPI annual trend
Comparing 2023-24 Q1 to 2022-23 Q1

0
improving

0
consistent

1
worsening

KPI's new for 2023-24 cannot be compared

Key initiatives/actions

Key initiatives due to be updated

16

Key initiatives updated

16

Key initiatives not updated

0

Key initiatives status

■ Complete ■ Ahead or on target ■ Behind ■ Not updated

Council plan links

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

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

Regeneration & Enterprise scorecard

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

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

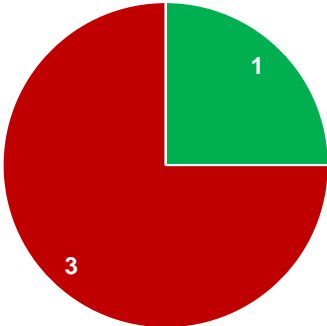
Housing & Communities overview

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

Key performance indicators

KPI status

KPI's due to be reported	4
KPI's reported	4
KPI's missing data	0



■ Exceeds or on target ■ Tolerance
■ Below target ■ Missing data


KPI short term trend


Short term trend compares the current quarter with the previous quarter within the year.


Short term trend data will be available from quarter 2.

KPI annual trend

Comparing 2023-24 Q1 to 2022-23 Q1


 1
improving


 0
consistent



 3
worsening

KPI's new for 2023-24 cannot be compared.

Key initiatives/actions

Key initiatives status

Key initiatives due to be updated	38
Key initiatives updated	38
Key initiatives not updated	0



■ Complete ■ Ahead and on target ■ Behind ■ Not updated

Council plan links

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

Council plan priority	Key initiatives	Corporate KPI's
Dudley the borough of opportunity	4	0
Dudley the safe and healthy borough	11	1
Dudley the borough of ambition and enterprise	3	0
Dudley borough the destination of choice	6	4
Future council	14	0
Total	38	5

Housing & Communities scorecard

	Performance Indicator	2022-23				2023-24					Benchmarking comparator data
		Qtr. 1 outturn	Qtr. 2 outturn	Qtr. 3 outturn	Qtr. 4 outturn	Qtr. 1 outturn	Target	Score	Short term trend	Annual trend	
Safe & healthy	PI.2027 Satisfaction - way your anti-social behaviour complaint was handled?	63.1%	65.9%	64.2%	68.1%	59.8%	70%	▲	Available Q2	↘	60.7% (HouseMark Median 2021/22)
Destination of choice	PI.913 RP01 Proportion of homes that do not meet the Decent Homes Standard	0.41%	0.46%	0.97%	0.58%	8.04%	20%	★	Available Q2	↘	
	PI.1191 V&L05 Average re-let time for Standard Re-lets.	61.7 days	65.91 days	66 days	60.23 days	49.26 days	40 days	▲	Available Q2	↗	36 days (HouseMark Median 2021/22)
	PI.1899 Rent loss- % of potential rent receipts lost (Dwellings) Non-Acct PI	1.92%	1.95%	1.94%	1.97%	2.28%	1.8%	▲	Available Q2	↘	1.42% (HouseMark Median 2021/22)

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

* New measure. Targets will be set once a baseline is established.

Housing & Communities exception commentary

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

PI	2022-23				2023-24			
	Q1	Q2	Q3	Q4	Quarter 1			
	Outturn	Target	S	T	Outturn	Target	S	T
PI.2027	63.1	65.9	64.2	68.1	59.8%	70%	▲	-

Performance: what is the data telling us?

The data tells us that satisfaction with the service is decreasing. Upon reflecting on comments made by service users it indicates a theme around contact and time taken to resolve matters.

This result represents all residents and shows 52 residents were satisfied out of 87 who responded to this question.



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

The structure and operating model of the team is currently being reviewed and changes have been/will be made.

Work is underway to further interrogate the survey data to identify the extent of any correlation between outcome and satisfaction, and to review the associated cases to get a better understanding of whether there are operational issues that must be addressed or whether customer perception relies entirely upon achieving the desired result.

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

The decrease in satisfaction infers a shortcoming, which if left unaddressed could lead to reputational damage and/or increased risks to service users/tenants.

Poor feedback can have an impact on staff morale, leading to staff loss and the inability to deliver services.

PI.1191 V&L05 Average re-let time for Standard Re-Lets

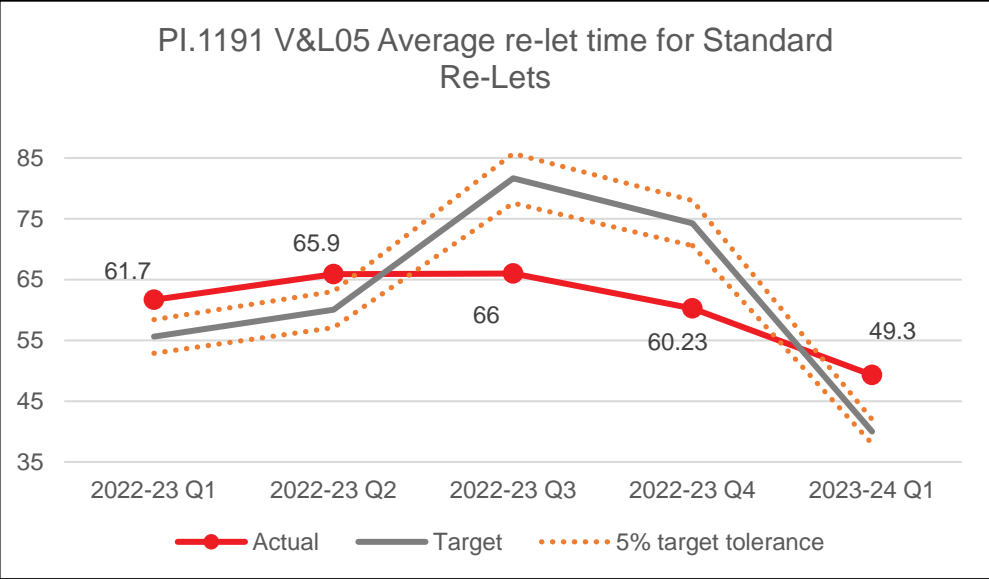
PI	2022-23				2023-24			
	Q1	Q2	Q3	Q4	Quarter 1			
					Outturn	Target	S	T
PI.1191	61.7	65.9	66.0	60.2	49.26 days	40 days	▲	-

Performance: what is the data telling us?

Average re-let times for standard re-lets have shown a decrease from 60.23 days in Q4 2022/2023 to 49.26 days in Q1 2023/2024. This is below the same period last year when the figure for Q1 2022/2023 was 61.7 days.

The re-let time for standard voids continues to vary between property types.

- Performance for houses shows no significant change with a minimal increase to 31 days.
- For bungalows there has been an increase from 36.65 to 51.85 days.
- For maisonettes there has been an increase from 49.22 to 59.13 days.
- For all flats excluding sheltered there has been a decrease from 53.85 to 41.89 days.
- Bedsits excluding sheltered have shown a decrease from 43.24 to 28.33 days.



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

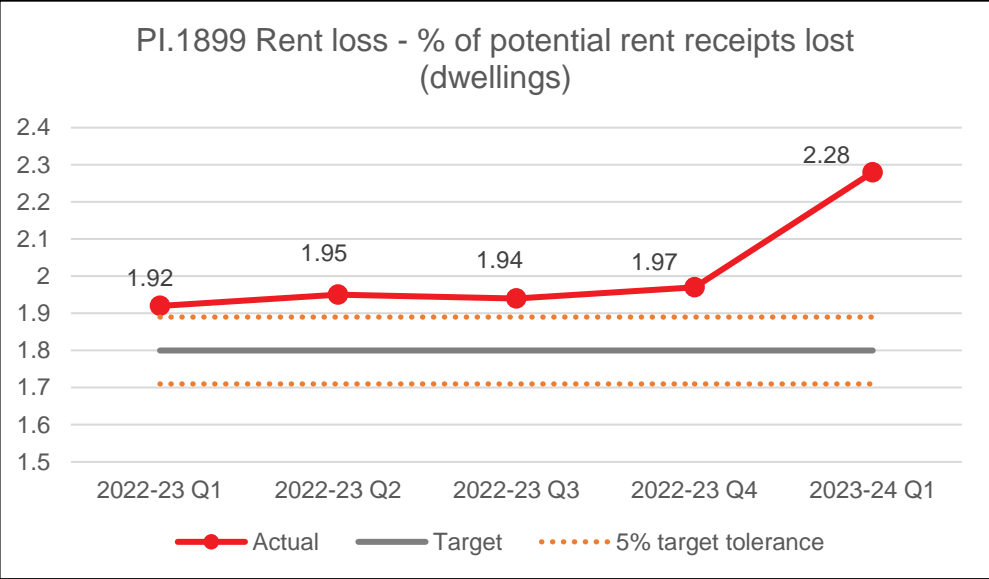
All teams involved in the void process continue to review and refine procedures working together to minimise rent loss and void turnaround times.

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

Loss of revenue. Impact on reputation.

PI.1899 Rent loss - % of potential receipts lost (dwellings)

PI	2022-23				2023-24			
	Q1	Q2	Q3	Q4	Quarter 1			
					Outturn	Target	S	T
PI.1899	1.92	1.95	1.94	1.97	2.28%	1.8%	▲	-



Performance: what is the data telling us?

The total cumulative rent loss in Q1 equates to £558,598.31.

The cumulative rent loss due to voids shows an increase from 1.97% in Q4 2022/23. This is an increase from 1.92 for the same period last year.

£119,219.62 is directly attributable to void loss where we are carrying out improvement programmes in our sheltered stock or decanting people to facilitate them. (85 properties)

£19,243.43 is attributable to properties being used for decant or held for future decant (not as part of the sheltered improvement programme) (19 properties)

£108,580.04 is attributable to 95 properties awaiting an investment decision.

Therefore a total of £247,043.09 of rent loss in Q1 (44% of rent loss) is attributable to 199 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.

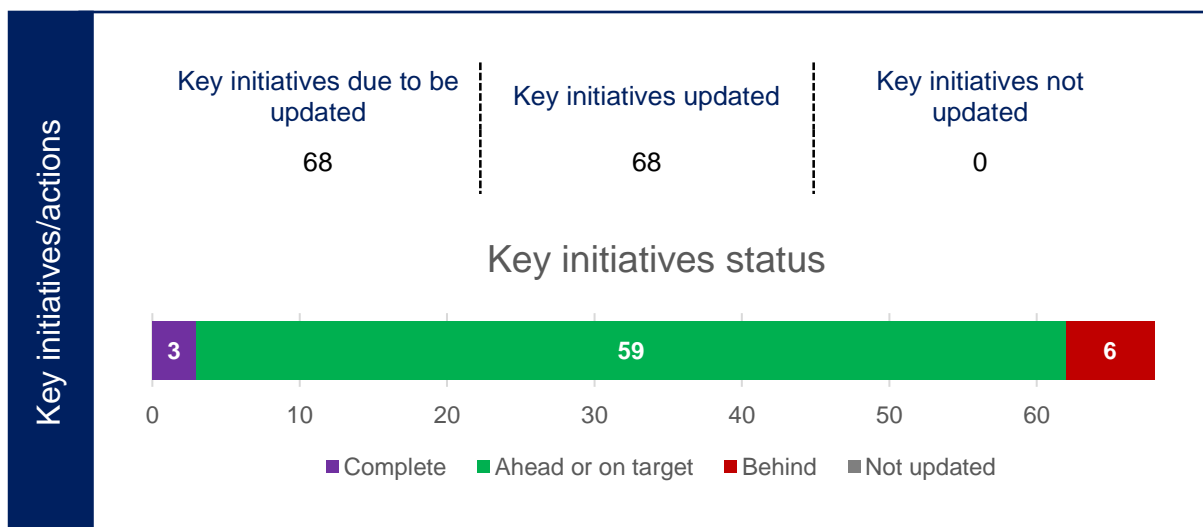
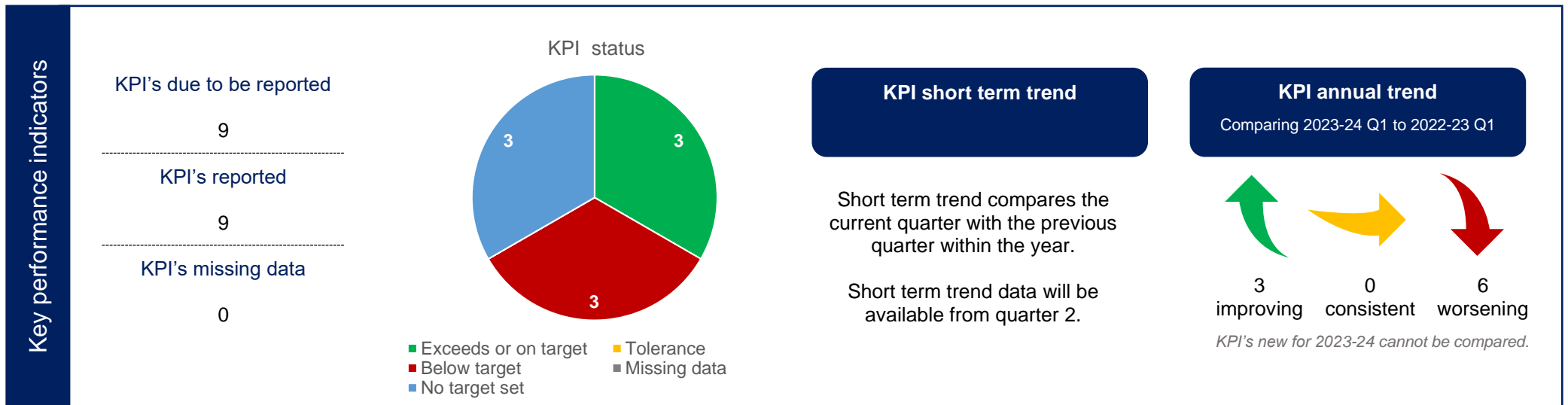
We also recognise that routine voids therefore account for over 56% of rent loss, this is a decrease from 70% in Q4 2022/23. There is a significant opportunity to increase our income by improving processes and performance.

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

The end-to-end voids review continues and has started to have a positive impact on void turnaround times which will, in turn, impact positively on void rent loss in the future. With the current focus within the service on stock condition we may see an impact on void loss in the short term as additional checks are undertaken at void stage. A further review of voids requiring an investment decision is currently underway and recommendations for each of these properties will be made during Q2.

Environment overview

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



Council plan links

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

Council plan priority	Key initiatives	Corporate KPI's
Dudley the safe and healthy borough	54	10
Dudley the borough of ambition and enterprise	5	1
Dudley borough the destination of choice	3	0
Future council	6	0
Total	68	11

Environment scorecards

	Performance Indicator	2022-23				2023-24					Benchmarking comparator data
		Qtr. 1 outturn	Qtr. 2 outturn	Qtr. 3 outturn	Qtr. 4 outturn	Qtr. 1 outturn	Target	Score	Short term trend	Annual trend	
Safe & healthy	PI.2383 % Highway Safety Inspections completed on time	3%	0.32%	7%	1.74%	0%	3%	▲	Available Q2	↘	Local measure, APSE data being investigated
	PI.2390 % of gullies cleansed as per annual programme	10.4%	28.53%	29%	31.02%	28%	25%	★	Available Q2	↗	No direct comparison, APSE data relating to cost per gully available
	PI.2471 % of trees with a valid tree inspection	12.07%	14.63%	16.24%	16.82%	16.17%	16%	★	Available Q2	↗	Local measure, benchmark against previous years
	PI.2393 % street lighting inventory that is LED	19%	24%	25%	25%	25%	25%	★	Available Q2	↗	Local measure, benchmark against previous years
	PI.324 No. incidents of fly-tipping	398	812	1,248	1,984	748	See note*		Available Q2	↘	1,517 (2022-23 Q1 LG Inform, CIPFA nearest neighbours)
	PI.322 % fly-tipping enforcement actions	117	229	332	414	108	See note**		Available Q2	↘	515 (2022-23 Q1 LG Inform, CIPFA nearest neighbours)
Ambition & enterprise	PI.2478 Number of Penalty Charge Notices issued for parking offences	2,540	4,597	6,276	7,954	1,860	See note***		Available Q2	↘	Local measure

* 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

** No target figure set, dependent on number of fly-tips and evidence available

*** Guidance for Local Authorities on Enforcing Parking Restrictions (section 2.2) does not allow Local Authorities to set targets

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 4 data presented in Quarter 1.

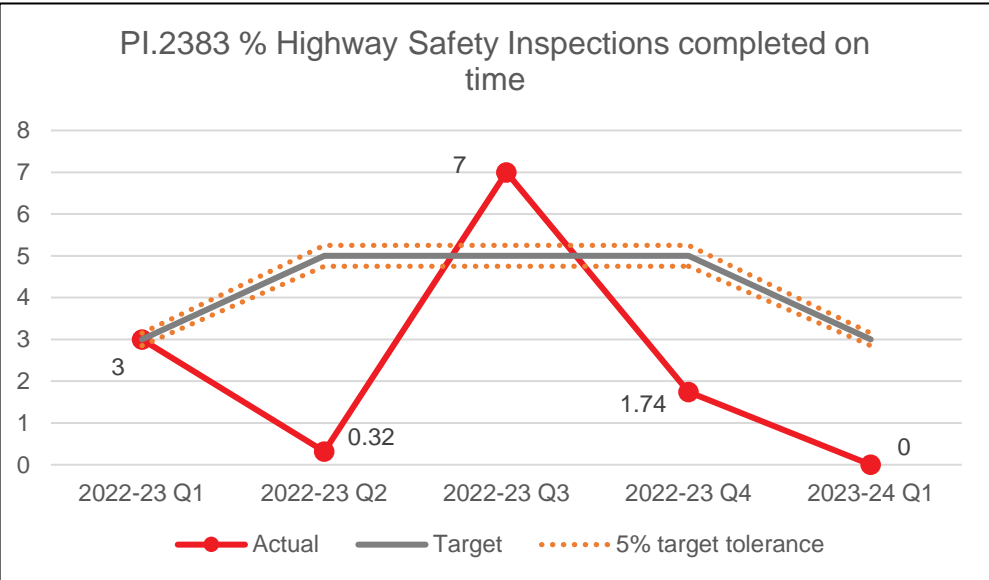
	Performance Indicator	2021-22	2022-23				Target	Score	Short term trend	Annual trend	Benchmarking comparator data
		Qtr. 4 outturn	Qtr. 1 outturn	Qtr. 2 outturn	Qtr. 3 outturn	Qtr. 4 outturn					
Safe and healthy	PI.1498 % household waste sent for reuse, recycling and composting (NI 192)	36.4% (46,387.68)	43.5% (15,101.57)	41.16% (12,059.50)	37.7% (35,105.30)	35.5%	38.5%	▲	↗	↘	38.1% CIPFA Family Group Average (Q4 2022/23)
	PI.1499 % municipal waste land filled (NI 193)	1.9% (2,724.05)	4.3% (1,648.73)	2.72% (2,001.76)	2.64% (2,737.59)	4.5% (6,035.78)	1.7%	▲	↘	↘	8.5% CIPFA Family Group Average (Q4 2022/23)

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

Environment exception commentary

PI.2383 % Highway Safety Inspections completed on time

PI	2022-23				2023-24			
	Q1	Q2	Q3	Q4	Quarter 1			
	Outturn	Target	S	T	Outturn	Target	S	T
PI.2383	3	0.32	7	1.74	0%	3%	▲	-



Performance: what is the data telling us?

The available data shows that although the actual number of safety inspections undertaken this quarter were twice that of the same quarter for 2022, the majority of these inspections were undertaken on minor roads that in many instances were well overdue.

Although results are disappointing, the data we are currently collecting is invaluable and will assist us greatly in the ongoing work being carried out in relation to the redesign of the Highway Safety Inspection system. Establishing realistic, achievable workloads is the key foundation for the process moving forwards.

A lot of the initial groundwork has been completed, with the review of the road hierarchy now completed, the next (current) stage is underway which involves ensuring that the proposed inspection frequencies tie in with the new hierarchy rating for each road or section of road across the borough.

Once this is completed, we can then start to build up new inspection routes and identify the resources that will be required to meet the new inspection targets.

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

Utilisation of the 'pothole inspector' to undertake safety inspections is increasing the number of inspections undertaken on minor roads, which in turn is enabling us to identify areas that require attention, enabling us to allocate resources to defects before they become too problematic.

The role of the Highway Inspectors includes a multitude of tasks and responsibilities beyond simply carrying out safety inspections. They are in effect the 'eyes and ears' of the team and are very often the first officer involved in general highway enquiries. They deal with licence requests for skips and scaffolds that necessitate the occupation of the highway, investigate/deal with general obstruction issues as well as other highway related enquires.

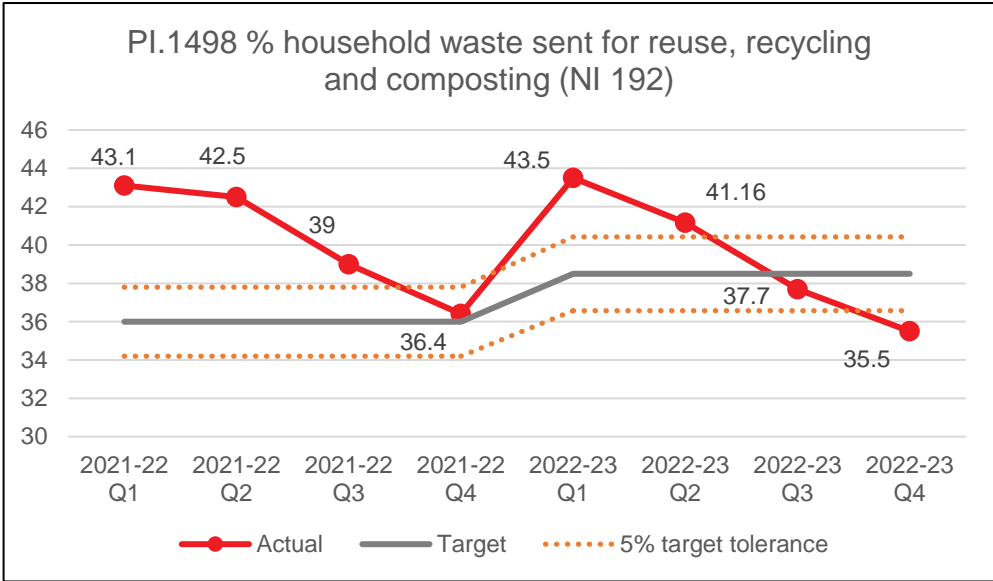
Q1 has seen a 100% increase in the number of site investigations made in response to enquiries that required remedial works. This does not include the enquiries dealt with that either required no further/formal action, or where matters were already in hand.

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

The impact this result has is that in the event of any claims for personal injury or damage to vehicle etc, the impact of safety inspection records to show that the authority has taken 'all reasonable steps' to ensure the safety of the highway is somewhat lessened.

PI.1498 % household waste sent for reuse, recycling and composting (NI 192)

PI	2021-22				2022-23				Quarter 4			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Out-turn	Target	S	T	
	PI 1498	43.1	42.5	39	36.4	43.5	41.2	37.7	35.5%	38.5%	▲	➔



Performance: what is the data telling us?

The data highlights the percentage of all household waste collected from households in the Borough that is either recycled, composted or reused. During quarter 4, 27.3% equated to 6,977.78 tonnes, comprising 5,971.12 tonnes of dry recycling (paper, cardboard, plastic, cans and glass) and 1006.66 tonnes of green waste. (The remaining tonnage relates to items sent for reuse).

The rate in quarter 4, 2021/22 was 26.7% (7209.86), 2020/21 was 26.7% (7631.06 tonnes), 2019/20 was 26.3% (7,021.88).

Dudley's recycling rate is 35.5% for the year in comparison to the family group average of 38.1%.

Recycling rates are seasonal and vary through the year, spring and summer higher than autumn and winter. The biggest proportion of recycling activity coincides with the start of the green waste collection season and the Easter holidays, when the largest quantity of material is collected. The summer heat wave has reduced the amount of green waste collected which has significantly reduced the recycling percentage.

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

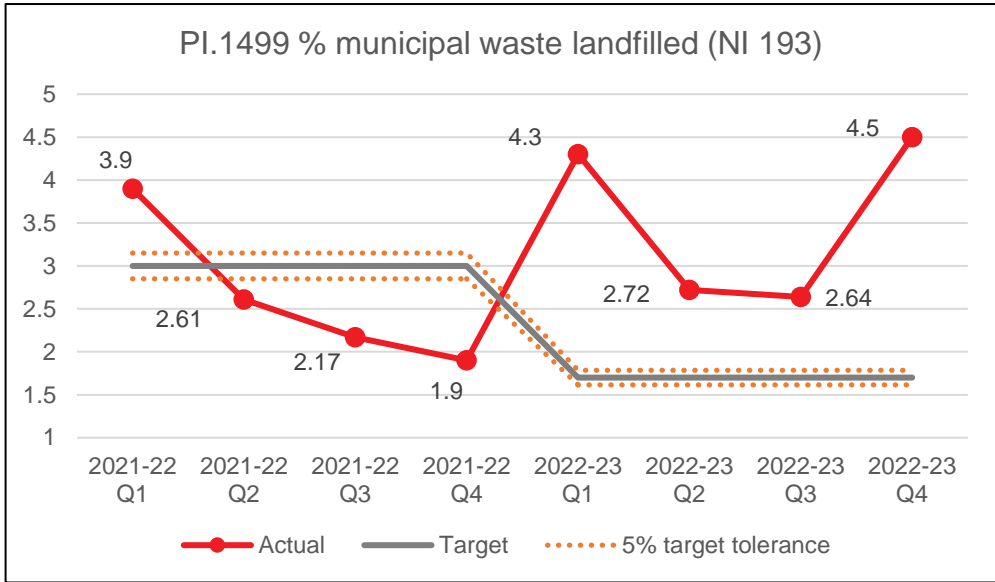
Introduction of a mandatory food waste collection will ensure this segregated material is recycled via anaerobic digestion rather than disposed of in the residual waste stream. Recyclable materials are presented as source segregated streams at kerbside but an antiquated fleet struggles with the delivery of the service due to breakdowns and capacity within the vehicles for the 3 streams. Awaiting clarification on upcoming legislation related to the Environment Bill is causing delays on Waste Strategy planning.

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

The recycling collection rounds have been reviewed and modified which has improved efficiencies.

PI.1499 % municipal waste land filled (NI 193)

PI	2021-22				2022-23				Quarter 4			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Out-turn	Target	S	T	
	PI 1499	3.9	2.61	2.17	1.9	4.3	2.72	2.64	4.5%	1.7%	▲	▼



Performance: what is the data telling us?

The data highlights the percentage of all municipal waste collected in the Borough that is sent for landfill. During quarter 4, this equated to 6035.78 tonnes (YTD).

Municipal waste collected in the Borough that is sent for landfill in Q4 was 3298.19 (11.4%) tonnes.

There has been an increase in the amount of material disposed of to landfill due to the extra period of outage at the end of the existing contractual arrangements.

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

Due to the end of the existing 25 year contract, an unexpected outage period occurred at the start of February, for 2 weeks, to complete remedial works. The new contractor has access to 2 other EfW plants that may mitigate the volume of material requiring disposal at Landfill in future outages.

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

Alternative arrangements are being made for the collection and disposal of "Bulky waste" that was previously routed for landfill. Other recovery and treatment processes have been sourced and being utilised, so approximately 200 tonnes per month is diverted from landfill.

People & Inclusion overview

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

Key performance indicators

KPI's due to be reported

3

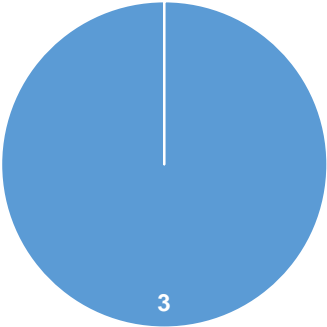
KPI's reported

3

KPI's missing data

0

KPI status



■ Exceeds or on target
■ Tolerance
■ Below target
■ Missing data
■ No target set


KPI short term trend

Short term trend compares the current quarter with the previous quarter within the year.

Short term trend data will be available from quarter 2.


KPI annual trend

Comparing 2023-24 Q1 to 2022-23 Q1




2

improving



1

consistent



0

worsening

KPI's new for 2023-24 cannot be compared.

Council plan links

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

Council plan priority	Actions	Corporate KPI's
Future council	0	5
Total	0	5

People & Inclusion scorecard

	Performance Indicator	2022-23				2023-24					Benchmarking comparator data
		Qtr. 1 outturn	Qtr. 2 outturn	Qtr. 3 outturn	Qtr. 4 outturn	Qtr. 1 outturn	Target	Score	Short term trend	Annual trend	
Future council	PI.352 Working days/shifts lost per FTE due to sickness absence (excluding Schools) <i>cumulative calculation</i>	3.36 days	6.91 days	10.85 days	14.53 days	3.06 days	See note*	Available Q2	↗	7.44 days (West Midlands Employees comparator)	
	Sickness as % of FTE days	6.06%	6.23%	6.51%	6.55%	5.52%					
	PI.370 Long term sickness absence per FTE (excluding Schools) <i>cumulative calculation</i>	2.34 days	4.91 days	7.69 days	10.4 days	2.38 days	See note*	Available Q2	→	4.86 days (West Midlands Employees comparator)	
	Long-term sickness as % of FTE days	4.21%	4.42%	4.62%	4.7%	4.28%					
	PI.371 Short term sickness absence per FTE (excluding Schools) <i>cumulative calculation</i>	1.02 days	2 days	3.16 days	4.09 days	0.69 days	See note*	Available Q2	↗	1.65 days (West Midlands Employees comparator)	
Short-term sickness as % of FTE days	1.85%	1.8%	1.9%	1.84%	1.24%						

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

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

Further information

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

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



Service Summary Sheet

Directorate	Environment Directorate		
Year	2023-24	Quarter	Quarter 1 (1 st April to 30 th June 2023)

Benchmarking *with local authorities/nearest neighbours*

Waste and Transport Operations

Waste PI's are reported quarterly in arrears in line with the national reporting timeframes for the Defra WasteDataFlow data base. Quarter 4 outturns are therefore included in this summary sheet.

- In Quarter 4, Dudley recycled, reused or composted 6,977.78 tonnes (27.3%) of the household waste collected comprising 5,971.12 tonnes of dry recycling (paper, cardboard, plastic, cans and glass) and 1,006.66 tonnes of green waste. The remaining tonnage relates to items sent for reuse.
- Dudley's recycling rate of 35.5% at Quarter 4 is below the family group average of 38.1%. We continue to educate and encourage our residents to recycle.
- In Quarter 4 Dudley landfilled 6,035.78 tonnes (YTD). There has been an increase in the amount of material disposed of to landfill due to the extra period of outage at the end of the existing contractual arrangements. Due to the end of the existing 25 year contract, an unexpected outage period occurred at the start of February, for 2 weeks, to complete remedial works. The new contractor has access to 2 other EfW plants that may mitigate the volume of material requiring disposal at Landfill in future outages.
- Alternative arrangements are being made for the collection and disposal of "Bulky waste" that was previously routed for landfill. Other recovery and treatment processes have been sourced and being utilised, so approximately 200 tonnes per month is diverted from landfill.

	Q4 2022/23	
	Dudley	CIPFA Family Group Average
% household waste sent for reuse, recycling and composting	35.5%	38.1%
% municipal waste landfilled	4.5%	8.5%

Significant improvements in recycling is dependent upon the review of collection options currently taking place.

Work is underway to strategically review our fleet functions, both from an efficiency and sustainability viewpoint; this is a sizeable piece of work, which will be undertaken in 2023/24.

Estimated output for Q1 from EfW is 7,769 MWh. The plant was shut down for 2 weeks at the end of the contract and restarted with new contractors.

Neighbourhood Services

- For Quarter 1, 16.17% of trees have a valid tree inspection against the target of 16%. We are currently recruiting to strengthen the team and carry out a greater number of inspections, but we may need to look at alternative service delivery models if this proves unsuccessful.
- For Quarter 1, the number of Penalty Charge Notices (PCN's) issued for parking offences was 1,860 this has decreased by 680 from same quarter in 2022/23. The Enforcement Service is currently being reviewed as part of a potential Medium-term Financial Strategy and outsourcing arrangements are being considered.
- Buffery Park, Priory Park, Huntingtree Park, Mary Stevens Park and Wollescote Park were inspected this year and received Green Flag accreditations. Stevens Park, Quarry Bank failed to achieve a green flag award. Wollescote failed the full green flag but achieved a community green flag for the work the friends group have done on the park. The parks will be re-submitted to next year's green flag accreditations in 2024.

Transport and Highway Operations

- The percentage of safer routes to school schemes completed against programme is at target in Q1. One scheme already delivered. In addition to the planned school schemes, we are also piloting two School Street Schemes funded by West Midlands Combined Authority. These schemes are the first of their kind in Dudley, which restricts vehicle movements around the school gate at key times.
- For Quarter 1, 31% of capital spend on highways was achieved against a target of 25%.
- For Quarter 1, the percentage of street lighting inventory that is LED is 25% and on target for Q1. This now represents a sizeable change project.
- For Quarter 1, 28% of gullies were cleansed as per annual programme, against a target for the quarter of 25%. The Team have secured an additional contractor to support ambitions to move from a 5 year cycle to a 3 year cycle following the receipt of additional funding.

Overview of service delivery

Waste Management and Transport Operations

- Pop-up site at Lister Road Depot is on Saturday, 8.00a.m. to 3.30 p.m. every fortnight from 1st April 2023.
- There have been changes in the recycling collection rounds to be more efficient and productive.
- A strategic review of fleet has commenced.

Energy, Sustainability and Climate Change

- Head of Energy, Sustainability and Climate Change has been appointed and due to start on 15th August 2023.
- The Energy Development Fund has now been approved and a £1m investment fund has been created to support energy efficiency projects delivering <7.5 year payback period.
- Dudley's PPA remains on track to meet budget outturn.
- Duncan Edwards PV installation has been approved £192k investment in Solar.
- Phase 2 restructure delivers additional resource to Energy Management and Climate Change Policy, New Policy Manager starts in September 24.
- Work continues the Climate Change website, launch scheduled for September 24.
- Swimming pool utility costs funding to be submitted on the 9th August for a deadline of the 11th of August (Sport England).
- HWRC Review and decision report to be submitted to council for consideration in September 24, HW Martin to be served 6 months' notice in October 24.

Neighbourhood Services

- A number of changes to the parking service approved in the Council's budget are now being explored including the outsourcing of the Enforcement Team and review of car parks maintenance.
- Enforcement Officers continue to respond to fly-tipping reports, carrying out investigations where evidence permits. During Quarter 1, Street Cleansing removed 748 fly-tips and 108 fly-tip enforcement actions were carried out. 22 Fixed Penalty Notices and 16 Legal Notices were served for fly-tipping offences during the quarter. 836 Fixed Penalty Notices were issued for litter offences.

Transport and Highway Services

- Transport Strategy are involved in regional meetings to support the development of the West Midlands Local Transport Plan providing pipeline project and scheme details to support the Area Strategy development
- Draft Dangerous Structures Policy has been produced and consultation is in progress.
- Development of the Dudley Local Transport Plan (LTP) - The Dudley Transport Strategy will commence following the completion of the West Midlands Area Based Strategy work which is expected March 2024. The target completion for the Dudley Strategy is Sept 2024.

Service Achievements

Waste and Transport Operations

The pop-up tip in Dudley borough continues to prove popular among residents with around 107 tonnes of waste been disposed of at the facility on Lister Road since it switched to opening twice a month at the start of April.

This total includes 31.5 tonnes of wood, 20.6 tonnes of bricks and rubble, and 12.1 tonnes of mattresses and other furniture. 1,989 bookings have been made at the site since April, with 1,253 places (63%) reserved by residents from the north of the borough.

The ward with the most users of the pop-up tip in this period is St Thomas's, where 486 spots were booked 1 April – 3 June.

Energy, Sustainability and Climate Change

Residents will have an extra two hours on Mondays to visit the Household Waste Recycling Centre in Stourbridge this summer. The site has switched to its summer opening times. It will now be open until 6pm on Monday evenings with the final booking slot of the day at 5.40pm.

The Energy from Waste Project (EfW) won the Technology and Innovation Category in the Nachural Business Awards for its work to maximise energy. The team put in place a new contract to manage its energy from waste plant. The new contract gives the council greater flexibility in shaping its energy, heat and waste strategy. Urbaser Environmental Ltd have been appointed to manage the day-to-day running of the Lister Road energy from waste plant, where it disposes its household and trade waste.

As part of the new contract, the council will benefit from being able to sell the energy produced at the plant back to the national grid, which has the potential to generate substantial income for the council.

Plans to pump £1million into projects to tackle climate change in the Dudley borough have been approved. The Energy Development Fund will be used to fund a range of initiatives such as energy-saving streetlights or better use of solar panels and alternative sources of heat.

At the June Cabinet meeting approval was given to borrow £1million to invest in renewable energy and cut the authority's carbon footprint.

Neighbourhood Services

A new play area has been built at Netherton Park thanks to £59,000 worth of funding. Children and families visiting Netherton Park will be able to make use of the new roundabout, swings and multi-play units for both toddler and junior age groups area as well as new safety surfacing.

Residents who live in Dudley borough were invited to have their say on play areas in parks and open spaces. Parks Development is creating a new strategy, which will explore how the council invests and develops its play area provision. The aim is to share resources across the borough, with a particular focus to be placed on areas of the borough that might not have as much choice in play equipment for young people. It's hoped parents and young people will take the opportunity to have their say on what they would like to see in borough parks, and where they would be most likely to access it. A community event at Netherton Park was also held in May where residents were able to talk to the team.

Parks Development have netted a grant of more than £280,000 to improve tennis courts on six parks across the borough. The money from the Lawn Tennis Association (LTA) will be used on

courts at Huntingtree Park in Halesowen; King George V Park in Wordsley; Mary Stevens Park and Wollescote Park in Stourbridge; Priory Park in Dudley; and Silver Jubilee Park in Coseley.

The Street Scene team began to get parks and green spaces ready for summer, with a 50-strong team out on lawnmowers cutting grass and tackling weeds. The team is responsible for the maintenance of nearly 14 million square metres of grass across the borough – roughly equivalent to nearly 2,000 football pitches.

The Street Scene team installed more recycling bins across the borough, starting with borough parks. Currently there are around 70 recycling street bins in the borough, mainly located in town centres and on main roads. The council plans to double that number over the next twelve months and is beginning the roll out in borough parks.

Mary Stevens Park in Stourbridge is the first park to receive a set of the new recycling bins, which take plastic bottles, drinks cans and tins in one unit. Five of the bins are in place along the main drive from the car park to the play area, each labelled advising exactly what can be placed inside. Priory Park, Dudley is the next on the list with other borough parks set to benefit over the coming months.

A section of the historic Dudley No.1 Canal is to be upgraded to a natural conservation area of greater regional importance following an expert study. The Delph Locks area in the south of the No.1 Canal in Brierley Hill will become a Site of Importance for Nature Conservation (SINC), reflecting the results of a recent ecological survey of the canal and its surroundings.

Transport and Highway Services

More than 80,000 metres of lines have been repainted on borough roads in the last 12 months as part of a rolling programme.

Dudley Council spends approximately £140,000 every year on repainting lines, including double yellows to help reduce congestion and keep the borough's roads moving.

It also includes repainting zebra and pedestrian crossings and zig zag lines outside schools to improve pedestrian safety.

This year, the council is also spending an extra £20,000 on refreshing lines in town centres. Work is almost complete in Halesowen.

The Traffic Team has outlined plans to apply for powers to enforce a range of driving offences in a bid to improve road safety, tackle congestion and improve air quality. A Report was approved by Cabinet to allow public consultation on the proposals to seek powers from the Department for Transport to enforce moving traffic offences.

This would allow the council to introduce targeted camera enforcement at identified individual problem locations for moving traffic offences, subject to consultations for each location. Offences would include stopping in a yellow box junction, where not permitted to, making banned right or left turns or illegal U-turns, ignoring no-entry restrictions or going the wrong way in a one-way street.

Subject to the outcome of the consultation, an application will be made to the Department for Transport to seek powers to enforce moving traffic offences, with the aim to begin implementing them in 2024.

Nearly 4,000 gullies were cleaned across the borough in April and May to help cut the risk of flash flooding and improve road safety, environment bosses said today. The team have been out sweeping grit and debris away from the sides of roads, with 3,700 gullies cleaned in the first two months of 2023/24. It represents 20 per cent of the 18,400 gullies targeted for cleaning over the whole 12 months.

Opportunities for improvement

- Heads of Service and Group/Team Managers are working together to scope and deliver Phase 2 of the restructure for the Environment Directorate.
- Sickness absence levels, both long and short-term, continue to be higher than the Corporate target for quarter 1 and remain a priority for the Environment Directorate to address. Heads of Service are working closely with their managers and HR colleagues to address the high sickness absence rates in order to seek future improvement.
- Environment Directorate received 1,261 enquiries through the Councillor / MP Contact System during Quarter 1 (378 enquiries in April, 381 in May and 502 in June 2023). This is an increase of 240 compared to Q1 in 2022/23.
- Complaints information for Quarter 1 is shown in the table below:

Number of Stage 1 Complaints Received Q1			
No. Complaints Received	% Response Time within SLA (20 working days)	No. of complaints Upheld	Compliments received
142	72% (Work continues to improve response times further)	39 (27%)	28

Any additional information relating to performance

- Environment Directorate Leadership Team continue to work together to scope and deliver Phase 2 of the restructure for the Environment Directorate.
- There continues to be significant financial pressures in the Directorate, caused by a number of factors including:
 - Inflationary pressures such as fuel and utility / energy costs
 - Costs arising from staff absences. This can be due to sickness absence or the requirement to cover annual leave with agency workers in some front-line services.

Service Summary Sheet

Directorate	Housing and Communities		
Year	2023-24	Quarter	Quarter 1 performance reporting (as at quarter ended 30/06/2023)
Benchmarking <i>with local authorities/nearest neighbours</i> <i>Please consider if a Delivering Better Outcomes proforma should be completed also.</i>			
<ul style="list-style-type: none"> The Housing Training Team have been in early discussions with Community Housing colleagues to investigate if there is any scope for benchmarking and/or sharing good practice. The Training Team are also contacting other Local Authority Housing Training Teams to see if there is any appetite to develop a Bench Marking/Good Practice Club. The Housing Complaints Team have reached out to Local Government Ombudsman to provide details of Local Authority Groups working on benchmarking/good practice. We have been informed there is a National Complaint Managers Group and are awaiting information on any Regional Group we could join. 			
Overview of service delivery <i>Include any issues / risks</i>			
<p>Housing Fraud</p> <ul style="list-style-type: none"> We have had a criminal case that a tenant has been prosecuted in Crown Court. They received a 32-month prison sentence. In April 2023 the property was recovered after relinquishing their tenancy in prison. There is a current Proceeds of Crime Act order in place so that has been ongoing during the quarter and is expected back in Crown Court in late August for a final hearing on confiscation matters etc. The value of her Fraud was approx. £200,000. The POCA action being taken by DMBC is looking to recover approx. £32,000 from her joint ownership of a property. This figure is the cost of adaptations to her DMBC property and the difference in Council rents to Private rents for the same area over the period of her tenancy. The Fraud Team has another tenant who was found to be subletting his property whilst living with his partner in the Sheffield area. After being interviewed under caution he voluntarily handed the property back. We are currently considering further action against him. <p>Income Team</p> <ul style="list-style-type: none"> Qtr1 – we collected £23,974.177 – Current tenant arrears as a % of rent debit is 0.81% (not including arrears) Arrears as a % of debit including arrears is 2.7% 42% of tenants are claiming universal credit Collection rate including arrears is 97.7% Collection rate excluding arrears is 99.19% 			

Community Housing Teams

- We have six Community Housing Teams across our Dudley Housing stock. We have mobilised our new approach, patches and have now recruited several new housing managers and staff across these teams.
- We have identified our neighbourhood hubs where we will be visible in our communities working hard to bring these to workable standard whereby, we will be working with partner agencies such as the police and other agencies working together in our communities.
- We will be moving our approach in our housing teams in attending customers' homes more, being highly visible in our community and proactively dealing with issues in our customers' homes.

Customer Involvement and Satisfaction

- We have started work on looking into the Tenant Satisfaction Measures and linking in with the Customer Involvement Strategy.
- We have a future scoping away day session with Tenant Housing Board and Dudley Federation Tenant Resident Association upcoming which will look at the compliance work and feedback in all our neighbourhood areas working closely with these groups and our customers.

Climate Change

- The Resettlement and Inclusion Team facilitated a 'Homes for Ukraine' event at Dudley Town Hall to acknowledge the anniversary of the war. All Ukrainian families sponsored under the scheme were invited to the evening event alongside the Deputy Mayor, representatives from faith groups and the voluntary sector.
- Homelessness- contracts are about to go out to tender for the provision of accommodation of single homeless people and for refuge
- Homelessness- successfully defended s204 appeal.
- Traveller Liaison Team- assisted in the removal of an illegal incursion in Pear Tree Lane, providing the evidence to support the utilisation of s62 police powers
- ASB – change in operational delivery model was implemented- Team now to focus on more serious ASB
- Work ongoing to agree out of hours legal cover for car cruising injunctions

Housing Maintenance

- In the last update we advised that a specialist had been appointed to review the service to improve the customer experience whilst demonstrating value for money.
- To date the specialist has made inroads into improving customer service by working closer with the complaints team, which has resulted in a significant reduction in the number of outstanding complaints by reducing the turnaround time for actioning the issue and responding to the customer.
- A greater level of focus is now being placed on damp and mould issues with the creation of a dedicated team, that are reducing the times for resolution. This is happening in conjunction

with the recovery programme, which was set up to return DMBC to a place of full compliance with building safety requirements by March 24.

- A full review of the delivery service structure is underway which is aiming to reduce the reliance on subcontractors.
- A major project to introduce more standard working practices and systems is underway, with an anticipated go live of Q4. This will contribute towards more efficient ways of working and make DMBC more attractive to potential future partners, contractors, and stakeholders.
- There is a large number of other projects underway within maintenance and in future reports updates will be provided.

Private Sector Housing Team

The team provide a statutory function around enforcement of regulations and legislation aimed at improving housing conditions in the private sector and keeping people safe in the private sector.

The previous postholder has stepped down, external recruitment has not been successful in finding a replacement, so a secondment opportunity is being pursued. A review of the review of the service will take part this year.

Asset Management and Development and Building Safety

- The Regulatory recovery programme continues to move at pace, as previously highlighted subject to access the project remains on track to meet the target for recovering all noncompliant work streams by the end of Q4 2023/24.
- The Engagement with The Regulator of Social Housing and Homes England remains positive, the RoSH continues to support the revised approach to Asset and Building safety management, as well as providing advice and guidance to the authority
- The Stock Condition exercise was broken down into 3 separate programmes each with circa 7k properties, this was to allow the internal team and Savills to communicate with the customers in a phased manner while ensuring that every customer had communication no more than 90 days before the first Savills visit, in addition the 3 separate programmes allow the internal team to address and resolve any immediate works that may be required.
- The SCS exercise has seen circa 6.3k properties accessed and has identified an indicative non decency figure of circa 9% rather than the previously reported .5% across the stock, this has been further supported by the significant investment required in a large proportion of voids over the past year.
- The Asset team are working with the Housing teams to ensure that the 6 community hubs which are being opened and which will be staffed by key teams from across the Housing and Communities directorate will be refurbished and ready for phased operational openings in Q2 and Q3 of 2023/24, these sites are key to the reengagement in our communities
- The Asset team is working with internal colleagues to standardise and define the tenant offering and specification relating to all DMBC improvement and investment works to the Authorities housing stock for the coming 10-years. This will offer multiple benefits including improving the customer offering, reducing complaints by reducing the turnaround time for works and component replacements, as well as significantly impacting on the long-term cost of materials and components over a 5- and 10-year period. and service by ensuring

availability of components and the ongoing supply of like for like elements, but additionally should provide benefits

- The SCS data will be modelled to understand the genuine investment needs for the stock for the coming decades, this will support a more efficient way of working and make DMBC more attractive to potential future partners, contractors, and stakeholders.
- The Asset team are drafting a revised Asset Management Strategy that will support investment and viability decisions across the authorities Housing portfolio, including but not limited to Estates, Blocks, street front properties, pepper potted sites and individual properties, as well as garages and the acquisition of new assets. This will be published in draft form for the end of Q3 23/24

Service achievements

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

Opportunities for improvement

Information relating to service complaints / compliments and learning from these

Housing Complaints Team

The Housing Complaints Team has worked with the Corporate Complaints Team to ensure our complaint handling policy and processes are compliant with the Housing Ombudsman Code of Practice. This has led to significant changes in processes (Stage 1 Complaint Response times being reduced from 20 days to 10 days) which are being bedded down. This should lead to better satisfaction levels from customers who have made a complaint.

Asset management and Development and Building Safety

The Asset and Building safety teams are working with Legal and Housing colleagues to address the no access rate that exists in relation to our statutory undertakings, the process is being reviewed to ensure that the teams can access and use the various powers and rights available to them to enter our assets and ensure that they are safe for our customers to live in.

Any additional information relating to performance

Performance Management

A new Performance Management process has been developed with Heads of Services and Team Managers in the Directorate. Heads of Services will Chair all Quarterly Performance meetings, where managers will present highlights (exceptions) of performance from their area in the last quarter. This work involves a significant review and rationalisation of performance indicators by Heads of Services and their managers.

In addition to performance measures the quarterly meetings will be attended by colleagues in the Housing Strategy team that will report on quarterly data relating to training, complaints and surveys in each of the Heads of Services areas. This will ensure a more comprehensive review of the past quarter's performance by the Head of Service and their managers.

All quarterly Performance meetings will be in person. It is envisaged that in the future the performance data being presented will be in PowerBI, to provide better and more detailed visualisation.

Asset Management and Development and Building Safety

The Asset and Building Safety teams have revisited the existing KPI's and SLA to ensure that any data that was being measured and evaluated against was offering meaningful, intelligent and beneficial results to this business. This exercise will be concluded in Q2 2023/24

Corporate performance measures **2023-24**



Contents

Click section name to go to that page

Performance measures by directorate.....	90
Adult Social Care (11 corporate KPI's, 29 actions)	91
Children's Services (6 corporate KPI's, 10 actions)	92
Public Health and Wellbeing (4 corporate KPI's, 25 actions)	93
Digital, Customer and Commercial Services (5 corporate KPI's, 25 actions)	94
Regeneration and Enterprise (7 corporate KPI's, 16 actions)	95
Housing and Communities (5 corporate KPI's, 38 actions)	96
Environment (11 corporate KPI's, 68 actions).....	97
People and Inclusion (5 corporate KPI's).....	98
.Corporate measures – summary by council plan priority	99
Directorate plan actions – summary by council plan priority	100
Further information.....	102

Performance measures by directorate

The summary table below shows the distribution of actions and performance indicators across the 2023-24 directorate plans. There is also a list describing the status of 2022-23 corporate indicators which shows the number that are continuing into 2023-24.

Directorate/service	Directorate plan status	Action	KPI – Corporate	KPI - Other
Adult Social Care	Final	29	11	7
Children’s Services	Final	10	6	5
Public Health and Wellbeing	Final	25	4	3
Finance and Legal	Final	23	0	20
Digital, Customer and Commercial Services	Final	25	5	11
Regeneration and Enterprise	Final	16	7	0
Housing and Communities	Final	38	5	29
Environment	Final	68	11	27
People and Inclusion	-	0	5	3
		Total	234	105

Corporate KPI’s compared to 2022-23

59 indicators

34 carried forward to 2023-24

25 no longer classed as a corporate KPI (but may still be used at a team level)

Adult Social Care (11 corporate KPI's, 29 actions)

Adult Social Care – Key Performance Indicators								
Key performance indicator	22-23 Q4 outturn	2022-23 target	2023-24 target	2024-25 target	Reporting frequency	Benchmarking	Council plan priority	Council plan outcome
PI.2617 Number of new Care Act assessments carried out for people aged over 65	172	140	147	154	Quarterly	Local measure	Borough of opportunity	Everyone, including our most vulnerable, have the choice, support and control of the services they need to live independently
PI.2132 % of contacts to adult social care with an outcome of information and advice/signposting	26.5%	23.0%	23.0%	23.0%	Quarterly	Local measure		
PI.2618 Total number of carers assessments completed by Carers Network	46	57	60	63	Quarterly	Local measure		
PI.2619 Number of people aged 18 - 64 in supported living and living in the community with care	333	TBC	TBC	TBC	Quarterly	Local measure		
PI.2620 Number of people awaiting a Care Act review where the last review or assessment was over 12 months ago	419	399	380	361	Quarterly	Local measure		
PI.2621 Number of new people aged over 65 into residential care or nursing care	80	94	89	84	Quarterly	Local measure	Borough of opportunity	All residents benefit from access to high quality, integrated health and social care
PI.2622 Number of new people aged over 65 receiving a long term care package (home care) in the community	219	225	214	203	Quarterly	Local measure		
PI.2623 Number of people awaiting an OT assessment (18+)	819	600	700	542	Quarterly	Local measure		
PI.2628 % of Adult Social Care Providers with a CQC rating of Inadequate	0%	No target set, reporting for information only			Quarterly	National figures available		
PI.2625 % of Adult Social Care Providers with a CQC rating of Good or Outstanding	70%	No target set, reporting for information only			Quarterly	National figures available		
PI.2626 % of S42 individuals with outcomes expressed, fully achieving their outcomes	64%	68%	72%	75%	Quarterly	Region 62.4%, England 65.8% (2021/22)	Safe and healthy borough	Residents live in safe communities where safeguarding of vulnerable people of all ages protects them from harm and supports the prevention of crime and exploitation
PI.2627 % of S42 individuals with outcomes expressed, fully and partially achieving their outcomes	97%	98%	98%	98%	Quarterly	Region 93.6%, England 94.7% (2021/22)		

Adult Social Care – Actions		
Council plan priority	Council plan outcome	Number of actions in directorate plan
Borough of opportunity	Everyone, including our most vulnerable, have the choice, support and control of the services they need to live independently	7
	All residents benefit from access to high quality, integrated health and social care	18
Future council	Financial sustainability	4

Children's Services (6 corporate KPI's, 10 actions)

Children's Services – Key Performance Indicators								
Key performance indicator	22-23 Q4 outturn	2022-23 target	2023-24 target	2024-25 target	Reporting frequency	Benchmarking	Council plan priority	Council plan outcome
PI.2251 EYFS – Percentage of pupils achieving a Good Level of Development	61.9%	69%	70%	71%	Annual		Borough of opportunity	Quality education, new skills, apprenticeship training and job opportunities are accessible to all
PI.120 16 to 18-year old's who are not in education, employment or training (NEET)	3.1%	2.8%	2.6%	2.4%	Quarterly	2.8% W Mids. region		
PI.1447 % of agency social workers (children's)	12.3%	15%	14%	12%	Quarterly	17.6% Top Quartile LAIT Annual Figure	Safe and healthy borough	Residents live in safe communities where safeguarding of vulnerable people of all ages protects them from harm and supports the prevention of crime and exploitation
PI.432 Number of children looked after per 10,000 of the population	86.2	83.5	82.5	81.5	Quarterly	83.4 Statistical neighbours 2021/22		
PI.433 Number of children subject to child protection plan per 10,000 of the child population	36.8	49	49	49	Quarterly	52.6 Statistical neighbours 2019/20		
PI.2250 % of closed Early Help Cases that were not open to Level 4 Services less than 6 months after closure	94.2%	90%	90%	92%	Quarterly	Local measure		

Children's Services – Actions		
Council plan priority	Council plan outcome	Number of actions in directorate plan
Borough of opportunity	Children and young people benefit from the best possible start in life in our Child Friendly borough	2
	Those with special educational needs and disabilities and care leavers achieve the best possible outcomes	2
	Quality education, new skills, apprenticeship training and job opportunities are accessible to all	2
Safe and healthy borough	Residents live in safe communities where safeguarding of vulnerable people of all ages protects them from harm and supports the prevention of crime and exploitation	3
	Poverty is reducing as we address all forms of inequality, improve social, emotional and mental health and wellbeing	1

Public Health and Wellbeing (4 corporate KPI's, 25 actions)

Public Health and Wellbeing – Key Performance Indicators								
Key performance indicator	22-23 Q4 outturn	2022-23 target	2023-24 target	2024-25 target	Reporting frequency	Benchmarking	Council plan priority	Council plan outcome
PI.1441 Air Quality completed in actions in accordance with the timetable in the approved Air Quality Action Plan	90%	90%	90%	90%	Quarterly	Local measure	Safe and healthy borough	Our climate commitment is creating a sustainable borough on its way to net zero carbon emissions, improved air quality, reduced fuel poverty and outstanding waste and recycling services
PI.2257 Value of savings made by prevention (intervention) to the people of Dudley (Scams Team)	£241,000	£1 million	£1 million	£1 million	Quarterly	Local measure	Safe and healthy borough	Residents live in safe communities where safeguarding of vulnerable people of all ages protects them from harm and supports the prevention of crime and exploitation
PI.2074 Proportion of premises in the borough that are broadly compliant with food hygiene law (star rating of 3 or more).	91.5%	90%	90%	90%	Quarterly			
PI.2260 Smoking at time of delivery Dudley Residents	10.9%	10%	8%	7%	Quarterly		Safe and healthy borough	Poverty is reducing as we address all forms of inequality, improve social, emotional and mental health and wellbeing

Public Health and Wellbeing – Actions		
Council plan priority	Council plan outcome	Number of actions in directorate plan
Borough of opportunity	Children and young people benefit from the best possible start in life in our Child Friendly borough	2
	Those with special educational needs and disabilities and care leavers achieve the best possible outcomes	1
	All residents benefit from access to high quality, integrated health and social care	7
Safe and healthy borough	Our climate commitment is creating a sustainable borough on its way to net zero carbon emissions, improved air quality, reduced fuel poverty and outstanding waste and recycling services	1
	People have a safe and welcoming indoor and outdoor environment which promotes healthy, physical and active lifestyles	3
	Residents live in safe communities where safeguarding of vulnerable people of all ages protects them from harm and supports the prevention of crime and exploitation	3
	Discrimination is tackled at all levels in the authority and in our community as we actively promote equality, diversity and inclusion	1
	Poverty is reducing as we address all forms of inequality, improve social, emotional and mental health and wellbeing	1
Future council	Process	5
	Financial sustainability	1

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

Digital, Customer and Commercial Services – Key Performance Indicators								
Key performance indicator	22-23 Q4 outturn	2022-23 target	2023-24 target	2024-25 target	Reporting frequency	Benchmarking	Council plan priority	Council plan outcome
PI.2266 Percentage of applicable contracts awarded that include Social Value outcomes	58.33%	80%	85%	90%	Quarterly	Local measure	Borough of ambition and enterprise	Business support is opening doors to new industries and emerging sectors to support local economic growth
PI.47 % Corporate Complaints given a full response within 20 working days	71%	85%	85%	85%	Quarterly	Local measure	Future council	Process
PI.2578 % of corporate Complaints Upheld / Justified	-	-	No target set as 2023-24 will be the baseline		Quarterly	Local measure		
PI.2337 Total revenue retained from school customers (baselined from 2021 data – data for services where there is a decision to close the service will be removed from the baseline)	98%	97%	95%	92%	Annual	Local measure	Future council	Financial sustainability
PI.2338 Commercial opportunity –contribution to fixed costs forecasted in agreed business cases, including savings	£389,840	£210k	£720k	£1.3m	Annual	Local measure		

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

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

Regeneration and Enterprise – Key Performance Indicators								
Key performance indicator	22-23 Q4 outturn	2022-23 target	2023-24 target	2024-25 target	Reporting frequency	Benchmarking	Council plan priority	Council plan outcome
PI.2641 Number of adult education programmes (age 19+) developed to support priority sectors of the economy (FAFFA indicator)	N/A	7	7	7	Quarterly	Local measure	Borough of opportunity	Quality education, new skills, apprenticeship training and job opportunities are accessible to all
PI.2642 Number of employers, partners and funding agencies worked with us to drive inclusive growth and social value for major investment projects	N/A	3	3	3	Quarterly	Local measure		
PI.2643 Number of Community organisations supported to develop and improve community engagement to access learning, training and employment opportunities across the borough	N/A	5	5	5	Quarterly	Local measure		
PI.2644 Number of Dudley Businesses receiving financial support (WMCA UKSPF Performance measure)	N/A	N/A	10	15	Annual	Local measure	Borough of ambition and enterprise	Ongoing regeneration schemes are attracting investment, stimulating innovation and entrepreneurs to support new and existing businesses
PI.2639 Number of Dudley Businesses receiving non-financial support (WMCA UKSPF Performance measure)	N/A	N/A	100	150	Quarterly	Local measure		
PI.1691 % of major applications determined within 13 weeks (large and small scale combined)	100%	PI:65% LPI:95%	PI:65% LPI:95%	PI:65% LPI:95%	Quarterly	1st DCLG ranking (June 2020)	Destination of choice	Maximising use of brownfield sites, new commercial and residential developments ensure the borough is the destination of choice
PI.1693 % of other applications determined within 8 weeks	98%	PI:70% LPI:90%	PI:70% LPI:90%	PI:70% LPI:90%	Quarterly	4th DCLG ranking (June 2020)		

Regeneration and Enterprise – Actions		
Council plan priority	Council plan outcome	Number of actions in directorate plan
Borough of opportunity	Quality education, new skills, apprenticeship training and job opportunities are accessible to all	2
Safe and healthy borough	People have a safe and welcoming indoor and outdoor environment which promotes healthy, physical and active lifestyles	1
Borough of ambition and enterprise	Ongoing regeneration schemes are attracting investment, stimulating innovation and entrepreneurs to support new and existing businesses	1
	Business, residents and visitors benefit from improved highways and travel connectivity through multi-modal offer	1
	Business support is opening doors to new industries and emerging sectors to support local economic growth	1
	Levelling up inequalities is ensuring all borough towns and neighbourhood have good access to services, retail and leisure opportunities	2

Destination of choice	Maximising use of brownfield sites, new commercial and residential developments ensure the borough is the destination of choice	1
	Our world class visitor attractions continue to grow and are complemented by a strong hospitality sector and vibrant night-time economy	2
Future council	Process	1
	Place	3
	People	1

Housing and Communities (5 corporate KPI's, 38 actions)

Housing and Communities – Key Performance Indicators								
Key performance indicator	22-23 Q4 outturn	2022-23 target	2023-24 target	2024-25 target	Reporting frequency	Benchmarking	Council plan priority	Council plan outcome
PI.2027 Satisfaction - way your anti-social behaviour complaint was handled?	68.1%	70%	70%	70%	Quarterly	60.7% HouseMark Median 2021/22	Safe and healthy borough	Residents live in safe communities where safeguarding of vulnerable people of all ages protects them from harm and supports the prevention of crime and exploitation
PI.913 RP01 Proportion of homes that do not meet the Decent Homes Standard	0.58%	1%	20%	TBC	Quarterly	Local measure	Destination of choice	People have access to a range of housing offers that are affordable, accessible and attractive, meeting the needs of our diverse communities
PI.1191 V&L05 Average re-let time for Standard Relets.	60.23	N/A	40	40	Quarterly	36 (2021/22)		
PI.1899 Rent loss- % of potential rent receipts lost (Dwellings)	1.97%	1.8%	1.8%	1.8%	Quarterly	1.62% HouseMark Median 2021/22		
PI.2529 TP01 Proportion of respondents who report that they are satisfied with the overall service from their landlord	N/A	First time we are capturing this information, targets will be set once we have established a baseline			Annual	Local measure		

Housing and Communities – Actions		
Council plan priority	Council plan outcome	Number of actions in directorate plan
Borough of opportunity	Everyone, including our most vulnerable, have the choice, support and control of the services they need to live independently	4
Safe and healthy borough	Residents live in safe communities where safeguarding of vulnerable people of all ages protects them from harm and supports the prevention of crime and exploitation	6
	Discrimination is tackled at all levels in the authority and in our community as we actively promote equality, diversity and inclusion	3
	Poverty is reducing as we address all forms of inequality, improve social, emotional and mental health and wellbeing	2
Borough of ambition and enterprise	Digital opportunities are being exploited to modernise our working culture, customer experience and public services	3

Destination of choice	People have access to a range of housing offers that are affordable, accessible and attractive, meeting the needs of our diverse communities	6
Future council	Process	9
	Place	1
	People	2
	Financial sustainability	2

Environment (11 corporate KPI's, 68 actions)

Environment – Key Performance Indicators								
Key performance indicator	22-23 Q4 outturn	2022-23 target	2023-24 target	2024-25 target	Reporting frequency	Benchmarking	Council plan priority	Council plan outcome
PI.1498 % household waste sent for reuse, recycling and composting (NI 192)	37.7% (Q3)	38.5%	42%	48%	Quarterly	40.1% CIPFA Family Group Average (Q3 2022/23)	Safe and healthy borough	Our climate commitment is creating a sustainable borough on its way to net zero carbon emissions, improved air quality, reduced fuel poverty and outstanding waste and recycling services
PI.1499 % municipal waste land filled (NI 193)	2.64% (Q3)	1.7%	1.5%	1%	Quarterly	7.9% CIPFA Family Group Average (Q3 2022/23)		
PI.1200 No. of external accreditations held for our Parks and Green Spaces (including Green flag)	17	17	6	6	Annual	Local measure	Safe and healthy borough	People have a safe and welcoming indoor and outdoor environment which promotes healthy, physical and active lifestyles
PI.2471 % of trees with a valid tree inspection	16%	16%	16%	16%	Quarterly	Local measure		
PI.2425 No. of All Casualties (3 yr rolling average, and % reduction compared to 2015-17 baseline) (593)	-4.2% (476)	-2%	-1%	-1%	Annual	Local measure		
PI.2393 % street lighting inventory that is LED	15%	15%	50%	85%	Quarterly	Local measure		
PI.2383 % Highway Safety Inspections completed on time	18%	5%	18%	30%	Quarterly	Local measure		
PI.2390 % of gullies cleansed as per annual programme	85%	85%	100%	100%	Quarterly	Local measure		
PI.324 No. incidents of fly-tipping	1,984	No target figure set, ongoing reduction			Quarterly	Local measure		
PI.322 % fly-tipping enforcement actions	414	No target figure set, dependent on no. fly-tips and evidence available			Quarterly	Local measure		
PI.2478 Number of Penalty Charge Notices issued for parking offences	7,954	Guidance for Local Authorities on Enforcing Parking Restrictions (section 2.2) does not allow Local Authorities to set targets			Quarterly	Local measure	Borough of ambition and enterprise	Business, residents and visitors benefit from improved highways and travel connectivity through multi-modal offer

Environment – Actions		
Council plan priority	Council plan outcome	Number of actions in directorate plan
Safe and healthy borough	Our climate commitment is creating a sustainable borough on its way to net zero carbon emissions, improved air quality, reduced fuel poverty and outstanding waste and recycling services	24
	People have a safe and welcoming indoor and outdoor environment which promotes healthy, physical and active lifestyles	30
Borough of ambition and enterprise	Business, residents and visitors benefit from improved highways and travel connectivity through multi-modal offer	5
Destination of choice	Our world class visitor attractions continue to grow and are complemented by a strong hospitality sector and vibrant night-time economy	3
Future council	Process	6

People and Inclusion (5 corporate KPI's)

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

Corporate measures – summary by council plan priority

The following dashboard and summary table provides information on our high-level corporate performance indicator measures (KPI's) for 2023-24, aligned to our 2022-25 Council Plan priorities and outcomes. Strategic Executive Board (SEB) and the Overview and Scrutiny Committee will review these corporate key performance indicators on a quarterly basis.

Corporate KPI's reported in total	54
Quarterly KPI's	45
Annual KPI's	8
Biannual KPI's	1



In addition to corporate KPI's, directorate plan actions and PI's are available on [SPECTRUM](#) Dudley's corporate performance management tool. Its purpose is to publish and communicate scorecard style reports enabling staff and elected members to transparently review up-to-the-minute information about council services and providing increased levels of consistency, efficiency, and transparency for performance management.

Directorate plan actions – summary by council plan priority

Alongside KPI's, directorates also identify their key actions in the directorate plans. These are areas of work to be completed that are monitored at directorate leadership level. They do not include larger scale projects as these are monitored for the Corporate Portfolio Management Office (CPMO) and the Dudley Portal system.

Actions are also aligned to the council plan priorities and the status (completed, on target, behind) are included in the quarterly corporate performance report. This helps give an overall view of progress against the council plan.

There are 234 actions in total across the directorate plans. Below shows the numbers aligned to each council plan priority.



Council plan priority	Council plan outcome	Action	KPI – corporate	KPI - other	Council plan priority	Council plan outcome	Action	KPI – corporate	KPI - other
DUDLEY THE BOROUGH OF OPPORTUNITY	Children and young people benefit from the best possible start in life in our Child Friendly borough.	7	0	4	DUDLEY THE SAFE AND HEALTHY BOROUGH	Our climate commitment is creating a sustainable borough on its way to net zero carbon emissions, improved air quality, reduced fuel poverty and outstanding waste and recycling services	25	3	3
	Those with special educational needs and disabilities and care leavers achieve the best possible outcomes.	3	0	0		People have a safe and welcoming indoor and outdoor environment which promotes healthy, physical and active lifestyles	34	8	18
	Quality education, new skills, apprenticeship training and job opportunities are accessible to all	8	5	4		Residents live in safe communities where safeguarding of vulnerable people of all ages protects them from harm and supports the prevention of crime and exploitation	13	9	3
	Everyone, including our most vulnerable, have the choice, support and control of the services they need to live independently	11	4	7		Discrimination is tackled at all levels in the authority and in our community as we actively promote equality, diversity and inclusion	5	0	8
	All residents benefit from access to high quality, integrated health and social care	25	5	1		Poverty is reducing as we address all forms of inequality, improve social, emotional and mental health and wellbeing	5	1	4
Total for this priority		54	14	16	Total for this priority		82	21	36

Council plan priority	Council plan outcome	Action	KPI – corporate	KPI - other	Council plan priority	Council plan outcome	Action	KPI – corporate	KPI - other
DUDLEY THE BOROUGH OF AMBITION AND ENTERPRISE	Ongoing regeneration schemes are attracting investment, stimulating innovation and entrepreneurs to support new and existing businesses	2	2	0	DUDLEY BOROUGH THE DESTINATION OF CHOICE	People have access to a range of housing offers that are affordable, accessible and attractive, meeting the needs of our diverse communities	6	4	18
	Digital opportunities are being exploited to modernise our working culture, customer experience and public services	5	0	0		Maximising use of brownfield sites, new commercial and residential developments ensure the borough is the destination of choice	1	2	0
	Business, residents and visitors benefit from improved highways and travel connectivity through multi-modal offer	6	1	2		Our world class visitor attractions continue to grow and are complemented by a strong hospitality sector and vibrant night-time economy	5	0	5
	Business support is opening doors to new industries and emerging sectors to support local economic growth	3	1	0		Visitors are staying longer, exploring wider and spending locally, benefitting from the full borough-offer, including over-night accommodation	0	0	0
	Levelling up inequalities is ensuring all borough towns and neighbourhood have good access to services, retail and leisure opportunities	2	0	0		Across our borough we celebrate and promote the diverse culture, history and heritage of the local townships	0	0	0
Total for this priority		18	4	2	Total for this priority		12	6	23

	Theme	Action	KPI – corporate	KPI - other
FUTURE COUNCIL	Process	21	2	4
	Digital	0	0	4
	Place	4	0	0
	People	3	5	6
	Financial Sustainability	40	2	14
Total for this priority		68	9	28

Further information

For further information corporate performance management and directorate planning please contact

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For more information on the Council Plan and Performance Management, please visit the [performance pages on dudley.gov.uk](#)

Council officers can also view our [SharePoint pages](#) for additional resources.

