

Meeting of the Future Council Scrutiny Committee

Wednesday, 7th September, 2022 at 6.00pm

In Committee Room 2, Council House, Priory Road, Dudley

Agenda - Public Session

(Meeting open to the public and press)

1. Apologies for absence.
2. To report the appointment of any substitute members serving for this meeting of the Committee.
3. To receive any declarations of interest under the Members' Code of Conduct.
4. To confirm and sign the minutes of the meeting held on 8th June, 2022 as a correct record. (Pages 5 – 15)
5. Public Forum
6. Stalled Sites – Strategies for bringing back into use privately owned vacant land and property (Pages 16 - 27)
7. Corporate Quarterly Performance Report – Quarter 1 (1st April – 30th June, 2022) (Pages 28 - 153)
8. Feedback from the Future Council Scrutiny Committee Working Group - Consultation Process Review Across the Authority (Pages 154 - 157)
9. Future Council Scrutiny Progress Tracker and Future Business (Pages 158 - 164)



10. To consider any questions from Members to the Chair where two clear days notice has been given to the Monitoring Officer (Council Procedure Rule 11.8).



Chief Executive

Dated: 30th August, 2022

Distribution:

Councillor E Lawrence (Chair)

Councillor A Davies (Vice-Chair)

Councillors S Ali, C Barnett, T Creed, P Dobb, J Foster, M Howard, I Kettle, A Lees, T Russon, P Sahota and K Shakespeare

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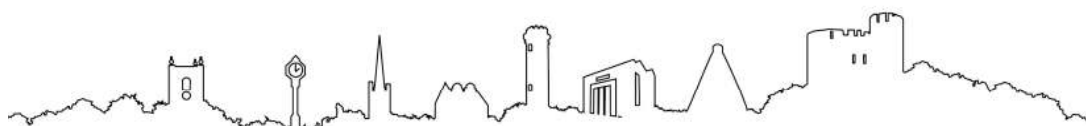
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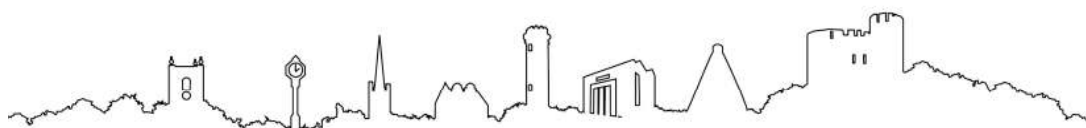


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**Minutes of the Future Council Scrutiny Committee
Wednesday, 8th June, 2022 at 6.00 pm
In Committee Room 2, The Council House, Priory Road, Dudley**

Present:

Councillor A Davies (Vice-Chair in the Chair)
Councillors R Collins, J Cowell, T Creed, P Dobb, C Eccles, J Foster, M Howard,
I Kettle,
A Lees, T Russon and P Sahota.

Officers:

J Branch (Head of Human Resources, Organisational Development and Inclusion),
D Brennan (Equality, Diversity and Inclusion Manager), Ajaib Paul (Head of Chief Executive's Office), C Blunn (Corporate Performance Manager) and S Griffiths (Democratic Services Manager).

1 Apologies for Absence

Apologies for absence were received on behalf of Councillors S Ali, C Barnett,
E Lawrence and K Shakespeare.

2 Appointment of Substitute Members

Councillors R Collins, J Cowell and C Eccles had been appointed as substitute Members for Councillors K Shakespeare, C Barnett and S Ali respectively, for this meeting of the Committee only.

3 Declarations of Interest



Councillor J Cowell declared a non-pecuniary interest as a Council tenant.

4 **Minutes**

Resolved

That the minutes of the meetings held on 2nd and 16th March, 2022 be approved as correct records and signed.

5 **Public Forum**

No issues were raised under this agenda item.

6 **Annual Scrutiny Programme 2022/23**

The Committee considered items to be included in the Annual Scrutiny Programme for detailed consideration by this Scrutiny Committee during 2022/23.

Arising from Minute No. 61 of the meeting held on 2nd March, 2022, Councillor J Foster requested that Democratic Services provide feedback on the adoption of recommendations from the Scrutiny Committee Development Session with the Local Government Association held on 21st March, 2022.

In relation to briefing notes to be received by the Scrutiny Committee, Councillor

J Cowell requested that these should be circulated more widely to Members. It was suggested that these should be included on the Council's website and that links should be made available alongside the agenda documents for future meetings.

Resolved

- (1) That the items to be scrutinised by this Committee, as contained in the Annual Scrutiny Programme for 2022/23, be noted.



FC/2

- (2) That the Chair and Vice-Chair be requested:
- (i) To consider the inclusion of an additional item in the Scrutiny Programme concerning the Council's bid for City Status.
 - (ii) To review the timing of the proposed item on Digital and ICT transformation with a view to this being brought forward for early consideration during the municipal year.
- (3) That, subject to resolution (2) above, the Committee confirm the programme of business as outlined in paragraph 6 of the report submitted, subject to the need for flexibility to reflect any changes that might arise during the municipal year.
- (4) That the Lead for Law and Governance, following consultation with the Chair and Vice-Chair, be authorised to make all the necessary arrangements to enable this Committee to undertake its programme of scrutiny work during the 2022/23 municipal year.
- (5) That the terms of reference for the Future Council Scrutiny Committee, as set out in the Appendix to the report submitted, be noted.
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7 **Equality, Diversity and Inclusion Annual Delivery Plan 2022/23**

The Committee considered a report of the Chief Executive on the annual delivery plan for the Council's Equality, Diversity and Inclusion strategy. The Head of Human Resources, Organisational Development and Inclusion presented the report and invited comments from the Committee to enable further consideration and development of the delivery plan over the longer term.

Following the presentation, Members asked questions, made comments and responses were given as appropriate:-



FC/3

- Councillor A Davies commented positively on reflecting the ‘Dudley context’ in the document and the performance of the Council as an employer in ensuring that the demographics of the Borough were strongly reflected in the make-up of the Council’s workforce. This, therefore, reinforced that Dudley should not adopt measures or policies within the strategy that other authorities may adopt based on challenges or perceived challenges they had but Dudley did not.
- Councillor R Collins referred to the use of the term ‘gender reassignment’ in the list of protected characteristics and suggested that ‘gender preference’ or ‘gender identity’ would be more appropriate terminology. Officers would consider this, however, it was noted that the document reflected terminology currently provided for in the legislation. A suitable comment would be included in the document to clarify this point.
- Councillor R Collins also referred to the potential adoption of 14pt size font as the corporate standard for Council Committee reports. This was supported to promote inclusion.
- Councillor C Eccles referred to difficulties encountered by residents where the Council relied on the use of the internet or electronic systems to conduct community engagement. Specific reference was made to consultation on the Black Country Plan and the £150 energy bills rebate as examples. The Committee considered that access to support should be made easily available for all residents to ensure inclusivity. Councillor A Davies expressed the view that more traditional means of accessing all Council services and support should still be maintained as an option for those who were not able or comfortable with accessing them online, particularly the elderly.



- In response to a comment from Councillor J Foster, the Head of Human Resources, Organisational Development and Inclusion set out the historical context to the ongoing work on Equality, Diversity and Inclusion. This included the disproportionate effect the Covid-19 pandemic had on Black and Minority Ethnic communities, a collective grievance registered by trade unions in 2020 and the subsequent commissioning and publication of an independent report by the Birmingham Race Action Partnership (BRAP). A central staff resource had been established and the Council's response was being shaped in consultation with the Corporate Equalities Board. It was important that Equality, Diversity and Inclusion was fully reflected in the Council's People Strategy and in all Directorate service plans.
- Councillor J Foster referred to the role of elected Members and the need to improve training provision. She also referred to representation on the Council and Committees and the need to ensure that political groups affirmed their commitment to ensuring that diversity was reflected amongst their membership and in the appointments they made. Equality and diversity should be viewed as a 'golden thread' running through the work of all Committees and the Council generally. It was considered that this issue should be referred to Scrutiny Chairs to consider in the context of their work programmes.
- Councillor P Sahota welcomed the report and stressed the need for the strategy to be reflected in all policies and plans adopted by the Council. Key Performance Indicators would be necessary to ensure that progress could be monitored and reviewed. He also supported the point concerning the composition of Committees and the need for political groups to lead by example in this regard.
- Councillor P Sahota referred to statistics presented at borough level, particularly relating to the Council's workforce, and the need to view this in context with employees on senior grades compared to those on lower salary grades. He also stressed the importance of exit interviews to identify the reasons why employees left the Council. Managers should nurture talent and encourage employees to progress through effective one-to-one meetings and provide any necessary or associated support.



- Councillor P Sahota expressed the view that more details should be included under Theme 3 in the action plan (ensuring the integration of equality objectives into the commissioning, procuring and delivery of services). All residents were entitled to receive an equal level of service across all wards. The deprivation index could be used in connection with identifying service levels in deprived areas and more affluent areas of the Borough. Equality applied to the delivery of services and Key Performance Indicators could be used to monitor the situation and ensure accountability. Reference was also made to improving engagement with communities, including hard to reach groups.
- Councillor A Davies referred to the general workforce figures presented in the BRAP report and the terminology used in connection with Black and Minority Ethnic groups. He expressed the view that different groups faced different challenges and this needed to be recognised. This view was supported by Councillor I Kettle who referred to the differences within communities and the need for a more nuanced approach. This supported the recommendation for additional training for Council officers and increased awareness of different cultures within the Borough.
- Councillor J Cowell referred to the need for a simple and transparent process in reporting and dealing with cases where a potential issue of discrimination was identified. Specific reference was made to the need for a clear process and contact points for the general public and voluntary service/volunteers. The Equality, Diversity and Inclusion Manager reported that the strategy was supported by a range of other policies and legal provisions, such as Dignity at Work, Codes of Conduct, Whistleblowing Policy and Hate Crime reporting. The Council adopted a zero-tolerance approach and these points would be considered further by Officers.
- Councillor J Foster repeated the importance of reflecting diversity in the Council's governance arrangements and made particular reference to the current composition of the Chairs and Vice-Chairs of Scrutiny Committees.



- Councillor T Russon expressed the view that inclusion should be reflected in the first bullet point action on page 14 of the agenda (Equality, Diversity and Inclusion Action Plan 2022/23 (Theme 3)).
- In response to a query raised by Councillor J Foster, the Equality, Diversity and Inclusion Manager reported that the reference to 'good relations' in paragraph 3 of the report was intended to relate to listening, developing relationships and treating people equitably. Councillor J Foster was of the view that the promotion of good relations could be undermined in circumstances where communities were competing against each other for resources.
- Councillor A Davies expressed concern that insufficient emphasis was placed on those negatively impacted by social mobility and socio-economic impact factors. This should be given greater emphasis and prominence in the document and be identified as an immediate priority for year 1 of the strategy to assist all people negatively affected. It was recommended that addressing socio-economic inequality should be incorporated as a key aspect for attention in year 1 of the strategy alongside other actions to support people with protected characteristics.
- Councillor J Foster stated that socio-economic inequality had not been included in the enacted legislation and that it might be appropriate for the Council to make recommendations to the Government in this regard.
- Councillor A Davies expressed concerns regarding the reference to Stonewall in the action plan. Reference was specifically made to the document suggesting that Dudley MBC should join programmes from Stonewall; an organisation which other prominent organisations and Government departments had recently withdrawn from in the light of various issues and concerns. Following the comments made, Officers undertook not to proceed with joining these programmes and potential alternatives would be considered.

Resolved



FC/7

- (1) That the comments and views of the Committee concerning the Equality, Diversity and Inclusion annual delivery plan 2022/23, as summarised above, be considered further and incorporated in the ongoing development of the delivery plan.
- (2) That the Scrutiny Working Group, comprising all Members of this Committee, provide further contributions to the Equality, Diversity and Inclusion annual delivery plan and review progress.
- (3) That the Equality, Development and Inclusion Team, in conjunction with the Local Government Association, develop further training on Equality, Diversity and Inclusion, tailored to reflect the Dudley context, and that the training be provided to Members of this Committee and made available to all Members of the Council.

8 **Corporate Quarterly Performance Report – Quarter 4 (1st January to 31st March, 2022)**

A report of the Chief Executive was submitted on the Quarter 4 Corporate Quarterly Performance report covering the period 1st January to 31st March, 2022. The Corporate Performance Manager gave a presentation to the Committee and highlighted key issues. The Committee was requested to review the report and refer any identified issues to the relevant Officers or Cabinet Members.

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

- Councillor P Sahota expressed concern regarding the number of Key Performance Indicators for each Directorate and sought assurance that there were sufficient Indicators to enable critical challenge of the Council's ambitions in major service areas. It was noted that the Key Performance Indicators had been developed to encourage corporate working and to ensure delivery of key corporate outcomes.
- Councillor P Sahota referred to bids for external funding and the need for robust indicators to enable a comparative analysis with other local authorities.



- Councillor A Davies acknowledged that the Key Performance Indicator data did not always give the full context, however, the Committee sought assurances that ambitious targets were being set by Directorates. This could be covered by the inclusion of appropriate narrative in the report. It was also suggested that the Local Government Association could provide information on Key Performance Indicators used by other local authorities to assist with comparator data and the setting of challenging targets.
- Councillor A Lees acknowledged the difficulty in measuring the success of external funding bids in view of the multiple funding streams that the Council pursued. It was considered important to measure the progress of key regeneration projects to ensure their timely delivery.
- Councillor I Kettle also referred to information concerning funding bids including the number of bids submitted; the number of successful bids and the cost of submitting those bids. This information could be provided by the Directorate of Regeneration and Enterprise.
- In relation to quarterly reporting on Directorate Plans, it was a matter for the Scrutiny Committee Chair to consider the level of detail required and if the information was more appropriately provided as a briefing note/information item to Members.
- Councillor J Foster indicated that performance improvement updates were received in the capacity as the Deputy Leader of the opposition group. It was important that Members maintained a focus on key performance data and the effective interpretation of information provided. Further training for Members could potentially be sourced externally. The current process for setting Directorate performance targets was queried in the context of these being sufficiently robust and challenging. The existing remit of the Scrutiny Chairs/Vice-Chairs meetings and the potential for further development was also referred to.



- Councillor A Davies stated his view that this Committee was the appropriate forum for performance targets to be challenged and to hold the relevant Directorates and Cabinet Members accountable. It was confirmed that all performance indicators were developed by Heads of Service, Directorates and Cabinet Members and there was an opportunity for this Committee to review the list of indicators and challenge them accordingly.
- Councillor C Eccles referred to the Key Performance Indicators relating to a 'cleaner greener place to live' and questioned whether the targets were sufficiently challenging and ambitious. Councillor A Davies stressed the need for all performance indicators to be ambitious and it was particularly important that Members raised any specific concerns at this Committee during the year.
- Councillor J Cowell referred to corporate complaints and expressed a concern that informally resolved complaints were not appropriately recorded. It was reported that many informal issues were treated as service requests rather than formal complaints. The categorisation of formal corporate complaints would be considered further by the Strategic Executive Board.
- Councillor J Foster queried the training provided to Managers to deal with complaints and requested that more detail be provided at a future meeting of the Committee. A concern was expressed that training was not consistent across the Council and this would be communicated to appropriate senior Officers.
- Councillor C Eccles referred to a potential increase in complaints associated with backlogs that had occurred during the Covid-19 pandemic. More details would be sought from the relevant service areas. It was acknowledged that some employees had been redeployed from their usual duties during the pandemic and it took time for services to return to normal operation. Reference was made to delays in Children's Services assessments as these were dealt with on a multi-agency basis.

Resolved



FC/10

- (1) That the Quarter 4 Corporate Quarterly Performance report covering the period 1st January to 31st March, 2022, be noted.
- (2) The Corporate Performance Manager be requested to refer the specific issues raised by the Committee, as summarised above, to the relevant Officers or Cabinet Members for appropriate responses.

The meeting ended at 8.05pm

CHAIR



FC/11

Future Council Scrutiny Committee - 7th September 2022

Report of the Director of Regeneration and Enterprise

Stalled sites - strategies for bringing back into use privately owned vacant land and property

Purpose

1. This report is to update Future Council Scrutiny Committee on the strategies being deployed by the local authority to bring back into use privately owned land and property which remains derelict or untidy or where development is stalled.

Recommendations

2. It is recommended that Future Council Scrutiny Committee:-
 - Acknowledge the positive actions being undertaken by services in seeking to bring back into use privately owned land and property which remains vacant and derelict
 - Recognise the limitations of statutory powers in requiring private land owners to bring forward vacant and derelict sites for development.

Background

3. Following a report to Strategic Executive Board on 24th March 2021 and Informal Cabinet on 31st March 2021, a Stalled & Derelict sites working group was established to co-ordinate work across multiple service areas regarding land and properties identified as “*problem or derelict sites*” by the local authority and communities or where development has stalled. This followed a series of ward walks undertaken by the Chief Executive and Deputy Chief Executive with local ward councillors across the borough.

The Stalled & Derelict sites working group includes officers from the following service areas;

- Planning
- Housing
- Environmental Health & Trading Standards
- Legal Services
- New Heritage Regeneration
- Projects & Delivery
- Dudley Business First
- Corporate Landlord Services

In addition, the work of the stalled & derelict sites group will support the aspiration of the Black Country Local Authorities in seeking to maximise the redevelopment of brownfield sites specifically where housing sites remain vacant or derelict or development has been stalled for a significant period of time.

In order to support the work of the group the Council has at its disposal a range of strategies and interventions to support the re-use of vacant and derelict land and property

Empty Homes Strategy

The Council's Housing Directorate has in place a range of strategies and policies for managing empty homes and properties and seeking their return to use for housing purposes.

The Empty Homes Strategy and Action Plan was recently updated to cover the period 2020-2024. The strategy sets out the key drivers for bringing back into use empty homes namely the New Homes Bonus policy which recognises that empty homes returned to use provide additional accommodation in the same way that new build properties do, with an empty home returned to use being rewarded in the same way that a new build property is via a payment of the equivalent council tax income to the local authority for four financial years following its return to use.

Empty Homes Grant



An Empty Homes Grant is available to support owners of empty properties with grants of up to £10,000 to support essential repairs and improvements to bring back into use the properties which have been vacant for longer than 12 months.

Use of Enforcement Tools

There are a range of enforcement tools that are utilised by the Council to support the re-use of empty homes as well addressing concerns relating to land and property that has become derelict or untidy.

Enforcement should only be used as a last resort where it has not been possible to resolve the matters through pro-active engagement with land and property owners and where there is a clear economic or environmental need to do so.

i.) Empty Dwelling Management Orders (EDMO)

Introduced by the Housing Act 2004, EDMO's allow the Council to take over management & secure occupation of a dwelling that has been unoccupied for a period greater than two years. The EDMO provides for the undertaking of necessary repair works and the recovery of the associated costs through the rent received following the deduction of a management fee.

EDMO's can last for up to seven years and do not require a change in ownership of the dwelling.

ii.) Enforced Sale

The Law of Property Act 1925 allows the Council to recover charges registered against a property (or land) through the sale of that property (or land). Such charges will generally come about through works carried out in default of a statutory notice such as the Housing Act, Building Act, Town and Country Planning Act, Environmental Protection Act or Prevention of Damage by Pests Act. This procedure will be considered where debts are in excess of £5000 and there has been no attempt to pay and a property has remained empty for a period greater than six months.

iii.) Section 215 Notice



Local Planning Authorities (LPA's) have planning powers to deal with derelict/blighted land within Section 215 of the Town and Country Planning Act 1990. S215 gives LPAs the power to serve notice on land/buildings which it considers have an adverse impact upon the amenity of the neighbourhood.

When considering if a S215 is appropriate the LPA must consider the context. In the case of derelict land and buildings, it is necessary to consider whether the status of the land itself means the condition is as one would expect, and also whether the measures required in a notice will themselves resolve the issue.

The failure to comply with a notice results in an offence for which the responsible party may be prosecuted. In cases where this does not resolve the matter, LPAs may use direct action to undertake measures prescribed in the notice and can then seek to recoup the costs from the responsible party either directly or via placing a charge on the land which can lead to enforced sale proceedings (see above)

iv.) Compulsory Purchase Order (CPO)

Compulsory purchase is intended as a last resort to secure the assembly of land and property needed for the proper implementation of a project or scheme, using powers set out in various Acts of Parliament. The main legislative context for compulsory purchase is found in these Acts:

- Land Compensation Act 1961
- Compulsory Purchase Act 1965
- Land Compensation Act 1973
- Housing Act 1985
- Town and Country Planning Act 1990 (as amended by the Planning and Compulsory Purchase Act 2004).

Before initiating a CPO it must be demonstrated that the scheme for which the CPO is required is capable of being delivered. The Council must as a minimum demonstrate the fit within a policy context, that planning permission if necessary, will be forthcoming and there is sufficient funding identified.

The Council will always seek a voluntary agreement on the acquisition of the land or property with the leaseholder or freeholder in the first instance. However, where appropriate to support and enable the proposed timetable

for the project, the Council may start a compulsory purchase timetable, as a contingency measure and initiate formal procedures alongside the negotiations to come to a voluntary agreement to purchase.

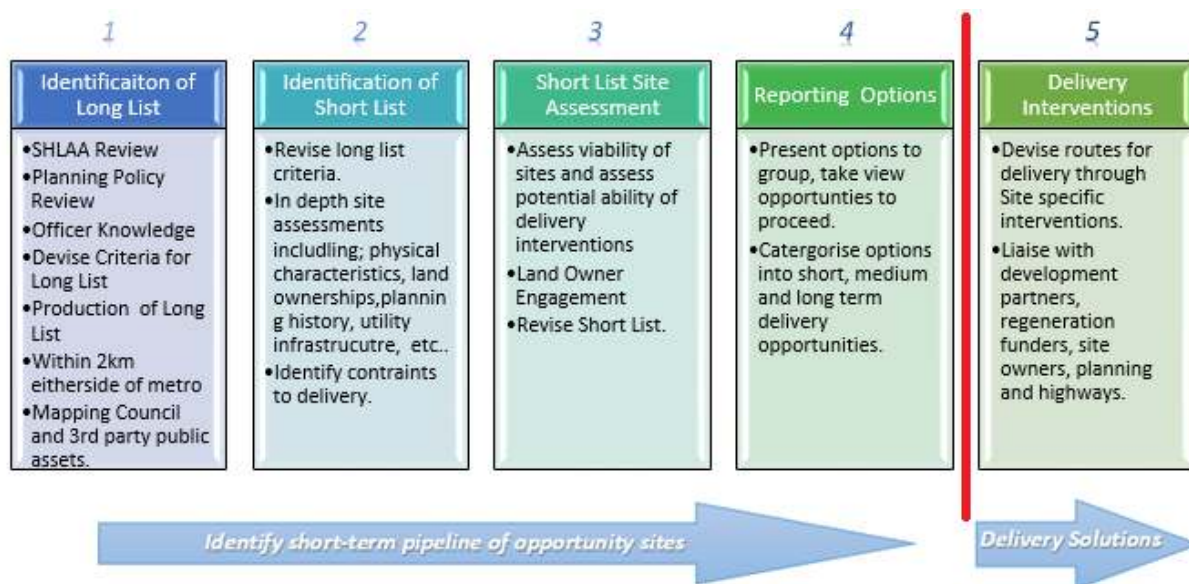
The compulsory purchase system is based on the general principle that any owner of land or rights compulsorily acquired or interfered with is entitled to compensation and should be no worse or better off in financial terms following the acquisition. Any property which is the subject of a CPO will be compulsory purchased at market value.

CPO's may also allow the council to acquire properties for the better provision of housing accommodation or to make a quantitative or qualitative improvement to existing housing.

The Council has recently committed to using its CPO powers for the Dudley Interchange project as well a private sector led development in Colley Gate should acquisition through negotiation prove unsuccessful.

4. Prioritising sites

The stalled & derelict sites working group have over the past 18 months been developing a methodological approach to identify priority sites where public sector intervention has the greatest potential to bring stalled and derelict sites to market.



A five-stage approach to delivery has been developed with stages one through to four focussing on the review and assessment of sites, and Stage 5 focussing on future delivery and the site-specific interventions

An initial long list of 68 sites was developed by officers reflecting the above stage 1 methodology in addition to sites identified via ward walks as well as problem sites identified at a service level, many of which have live or historic enforcement cases.

Following the development of an initial long list, additional site level information was identified to include any potential site constraints as well as the latest position with regards to land ownership / planning history etc (where known).

A simple scoring methodology was then created to reduce the long list from 68 to 20 priority sites as this was felt a manageable number. The assessment criteria used a priority rating of 1- 3.

1 = Priority Site - proceed to short list for further assessment.

2 = Important site - remain on long list

3 = Not a priority site at this stage - site does not proceed any further

The group are now working through delivery interventions (stage 5) for each of the 20 priority sites in order to bring forward development. The case studies below include sites from within the priority list where positive action is already being seen.

5. **Case Studies - positive action on derelict sites**

75 Wolverhampton Street, Dudley

The redevelopment of 75 Wolverhampton Street, Dudley by the Council's Housing Directorate is an example of cross directorate working to bring forward a derelict site via a negotiated sale at what is a key entrance point to Dudley Town Centre.

Following the serving of a S215 notice by the LPA and continued dialogue with the site owner the eyesore property was purchased with vacant possession by the Housing Directorate for £175,000 in May 2017 for the purposes of regeneration. A housing need had already been identified for one-bedroom flats for rent in the area.

Working with colleagues in Regeneration and Legal and Finance a funding bid was submitted to Black Country LEP for gap funding to address land viability issues and was successful in securing a grant of £377,000.



A replacement scheme was subsequently developed for 12 x 1-bedroom apartments at a construction cost of circa £1.45 million.

From demolition to build out the scheme took two years to realise and was a fantastic example of cross directorate working to bring forward a Derelict site.

Before photo's



After photo's



Enville Street, Stourbridge



The council owned site has remained a long term vacant site on the edge of Stourbridge ring road and is a key gateway site to the Town Centre. Having previously been terraced housing until the 1990's, the houses were subsequently demolished to facilitate the re-alignment of Enville Street (A458).

The Councils Housing and Communities department have recently taken a keen interest in the site for the development of affordable housing and a scheme has subsequently been developed for a 10-unit affordable scheme with public consultation being undertaken in February 2022 and a subsequent planning application (P22/0332) submitted in April 2022. A decision on the planning application is due imminently.

The cost of the scheme will be met from existing approved capital budgets within the public sector housing capital programme for delivery of new build council homes, and future maintenance from the Housing Revenue Account.

Proposed scheme site layout plan (P22/0322)



122 – 128 Colley Gate, Cradley



In 2013, Decision Sheet (DUE/37/2013) authorised the use of the Council owned land at Colley Gate as a basis for a potential site assembly with other land between 122 & 128 Colley Gate.

Following marketing and detailed negotiations Hortons were chosen as the preferred development partner by the local authority and a report to Cabinet on 21st September 2016 subsequently approved entering into an agreement with Hortons for the regeneration of the Colley Gate site with the agreement dated 18th April 2019.

In May 2021 the Council were notified by Hortons, that they no longer wished to pursue their interests in the site at Colley Gate and that they were terminating the development agreement in line with the termination conditions.

With the redevelopment of the site being a priority for the council, officers from Housing and Communities have subsequently developed a residential led scheme for the redevelopment of 122 to 128 Colley Gate which includes the council owned property at 128 Colley Gate, for an 8-unit affordable housing scheme, and a planning application (P22/0220) has subsequently been approved with conditions in May 2022.

The cost of the scheme will be met from existing approved capital budgets within the public sector housing capital programme for delivery of new build council homes, and future maintenance from the Housing Revenue Account.

Proposed site layout of the scheme (P22/0220)



As the development site includes three properties currently in private ownership (122 -126 Colley Gate) the council has recently appointed Thomas Lister to support with the acquisition of the site which may include the council using its CPO powers in order to deliver the approved scheme.

Finance

6. A £1 million budget was approved by the Council in February 2022 to support the work of the stalled & derelict sites working group, with a specific focus to facilitate the acquisitions of properties by the council to bring forward development. The £1million will be funded by prudential borrowing, the debt charges for which are to be built into the Council's base budget.

Law

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

Pursuant to Section 1 of the Localism Act 2011 a local authority has a general power of competence to do anything that individuals generally may do.

Section 123 Local Government Act 1972 provides that the Council receives best consideration in respect of disposals of land.

There are a number of statutory authorities for intervention but to summarise they include; Legal Services will advise on a case by case basis.

Housing and Planning Act 2016

Law of Property Act 1925

Compulsory Purchase Act 1965

Land Compensation Act 1973

Housing Act 1985 & 2004

Town and Country Planning Act 1990 (as amended by the Planning and Compulsory Purchase Act 2004).

Risk Management

8. There are no identified material risks to the Council resulting from the report. As part of the proposed delivery plan for each priority site a detailed risk register will be developed that captures any key risks. Where the council is taking a lead role in the development of sites key risks are likely to include the ongoing effect of inflation on construction projects and the impact this has on budget allocations.

Equality Impact

9. There will be no negative impact on people with protected characteristics as a result of this report. The development of regeneration projects is undertaken with full regard to the requirement for equality impact assessment

The Council's Equality and Diversity policies will be applied throughout the delivery of this project.

10. No equality impacts have been identified



11. There are no specific impacts that will affect children / young people.

Human Resources/Organisational Development

12. There are no direct HR/OD impacts associated with this report.

Where additional specialist support is required to support the activity of the working group this will be procured in line with the Council's standing orders.

Commercial/Procurement

13. There are no direct commercial implications associated with this report.

Where additional specialist support is required to support the activity of the working group this will be procured in line with the Council's standing orders.

Council Priorities and Projects

14. Bringing back into use vacant and derelict sites will have a positive impact on the health and wellbeing of Dudley residents through improved residential amenity and a reduction of anti-social behaviour which is often associated with derelict sites.

15.

16. It will also work towards providing access to a range of housing offers that are affordable, accessible and attractive, meeting the needs of our diverse communities.



Helen Martin
Director of Regeneration & Enterprise

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Appendices

List of Background Documents



Future Council Scrutiny Committee – 7th September 2022

Report of the Chief Executive

Corporate Quarterly Performance Report – Quarter 1 (1 April – 30 June 2022)

Purpose

1. To present the Quarter 1 Corporate Quarterly Performance report of the financial year 2022/23 covering the period 1 April to 30 June 2022. Aligned to the new 3-year Council Plan.

Recommendations

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

Background

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

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

The Q1 report is available as appendix 1 (Corporate Quarterly Performance Management Report Quarter 1). Service Summary Sheets are also attached as appendices 2 and 3 for Public Realm and Housing and Community Services, respectively.

Performance Framework

4. The performance reporting framework launched early 2022. The framework monitors performance and progress against the delivery of the Council Plan and Directorate Service Plans. Please see appendix 4 (Corporate Performance Management Framework).

Effective performance management requires clearly defined and structured accountability, for Dudley these are:

- Strategic Executive Board have overall responsibility for the approval of and accountability for the Council Plan, initiatives and priorities associated within the performance framework.
 - Performance Champions are in effect 'the custodians' of the Council Plan with responsibility for delivery of the council plan and associated policies. They are also responsible for having an overview of performance ensuring that the right priorities are being attached to the actions contained within the relevant divisional service plans and improvement plans.
 - Directorate Performance Management Teams are responsible for ensuring that timely and accurate performance information is available, that problems of performance are flagged and that appropriate delivery plans are generated and tracked.
 - Future Council Scrutiny Committee scrutinise the Quarterly Corporate Performance Management Report and make any associated recommendations.
5. The role of internal Audit is to provide an independent review of the corporate approach to performance management and data quality.

Performance and data quality are due to be audited this year. The data quality element of the audit is underway. Corporate Performance Management was last audited in November 2018.

Key Performance Indicators and Summary

6. An extensive piece of work has been carried out across all directorates to ensure all directorate service plans align to the new 3-year council plan core priorities and outcomes.

The performance management team have developed a matrix which clearly maps out the corporate KPI's via the directorate service plans clearly showing the alignment to our council plan priorities. See Appendix 5 (Corporate Measures 2022-2025).

Overall, there are 59 Corporate KPI's that have been identified for corporate reporting. 48 are quarterly measures, 7 annual and 3 bi-annual and 1 6-monthly. When mapping the measures to the council plan priorities, the breakdown is as follows:

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

We continually review how we monitor and report on performance. From quarter 1 and in addition to corporate key performance measures being reported we will also report against key actions aligned to our council plan priorities and the outcomes Dudley wants to achieve for our residents. The

Directorate/Service	Actions	Corporate KPI's
Adult Social Care	23	4
Children's Services	18	7
Public Health and Wellbeing	17	4
Finance and Legal	22	0
Digital, Customer and Commercial Services	30	7
Regeneration and Enterprise	28	7
Housing and Community Services	53	6
Public Realm	94	17
HR, OD and Inclusion	0	7
Total	285	59

table below provides the number of actions by directorate including the number of KPI's.

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

Please see appendix 6 (Council plan and directorate plans matrix) for details one all the actions together with KPI's and council plan priority alignment.

7. Q1 Performance Summary

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

Key performance indicators overview

Overview		Performance indicators by Council Plan priority	
Corporate KPI's reported in total	59	Dudley the borough of opportunity	10
Quarterly KPI's (inc. monthly)	48	Dudley the safe and healthy borough	21
6 monthly KPI's	1	Dudley the borough of ambition and enterprise	10
Annual KPI's	7	Dudley borough the destination of choice	9
Biannual KPI's	3	Future council	9

8. In Quarter 1 there are 46 quarterly measures available for reporting, the data source for 2 measures are currently unavailable and will be reported from Quarter 2. The outturns for the collective 46 measures show, 22 are "On or Exceeding Target", 6 "Met Target", 15 "Below Target", 3 measures have no targets therefore a score is not available. A detailed account of those measures below target is included in the report.

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

- **PI 2132 % of contacts to adult social care with an outcome of information and advice/signposting**

There was a spike in proportion of contacts with an outcome of advice/signposting demonstrated at Q3 21/22 and this then reduced due to a recording change within Liquidlogic. An upgrade to the portal in summer 2022 will provide greater functionality in regard to analytics of its usage. We will then be able to conduct a more in-depth review of how this is changing the way citizens access information about services.

- **PI 2390 % gullies cleansed as per annual programme**

The contractor will get back on track with the gully cleansing programme by the end of Q2. The team have secured an additional contractor to support ambitions to move from a 5-year cycle to a 3-year cycle, it is expected that the programme will be as planned by the end of Q2.

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

The initial reporting this quarter started with 516 complaints submitted. However, 34 of these were later withdrawn, discounted as duplicated or resolved informally at first contact, reflecting the new procedure underpinning the updated complaints policy, which drives everyone involved in complaints handling to try to resolve matters less formally for the benefit of our customers and therefore the approach naturally resolves in less totals of complaints.

The corporate Resident Action Group, established just under 12 months ago, continues to work hard to drive the new procedure, ensure timely and effective complaints resolution and learning from complaints. Corporately, work is almost complete on a new complaint's web page.

The new complaints policy and procedure have now been signed off via the Decision Sheet process, which is currently published to complete by Friday 5th August.

- **PI 2357 % capital programme spent (Highways)**

The outturn for quarter 1 is 16% of capital spend compared to a 25% target. Operationally structural highways maintenance schemes have a minimum of a 4-month lifespan and longer if the start is delayed or the settlement of accounts. The figures relate to schemes competed on site and rough costs for the first 3 months.

These years Classified programme rollout has been compromised by the CWG which has created considerable logistical problems following virtually no notice of intended embargos. We have had to concentrate resources on Unclassified roads instead which take as much planning as Classified roads, but the value of work is much less.

This year has also seen the start of a new contract revising delivery from previously one contractor to 4 contractors. Two of these contractors aren't as familiar with Dudley's highways set up and is taking a little longer to deliver works. All 4 contractors have undertaken schemes in the first 4 months. We are in a healthy delivery position and anticipate the programme and spend will meet its target by year end.

9. Performance short-term and long-term trends

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

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

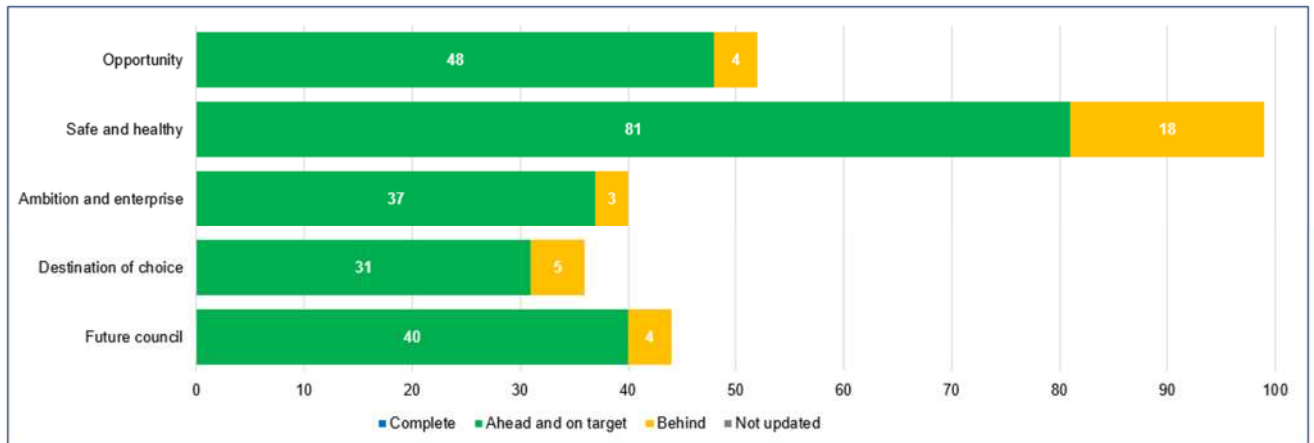
- Improved: **14**
- Consistent: **6**
- Worsening: **15**

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

10. Key Initiatives / Actions Monitoring

In addition to key performance measures and new for this financial year we are also monitoring delivery on key initiatives/actions aligned to our council plan priorities.

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



11. Key activities / awards and accreditations

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

○ **Housing & Community Services**

Welcomed our 16th family as part of the Afghan Resettlement Programme during Q1, plus just over 50 arrivals as part of the Homes for Ukraine scheme. We held our first coffee and information session for hosts and arrivals during Q1 at Halesowen Library which was a great success.

Launched a new digital initiative where tenants stay connected and give their views via quick and easy surveys. Approx. 650 members have been successfully enrolled to date.

- **Public Realm**

The Traffic & Transport Team are working with the Black Country Transport Group to produce a Dudley Local Transport Plan.

The Waste Management Team have engaged with primary schools to promote reduce, reuse and recycling initiatives and have targeted low participation areas with marketing campaigns and community engagement programmes.

- **Finance & Legal**

Nearly 106K Energy Support payments have been made as at the end of Q1.

Audit Services have launched the Spectrum Audit System which will allow directorates the ability to easily monitor their audit actions. To accompany this a dashboard has been produced. Directors and Senior Managers will be able to see what audits have been completed, audit ratings and what is outstanding to complete.

- **Public Health & Wellbeing**

Community engagement projects captured people's experiences and challenges faced through Covid. This included a photography project at Queens Cross Network and a quilting project where 77 people stitched squares depicting their experiences. 'Looking back, moving forward, stories from Covid times' (a community narrative/storytelling project) completed with 91 stories collected from people/marginalised groups from across Dudley borough. An exhibition of stories, photographs and the final quilt was launched at Dudley Library on 7th June. The exhibition is currently touring the borough.

12. Directorate Service Delivery

Inclusive to the report Directorate Service Summary documents provide a detailed account of service delivery. This quarter concentrates on Public Realm and Housing & Community Services. Please refer to Appendices for detailed information on service delivery for quarter 1.

13. COVID-19 Situation in Dudley



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

Finance

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

Law

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

Risk Management

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

Equality Impact

17. There are no special considerations to be made with regard equality and diversity in noting and receiving this report.
18. No proposals have been carried out.
19. No proposals have been made, therefore does not impact on children and young people.

Human Resources/Organisational Development

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

Commercial/Procurement

21. There is no direct commercial impact.



Council Priorities and Projects

22. The Council Plan and the Performance Management Framework enables a consistent approach for performance management across the organisation, aligning the Council Plan, Borough Vision and Future Council Programme and provides that golden thread between them.
23. Our Council Plan is built around 4 key priority areas, and our Future Council programme. The Council Plan is a 3-year '[Plan on a Page](#)'. Each directorate has a Directorate Plan that aligns to the priority outcomes that the Council is striving to achieve, as outlined within the Council Plan, and includes an assessment of how the service has contributed towards these priorities along with a range of key performance indicators to enable us to keep track of progress.
24. Performance management is key in delivering the longer-term vision of the Council. Quarterly Corporate Performance Reports are reported and reviewed by Strategic Executive Board, Informal Cabinet, the Deputy and Shadow Deputy Leader and all Scrutiny Committees.
25. This will help to enable the council to deliver the objectives and outcomes of the Council Plan and in turn the Borough Vision.



Kevin O'Keefe
Chief Executive

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Appendices

1. Corporate Quarterly Performance Management Report Quarter 1
2. Directorate Service Summary - Public Realm
3. Directorate Service Summary - Housing & Community Services
4. Corporate Performance Management Framework
5. Corporate Measures 2022-2023
6. Council plan and directorate matrix

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

Quarter 1 (1 April to 30 June 2022)

Contents

Click section name to go to that page

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Introduction

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

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

Council plan 2022-25

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

The four priorities of the current council plan are:

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

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



Performance indicators dashboard

Key performance indicators overview

Overview

Corporate KPI's reported in total	59
Quarterly KPI's (inc. monthly)	48
6 monthly KPI's	1
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Biannual KPI's	3

Performance indicators by Council Plan priority

Dudley the borough of opportunity	10
Dudley the safe and healthy borough	21
Dudley the borough of ambition and enterprise	10
Dudley borough the destination of choice	9
Future council	9

Key performance indicators this quarter

Data as at
3rd August 2022

KPI's due to be reported
48

KPI's reported
46
(3 KPI's targets N/A: no score available)

KPI's missing data
2
(Reporting in Q2 due to delays)

Corporate KPI performance summary 2022-23 Q1

46: KPI's reported

22: On target

6: Target tolerance

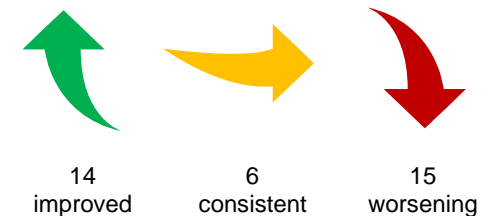
15: Below target

KPI short term trend

Short term trend data available at
Quarter 2

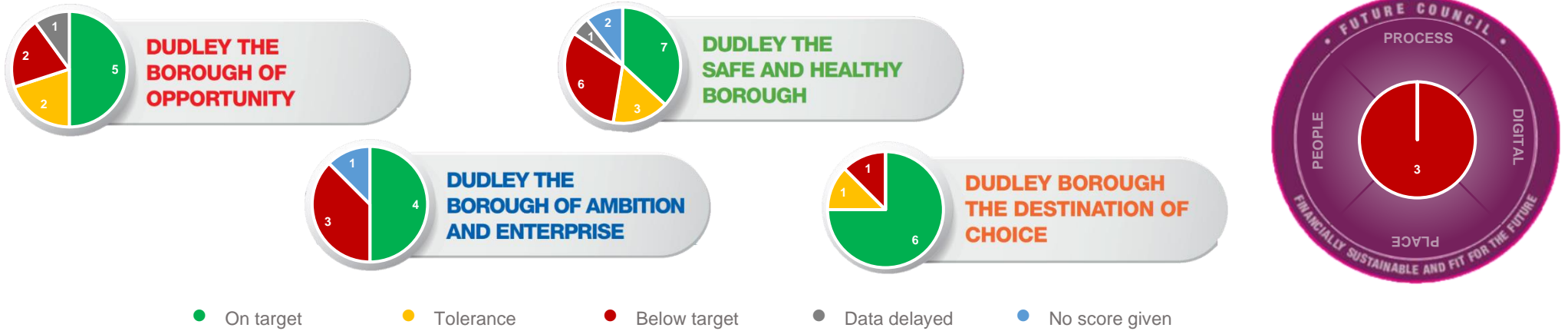
KPI annual trend

Comparing 2022-23 Q1 to 2021-22 Q1



KPI's new for 2022-23 cannot be compared

Corporate KPI performance by council plan priority



Corporate KPI performance by directorate



Key performance indicators below target

[Click on PI name to go to exception commentary](#)

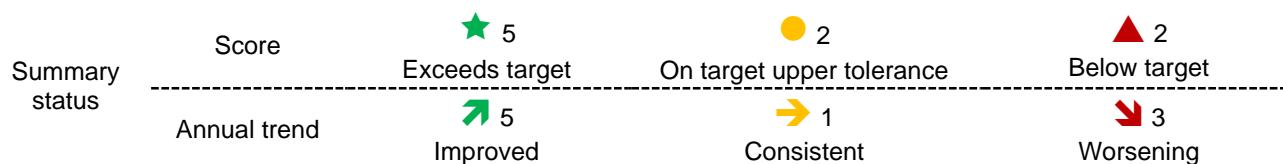
Performance indicators below target ▲	Council plan priority (scorecard pages)
PI 2133 % of working age service users (18-64) with learning disability support living alone or with family	Borough of opportunity (pages 7-9)
PI 2132 % of contacts to adult social care with an outcome of information and advice/signposting	
PI 2390 % gullies cleansed as per annual programme	Safe and healthy borough (pages 10-17)
PI 2404 % trees with a valid inspection	
PI 2027 Satisfaction - way your anti-social behaviour complaint was handled?	
PI 1447 % of agency social workers	
PI 2257 Value of savings made by prevention (intervention) to the people of Dudley (Scams Team)	
PI 2260 Percentage smoking at time of delivery (Dudley residents)	
PI 47 % Corporate Complaints given a full response within 20 working days	Borough of ambition and enterprise (pages 18-24)
PI 2079 Number of Customer Complaints Received	
PI 2357 % capital programme spent (Highways)	
PI 1899 Rent loss: % of potential rent receipts lost (dwellings)	The destination of choice (pages 25-26)
PI 352 Working days/shifts lost per FTE due to sickness absence (excluding schools)	Future council (pages 27-29)
PI 370 Long-term sickness absence per FTE	
PI 371 Short-term sickness absence per FTE	

Key performance indicators below target – with annual trend

Click on PI name to go to exception commentary

Performance indicators below target ▲	Q1 2021-22	Q1 2022-23	2022-23 target	Annual trend status
PI 2133 % of working age service users (18-64) with learning disability support living alone or with family	49%	46%	50%	See exception commentary
PI 2132 % of contacts to adult social care with an outcome of information and advice/signposting	10.8%	9%	11%	↘
PI 2390 % gullies cleansed as per annual programme	New measure	10.4%	21%	-
PI 2404 % trees with a valid inspection	New measure	12%	16%	-
PI 2027 Satisfaction - way your anti-social behaviour complaint was handled?	66.7%	63.1%	70%	↘
PI 1447 % of agency social workers	-	19.2%	15%	-
PI 2257 Value of savings made by prevention (intervention) to the people of Dudley (Scams Team)	£1,236,100	£135,000	£150,000	↘
PI 2260 Percentage smoking at time of delivery (Dudley residents)	8.9%	11.5%	10%	↗
PI 47 % Corporate Complaints given a full response within 20 working days	70%	69%	85%	↘
PI 2079 Number of Customer Complaints Received	488	482	275	↗
PI 2357 % capital programme spent (Highways)	New measure	16%	25%	-
PI 1899 Rent loss: % of potential rent receipts lost (dwellings)	1.8%	1.92%	1.8%	↘
PI 352 Working days/shifts lost per FTE due to sickness absence (excluding schools)	2.98 days	3.36 days	2.625 days	↘
PI 370 Long-term sickness absence per FTE	2.3 days	2.34 days	1.875 days	→
PI 371 Short-term sickness absence per FTE	0.68 days	1.02 days	0.75 days	↘

The borough of opportunity - scorecard and exceptions commentary

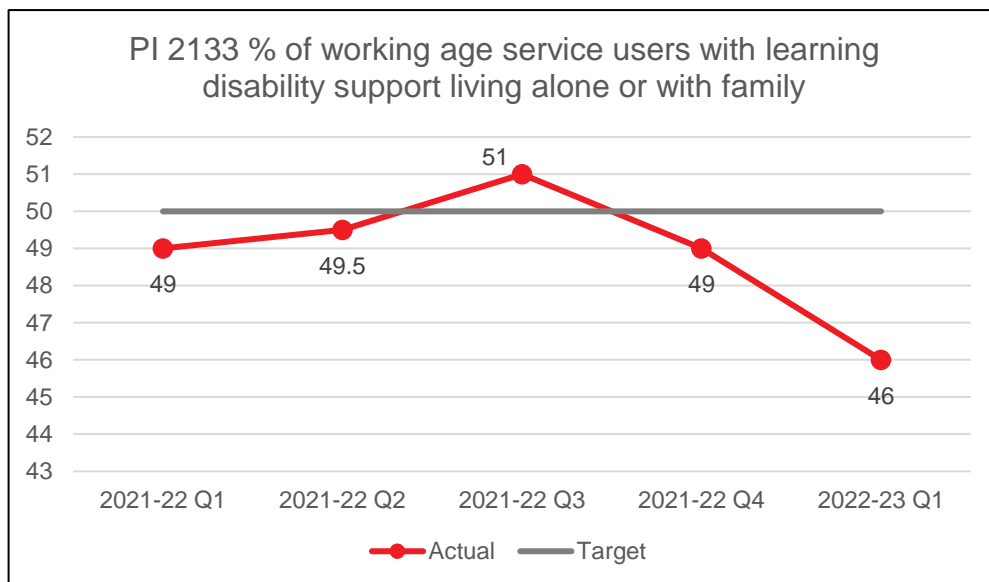


Performance Indicator	Comparator to 2021-22				2022-23 financial year					Benchmarking comparator data
	Qtr. 1 outturn	Qtr. 2 outturn	Qtr. 3 outturn	Qtr. 4 outturn	Qtr. 1 outturn	Target	Score	Short term trend	Annual trend	
PI 2129 % of eligible children who take up a 'Time for Two's' place in the Dudley Borough	63%	77.7%	100%	76.5%	76.5%	80%	●	Available Q2	↗	Local measure
PI 2427 % safer routes to school schemes completed against annual programme	New measure				Outturn / Target available in Q2			Available Q2	-	Local measure
PI 863 Proportion of children and young people who attend a good or outstanding school	76.4%	76.4%	74.3%	74.9%	76.11%	78%	●	Available Q2	→	DfE monthly management information
PI 120 16 to 18-year old's who are not in education, employment or training (NEET)	3.4%	3.4%	1.9%	1.8%	2%	2.8%	★	Available Q2	↗	2.8% W Mids. region data
PI 1690 Number of adults 16+ participating in learning	429	996	1902	2432	633	300	★	Available Q2	↗	Local measure
PI 1706 Number of adults gaining employment	38	66	101	195	50	40	★	Available Q2	↗	Local measure
PI 1709 Number of employers supported with ACL funding streams	102	66	75	32	22	15	★	Available Q2	↘	93% against 88.3% target 17/18 Overall
PI 2133 % of working age service users (18-64) with learning disability support living alone or with family	49%	49.5%	51%	49%	46%	50%	▲	Available Q2	-	77.3% England 19/20
PI 2132 % of contacts to adult social care with an outcome of information and advice/signposting	10.8%	10.6%	10.9%	9%	9%	11%	▲	Available Q2	↘	Local measure
PI 501 (ASCOF2B) - Prop of 65+ at home 91 days after discharge from hospital into reablement services	97%	93%	92%	86%	98%	83%	★	Available Q2	↗	82% England 19/20

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

PI 2133 % of working age service users (18-64) with learning disability support living alone or with family

PI	2021-22				2022-23			
	Q1	Q2	Q3	Q4	Quarter 1			
	Outturn	Target	S	T	Outturn	Target	S	T
PI 2133	49	49.5	51	49	46%	50%	▲	-



Performance: what is the data telling us?

The data is showing a fall in the number of people living in supported living or with families.

This data is not in line with the activity in Dudley Disability Service (DDS) which has seen an increase in people moving from residential to the community either into supported living or with families.

There has also been a significant decrease in voids in supported living. The service has been prioritising filling void placements as new people are looking for supported living. It is possible as these are funded by DDS even if empty that these were being counted in previous figures hence the discrepancy.

A detailed investigation into the data that informs this performance indicator is required to understand where the data comes from and why this may not be reflecting current activity.

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

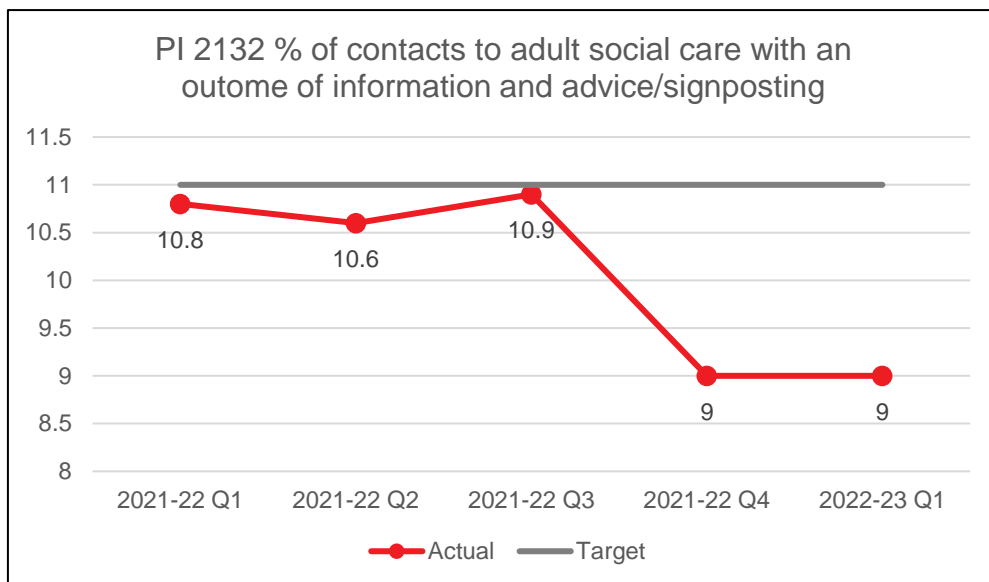
If the data is correctly showing that supported living placements have reduced, then this would indicate that there is a risk that current process to ensure that this is a priority housing option for people with a disability in Dudley are not effective. A mitigation against this is that DDS is advertising a new supported living lead role within the service. The focus of this role will be to facilitate and support people accessing supported living which should ensure we are maximising this opportunity.

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

Supported living lead role has been through grading and will be advertised in the next quarter. Investigation into data behind this PI will be completed by end of next quarter and explanation re issues will be provided. Report commissioned by DDS from Housing LIN which shows the currently Supported Living Provision in Dudley and projected future demand and ongoing work with commissioning is ensuring that we are working with the market to have appropriate levels of supported living available for people with disabilities in Dudley.

PI 2132 % of contacts to adult social care with an outcome of information and advice/signposting

PI	2021-22				2022-23			
	Q1	Q2	Q3	Q4	Quarter 1			
	Outturn	Target	S	T	Outturn	Target	S	T
PI 2132	10.8	10.6	10.9	9	9%	11%	▲	-



Performance: what is the data telling us?

There was a spike in proportion of contacts with an outcome of advice/signposting demonstrated at Q3 2021/22 and this then reduced due to a recording change within Liquidlogic.

Contacts are only recorded for new clients and 'contacts' for existing clients are recorded within case notes, which do not form part of the figures reported.

The more recent drop in proportion in Q4 21/22 is considered to be related to the implementation of the "Dudley Adults Portal" <https://adultsocialcare.dudley.gov.uk/web/portal/pages/home>

This provides more information/advice upfront and so has likely contributed to a fall in the proportion of contacts that come in through other front door mechanisms that only require advice/signposting. Pattern remains consistent for Q1 2022/23.

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

The implementation of the Adults Portal will continue to be monitored throughout Q2 as this becomes further embedded in working approaches.

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

An upgrade to the portal in summer 2022 will provide greater functionality in regards to analytics of its usage. We will then be able to conduct a more in-depth review of how this is changing the way citizens access information about services.

Once this exercise is conducted the definition and/or target of this measure may need to be reviewed to ensure that it is fit for purpose.

Contents page

KPI dashboard

KPI below target

Scorecard: Opportunity

Scorecard: Safe 47

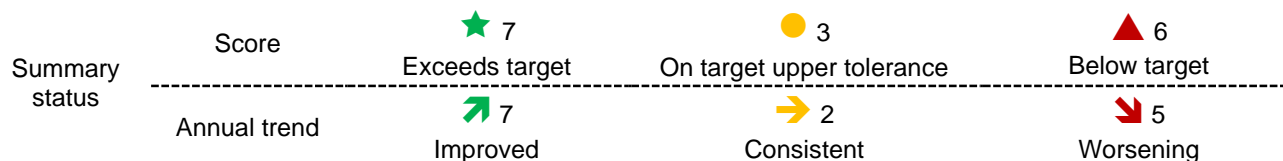
Scorecard: Ambition

Scorecard: Destination

Scorecard: Future Council

Actions dashboard

The safe and healthy borough - scorecard and exceptions commentary



Scorecard 1 – physical environment

Performance Indicator	Comparator to 2021-22				2022-23 financial year					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	
PI 1441 Air Quality completed in actions in accordance with the timetable in the approved Air Quality Action Plan	100%	100%	100%	100%	97.7%	75%	★	Available Q2	↘	
PI 2416 % street cleansing waste recycled	New measure				98.6%	98.6%	★	Available Q2	-	
PI 2390 % gullies cleansed as per annual programme	New measure				10.4%	21%	▲	Available Q2	-	
PI 2404 % trees with a valid inspection	New measure				12%	16%	▲	Available Q2	-	
PI 2406 No. incidents of fly-tipping	414	406	432	474	398	No target available	N/A	Available Q2	↗	
A target cannot be set for the number of incidents of fly-tipping. The aim is to achieve an ongoing reduction in the number of fly-tipping incidents										
PI 2407 No. fly-tipping enforcement actions	156	171	102	103	117	No target available	N/A	Available Q2	↗	
A target cannot be set for number of fly-tipping enforcement actions as it is dependent on the number of fly-tips and evidence available.										
PI 2417 % of local road safety schemes completed against annual programme	New measure				Outturn available in Q2	10%		Available Q2	-	Local Measure
PI 2074 Proportion of premises in the borough that are broadly complaint with food hygiene law (star rating of 3 or more).	81.1%	86.6%	86.8%	86.8%	89.5%	90%	●	Available Q2	↗	

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

Dudley the safe and healthy borough scorecard continued

Scorecard 2 – other	Comparator to 2021-22				2022-23 financial year					Benchmarking comparator data
	Performance Indicator	Qtr. 1 outturn	Qtr. 2 outturn	Qtr. 3 outturn	Qtr. 4 outturn	Qtr. 1 outturn	Target	Score	Short term trend	
PI 2266 Percentage of applicable contracts awarded that include Social Value outcomes	New measure		70%	63%	81.6%	80%	★	Available Q2	-	Local measure
PI 2134 % of the conversion of safeguarding concerns to enquiry	7.5%	8.4%	8.1%	10%	6%	20%	★	Available Q2	↗	37% England 19/20
PI 1447 % of agency social workers	-	-	-	19.2%	19.2%	15%	▲	Available Q2	→	
PI 432 Number of children looked after per 10,000 of the population	90.5	86.6	84.9	85.6	85.2	83.5	●	Available Q2	↗	85.3 Statistical neighbours 19/20
PI 426 Percentage of single assessments authorised with 45 days (For Assessment Service Only)	77.6%	90.3%	72.1%	71.5%	85.4	85.5	●	Available Q2	↗	Local Measure
PI 433 Number of children subject to child protection plan per 10,000 of the child population	34.1	37.5	43.1	44.8	38.2	49	★	Available Q2	↘	52.6 Statistical neighbours 19/20
PI 2027 Satisfaction - way your anti-social behaviour complaint was handled? (ASB)Star-T [CP] [DSP] [HM] [DB]	66.7% (64/96)	68.3% (103/151)	65.5% (133/203)	62.8% (152/242)	63.1% (24/38)	70%	▲	Available Q2	↘	76.8% HouseMark Median
PI 2257 Value of savings made by prevention (intervention) to the people of Dudley (Scams Team)	£1,236,100	£410,400	£414,300	£518,100	£135,000	£150,000	▲	Available Q2	↘	Local measure
PI 2260 Percentage smoking at time of delivery (Dudley residents)	8.9%	6.8%	-	13%	11.5%	10%	▲	Available Q2	↗	Local Measure

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

Dudley the safe and healthy borough scorecard continued

There is a time lag for the following KPI's due to the nature of their collection and validation from the Waste Data flow. Waste Data Flow is the national database for municipal waste data reporting by UK local authorities to government therefore will be reported as actual 3 months in arrears i.e., Quarter 3 data presented in Quarter 4.

Scorecard 3 – waste	2021-22 financial year								Benchmarking comparator data
	Qtr. 1 outturn	Qtr. 2 outturn	Qtr. 3 outturn	Qtr. 4 outturn	Target	Score	Short term trend	Annual trend	
PI 1498 % household waste sent for reuse, recycling and composting (NI 192) <i>Cumulative outturns shown (measured in tonnes)</i>	43.1% (15,875.00)	42.5% (30,386.76)	39% (39,177.82)	36.4% (46,387.68)	36%	★	↗	→	38.5% CIPFA Family Group Average (Q4 2021/22)
PI 1499 % municipal waste land filled (NI 193) <i>Cumulative outturns shown (measured in tonnes)</i>	3.9% (1,594.0)	2.61% (2,075.71)	2.17% (2,211.67)	1.9% (2,724.05)	3%	★	↘	↘	7.81% CIPFA Family Group Average (Q4 2021/22)

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

PI 1447 % of agency social workers

PI	2021-22				2022-23			
	Q1	Q2	Q3	Q4	Quarter 1			
					Outturn	Target	S	T
PI 1447	New measure				19.2%	15%	▲	-

Insufficient data to produce trend chart

Performance: what is the data telling us?

Overall, the proportion of agency staffing remains stable when compared with data @ 31/3/22.

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

Challenges remain regards recruitment and with almost 1 in 5 social workers being temporary, this brings a level of instability to the workforce. However, Dudley to date has not experienced high agency staff turnover.

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

Continue to try and increase the number of permanent new starters, which will reduce reliance on agency staffing. However, recruitment of social workers remains a challenge in Dudley and is echoed both regionally and nationally. Workforce Board continues to focus on recruitment of social workers and a review is underway of information that is sent to candidates detailing the benefits of working for Dudley. It is also hoped that the new join venture with Kent Commercial which starts in September 2022, will improve recruitment of agency staff.

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KPI dashboard

KPI below target

Scorecard: Opportunity

Scorecard: Safe 51

Scorecard: Ambition

Scorecard: Destination

Scorecard: Future Council

Actions dashboard

PI 2390 % gullies cleansed as per annual programme

PI	2021-22				2022-23			
	Q1	Q2	Q3	Q4	Quarter 1			
					Outturn	Target	S	T
PI 2390	New measure				10.4%	21%	▲	-

Insufficient data to produce trend chart

Performance: what is the data telling us?

The contractor will get back on track with the gully cleansing programme by the end of Q2.

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

Low impact - The contractor will get back on track with the gully cleansing programme in Q2.

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

The Team have secured an additional contractor to support ambitions to move from a 5-year cycle to a 3 year cycle, it is expected that the programme will be as planned by the end of Q2.

PI 2404 % trees with a valid inspection

PI	2021-22				2022-23			
	Q1	Q2	Q3	Q4	Quarter 1			
					Outturn	Target	S	T
PI 2404	New measure				12%	16%	▲	-

Insufficient data to produce trend chart

Performance: what is the data telling us?

Recruitment challenges are evident in this area, which is being experienced by many Councils.

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

It is anticipated that once recruitment challenges have been addressed the tree inspection programme will be back on track.

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

This is a 5 year programme and it is expected to inspect 35,000 trees per year.

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

PI	2021-22				2022-23			
	Q1	Q2	Q3	Q4	Quarter 1			
	Outturn	Target	S	T				
PI 2027	66.7	68.3	65.5	62.8	63.1%	70%	▲	-

Performance: what is the data telling us?

This result represents all residents and shows 24 residents were satisfied out of 38 who responded to this question.

Satisfaction for DMBC tenants only = 57.9% (11 out of 19 satisfied)
Satisfaction for other tenures = 68.4% (13 out of 19 satisfied)



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

Customer casework resolution satisfaction has been discussed at team meetings and included in all supervision meetings, managers are closely monitoring expectation for officers to communicate more frequently and effectively with customers. The ASB Focus Group have helped design a shorter ASB survey which is being launched at the start of Q2 and we are considering how we can encourage greater levels of responses from customers.

The Housing Restructure assumes that lower level ASB casework will be managed by Housing Managers from which will, from October, enable the ASB Team to have the capacity to focus on serious casework. For this reason we expect to see improving feedback later from the autumn.

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

This is a key measure showing the customer/complainant's perception of the effectiveness of the resolution to their report of ASB. This is a challenging measure which relies on managing expectations which are not always possible to legally deliver! There are several performance and resourcing issues in this team which are being worked through with HR support. This is a particularly small sample survey but the trend is still of concern.

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KPI dashboard

KPI below target

Scorecard: Opportunity

Scorecard: Safe 54

Scorecard: Ambition

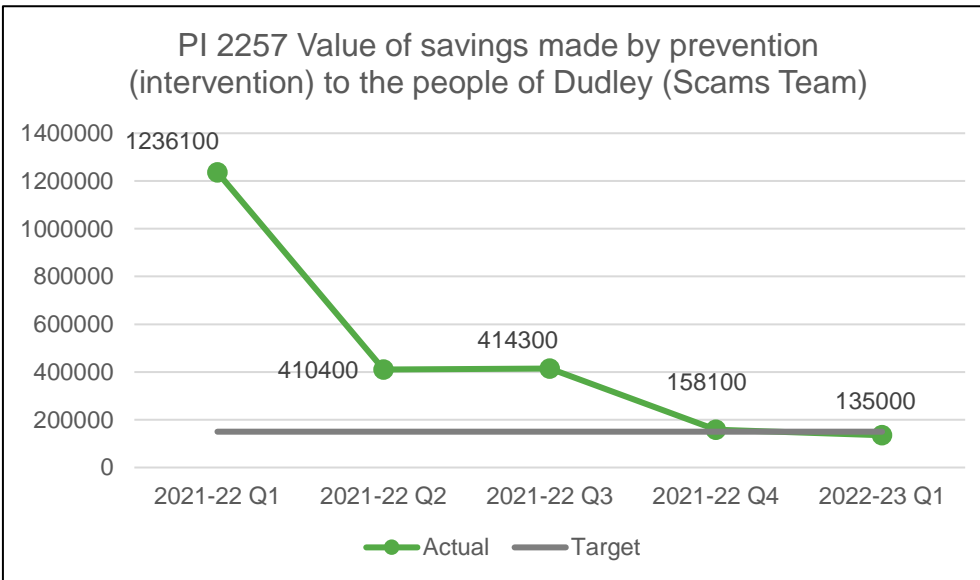
Scorecard: Destination

Scorecard: Future Council

Actions dashboard

PI 2257 Value of savings made by prevention (intervention) to the people of Dudley (Scams Team)

PI	2021-22				2022-23			
	Q1	Q2	Q3	Q4	Quarter 1			
					Outturn	Target	S	T
PI 2257	1236100	410,400	414,300	518,100	£135,000	£150,000	▲	-



Performance: what is the data telling us?

Data is compiled using the national trading scams calculator in the following categories;

- Total initial contacts (Inc. postal/ telephone/ visits)
- Total initial visits completed
- Of total initial contacts, number referred from Compass
- Events attended
- Living Well Feeling Safe referrals made
- MASH referrals
- Victim Support referrals
- Call blockers installed
- Guard cams installed
- Scam marshals signed up
- FAS e-learning complete
- FAS training complete
- Total FAS training complete
- SCAMchampion Training complete
- SCAMBassador training complete

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

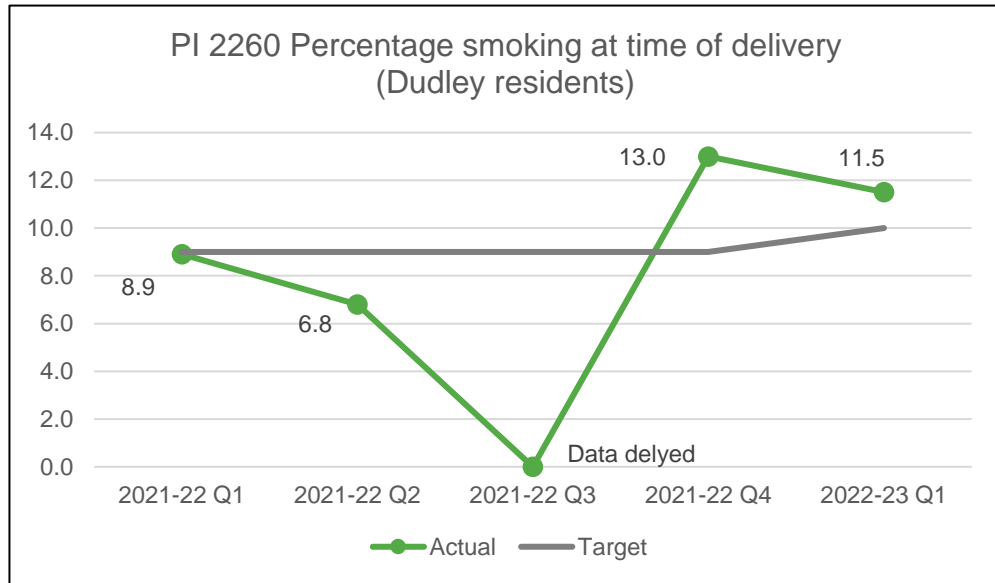
Protection of the elderly from financial abuse by scammers is an essential contribution to the public health goal of tackling loneliness and isolation, and a statutory duty under the Care Act.

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

Although the figure is slightly below target this quarter, this does not represent the full impact of the team in dealing with victims and providing support. It is expected that the figure in the year overall will exceed target.

PI 2260 Percentage smoking at time of delivery (Dudley residents)

PI	2021-22				2022-23			
	Q1	Q2	Q3	Q4	Quarter 1			
	Outturn	Target	S	T	Outturn	Target	S	T
PI 2260	8.9%	6.8%	0%	13%	11.5%	10%	▲	-



Performance: what is the data telling us?

The actual data is currently above the target set.

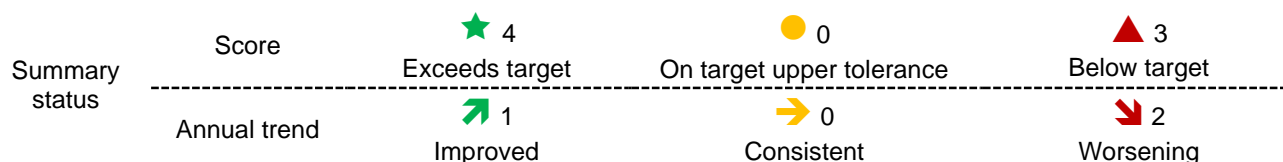
Impact: what are the issues/risks for service delivery?

We have included this performance indicator in the PH&WB Business plan 2022/2023 as an indicator to monitor progress made in seeing a reduction of women who smoke at time of delivery. Public Health and wellbeing will continue to work with our partners to reduce the health risks to the pregnant women, baby, children and the address the financial and health inequalities impact of smoking.

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

We commission a healthy pregnancy service, who work with parents to stop smoking and avoid excessive weight gain. Following the pathway, all women should be asked about smoking behaviour and be offered carbon monoxide monitoring at their booking visit. The healthy pregnancy service is an opt out service, so mums who smoke are referred unless they specifically ask not to be. Women are provided with both behavioural interventions and NRT to support their quit as part of the commissioned service. There is further work ongoing to ensure we receive accurate data around smoking at booking, carbon monoxide monitoring, referrals into the healthy pregnancy service and quit rates.

The borough of ambition and enterprise - scorecard and exceptions commentary



Performance Indicator	Comparator to 2021-22				2022-23 financial year					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	
PI 47 % Corporate Complaints given a full response within 20 working days	70%	63%	64%	68%	69%	85%	▲	Available Q2	↘	Local measure
PI 2078 Number of Customer Compliments Received	274	235	240	230	196	150	★	Available Q2	↘	Local measure
PI 2079 Number of Customer Complaints Received	488	451	390	490	482	275	▲	Available Q2	↗	Local measure
PI 2357 % capital programme spent (Highways)	New measure				16%	25%	▲	Available Q2	-	
PI 2380 Sq. metres of highway defect repairs completed	-	-	-	62,550	32,151	15,000	★	Available Q2	-	
PI 2381 No. Penalty Charge Notices issued for parking offences	-	-	-	12,639	2,540	N/A	N/A	Available Q2	-	
Guidance for Local Authorities on Enforcing Parking Restrictions - Section 2.2 does not allow Local Authorities to set targets.										
PI 2383 % Highway Safety Inspections completed on time	-	-	-	2%	3%	3%	★	Available Q2	-	
PI 2272 % spend with local suppliers within the wider West Midlands region on contracts awarded via the Procurement Team.	-	-	-	45%	83.2%	30%	★	Available Q2	-	

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

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

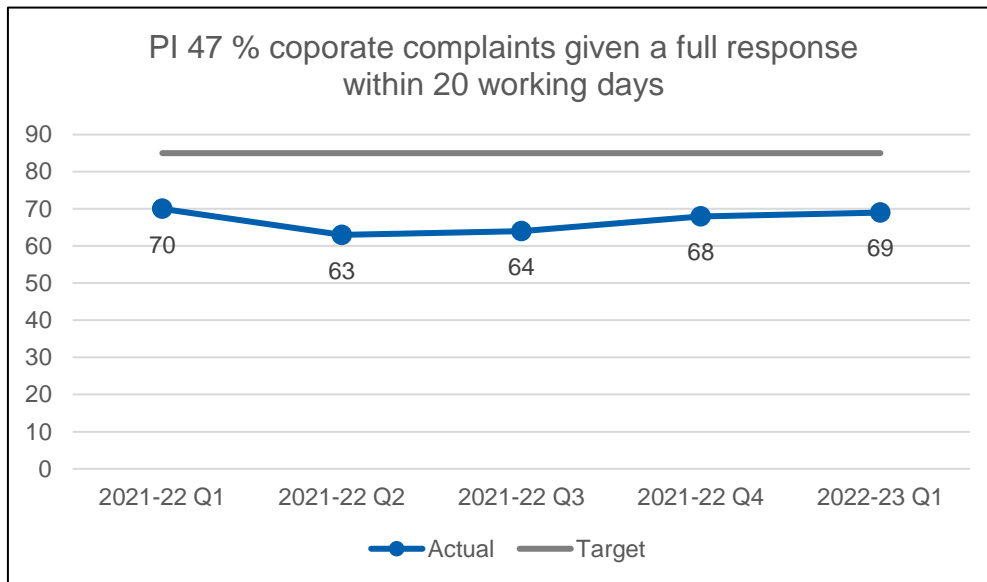
PI	2021-22				2022-23			
	Q1	Q2	Q3	Q4	Quarter 1			
					Outturn	Target	S	T
PI 47	70	63	64	68	69%	85%	▲	-

Performance: what is the data telling us?

Whilst remaining under target, the percentage of complaints responded to within the 20 day target is slowly creeping up over the past 6 months. This needs to remain the trend, stepping further upwards.

The initial reporting this quarter started with 516 complaints submitted. However, 34 of these were later withdrawn, discounted as duplicated or resolved informally at first contact, reflecting the new procedure underpinning the updated complaints policy, which drives everyone involved in complaints handling to try to resolve matters less formally for the benefit of our customers and therefore the approach naturally resolves in less totals of complaints.

2 complaints remaining open are still in date for a response within the 20 day target, as they were received at the end of June and corporate reporting deadlines this month mean their due dates fall just after this report has been run. However, these have been included in figures as remaining open for complete transparency. All areas with complaints remaining open have been chased 3 times in the month leading up to reporting, in addition to the original logging and allocating to teams of these complaints.



The complaints manager for **Social Care and Education** reported that they had seen an increase overall in the number of complaints received 2021/22 compared to the previous year, this is not due to any specific service area, however there has been a significant increase in complex complaints for both Adults and Children, with an increase in SEN complaints in relation to Children. Adults and Children’s statutory complaints are being continually reviewed, this can result in an increase the number of corporate complaints and reduce the statutory complaints.

The complaints manager for **Housing** offered an extensive report which she creates for service area management. Headlines from the report are a reduction in complaints for Housing overall, compared to both Q4 this year and the same period (Q1) 2021/22. Housing have overseen more cases coming through their complaints team handled as service requests, thus resolved informally hence the reduction in the formal complaint totals. They also note a reduction in the number of the formal complaints handled being categorised as upheld or partially upheld. Housing demonstrate learning outcomes proformas having been completed and 46% of them containing genuine learning opportunities/action. 12% of formal complaints did not results in learning outcomes information being returned, which is detailed in a report for Housing Managers and Heads of Service.

The administrative lead for complaints in **Planning & Regeneration** noted that she is new and junior to this role. She will be linking with others in the corporate Resident Action Group to learn how she can use complaints information, data and chasing to help improve turnaround times and responses.

The Business Support Officer from **Health & Wellbeing** reported new working processes for complaints, which has proved successful with minimal formal complaints for Trading Standards and Environmental Health in Q1.

The complaints manager for **Public Realm** reported that there have been a large number of complaints this quarter for Green Care, mainly grass cutting, weeds and vegetation, which is a seasonal issue. Given the number of complaints received by Waste Care that are upheld, work is being undertaken to identify where there may be issues with specific crews and rounds. This work is ongoing. We are also working with Green Care, in particular around complaints relating to trees, to ensure that the responses we send to residents are clear and informative which will also speed up the response time. The Directorate continue to look at processes for dealing with complaints to increase response rates further.

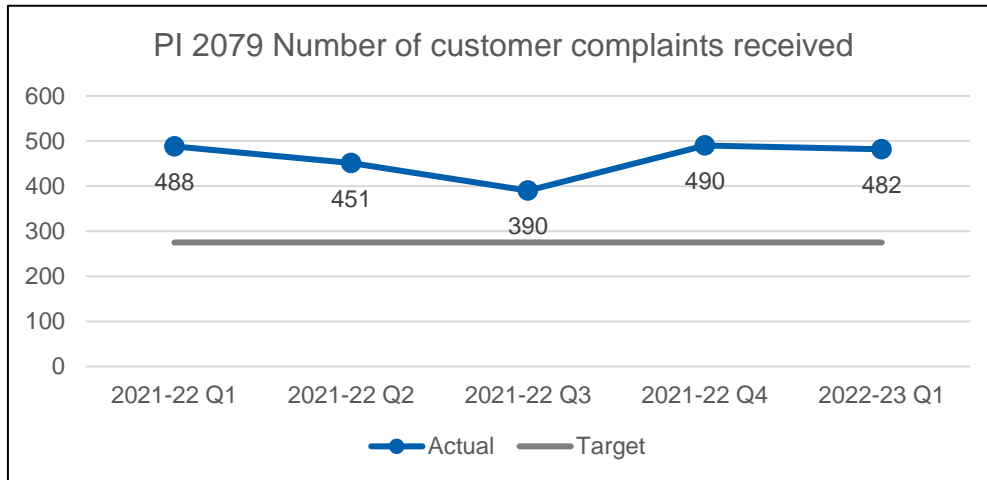
The complaints lead officer for **Revenues & Benefits Services** reported:

- The percentage of complaints answered within 20 days in Q1 was 96%
- The number of complaints received in Q1 was 129 compared to Q4 in 20/21 37 and 29 in Q1 (20/21)
- Within the division, the number of complaints received by Revenues in Q1 is 121 and in Q1 for 20/21 25 and the number received by Benefits in Q1 is 8 and Q1 in 20/21 4.

A significant number of complaints relate to Energy Support from beginning of the year. This extra work has put more pressure on the Revenues and Benefits “day job” causing increased backlogs. Whilst the increase in complaints is unfortunate it is pleasing to see that nearly all complaints have been responded to in the required times.

PI 2079 Number of Customer Complaints Received

PI	2021-22				2022-23			
	Q1	Q2	Q3	Q4	Quarter 1			
	Outturn	Target	S	T				
PI 2079	488	451	390	490	482	275	▲	-



Performance: what is the data telling us?

The initial reporting this quarter started with 516 complaints submitted. However, 34 of these were later withdrawn, discounted as duplicated or resolved informally at first contact, reflecting the new procedure underpinning the updated complaints policy, which drives everyone involved in complaints handling to try to resolve matters less formally as early as possible for the benefit of our customers and therefore the approach naturally resolves in less formal complaints and outcomes.

Corporately, 34% of complaints closed showed an upheld or partially upheld status. 59% of complaints were not upheld. The remainder used outdated coding which is being followed up, however, the trend in this area is clear.

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

The corporate Resident Action Group, established just under 12 months ago, continues to work hard to drive the new procedure, ensure timely and effective complaints resolution and learning from complaints.

Corporately, work is almost complete on a new complaints web page.

The new complaints policy and procedure have now been signed off via the Decision Sheet process, which is currently published to complete by Friday 5th August.

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

Numbers of complaints in total are marginally lower than the last quarter and the same quarter last year. It is clear that similar/more complaints are coming in, however, service areas are tackling these as early as possible and in some cases are able to resolve them without following the formal route thereafter. It is critical that this continues to be the norm and is adopted as standard approach corporatewide. There is full awareness of this from teams that see high volumes of complaints so have targeted complaints teams and officers to do the work. Dudley Council Plus also tries to resolve matters early and informally wherever possible, both through staff and duty managers. However, areas less used to complaints handling have needed chasing or prompting for quicker and more thorough responses which normally results in their complaints remaining formal - an example most recently is complaints coming through about Commonwealth Games approaches and road closures, which a very small project team have needed to react to rather than having a proactive plan for complaints or any early attempts to resolve.

PI 2357 % capital programme spent (Highways)

PI	2021-22				2022-23			
	Q1	Q2	Q3	Q4	Quarter 1			
					Outturn	Target	S	T
PI 2357	New measure				16%	25%	▲	-

Insufficient data to produce trend chart

Performance: what is the data telling us?

Operationally structural highways maintenance schemes have a minimum of a 4 months lifespan and longer if the start is delayed or the settlement of accounts.

The figures below relate to schemes completed on site and rough costs for the first 3 months.

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

The programme and spend will catch up by the year end.

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

This years Classified programme rollout has been compromised by the CWG which has created considerable logistical problems following virtually no notice of intended embargos. We have had to concentrate resources on Unclassified roads instead which take as much planning as Classified roads, but the value of work is much less.

This year has also seen the start of a new contract revising delivery from previously one contractor to 4 contractors. Two of these contractors aren't as familiar with Dudley's highways set up and is taking a little longer to deliver works. All 4 contractors have undertaken schemes in the first 4 months. We are in a healthy delivery position.

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KPI dashboard

KPI below target

Scorecard: Opportunity

Scorecard: Safe 61

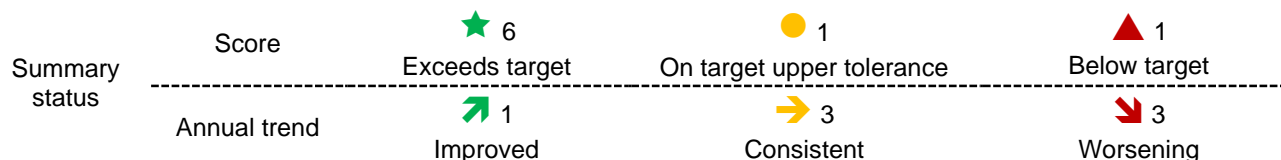
Scorecard: Ambition

Scorecard: Destination

Scorecard: Future Council

Actions dashboard

Dudley the destination of choice - scorecard and exceptions commentary

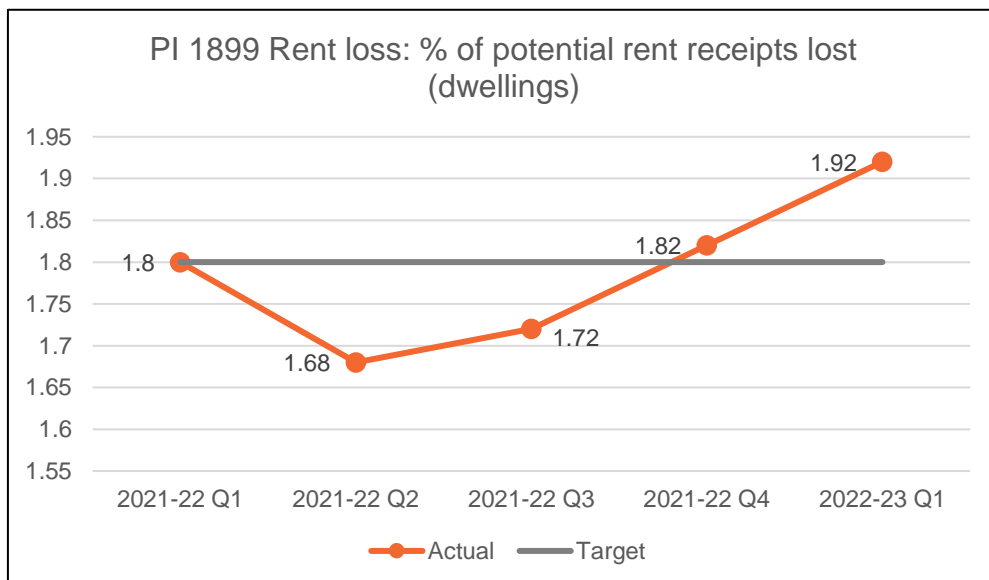


Performance Indicator	Comparator to 2021-22				2022-23 financial year					Benchmarking comparator data
	Qtr. 1 outturn	Qtr. 2 outturn	Qtr. 3 outturn	Qtr. 4 outturn	Qtr. 1 outturn	Target	Score	Short term trend	Annual trend	
PI 2194 % Compliance Gas	99.59%	99.34%	99.43%	99.66%	99.67%	100%	●	Available Q2	→	99.98% HouseMark Median
PI 2009 ST10 Satisfaction - repairs service (Responsive Repairs) Star-T	100% (12/12)	93.7% (180/192)	92.9% (2204/2373)	93.6% (4029/4306)	92.4% (217/235)	91%	★	Available Q2	↘	91.2% HouseMark Median
PI 1319 (Q) / PI.2172 (M) Current tenant arrears as a % of the annual rent due-Dwellings	1.09% (£952,351)	1.18% (£1,039,711)	1.43% (£2,287,592)	1.15%	1.27%	2.5%	★	Available Q2	↘	3.1% HouseMark Median
PI 1899 Rent loss: % of potential rent receipts lost (dwellings)	1.8% (£410,290)	1.68%	1.72%	1.82%	1.92%	1.8%	▲	Available Q2	↘	1.42% HouseMark Median
PI 1691 % of major applications determined within 13 weeks	100%	100%	100%	100%	100%	65%	★	Available Q2	→	1st DCLG ranking (June 2020)
PI 1692 % of minor applications determined within 8 weeks	100%	97.97%	95.45%	100%	100%	70%	★	Available Q2	→	4th DCLG ranking (June 2020)
PI 1693 % of other applications determined within 8 weeks	99%	84.95%	99.18%	97.64%	100%	70%	★	Available Q2	↗	4th DCLG ranking (June 2020)
PI 2348 Number of hits to the Discover Dudley Website	New measure				65,517	10,500	★	Available Q2	-	

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

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

PI	2021-22				2022-23			
	Q1	Q2	Q3	Q4	Quarter 1			
	Outturn	Target	S	T	Outturn	Target	S	T
PI 1899	1.8%	1.68%	1.72%	1.82%	1.92%	1.8%	▲	-



Performance: what is the data telling us?

The cumulative rent loss due to voids shows an increase from 1.82 in Q4 2021/22 to 1.92 in Q1 2022/23. This is an increase from 1.80 for the same period last year.

£61,824.09 is directly attributable to void loss where we are carrying out improvement programmes in our sheltered stock or decanting people to facilitate them.

£ 13,159.37 is attributable to properties being used for decant or held for future decant (not as part of the sheltered improvement programme)

£ 52,908.36 is attributable to 50 properties awaiting an investment decision.

Therefore a total of £127,891 of rent loss in Q1 (29% of rent loss) is attributable to 134 properties that were at these statuses at the end of the quarter.

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

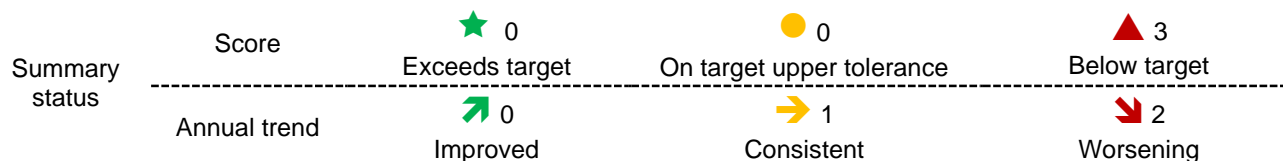
Currently the position is poor but the teams involved are working together to plan and implement improvements.

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

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

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

Future council - scorecard and exceptions commentary



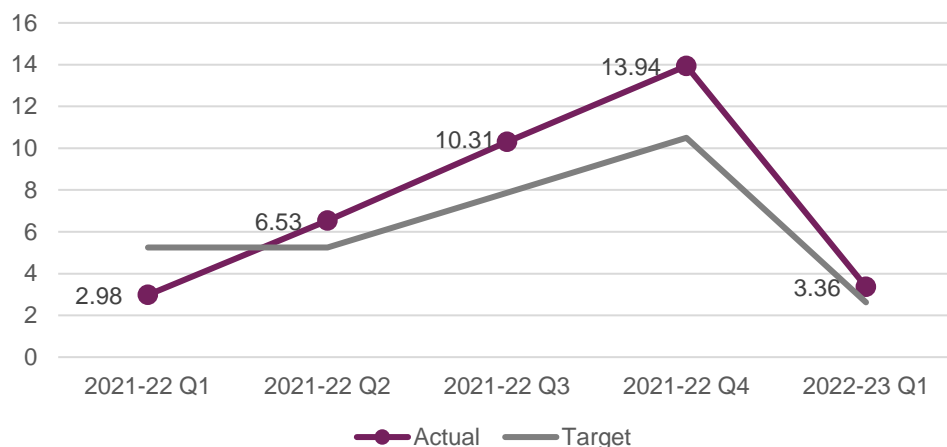
Performance Indicator	Comparator to 2021-22				2022-23 financial year					Benchmarking comparator data	
	Qtr. 1 outturn	Qtr. 2 outturn	Qtr. 3 outturn	Qtr. 4 outturn	Qtr. 1 outturn	Target	Score	Short term trend	Annual trend		
PI 352 Working days/shifts lost per FTE due to sickness absence (excluding schools) <i>cumulative calculation</i>	2.98 days	6.53 days	10.31 days	13.94 days	3.36 days	2.625 days	▲	Available Q2	↘	2.84 days (English Met)	1.86 days WM Employees
Sickness as % of FTE days	5.38%	5.88%	6.19%	6.28%	6.06%						
PI 370 Long-term sickness absence per FTE (excluding schools) <i>cumulative calculation</i>	2.3 days	5 days	7.61 days	9.88 days	2.34 days	1.875 days	▲	Available Q2	→	1.94 days (English Met)	1.49 days WM Employees
Long-term sickness as % of FTE days	4.15%	4.5%%	4.57%	4.45%	4.21%						
PI 371 Short-term sickness absence per FTE (excluding schools) <i>cumulative calculation</i>	0.68 days	1.53 days	2.7 days	4.06 days	1.02 days	0.75 days	▲	Available Q2	↘	0.90 days (English Met)	0.69 days WM Employees
Short-term sickness as % of FTE days	1.23%	1.38%	1.62%	1.83%	1.85%						

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

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

PI	2021-22				2022-23			
	Q1	Q2	Q3	Q4	Quarter 1			
					Outturn	Target	S	T
PI 352	2.98	6.53	10.31	13.94	3.36	2.625	▲	-

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



Performance: what is the data telling us?

Sickness Days Lost per FTE at 3.36 for Q1 2022-23 - above the corporate target of 2.625 Days lost per FTE. Days Lost per FTE have increased from 2.98 last year and there has been a 12% increase in sickness days lost (from 11974 FTE days last year to 13372). This is due to an increase in short term sickness (49% increase in sickness days lost) due to Covid - Symptoms/Positive Test which was not included in the sickness figures for the majority of Q1 last year (this was logged as other absence until 01 June 2021). If sickness for Covid Symptoms/Positive Test is excluded from the current quarter figures then sickness would be at a similar level to the same period last year and pre covid Q1 2019-20. Long term sickness has stayed at a similar level to Q1 last year.

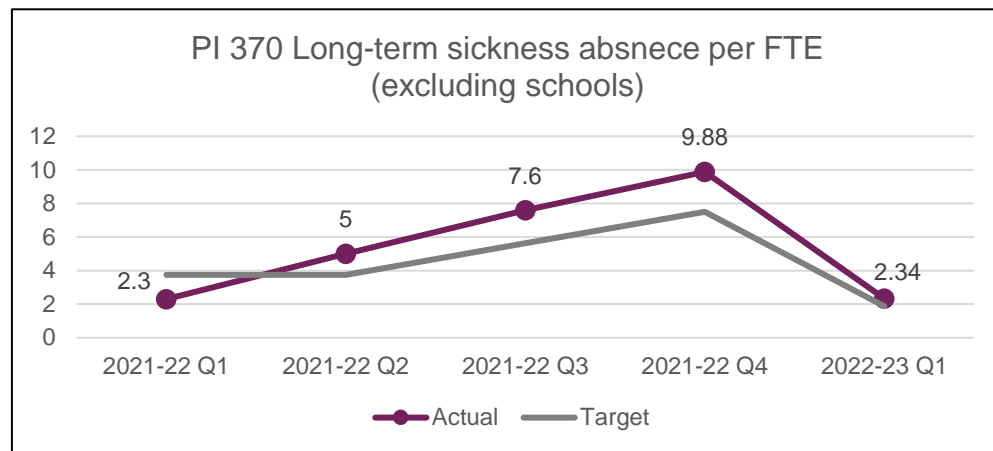
Stress related sickness makes up 29% of total sickness, with Mental Health/Anxiety/Depression being the top reason for sickness. Levels of sickness for this reason have however seen a decrease (9%) compared to Q1 last year. Sickness for Non Work Related Stress has also seen a 27% decrease in days lost. Work Related Stress has however seen an increase of 54% (from 845 FTE days lost to 1306) with the highest levels of this sickness being seen in Housing, Public Realm and Children's Services. Sickness for Covid Symptoms/Positive Test makes up 11% of total sickness and has seen a significant increase compared to levels seen in Q1 last year (including Clinically Diagnosed COVID and Covid-Symptoms logged as sickness and 'other' absence prior to 01/06/2021). Housing and Public Realm have seen the highest levels of this sickness in Q1. Long Term sickness for Muscular Pain/Joint Problems, Cancer/Tumour related, Bereavement and Long Covid have seen a decrease compared to Q1 last year.

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

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

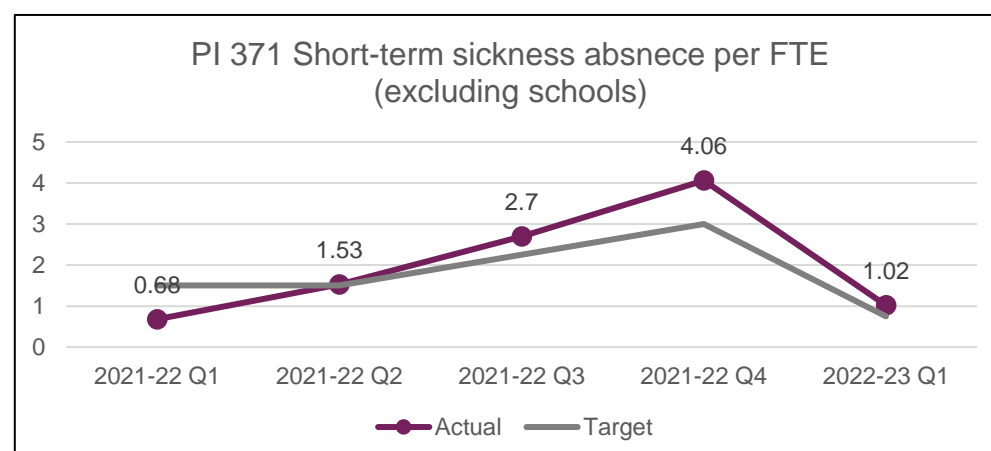
PI 370 Long-term sickness absence per FTE (excluding schools) - cumulative calculation

PI	2021-22				2022-23			
	Q1	Q2	Q3	Q4	Quarter 1			
	Outturn	Target	S	T	Outturn	Target	S	T
PI 370	2.3	5.0	7.6	9.88	2.34	1.875	▲	-



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

PI	2021-22				2022-23			
	Q1	Q2	Q3	Q4	Quarter 1			
	Outturn	Target	S	T	Outturn	Target	S	T
PI 371	0.68	1.53	2.7	4.06	1.02	0.75	▲	-



Performance: what is the data telling us?

Long term sickness days lost have stayed at a similar level to Q1 last year (from 9234 sickness days lost last year to 9295 this year) with long term sickness days lost per FTE at 2.34 - above the target of 1.875 and a minimal increase from 2.30 last year.) 316 employees have taken long term sickness with the average length of a period of long term absence being 29 FTE days. Children's Services, Finance & Legal, Public Realm and Regeneration & Enterprise have seen an increase in long term sickness rates compared to Q1 last year. Long Term sickness for Work Related Stress, Post Operation Recovery and Back Ache/Pain have seen an increase compared to Q1 last year, however there has been a decrease in long term sickness for Mental Health/Anxiety, Muscular Pain/Joint Problems, Cancer/Tumour Related, Non Work Related Stress and Bereavement.

Performance: what is the data telling us?

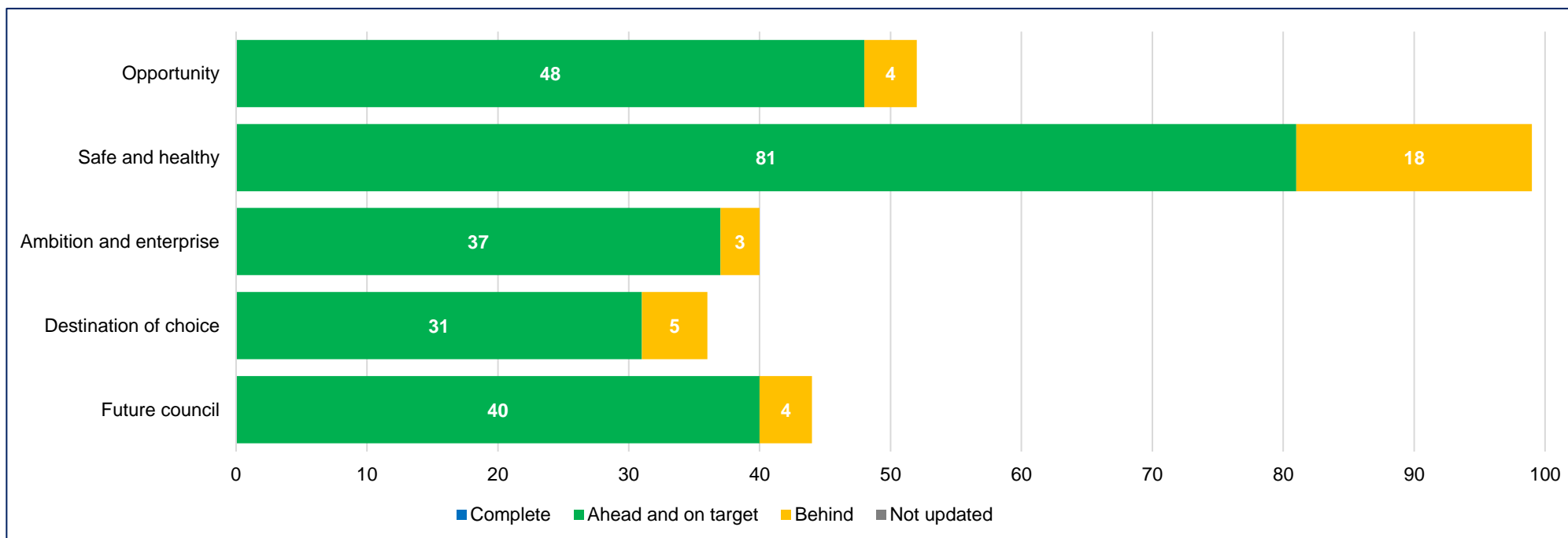
Short term sickness days lost have seen a significant increase (49%) compared to Q1 last year (from 2739 days lost to 4077). Short term days lost per FTE have therefore increased from 0.68 to 1.02 in this period, which is above the corporate short-term target of 0.75. This however is due to short term sickness relating to Covid Symptoms/Positive Test (1432.04 FTE days lost - 11% of total sickness) which has seen a significant increase compared to levels seen in Q1 last year (including Clinically Diagnosed COVID and Covid-Symptoms logged as sickness and 'other' absence prior to 01/06/2021). Housing and Public Realm have seen the highest levels of this sickness in Q1. If sickness for Covid Symptoms/Positive Test is excluded from the current quarter figures then short term sickness would be at a similar level to the same period last year and lower than pre covid Q1 2019-20.

Actions dashboard

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

The below is intended as an overview of status only as at Q1 data entry deadline for all quarterly reported actions.

Directorate plan actions status by council plan priority



[Contents page](#)

[KPI dashboard](#)

[KPI below target](#)

[Scorecard: Opportunity](#)

[Scorecard: Safe](#)

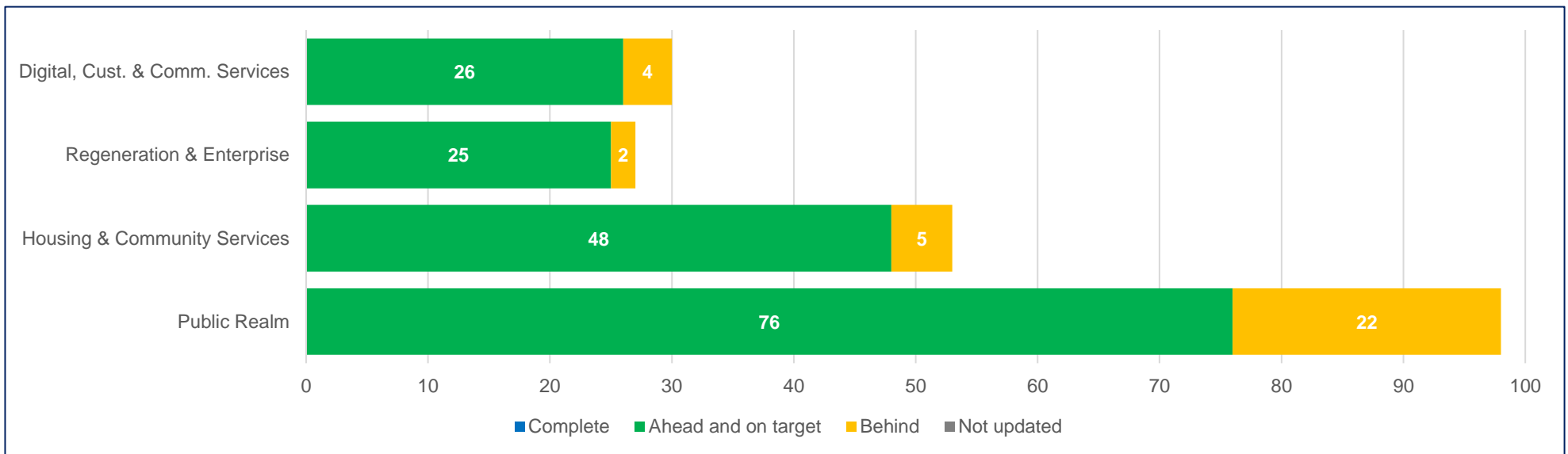
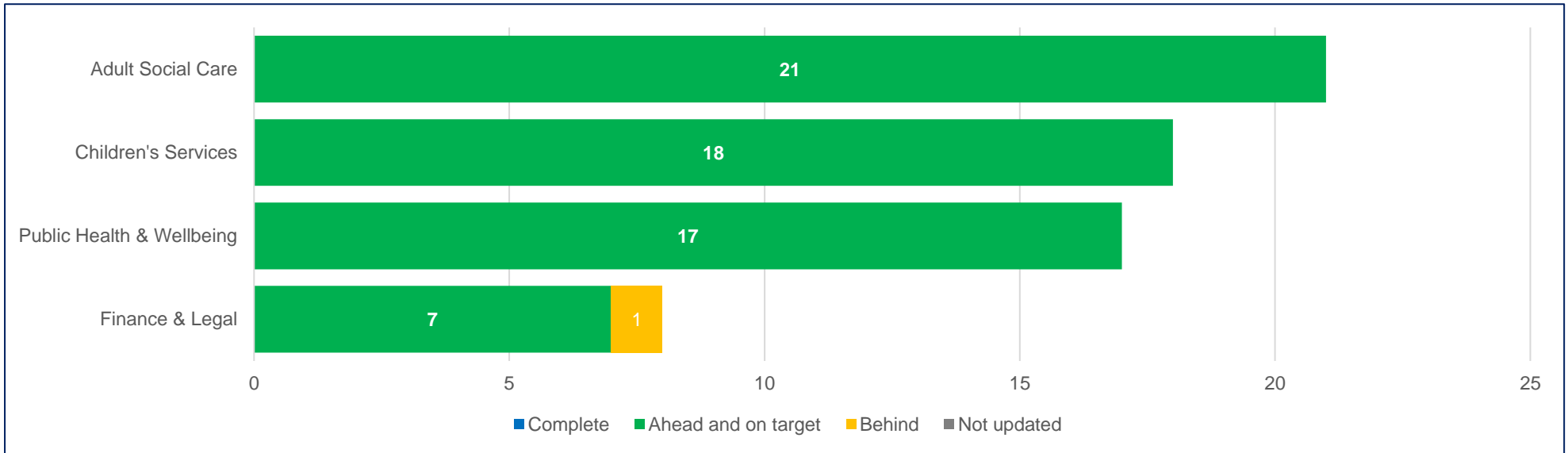
[Scorecard: Ambition](#)

[Scorecard: Destination](#)

[Scorecard: Future Council](#)

[Actions dashboard](#)

Directorate plan actions status by directorate



[Contents page](#)

[KPI dashboard](#)

[KPI below target](#)

[Scorecard: Opportunity](#)

[Scorecard: Safe](#)

[Scorecard: Ambition](#)

[Scorecard: Destination](#)

[Scorecard: Future Council](#)

[Actions dashboard](#)

Further information

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

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Corporate Performance Support Officer

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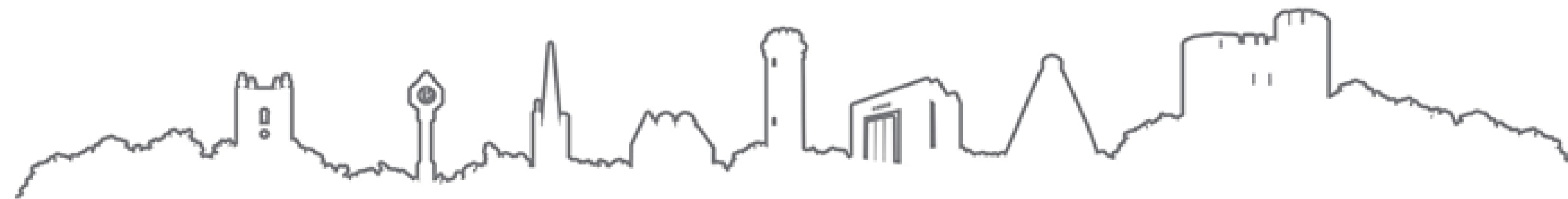
CorporatePerformance@dudley.gov.uk

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



Current COVID-19 Situation in Dudley

22 August 2022



Overview of total cases to date: There have been a total of 114,544 cases recorded in Dudley residents, 1,329 during the first wave (between 10/03/2020 and 03/07/2020) a further 26,149 in the second wave to 01/05/2021 and 87,066 more since.

Please note: Free PCR and LFD testing ceased for the general public from 1st April 2022, which means that case rates reported after this date are a less reliable indicator of the current situation.

Weekly picture: Based on nationally reported data up to the 19/08/2022, Dudley's 7-day incident rate is 59.1 per 100,000, equivalent to 190 cases. This is 24 % lower than the previous week's rate. The 7-day incident rate for ages 60+ is 70.7, which is 40 % lower than the previous week.

Vaccinations: 243,277 (84 %) Dudley residents aged 12+ have received their first vaccination dose and 232,487 (80 %) have also received their second dose. 183,707 (63%) have received a booster.

Hospital activity: Over the last 7 days there have been 41 COVID related admissions and 28 COVID positive patients discharged to the community (week ending the 22/08/2022). There are now 35 confirmed COVID positive inpatients; 0 in ITU, 1 in CPAP/NIV beds and 34 in general beds.

Total occupied beds are as follows:-

Of 39 ITU/HDU ventilated beds – 46 % occupied (18 total, 0 COVID related, 18 other)

Of 12 CPAP/NIV beds – 100 % occupied (12 total, 1 COVID related, 11 other)

Of 600 General beds – 93 % occupied (560 total, 34 COVID related, 526 other)

There have been 7 deaths at the Dudley Group of Hospitals NHS Foundation Trust in the last 7 days, compared to 8 in the previous week.

Deaths: Based on data reported by the Office for National Statistics, there have been 990 deaths of Dudley residents involving COVID-19, 310 during the first wave (between 10/03/2020 and 03/07/2020), a further 554 in the second wave to 01/05/2021 and 126 more since (deaths occurring up to week ending the 07/08/2022).

Outbreaks: As at 22/08/2022, there are 2 current outbreaks at care homes where 2 or more residents or staff have tested positive.

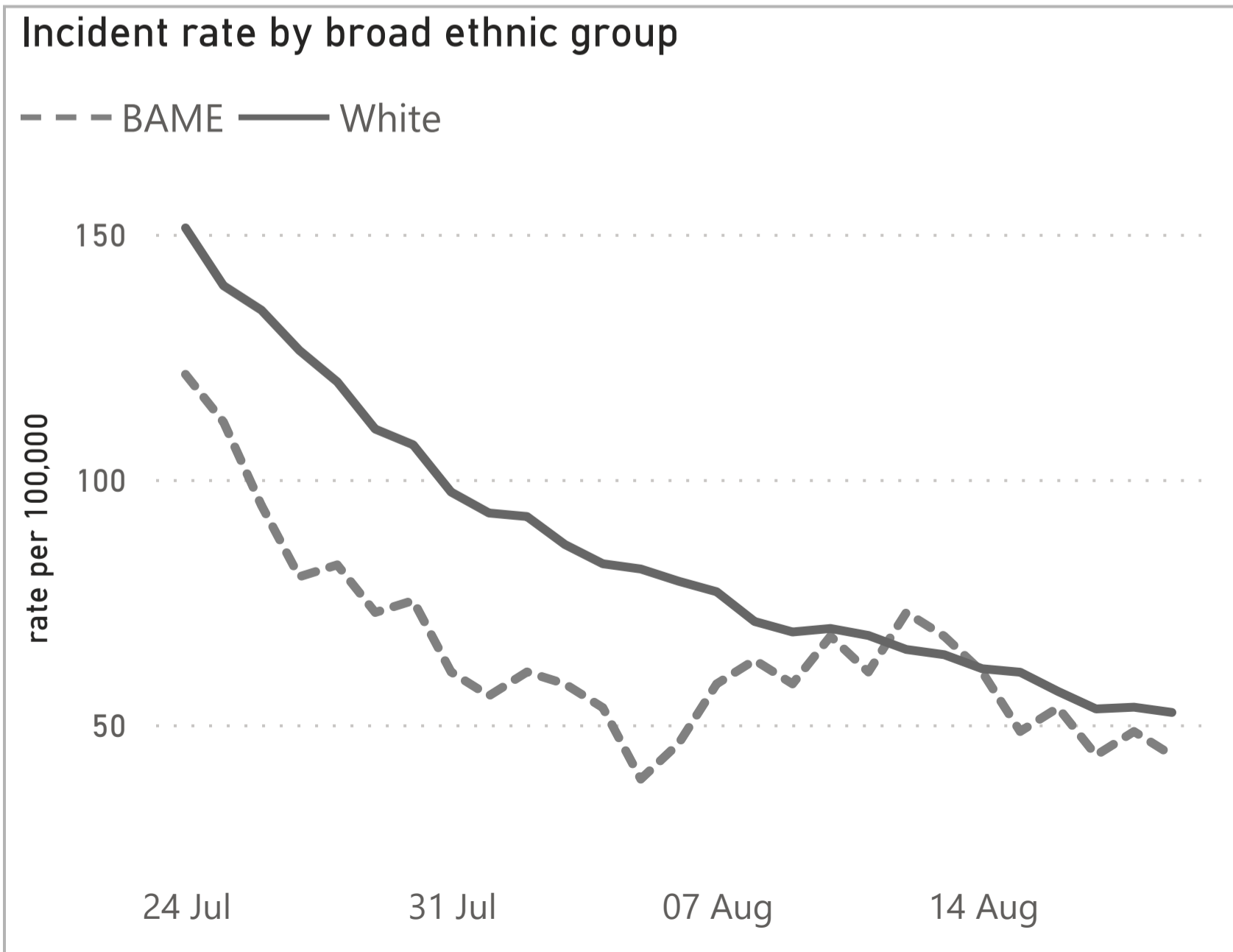
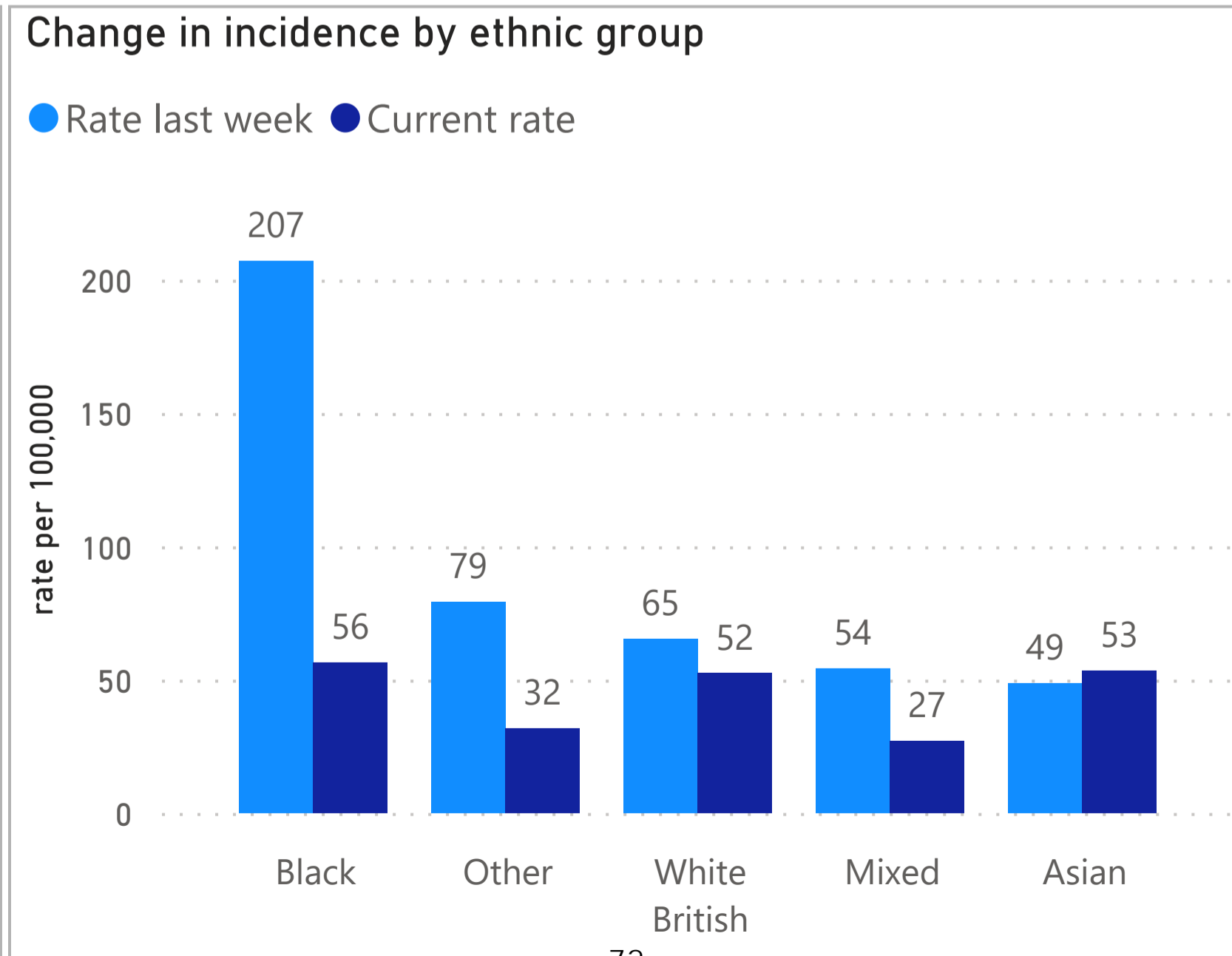
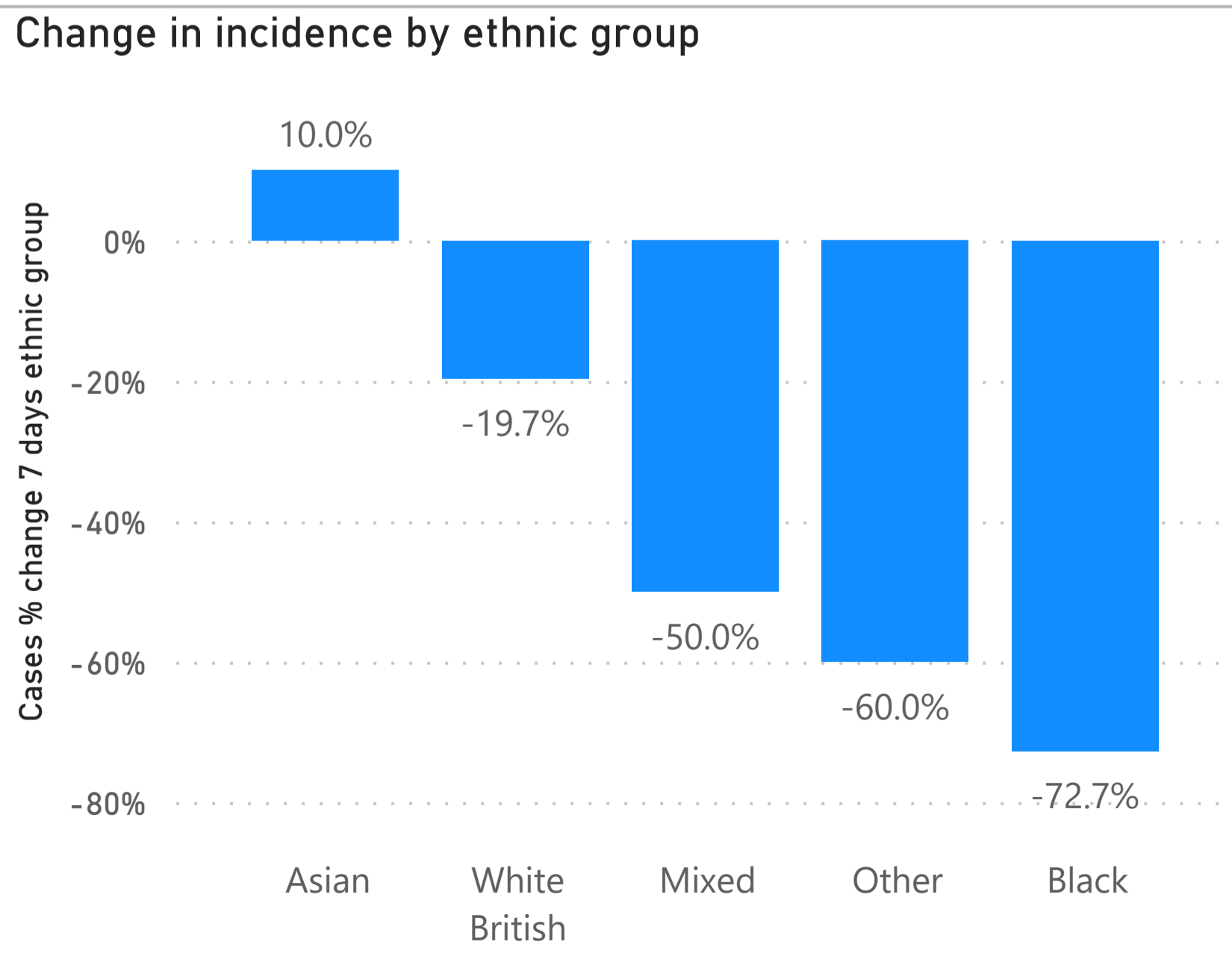
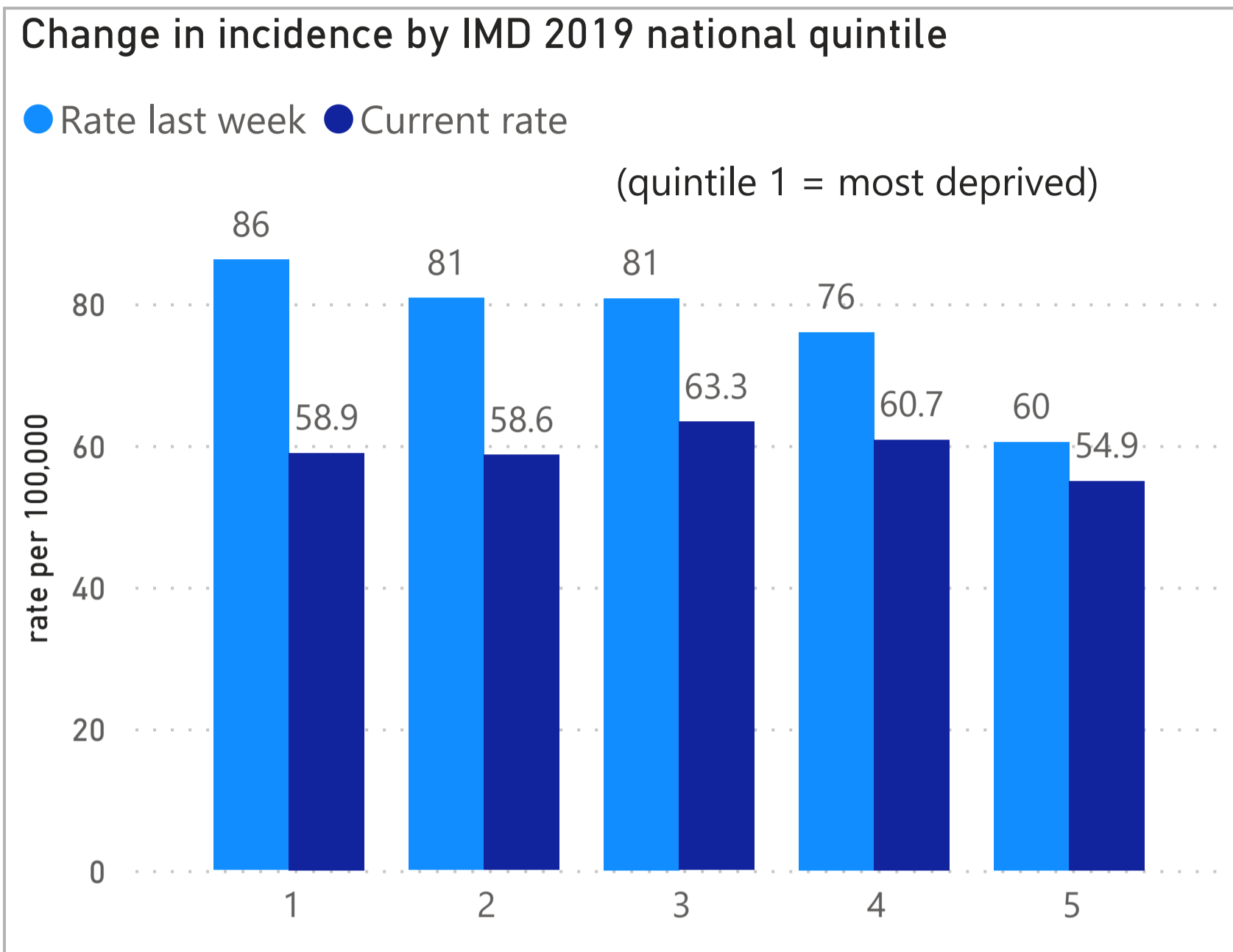
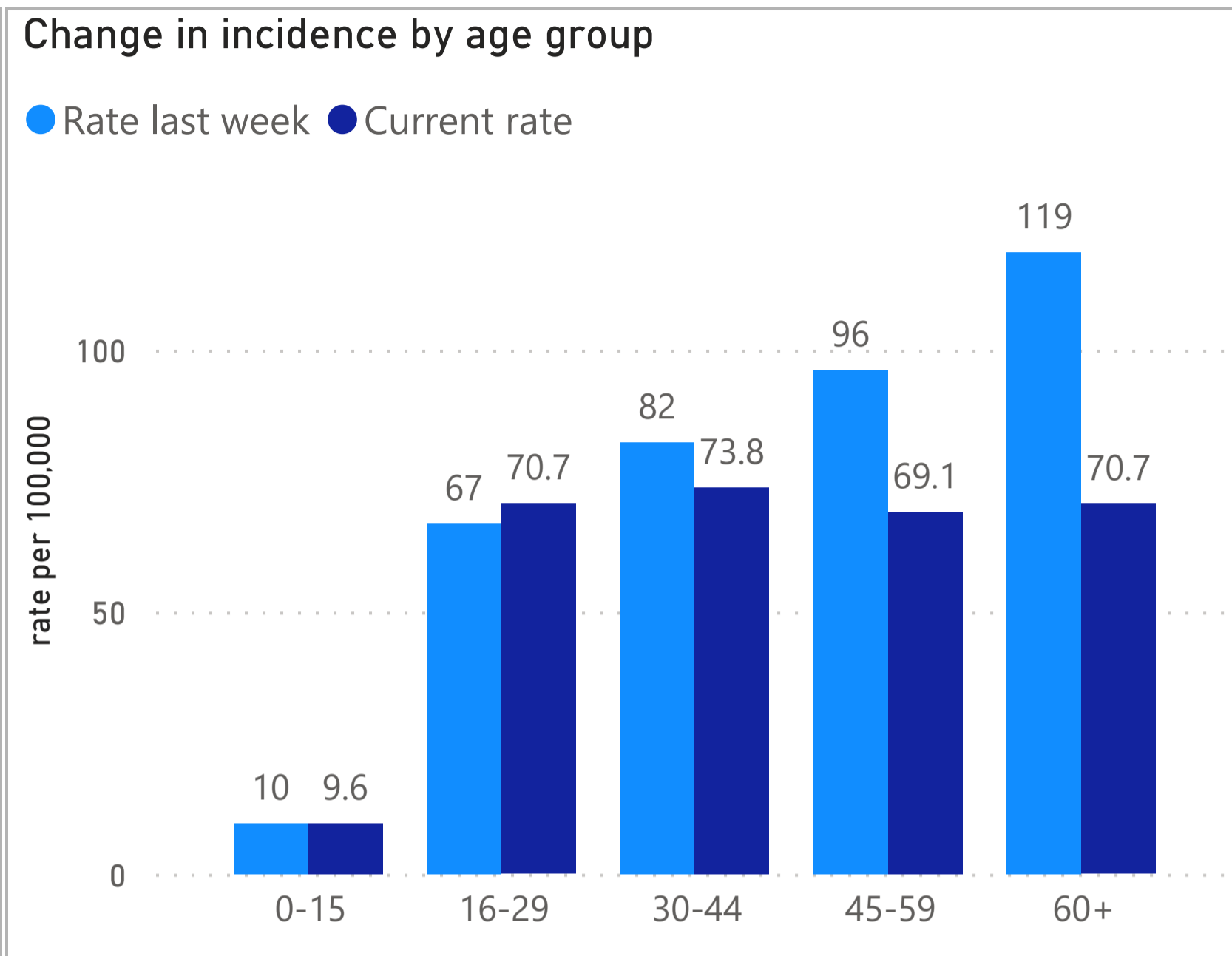
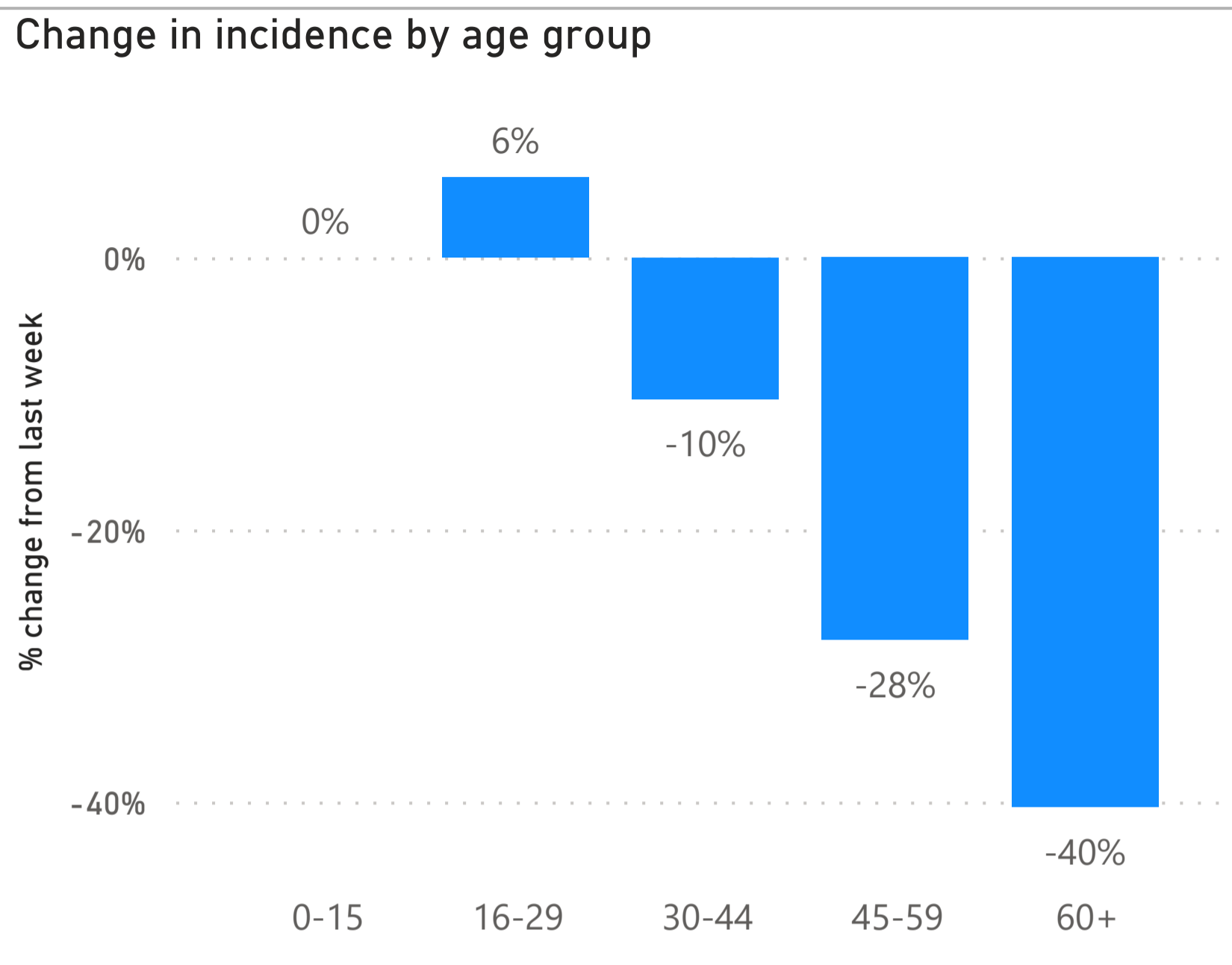
Demographics:

Age profile: Comparing the most recent 7 day period with the previous one, age specific incident rates have decreased in all age groups.

Ethnic Group profile: There has been a decrease of 19.7 % over the last 7 days in the White British group, compared to an decrease of 40.0 % in BAME groups. The overall rates for BAME groups are lower than the White British group (43.7 and 52.4 respectively).

Deprivation profile: The rates in the most recent week have decreased in all deprivation quintiles.

Current COVID Situation in Dudley : Appendix



Service Summary Sheet

Directorate	Public Realm		
Year	2022-23	Quarter	Quarter 1 (1 April to 30 June 2022)

Benchmarking with local authorities/nearest neighbours
Please consider if a [Delivering Better Outcomes proforma](#) should be completed also.

Waste Management

- In quarter 4, Dudley recycled, reused or composted 7,209.86 tonnes of the household waste collected (46,387.68 tonnes year to date), comprising 6,085.77 tonnes of dry recycling (paper, cardboard, plastic, cans and glass) (24,123.37 tonnes year to date) and 1,080.38 tonnes of green waste (22,100.32 tonnes year to date). The remaining tonnage relates to items sent for reuse.
Dudley's cumulative recycling rate at quarter 4 is lower than the family group average of 38.5%.
- In quarter 4 Dudley landfilled 287.07 tonnes (2,724.05 tonnes year to date). We continue to be a low landfill authority, with a significantly lower rate than the average of our family group of authorities.

	Q4 2021/22	
	Dudley	CIPFA Family Group Average
% household waste sent for reuse, recycling and composting	36.4%	38.5%
% municipal waste landfilled	1.9%	7.81%

Significant improvements in recycling is dependent upon a review of recycling collection options.

- For Quarter 1, 12% of trees have a valid tree inspection, the target was 16%. Recruitment challenges are evident in this area, which is being experienced by many Councils.

- The percentage of local safety schemes and the percentage of safer routes to school schemes completed against programme are both currently below target. This is due to all schemes being at the design stage following on from cabinet approval. This financial year the team are utilising external consultant support to provide internal works management team with a whole design package off all schemes which should result in an estimated overachievement of scheme delivery in Q3.
- For Quarter 1, the percentage of street lighting inventory that is LED is 19% ahead of the Q1 target of 15%.
- For Quarter 1, percentage of gullies cleansed as per annual programme, 10.4% of gullies were cleansed against a target of 21%, The Team have secured an additional contractor to support ambitions to move from a 5 year cycle to a 3 year cycle. It is expected that the programme will be as planned by the end of Q2.
- For Quarter 1, the percentage of Street Cleansing waste recycled was 98.6%. On target. For Association of Public Service Excellence (APSE) 2020/21 the whole group comparison average for the percentage of Street Cleansing waste recycled was 55.55%.

Overview of service delivery

Include any issues / risks

Grounds Maintenance

- As part of the Council's "In Bloom" Campaign, pictorial meadows have been sown across the Borough.
- A trial of alternative treatments to replace the use of Glyphosate began in May, with the results due to be discussed at Scrutiny in September.

Street Cleansing

- The Street Cleansing Team were shortlisted as finalists for the Local Government Chronicle Awards - Large Team of the Year Category for their work during the Pandemic and Community Litter Pick Scheme. Officers and community representatives attended the Awards Ceremony alongside the Chief Executive and Cabinet Member, Highways and Public Realm in July.

Arboriculture Services

- To ensure Parks Development deliver the tree inspection programme on time each year, changes have been made to ways of working to allow greater numbers of proactive tree inspections to take place. Currently the team are averaging 422 inspections a week. Based on 178,000 trees in the Borough, the aim is to inspect 35,000 trees a year over a 5-year period.

Parks Development

- A procurement exercise is currently underway to appoint a consultant to develop a Play Area Strategy for Dudley. The purpose of the document will be to provide strategic direction for the development of new play areas and a framework for managing and improving existing facilities.

Waste Management

- Officers are engaged in the competitive dialogue stage of the procurement process to re-procure an operator for Dudley's Energy from Waste Facility.
- Officers are working on options for collection systems.
- To increase participation in the household Recycling Collection Service and reduce residual (non-recyclable) waste the team are developing recycling initiatives to include additional recyclable items i.e. Textiles, Waste Electrical and Electronic Equipment (WEEE) items and batteries. The Team have also engaged with primary schools to promote reduce, reuse and recycling initiatives and have targeted low participation areas with marketing campaigns and community engagement programmes.
- The HWRC Pentagull Booking System was shortlisted as a finalist in the Community Excellence Category for the Nachural Summer Business Awards 2022. Officers attended the Awards Ceremony alongside The Leader of the Council.

Licensing and Waste Enforcement

- Enforcement Officers continue to respond to fly-tipping reports, carrying out investigations where evidence permits. During quarter 1, Street Cleansing removed 398 fly-tips and Enforcement Officers carried out 117 investigations. 8 Fixed Penalty Notices and 19 Legal Notices were served for fly-tipping offences. 1,117 Fixed Penalty Notices were issued for litter offences.

Highways

- The programme of highway improvement work, in particular highway defect repairs, is progressing well with the support of term contractors and internal highways teams.
- The Traffic & Transport Team are working with the Black Country Transport Group to produce a Dudley Local Transport Plan.

Workforce metrics

Headcount & FTE as at 30/06/2022

Division	Headcount Non Casual	Casual Headcount	Total Headcount	FTE
Management Team	1	0	1	1.00
Street, Green Care & Amenity Services	309	11	320	300.32
Traffic, Transportation & Engineering Services	78	41	119	44.44
Waste, Fleet & Licensing	217	10	227	206.56
Grand Total	605	60	665	552.32

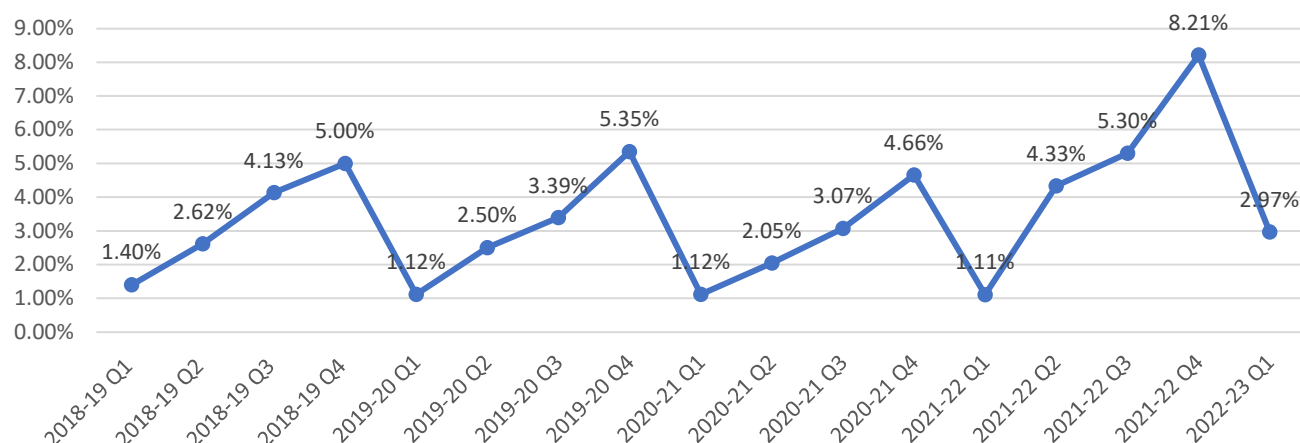
Ethnicity	Headcount	%
Ethnic Minority Group	29	4.8%
Undisclosed	31	5.1%
White	545	90.1%
Grand Total	605	100.0%

Disability	Headcount	%
Disabled	43	7.1%
Not Disabled	221	36.5%
Undisclosed	341	56.4%
Grand Total	605	100.0%

Gender	Headcount	%
Female	132	22%
Male	473	78%
Grand Total	605	100%

Quarter	Turnover rate %
2022-23 Q1	2.97%

Turnover Rate %



Service achievements

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

- In Quarter 1 Buffery Park, Huntingtree Park, Mary Stevens Park and Priory Park have been awarded the coveted Green Flag Awards. The allotment association at Abbey Road Allotments (Halesowen) have retained their Green Flag Community Award.

- To increase participation in the household Recycling Collection Service and reduce residual (non-recyclable) waste the team are developing recycling initiatives to include additional recyclable items i.e. Textiles, Waste Electrical and Electronic Equipment (WEEE) items and batteries. The Team have also engaged with primary schools to promote reduce, reuse and recycling initiatives and have targeted low participation areas with marketing campaigns and community engagement programmes.

Opportunities for improvement

Information relating to service complaints / compliments and learning from these

- Significant workforce issues are being experienced.
- Absence levels are higher than the target.
- A review of Council policies is underway by Corporate HR colleagues aimed at empowering managers to be more effective managers.
- An options review around organisational arrangements across the Directorate is underway to ensure we have the correct resources focused on the Council's priorities and reducing inefficiencies.

Number of Stage 1 Complaints Received Q1

Complaints Received	Q1 Response Time within SLA (20 working days)	No. of complaints Upheld	Compliments received
112 (34 less than Q4)	62% Work continues to improve response times further	18	23

Public Realm received 1,021 enquiries through the Councillor / MP Contact System during quarter 1– an increase of 256 from Q4. Work is ongoing within the Directorate to improve response times where needed.

Any additional information relating to performance

There are 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.

- Costs arising from unplanned expenditure, such as repairs to the Gas Main at Lister Road Depot.

Service Summary Sheet

Directorate	Housing and Community Services		
Year	2022-23	Quarter	Quarter 1 (1 April to 30 June 2022)
Benchmarking with local authorities/nearest neighbours Please consider if a <u>Delivering Better Outcomes proforma</u> should be completed also.			
<ul style="list-style-type: none"> • Community Safety Team network with all the WM HOC's and we meet monthly with the OPCC to share best practice and adopt what works. Learning from each area what doesn't work and risks to avoid for future planning. • We are currently sharing best practice with WM LA's reviewing the DHR process together with the PSPO's. • CST attend OPCC Exploitation Board Meetings – DA, MSHT and Sexual Assault and Abuse, also attendance at regional DA leads and MSHT leads meetings to ensure sharing of best practice and a joined up approach regionally where appropriate • Switchee – having been approached by Wolverhampton Homes around their potential to pilot a small number of their homes with digital heating monitors, it was established that we were ahead of neighbouring authorities and had already installed 600+, with a programme for at least 940, and had been nominated for an award for the initiative • Best practice visit conducted to Nottingham to see how they have integrated Extra Care into their high rise living offer for older people, we will review learning and apply to our own services as we update and replace our own sheltered housing • Attending monthly LA resettlement meetings facilitated by the DLUHC, good practice shared on Homes for Ukraine Scheme. Updates provided on the scheme and the funding available to LAs. Discussions between LAs nationally on support provision frameworks and sharing information on free accessible services, ESOL, and employment opportunities for arrivals. National training provided for UK LA staff for the government recording platform 'Foundry'. • Attending monthly regional WMSMP meetings for the ARAP/ACRS schemes. LAs have an opportunity to discuss concerns and problems with Home Office officers. Also an opportunity for LAs to discuss good practice on support provision and issues such as education and employment opportunities for people on the scheme 			

- Community Housing Team managers carried out a best practice visit to Birmingham City Council, learning about their caretaker service and sharing service standards and role descriptions.

Overview of service delivery

Include any issues / risks

- 23 new build affordable housing starts on 3 schemes; New Swinford Hall conversion (18 homes), Corporation Rd (8 homes), The Vista (2 bungalows).
- 10 starts planned for Q2 (St Georges Rd – 7 homes, and Whitegates Rd – 3 homes)
- Successful bids to Homes England for £1.8M Affordable Housing Grant 33 new homes at Lower Valley Rd, Brierley Hill, and Corporation Rd, Whitegates and The Vista.
- Risk from failure to secure planning approvals on new developments – lack of resources in Planning. Slippage in delivery programme expected.
- Work taking place to review sub-groups of the CSP and ensure joined up approach with DSPP – in particular around exploitation
- DA Board continues to implement the DA Act, Statutory annual report submitted
- DA training programme promoted widely and continues to develop further modules and resources
- Communications continue to be sent out regularly on a range of community safety topics, signposting to reporting and support mechanisms via the website ‘helphub’ <https://www.dudleysafeandsound.org/help-hub>
- eLearning continues to be available on a range of Community Safety Topics – accessible via the relevant helphub pages above.
- Training planned for newly elected members in August as part of adult safeguarding session– to include Modern Slavery, Hate crime and Domestic Abuse
- DMBC modern slavery statement in process of being updated
- Planning is taking place around hate crime week activity
- Second Community Safety Officer post appointed too – due to commence in Quarter 2 – role will include prevent and ASB (PSPO’s, Car Cruising and Community trigger)
- Risk around amount of active DHR’s in terms of capacity and funding (currently 4 ‘active’ this is more than we have ever had active at one time)
- Procurement of new Choice Based Lettings system has commenced; we will be looking for a system that offers high quality self service for customers together with efficient workflow and customer contact options for our staff. Our existing systems are not fit for purpose and lead to high levels of failure demand. Customers will be involved in designing the updated and improved service.

- We welcomed our 16th family as part of the Afghan Resettlement Programme during Q1, plus just over 50 arrivals as part of the Homes for Ukraine scheme. We held our first coffee and information session for hosts and arrivals during Q1 at Halesowen Library which was a great success. Local charity and faith groups attended and provided information on the support they have on offer. The Syrian Resettlement Scheme is now into its 6th year and has now seen 4 families gain their leave to remain and leave the scheme during Q1. All 4 families have become independent and have integrated well in Dudley. The remainder of the 16 families are doing well with both education and employment, they all seem to be on a good path to becoming fully independent.
- Work commenced with Dudley Housing Partnership to develop a protocol for meeting disability and adaptation needs for housing association tenants in the borough
- Service teams are reporting increased/pent up service delivery demands following on from Covid restrictions and from other services being unable to deliver on expectations. These are exacerbated by staff shortages and increased levels of failure demand within our overloaded services. We are reviewing the advice that is available for customers and their representatives including elected members, in order to manage demand as effectively as possible while we work through these issues.
- Following the decision to wind down two sheltered schemes that cannot be brought up to modern standards, we have been working with tenants and their families, and have identified housing options and preferred solutions for almost all of our residents.
- The Council's barrister attended a High Court hearing in May to recover possession of a 3 bed-house (Mailley case) occupied by a single person with complex needs. The case has been defended primarily on human rights grounds. We are advised that if we lose the case, it is likely to be because succession legislation is incompatible with Human Rights and the Judge indicated that he needed a few months to consider whether he feels there is enough to declare incompatibility. We await judgement - If we win, CLP will most likely appeal; if we lose, we may wish to consider an appeal too as it would leave us and all other local authorities in limbo!

Workforce metrics

Headcount & FTE as at 30/06/2022

Division	Headcount Non Casual	Casual Headcount	Total Headcount	FTE
Management Team	1	0	1	1.00
Community Safety	2	0	2	1.81
Housing Asset Management & Development	88	2	90	81.65
Housing Estates & Communities	106	2	108	101.30
Housing Finance	70	3	73	58.55
Housing Maintenance	417	4	421	404.30
Housing Options & Support	153	6	159	137.75
Housing Strategy	24	1	25	22.63
PA Team	1	0	1	1.00
Grand Total	861	17	878	809.99

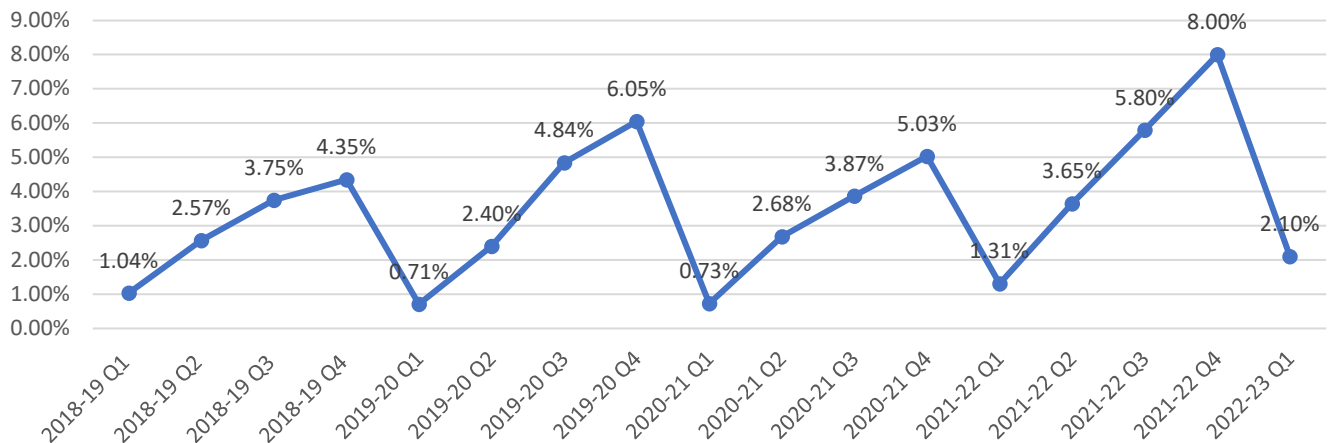
Ethnicity	Headcount	%
Ethnic Minority Group	94	10.9%
Undisclosed	32	3.7%
White	735	85.4%
Grand Total	861	100.0%

Disability	Headcount	%
Disabled	61	7.1%
Not Disabled	564	65.5%
Undisclosed	236	27.4%
Grand Total	861	100.0%

Gender	Headcount	%
Female	388	45%
Male	473	55%
Grand Total	861	100%

Quarter	Turnover rate %
2022-23 Q1	2.10%

Turnover Rate %



Service achievements

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

- Nominated for Inside Housing Development Award for Climate Change Project of the Year – announcement Sept 22.
- Preparations for staffing structure to deliver the vision for community housing neighbourhood model were completed during the quarter, with a view to sharing with staff and starting the consultation process during Q3.
- Successful High Rise Living event held in May at Bailey and Kennedy Court. A programme of similar events is planned.
- We launched a new digital initiative where tenants stay connected & give their views via quick & easy surveys and have successfully enrolled c650 members to date.

Opportunities for improvement

Information relating to service complaints / compliments and learning from these

- The Prevent (Counter Terrorism) Strategy Group Annual Home Office Self-Assessment 2021-2022 identified important gaps and opportunities to develop over the next twelve months. Moving forward, the group has recently established two new Chairs to lead on the 2022-2023 delivery plan - WMP and DMBC Children Services. A review of the group is commencing May 2022, and the aim is to be compliant with our statutory responsibilities and improving delivery overall by October 2022. The acting governing body for DMBC is Safe and Sound CSP Board - meet quarterly. The Home Office continue to support our progress for positive outcomes.
- Government is consulting on the New Burdens funding that will become available from April 2023 to support asylum seekers placed in the borough and ongoing resettlement needs. We are therefore examining options for providing additional services without impacting on services already in place for local communities.

Any additional information relating to performance

- LGA announced the Home Office will be planning a review of all Community Safety Partnerships and LA Community Safety Teams this year - 2022. We are waiting for their announcement.
- Member training “bitesize” presentations on 8 key areas of housing enquiries planned for Q2
- Member training around damp / mould / condensation planned for Q2.
- Positive meetings have been held with DFTRA on finalising the SLA to frame expectations and reporting requirements for the grant funding. During Q1 we paid 50% of the annual grant for the period 1st April – 30th September 2022.

Corporate Performance Management Framework

Supporting the **Council Plan 2022-25**



Contents

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8	Council Plan 2022-25
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12	Performance Management in Dudley
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20	Spectrum and data quality
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Introduction

The ability to manage the performance of a council is critical to its success. It enables members and officers to assess whether the council is achieving what it set out to do, delivering value for money and making life better for our communities and residents. Effective performance management encompasses everything the Council does and is everyone's responsibility.

It will help to:

- Prioritise what gets done within the resources available
- Provide and demonstrate value for money
- Identify and rectify poor performance at an early stage and learn from past performance
- Provide good services and satisfaction for users and local community

The Council is faced with an immense and complex range of challenges, some externally driven (i.e. from central government) and some locally driven (i.e. corporate priorities and actions).

Performance management provides the framework to help link and underpin both national initiatives and the achievement of local priorities and is an integral part of everyday practice. It also enables us to make effective, well informed and timely decisions in an open and informed way.

Performance management assists our Strategic Executive Board, scrutiny committees, staff, partners and residents to:

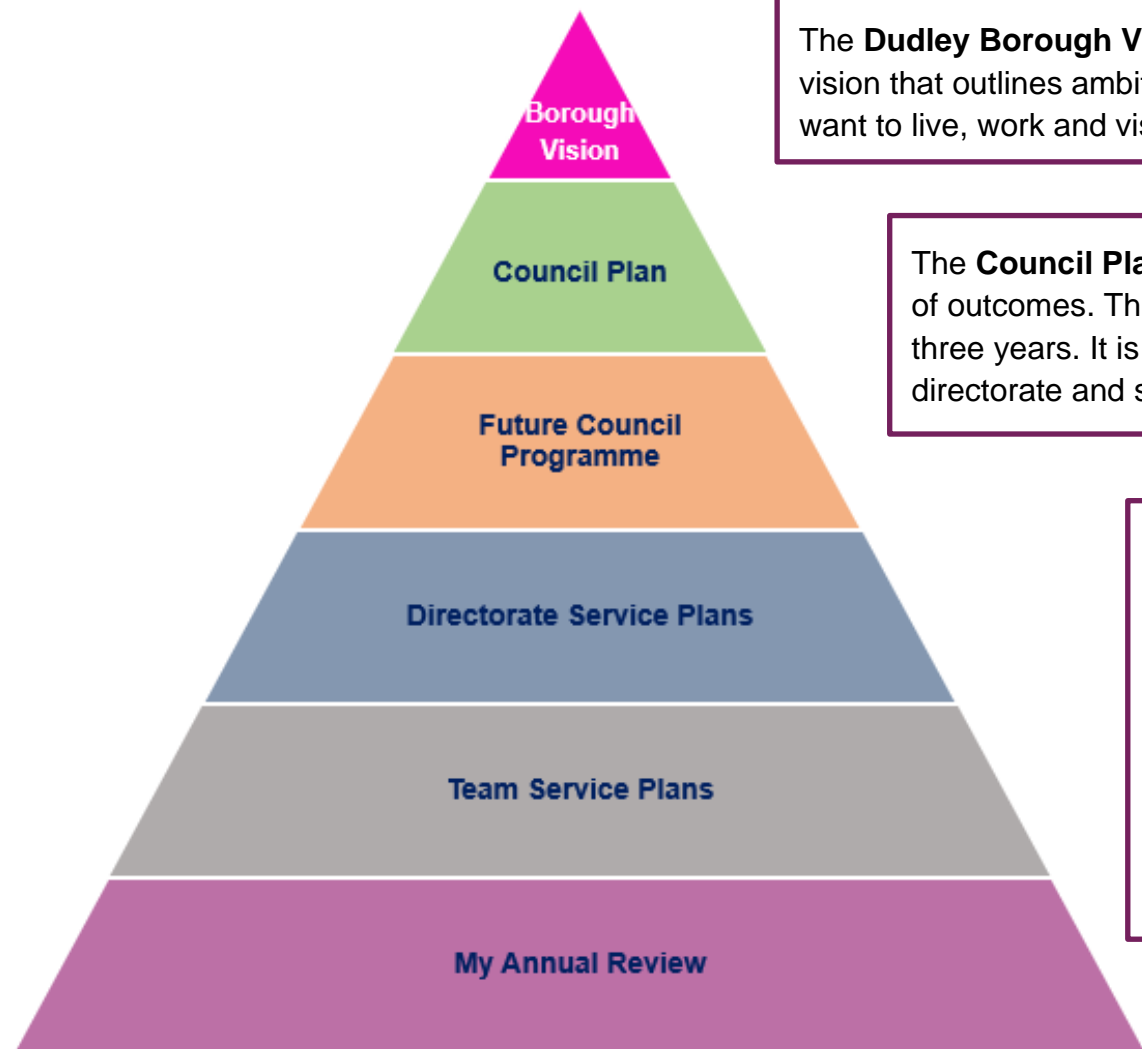
- Achieve our goals and priorities and, by extension, those of the local community
- Raise the awareness and understanding of performance management
- Ensure everyone understands their responsibilities and accountabilities
- Explain how the various components of performance all fit together
- Drive continuous improvements and encourage a learning culture
- Highlight and drive improvement across the organisation in line with the Borough Vision and Future Council ambitions
- Deliver high quality outcomes for Dudley borough residents

Dudley is committed to managing performance in line with the challenges outlined in its Council Plan and supporting plans and initiatives. Through this framework we have a consistent approach to the way service performance and quality is managed, monitored, reviewed and reported at all levels in the Council.

Performance management is one element of the Council's overall management arrangements, which focuses on ensuring that the Council achieves its ambitions. Other management features includes member development, consultation and communication, workforce development, research, needs assessment and resource management.

Golden thread and hierarchy of plans

How the councils core plans link together is the '**golden thread**'. Ensuring that plans are linked through intention, outcomes or aspirations ensures each team continues to work towards the Borough Vision.



The **Dudley Borough Vision (Forging a Future for All)** is a partner and community led vision that outlines ambitious plans to create a thriving borough by 2030 where people want to live, work and visit. More details are on page 7.

The **Council Plan** is built around four key priorities which each contain a number of outcomes. These are the areas the council wants to progress over the next three years. It is a strategic document which directs the more operational directorate and service plans. The council plan on a page is on page 8.

The **Future Council programme** is our internal enabler and ensures we are a financially sustainable and well-governed organisation which is fit for the future with a progressive working culture, providing value for money to residents. It has four key themes: People (supported by People Strategy), Place (supported by Corporate Estates Strategy), Digital (supported by Digital Road Map) and Process (supported by multiple strategies and processes such as Performance Management Framework, Council Plan Strategic Document, Risk Management Framework etc).

Alongside the Council Plan and Future Council Programme, the council continually works towards financial sustainability. We review and assess our financial position through the Medium-Term Financial Strategy while also ensuring we provide services that are value for money (supported by the Commercial Strategy, Procurement Strategy and Social Value Policy).

All teams, service managers and leaders are accountable for identifying key areas for improvement and implementing action plans and changes to achieve better performance as part of their overall management responsibilities.

Directorate service plans state the aims of each directorate and how they will respond to the Council Plan. They detail performance indicators, key actions and initiatives. Some performance indicators will be about monitoring how teams are operating on particular areas. Others may allow monitoring at a higher level and directly support the council plan. These are Key Performance Indicators (KPI's) which are reported on quarterly and monitored by our Strategic Executive Board and scrutiny committees.

Where Directorate plans may be more strategic, **Team service plans** will contain more operational content. They will break down the key actions and initiatives from the directorate plan into areas of work or projects that need to be completed in order to progress the directorate plan. They can also contain performance measures that are reported against within the team. This may assist leaders and managers in ensuring quality and performance and also feed into individual plans.

My Annual Review is a framework has been designed to support managers with having a dedicated annual conversation with their employees about their performance and development. It also provides employees with the opportunity to have a meaningful conversation about their performance and development with their manager. The review will also include a discussion on how the individuals role fits in with the team plan and therefore the hierarchy of plans. Outcomes and targets from the previous year are reviewed and set for the current year as well as identifying any support or development requirements for the staff member.

Borough Vision 2030

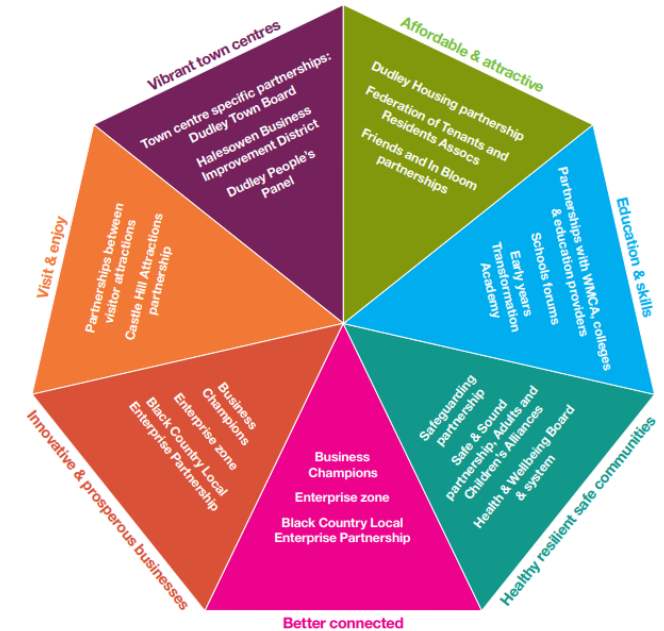
The **Forging a Future for All** borough vision sets out seven aspirations for the borough by 2030. The vision was developed with extensive engagement with partners, communities and the public. Its purpose was to develop a joint long-term vision to support short-term decision making.

The vision was launched in September 2018 following recommendations of the 2017 LGA Peer Challenge. It is intended to provide a medium to long-term basis for place shaping, priority setting, policy development, the financial strategy and transformation of the borough for the people of Dudley.

Each of the aspirations has a lead from a partner organisation and they come together in the Forging a Future Executive (FAFE) to oversee the development and delivery of a high-level delivery plan. To ensure that the council supports each aspiration a council link officer, cabinet member and shadow cabinet member have been allocated to each aspiration to provide democratic accountability.

In 2030 we would like the Dudley borough to be...

- An **affordable and attractive** place to live with a green network of high-quality parks, waterways and nature reserves that are valued by local people and visitors
- A place where everybody has the **education and skills** they need, and where outstanding local schools, colleges and universities secure excellent results for their learners
- A place of **healthy, resilient, safe communities** where people have high aspirations and the ability to shape their own future
- **Better connected** with high quality and affordable transport, combining road, tram, rail, and new cycling and walking infrastructure
- Renowned as home to a host of **innovative and prosperous businesses**, operating in high quality locations with space to grow, sustainable energy supplies and investing in their workforce
- A place to **visit and enjoy** that drives opportunity, contributing to its ambitious future while celebrating its pioneering past
- Full of **vibrant towns** and local centres, offering a new mix of leisure, faith, cultural, residential and shopping uses



Working to be fit for the future, at Dudley Council we are ambitious in our plans to make the borough a destination of choice, creating opportunities for all to thrive in a safe and healthy environment

The council works to a clear set of organisational priorities and outcomes through our council plan. The plan sets out the overall strategic direction and vision for the Council under core priorities. It is refreshed every three years, mapping out our journey to achieving the aspirations of the Future Council programme and Borough Vision.

The plan is outcome focussed and centres around four key priority areas:



These priorities each have five outcomes attached to them. Key performance measures and actions in Directorate Plans are linked to these outcomes, clearly demonstrating how the directorates support the council plan.

The full Dudley Council Plan 2022-25 document (also known as the Council Plan Strategic Document) gives further explanation and background to the plan and its governance.

The 'plan on a page' shows the priorities and outcomes in a simple format while also being a visual representation of the main elements that support the plan:

- Borough Vision - Forging a Future for All
- Future Council programme
- Values and Behaviours

Dudley Council Plan

2022-2025



DUDLEY THE BOROUGH OF OPPORTUNITY

1. 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.
3. Quality education, new skills, apprenticeship training and job opportunities are accessible to all
4. Everyone, including our most vulnerable, have the choice, support and control of the services they need to live independently
5. All residents benefit from access to high quality, integrated health and social care



DUDLEY THE SAFE AND HEALTHY BOROUGH

1. 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
2. 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
4. Discrimination is tackled at all levels in the authority and in our community as we actively promote equality, diversity and inclusion
5. Poverty is reducing as we address all forms of inequality, improve social, emotional and mental health and wellbeing



DUDLEY THE BOROUGH OF AMBITION AND ENTERPRISE

1. Ongoing regeneration schemes are attracting investment, stimulating innovation and entrepreneurs to support new and existing businesses
2. Digital opportunities are being exploited to modernise our working culture, customer experience and public services
3. Business, residents and visitors benefit from improved highways and travel connectivity through multi-modal offer
4. Business support is opening doors to new industries and emerging sectors to support local economic growth
5. Levelling up inequalities is ensuring all borough towns and neighbourhood have good access to services, retail and leisure opportunities



DUDLEY BOROUGH THE DESTINATION OF CHOICE

1. People have access to a range of housing offers that are affordable, accessible and attractive, meeting the needs of our diverse communities
2. Maximising use of brownfield sites, new commercial and residential developments ensure the borough is the destination of choice
3. Our world class visitor attractions continue to grow and are complemented by a strong hospitality sector and vibrant night-time economy
4. Visitors are staying longer, exploring wider and spending locally, benefitting from the full borough-offer, including over-night accommodation
5. Across our borough we celebrate and promote the diverse culture, history and heritage of the local townships



Linking the Borough Vision and Council Plan

The tables below help us to understand how the current Council Plan is linked to the Borough Vision.

A place of healthy, resilient, safe communities where people have high aspirations and the ability to shape their own future



DUDLEY THE BOROUGH OF OPPORTUNITY

1. Children and young people benefit from the best possible start in life in our Child Friendly borough.
3. Quality education, new skills, apprenticeship training and job opportunities are accessible to all
4. Everyone, including our most vulnerable, have the choice, support, and control of the services they need to live independently.
5. All residents benefit from access to a high quality, integrated health and social care.



DUDLEY THE SAFE AND HEALTHY BOROUGH

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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
4. Discrimination is tackled at all levels in the authority and in our community as we actively promote equality, diversity, and inclusion
5. Poverty is reducing as we address all forms of inequality, improve social, emotional, and mental health and wellbeing



DUDLEY BOROUGH THE DESTINATION OF CHOICE

1. People have access to a range of housing offers that are affordable, accessible and attractive, meeting the needs of our diverse community

A place to visit and enjoy that drives opportunity, contributing to its ambitious future while celebrating its pioneering past



DUDLEY THE SAFE AND HEALTHY BOROUGH

2. People have a safe and welcoming indoor and outdoor environment which promotes healthy, physical, and active lifestyles



DUDLEY BOROUGH THE DESTINATION OF CHOICE

3. Our world class visitor attractions continue to grow and are complemented by a strong hospitality sector and vibrant night-time economy
4. Visitors are staying longer, exploring wider and spending locally, benefitting from the full borough-offer, including over-night accommodation

A place where everybody has the education and skills they need, and where outstanding local schools, colleges, and universities secure excellent results for their learners



DUDLEY THE BOROUGH OF OPPORTUNITY

1. 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.
3. Quality education, new skills, apprenticeship training and job opportunities are accessible to all



DUDLEY THE BOROUGH OF AMBITION AND ENTERPRISE

2. Digital opportunities are being exploited to modernise our working culture, customer experience and public services

Full of vibrant towns and local centres, offering a new mix of leisure, faith, cultural, residential, and shopping uses



2. People have a safe and welcoming indoor and outdoor environment which promotes healthy, physical, and active lifestyles



4. Discrimination is tackled at all levels in the authority and in our community as we actively promote equality, diversity, and inclusion



5. Levelling up inequalities is ensuring all borough towns and neighbourhood have good access to services, retail and leisure opportunities

4. Visitors are staying longer, exploring wider and spending locally, benefitting from the full borough-offer, including over-night accommodation

5. Across our borough we celebrate and promote the diverse culture, history and heritage of the local townships

Better connected with high quality and affordable transport, combining road, tram, rail, and new cycling and walking infrastructure



1. 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.



2. People have a safe and welcoming indoor and outdoor environment which promotes healthy, physical, and active lifestyles

3. Business, residents and visitors benefit from improved highways and travel connectivity through multi-modal offer



2. Maximising use of brownfield sites, new commercial and residential developments ensure the borough is the destination of choice

4. Visitors are staying longer, exploring wider and spending locally, benefitting from the full borough-offer, including over-night accommodation

Renowned as home to a host of innovative and prosperous businesses, operating in high quality locations with space to grow, sustainable energy supplies and investing in their workforce



1. 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. Ongoing regeneration schemes are attracting investment, stimulating innovation and entrepreneurs to support new and existing businesses

2. Digital opportunities are being exploited to modernise our working culture, customer experience and public services



4. Business support is opening doors to new industries and emerging sectors to support local economic growth

2. Maximising use of brownfield sites, new commercial and residential developments ensure the borough is the destination of choice

An affordable and attractive place to live with a green network of high-quality parks, waterways and nature reserves that are valued by local people and visitors



1. Children and young people benefit from the best possible start in life in our Child Friendly borough.



2. People have a safe and welcoming indoor and outdoor environment which promotes healthy, physical, and active lifestyles



5. Poverty is reducing as we address all forms of inequality, improve social, emotional, and mental health and wellbeing

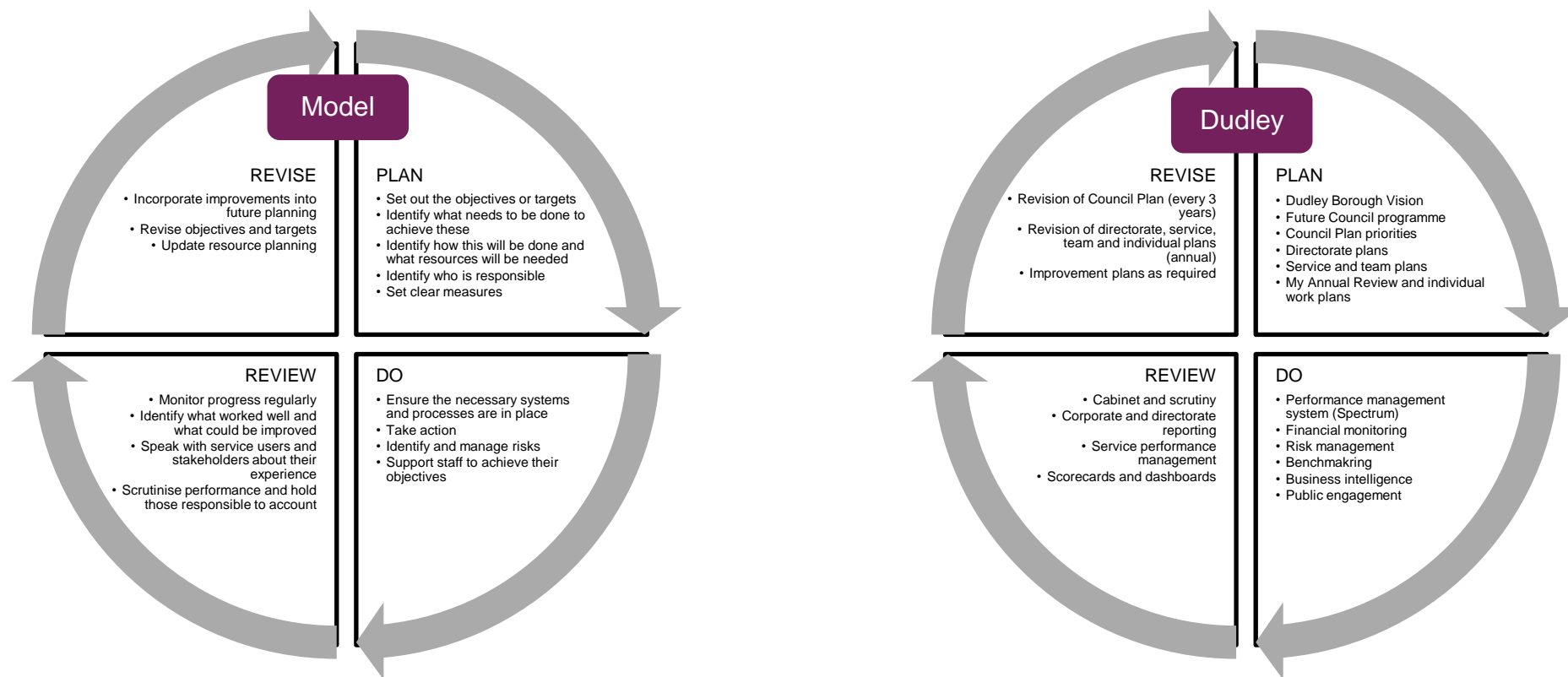
1. People have access to a range of housing offers that are affordable, accessible and attractive, meeting the needs of our diverse community

Performance Management in Dudley

Dudley’s council 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 Annual Performance Management cycle is designed to provide a process for deciding what to aim for and how to do it in the future, rather than just being a good measurement system for what we are doing now.



Performance management is key to measuring that the aspirations in the Borough Vision, and outcomes in the Council Plan and operational plans are being delivered.

Performance measures and indicators

Setting a performance measure

In order to manage performance we must first measure it. Measuring performance allows us to compare trends across time, services and other authorities. This can help us to improve our performance by identifying good practice and learning from others. Having focussed performance measures can also keep us focussed on the key areas identified through the hierarchy of plans.

How performance will be measured should be detailed in service and directorate plans. When considering how to measure their services performance, leadership teams should consider two themes:

1. How they can capture and measure the four basic aspects of service delivery:

Inputs The resources used in delivering a service, e.g. the financial and staffing costs of delivering a housing benefit service each year.	Process The approach taken to deliver the service using available financial and staffing resources, e.g. the method of processing housing benefits claims.
Outcomes The improvements in the quality of life experienced by those in the community as a result of the outputs delivered, e.g. the reduction in poverty resulting from the efficient delivery of housing benefits to those in need.	Outputs The services that are delivered as a result of the inputs and processes, e.g. the number of customers receiving their housing benefits payments as planned each month.

2. What a robust performance indicator looks like:

- Relevant to the aims and objectives of the council
- Clearly defined, to ensure consistent collection
- Easy to understand and use
- Cost effective to collect

It is not always appropriate to have a quantitative measure of performance. Within directorate and service plans, items can be captured as actions. The status and progress of actions can be monitored in Spectrum, our performance management hub.

Performance indicators

A performance indicator (PI) is a tool for conveying performance information. It is usually a quantitative value as this enables comparisons over time within or between services and ultimately between authorities.

To become a performance indicator, a performance measure must have three parts.

- The measure itself – the feature of the input, process, output or outcome that requires investigation
- The comparator – the benchmark or yardstick on which the performance will be compared
- The target – the level of achievement expected over the period being reviewed. In some cases, the comparator and target may be combined.

There are two levels of performance indicators:

- **National Indicators** – National Indicators are the main yardsticks against which the Government judge our performance at area, corporate and service delivery levels. They are designed to allow comparisons of local authorities' performance to improve accountability to local people and assist in improving the service they receive.
- **Local Performance Indicators** – Many of our services are not covered by national performance indicators, therefore we have established local performance indicators. If correctly used, local indicators are an important measure of performance demonstrating our ability to respond to local needs; they provide managers with local information allowing them to manage a particular service effectively.

Local PI's are used by teams, divisions and directorates to monitor their service delivery and quality. Some will be selected as corporate Key Performance Indicators that relate to the council plan objectives and appear in the appropriate directorate plan.

When setting a PI, the following criteria should be met. A PI must:

- Be set by the director or head of service after undertaking consultation with their staff, Members and users
- Meaningfully relate to the defined performance perspectives
- Use reliable data sources and include numeric elements to allow clear target(s) to be set
- Involve, where possible, valid comparisons with those providing similar services
- Be supported by data capable of audit and validation
- Contribute to the public accountability of the service.

Additionally, any PI that will be reported at a corporate level must be signed off by the director and a cabinet member.

PI's should be unambiguous and supported by clear definitions to ensure that the data is collected consistently to enable future meaningful comparison. Data quality requirements should be considered at the same time as the PI definition is set. Broadly speaking, corporate PI's are recorded and reported quarterly on a financial year calendar. However, some services may find other reporting frequencies (such as monthly or annual) are a better measure for particular PI's.

Targets, benchmarking and risk

Once a PI is decided we need to set a target against it. Targets assist us by enabling us to identify where we are and what we need to do to achieve our aim.

Target setting can be undertaken with either an internal or external focus. Where possible we should attempt to adopt an **external focus** to our target setting as this enables the Council to set targets relative to external benchmarks, such as the performance of other local authorities.

Internal target setting focuses on analysing our performance year on year by using trend data to identify targets that are suitably challenging but realistic.

Setting a target

1. Start with a baseline that describes the status before actions are taken. Where are we now? To set realistic targets, you need to know the starting position. For national data sets or benchmarking data sets, target setting should be done against the externally available comparators
2. Trends – look to the past as this can help to understand the direction of travel. It also allows us to project into the future, and draw a line that describes the likely outcome if we do nothing different
3. Benchmark – are there valid comparisons with other localities that can be used, such as the family group of authorities Dudley belongs to for that particular service?
4. Finally, root it all in the reality of the service itself. Service managers are usually best placed to offer insight into what is practicable and possible.

Targets can be recorded against a PI in Spectrum. This allows staff and members access to this information, reflecting our transparency and accountability.

Benchmarking

Performance information is more meaningful if it can be set in context, for example, by using benchmarking.

By systematically and regularly benchmarking, we can be in touch with current good practices and by comparing ourselves with others, we can assess our competitiveness and identify areas for improvement and possible solutions. Benchmarking can also help us to establish performance baselines when needed. It also provides contextual information so the public can assess our performance.

Benchmarking should be undertaken both internally and externally at different levels.

Internally over time, whether at activity, service or corporate level

With other local authorities - either our family group, nationally or best in class

With other private, public or voluntary organisations who are 'best in class'

The basic process of benchmarking is to:

- Select a similar service or activity for benchmarking against
- Identify what data is required and where to collect it from
- Analyse the information
- If necessary, identify areas for change to improve the service/activity.

Benchmarking data can also be recorded against a PI in Spectrum. Both targets and benchmarking are included on the quarterly corporate performance reports as part of the scorecards. As targets and benchmarking are integral to performance indicators, they should be considered when the PI is set by the director or head of service.

Two examples of benchmarking currently being used are:

- Housemark Median data by Housing and Community Services against relevant performance indicators. Housemark is a data and insight company for the UK housing sector and is jointly owned by the National Housing Federation and the Chartered Institute for Housing.
- Chartered Institute of Public Finance and Accountancy (CIPFA) data used by Public Realm to compare household waste figures with our statistical neighbours. CIPFA is a UK-based international accountancy membership and standard-setting body. Their statistics service allows us to compare performance on waste services against other authorities.

Risk

Risk management has a strong link to performance management – if risks are not managed effectively, it is unlikely that a council will deliver its ambitions and achieve value for money.

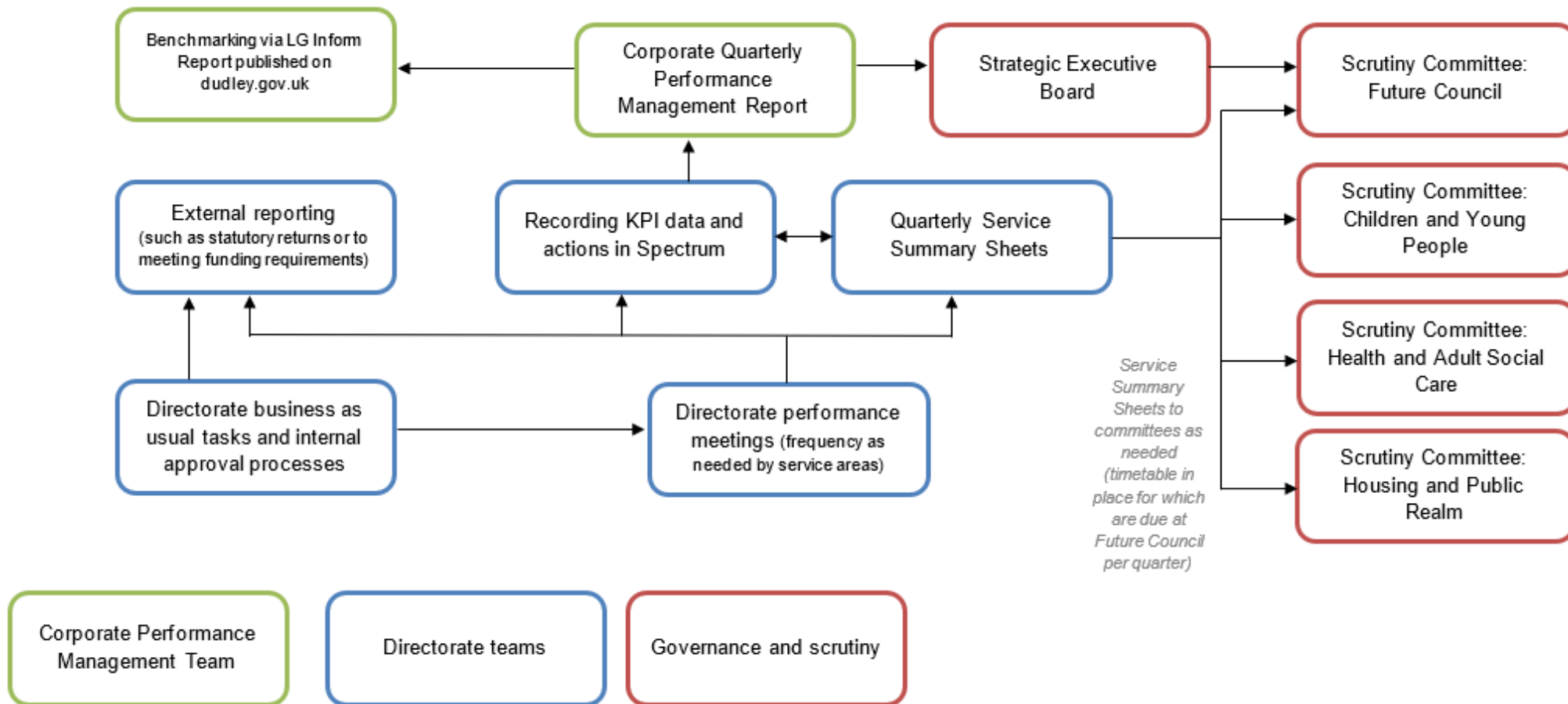
As a council we believe in the value of effectively managing risk: it informs business decisions; enables a more effective use of resources; enhances strategic and business planning; and strengthens contingency planning.

The Council has developed a [Risk Management Framework](#), which sets out the Council's approach to risk management both internally and within the wider environment in which the Council operates.

More on risk management and the Risk Management Framework can be found on Connect ([Workforce Hub, Risk Management tile](#)).

Performance Reporting Framework

The reporting framework below shows what is reported, when and to whom.



PI's are recorded in the corporate information system Spectrum. It is recommended to all teams that Spectrum can be used to record all of their indicators, actions and risks from their service plans. As a minimum the PI's, actions and risks in the directorate plan need to be recorded in Spectrum to allow the corporate performance report to be produced on a quarterly basis. Recording PI's and actions in Spectrum also allows for staff and councillors to access data in-between reporting periods.

Quarterly Corporate Performance Report

The purpose of the report is to:




- Monitor performance and progress against the delivery of the Council Plan and directorate plans
- Provide an overview of PI trends and action status
- Support challenge and review exceptions

The final report covering the whole financial year (April to March) is reported in the following May/June and provides the content for the councils Statement of Accounts Report which is published in June of each year. Future Council Scrutiny Committee and Informal Cabinet receive exception reports and the representative officer is in attendance where performance is a concern/below target.





Reports for previous quarters are available on the council website: <https://www.dudley.gov.uk/council-community/performance/>

For performance scorecards the following symbols are used, they are also used in the Spectrum system.

Score status

-  Where performance is on target or exceeds target tolerance
-  Where performance is tolerant, on target in the lower half tolerance
-  Where performance is below the target tolerance


Trend status

-  Performance is improved against previous reporting period
 -  Performance is consistent against previous reporting period
 -  Performance is worse against previous reporting period
- (Note:  appears as blue in spectrum)

Corporate Reporting Expectations

In order for the quarterly corporate report to be produced and scrutinised in a timely manner, deadlines and expectations are set regarding input of data and commentary to Spectrum.

Staff with Spectrum input responsibility must input all corporate Performance Indicator data, exceptions commentary and actions commentary as per the Corporate Performance Reporting timeline.

Where a Performance Indicator shows as below target () exceptions commentary MUST be entered. However, commentary can also be entered in the same fields for any Performance Indicator in order to give context to the data.

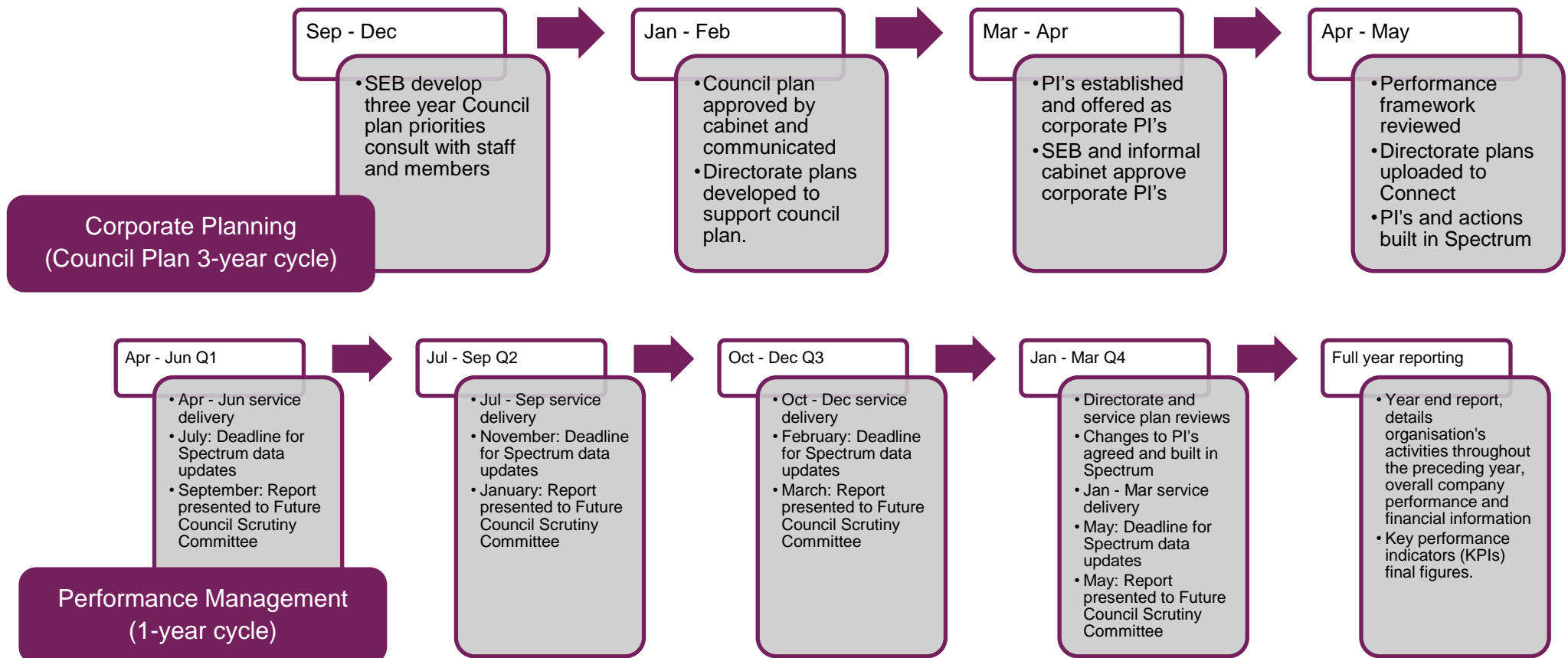
A link to the Corporate Performance Reporting timeline can be found in the appendices.

Annual Performance Management Cycle

Having an Annual Performance Management cycle supports the Plan, Do, Review, Revise model. It gives the timeframe for the Review, Revise and Plan elements as previous plans are reviewed and either revised or a new plan created.

The council plan cycle is 3 years with directorate 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.

Council and directorate plans need to be agreed and in place for 1st April to facilitate performance monitoring.



Spectrum and data quality

Spectrum is 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. Spectrum is a web-based system and can be accessed via Connect.

The use of Spectrum to monitor performance and risk establishes a comprehensive reporting system that is aligned with our organisation, highlighting areas of concern, change, emerging threats and opportunities.

Like any reporting system, Spectrum requires timely and accurate data entry. As a minimum, services both within and external to the council will need to demonstrate the following principles with respect to data quality:

Accuracy	Validity	Reliability	Timeliness	Relevance	Completeness
<ul style="list-style-type: none"> • Data should be sufficiently accurate for its intended purposes, representing clearly, and in sufficient detail, the interaction provided at the point of activity. • Data should be captured once only, although it may have multiple uses. • Accuracy is most likely to be secured if data is captured as close to the point of activity as possible. • The need for accuracy must be balanced with the importance of the uses for the data, and the costs and effort of collection, although data limitations should always be clear to its users 	<ul style="list-style-type: none"> • Data should be recorded and used in compliance with relevant requirements, including the correct application of any rules or definitions. • This will ensure consistency between periods and with similar organisations. • Where proxy data is used to compensate for an absence of actual data, organisations must consider how well this data is able to satisfy the intended purpose. 	<ul style="list-style-type: none"> • Data should reflect stable and consistent data collection processes across collection points and over time, whether using manual or computer-based systems or a combination. • Managers and stakeholders should be confident that progress toward performance targets reflects real changes rather than variations in data collection approaches or methods. 	<ul style="list-style-type: none"> • Data should be captured as quickly as possible after the event or activity and must be available for the intended use within a reasonable time period. • Data must be available quickly and frequently enough to support information needs and to influence the appropriate level of service or management decisions. 	<ul style="list-style-type: none"> • Data captured should be relevant to the purposes for which it is used. This entails periodic review of requirements to reflect changing needs. 	<ul style="list-style-type: none"> • Data requirements should be clearly specified based on the information needs of the Council and data collection processes matched to these requirements. • Monitoring missing, incomplete or invalid records can provide an indication of data quality and can also point to problems in the recording of certain data items.

Roles and responsibilities

Corporate performance management against the delivery of the Council Plan and Directorate Service Plans requires clearly defined and structured accountability.

For Dudley these are:

- **Strategic Executive Board** - have overall responsibility for the approval of and accountability for the Council Plan and associated initiatives and priorities associated within the performance framework.
- **Performance Champions** - are in effect 'the custodians' of the Council Plan with responsibility for delivery of the council plan and associated policies. They are also responsible for having an overview of performance ensuring that the right priorities are being attached to the actions contained within the relevant divisional service plans and improvement plans.
- **Corporate Performance Management Team** - responsible for the production of the quarterly performance report and presentation to SEB and the Future Council Scrutiny Committee. They are also responsible for the day-to-day maintenance of Spectrum and liaising with ICT services regarding issues and developments.
- **Directorate Performance Management Teams** - responsible for ensuring that timely and accurate performance information is available, that problems of performance are flagged and that appropriate delivery plans are generated and tracked.
- **Future Council Scrutiny Committee** - to scrutinise the Quarterly Corporate Performance Management Report and to make any associated recommendations.
- The role of **Internal Audit** - provide an independent review of the corporate approach to performance management and data quality

Contacts

Corporate Performance Management Team

Ajaib Paul, Head of Chief Executives Office

Clair Blunn, Corporate Performance Manager

Sally Haycox, Corporate Performance Support Officer

CorporatePerformance@dudley.gov.uk

Performance Leads

Adult Social Care	Andy Baker, Aaron Sangian	Regeneration and Enterprise	Jane Lamine
Children's Services	Matt Smith	Housing and Community Services	Richard Cartwright, Tom Day
Public Health and Wellbeing	Alison Harris	Public Realm	Narinder Toor
Finance and Legal	Louise Baugh	Workforce metrics	Claire Wilkinson
Digital, Customer and Commercial Services	Jennie Caladine	Corporate risk	Graham Harrison

Supporting documents

For further detail on some elements please refer to the following documents. Links will take you to the relevant Connect page.

[Council Plan Strategic Document](#)

[Corporate Performance Measures](#)

[Corporate Performance Reporting timeline](#)

[Spectrum user guide](#)



Corporate performance measures **2022-2025**



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Corporate measures - summary

The following dashboard and summary table provides information on our high-level corporate performance indicator measures (KPI's) for 2022-25, aligned to our new 3-year Council Plan priorities and outcomes. Strategic Executive Board (SEB), Future Council Scrutiny Committee and Informal Cabinet will review these corporate key performance indicators on a quarterly basis. The meeting schedule is available on page 10.

Corporate KPI's reported in total	59
Quarterly KPI's (inc. monthly)	48
6 monthly KPI's	1
Annual KPI's	7
Biannual KPI's	3



In addition to corporate KPI's, Directorate Business Plans 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.

Corporate KPI's by council plan priority

Dudley the borough of opportunity								
Aims and objectives	Key performance indicators	21-22 Q4 outturn	2022-23 target	2023-24 target	2024-25 target	Reporting frequency	Benchmarking	Directorate plan
Children and young people benefit from the best possible start in life in our Child Friendly borough	PI 2129 % of eligible children who take up a 'Time for Two's' place in the Dudley Borough	76.5%	75%	75%	75%	Quarterly		Children's Services
	PI 2427 % of safer routes to school schemes completed against annual programme	37.5%	TBC	TBC	TBC	Monthly		Public Realm
Those with special educational needs and disabilities and care leavers achieve the best possible outcomes								
Quality education, new skills, apprenticeship training and job opportunities are accessible to all	PI 863 Proportion of children and young people who attend a good or outstanding school	74.9%	78%	80%	85%	Quarterly	DfE monthly management information	Children's Services
	PI 120 16 to 18-year old's who are not in education, employment or training (NEET)	1.8%	2.8%	2.8%	2.8%	Quarterly		Children's Services
	PI 1690 Number of adults 16+ participating in learning	2553	1640	1640	1640	Quarterly		Regeneration and Enterprise
	PI 1706 Number of adults gaining employment	134	125	125	125	Quarterly		Regeneration and Enterprise
	PI 1709 Number of employers supported with ACL funding streams	324	60	60	60	Quarterly		Regeneration and Enterprise
Everyone, including our most vulnerable, have the choice, support and control of the services they need to live independently	PI 2133 - % of working age service users (18-64) with learning disability support living alone or with family	49%	50%	50%	50%	Quarterly	Adult Social Care Outcomes Framework	Adult Social Care
All residents benefit from access to high quality, integrated health and social care	PI 2132 - % of contacts to adult social care with an outcome of information and advice/signposting	9%	11%	11%	11%	Quarterly		Adult Social Care
	PI 501 (ASCOF2B) - Prop of 65+ at home 91 days after discharge from hospital into reablement services	86%	83%	83%	83%	Quarterly	Adult Social Care Outcomes Framework	Adult Social Care

Dudley the safe and healthy borough								
Aims and objectives	Key performance indicators	21-22 Q4 outturn	2022-23 target	2023-24 target	2024-25 target	Reporting frequency	Benchmarking	Directorate plan
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 2266 Percentage of applicable contracts awarded that include Social Value outcomes	63%	80%	85%	90%	Quarterly	Local measure	Digital, Customer and Commercial Services
	PI 1441 Air Quality completed in actions in accordance with the timetable in the approved Air Quality Action Plan	90%	90%	90%	90%	Quarterly		Public Health & Wellbeing
	PI 1498 % household waste sent for reuse, recycling and composting (NI 192)	TBC (Q1)	TBC (Q1)	TBC (Q1)	TBC (Q1)	Quarterly (quarter in arrears)	National (CIPFA)	Public Realm
	PI 1499 % municipal waste land filled (NI 193)	TBC (Q1)	TBC (Q1)	TBC (Q1)	TBC (Q1)	Quarterly (quarter in arrears)	National (CIPFA)	Public Realm
	PI 2416 % Street Cleansing waste recycled	TBC	TBC	TBC	TBC	Quarterly		Public Realm
	PI 2393 % street lighting inventory that is LED	7%	15%	20%	25%	6 monthly		Public Realm
People have a safe and welcoming indoor and outdoor environment which promotes healthy, physical and active lifestyles	PI 1200 No. external accreditations held for our parks and green spaces (including Green Flag)	20	17	20	20	Annual	Local measure	Public Realm
	PI 2390 % of gullies cleansed as per annual programme	TBC	TBC	TBC	TBC	Quarterly		Public Realm
	PI 2404 % of trees with a valid inspection	TBC	TBC	TBC	TBC	Monthly		Public Realm
	PI 2406 No. incidents of fly-tipping	1,726	Ongoing reduction	Ongoing reduction	Ongoing reduction	Monthly		Public Realm
	PI 2407 No. fly-tipping enforcement actions	532	Dependent on PI 324 and evidence	Dependent on PI 324 and evidence	Dependent on PI 324 and evidence	Monthly		Public Realm
	PI 2417 % of local safety schemes completed against annual programme	50%	TBC	TBC	TBC	Monthly		Public Realm

Dudley the safe and healthy borough CONTINUED								
Aims and objectives	Key performance indicators	21-22 Q4 outturn	2022-23 target	2023-24 target	2024-25 target	Reporting frequency	Benchmarking	Directorate plan
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 2134 - % of the conversion of safeguarding concerns to enquiry	20%	20%	20%	20%	Quarterly	NHS Digital	Adult Social Care
	PI 1447 % of agency social workers	19.2%	15%	14%	12%	Quarterly	LAIT (annual figures)	Children's Services
	PI 432 Number of children looked after per 10,000 of the population	85.6	85%	85%	85%	Quarterly	West Mids region data	Children's Services
	PI 426 Percentage of single assessments authorised with 45 days (For Assessment Service Only)	71.5%	95%	95%	95%	Quarterly	West Mids region data	Children's Services
	PI 433 Number of children subject to child protection plan per 10,000 of the child population	44.8	50%	50%	50%	Quarterly	West Mids region data	Children's Services
	PI 2027 Satisfaction - way your anti-social behaviour complaint was handled? (ASB)Star-T [CP] [DSP] [HM] [DB]	62.8%	70%	75%	TBC	Quarterly	HouseMark Peer Group	Housing and Community Services
	PI 2257 Value of savings made by prevention (intervention) to the people of Dudley (Scams Team)	£2m	£1m	£1m	£1m	Quarterly		Public Health and Wellbeing
	PI 2074 Proportion of premises in the borough that are broadly complaint with food hygiene law (star rating of 3 or more).	90%	90%	90%	90%	Quarterly		Public Health and Wellbeing
Discrimination is tackled at all levels in the authority and in our community as we actively promote equality, diversity and inclusion								
Poverty is reducing as we address all forms of inequality, improve social, emotional and mental health and wellbeing	PI 2260 Smoking at time of delivery Dudley Residents	11%	10%	8%	7%	Quarterly	National ambition is 6% by 2025	Public Health and Wellbeing

Dudley the borough of ambition and enterprise								
Aims and objectives	Key performance indicators	21-22 Q4 outturn	2022-23 target	2023-24 target	2024-25 target	Reporting frequency	Benchmarking	Directorate plan
Ongoing regeneration schemes are attracting investment, stimulating innovation and entrepreneurs to support new and existing businesses								
Digital opportunities are being exploited to modernise our working culture, customer experience and public services	PI 47 % Corporate Complaints given a full response within 20 working days	64%	85%	85%	85%	Quarterly	DMBC historical data	Digital, Customer and Commercial Services
	PI 2078 Number of Customer Compliments Received	230	150	150	150	Quarterly	DMBC historical data	Digital, Customer and Commercial Services
	PI 2079 Number of Customer Complaints Received	490	275	275	275	Quarterly	DMBC historical data	Digital, Customer and Commercial Services
Business, residents and visitors benefit from improved highways and travel connectivity through multi-modal offer	PI 2357 % of capital programme spent (Highways)	New PI	100%	100%	100%	Monthly		Public Realm
	PI 2380 Sq. metres of highway defect repairs completed	TBC	TBC	TBC	TBC	Monthly		Public Realm
	PI 2381 No. Penalty Charge Notices issued for parking offences	TBC	TBC	TBC	TBC	Monthly		Public Realm
	PI 2383 % Highway Safety Inspections completed on time	TBC	TBC	TBC	TBC	Quarterly		Public Realm
	PI 354 % principal ('A') roads where maintenance should be considered	3%	3%	2%	2%	Annual		Public Realm
	PI 313 % non-principal ('B' & 'C') roads where maintenance should be considered	2%	2%	2%	2%	Annual		Public Realm
Business support is opening doors to new industries and emerging sectors to support local economic growth	PI 2272 % spend with local suppliers within the wider West Midlands region on contracts awarded via the Procurement Team.	57.1%	30%	35%	40%	Quarterly		Digital, Customer and Commercial Services
Levelling up inequalities is ensuring all borough towns and neighbourhoods have good access to services, retail and leisure opportunities								

Dudley borough the destination of choice								
Aims and objectives	Key performance indicators	21-22 Q4 outturn	2022-23 target	2023-24 target	2024-25 target	Reporting frequency	Benchmarking	Directorate plan
People have access to a range of housing offers that are affordable, accessible and attractive, meeting the needs of our diverse communities	PI 316 Number of affordable homes delivered (gross)	249	200	200	200	Annual	National and regional	Housing and Community Services
	PI 2194 % Compliance Gas	99.66%	100%	100%	100%	Quarterly	HouseMark Peer Group	Housing and Community Services
	PI 2009 ST10 Satisfaction - repairs service (Responsive Repairs) Star-T	93.6%	91%	92%	93%	Quarterly	HouseMark Peer Group	Housing and Community Services
	PI.1319 (Q) / PI.2172 (M) Current tenant arrears as a % of the annual rent due-Dwellings	1.15%	2.5%	2.5%	2.5%	Quarterly	HouseMark Peer Group	Housing and Community Services
	PI 1899 Rent loss- % of potential rent receipts lost (Dwellings)	1.82%	1.8%	1.7%	1.7%	Quarterly	HouseMark Peer Group	Housing and Community Services
Maximising use of brownfield sites, new commercial and residential developments ensure the borough is the destination of choice	PI 1691 % of major applications determined within 13 weeks	100%	65%	65%	65%	Quarterly	Government Office figures	Regeneration and Enterprise
	PI 1692 % of minor applications determined within 8 weeks	98%	70%	70%	70%	Quarterly	Government Office figures	Regeneration and Enterprise
	PI 1693 % of other applications determined within 8 weeks	94%	70%	70%	70%	Quarterly	Government Office figures	Regeneration and Enterprise
Our world class visitor attractions continue to grow and are complemented by a strong hospitality sector and vibrant night-time economy	PI 2348 Number of hits to the Discover Dudley Website	801	4000	4500	5000	Quarterly	Local measure	Regeneration and Enterprise
Visitors are staying longer, exploring wider and spending locally, benefitting from the full borough-offer, including over-night accommodation								
Across our borough we celebrate and promote the diverse culture, history and heritage of the local townships								

Future Council Programme								
Aims and objectives	Key performance indicators	21-22 Q4 outturn	2022-23 target	2023-24 target	2024-25 target	Reporting frequency	Benchmarking	Directorate plan
People	PI 352 Working days/shifts lost per FTE due to sickness absence (excluding schools)	13.94 days	9.6 days	9.6 days	9.6 days	Quarterly	LGA West Mids region data	HR, OD and Inclusion
	PI 370 Long-term sickness absence per FTE (excluding schools)	9.88 days	7.64 days	7.64 days	7.64 days	Quarterly	LGA West Mids region data	HR, OD and Inclusion
	PI 371 Short-term sickness absence per FTE	4.06 days	1.66 days	1.66 days	1.66 days	Quarterly	LGA West Mids region data	HR, OD and Inclusion
	PI 2056 Number of the council's headcount to be part of an apprenticeship (=2.3% of our workforce)	145	183	183	183	Annual	LGA West Mids region data	HR, OD and Inclusion
	PI 2062 % of Council employees completing the employee survey	55%	45%	45%	45%	Biannual		HR, OD and Inclusion
	PI 2063 Employee Survey engagement score (scored out of 5)	3.9%	3.8%	3.8%	3.8%	Biannual		HR, OD and Inclusion
	PI 2064 Health & wellbeing score of Dudley employees via employee survey (score out of 35)	22.5	21.5%	21.5%	21.5%	Biannual	Health and Wellbeing England	HR, OD and Inclusion
Digital								
Process								
Place								
Financial sustainability	PI 2337 Total revenue retained from school customers	TBC	97%	95%	92%	Annual	Local measure	Digital, Customer and Commercial Services
	PI 2338 Commercial opportunity – 3-year contribution to fixed costs over plan forecasted in agreed business cases (figures to be confirmed post April 22)	£85k	£120k	£720k	£1.3m	Annual	Local measure	Digital, Customer and Commercial Services

Corporate Performance Reporting – Schedule 2022-23

Quarterly Reporting Periods		Performance Group and Strategic Executive Board (SEB)				Draft Report Deadline (5.00pm)	Agenda Plan Meeting with Chair and Vice Chair	Final Report Deadline (5.00pm)	Scrutiny Meeting	Informal Cabinet
		Spectrum Deadline <small>Allocated officers across the council to update KPI's including benchmarking and trend data</small>	Report Deadline <small>Circulated to performance leads for comment / report updated as required and sign off</small>	Final Report to Strategic Executive Board (SEB)	SEB Meeting					
Q1	1 st April 2022 to 30 th June 2022	Corporate KPI's & Exception Reporting Friday 22 nd July 2022 Service Summary Documents Friday 29 th July 2022	Wednesday 3 rd August 2022	Thursday 11 th August 2022	Wednesday 24 th August 2022	Thursday 4 th August 2022	Tuesday 9 th August 2022	Thursday 25 th August 2022	Wednesday 7 th September 2022	TBC
Q2	1 st July 2022 to 30 th September 2022	Corporate KPI's & Exception Reporting Friday 4 th November 2022 Service Summary Documents Friday 11 th November 2022	Wednesday 16 th November 2022	Thursday 17 th November 2022	Wednesday 23 rd November 2022	Thursday 8 th December 2022	Tuesday 13 th December 2022	Thursday 5 th January 2023	Wednesday 18 th January 2023	TBC
Q3	1 st October 2022 to 31 st December 2022	Corporate KPI's & Exception Reporting Friday 3 rd February 2023 Service Summary Documents Friday 10 th February 2023	Wednesday 15 th February 2023	Thursday 16 th February 2023	Wednesday 22 nd February 2023	Thursday 9 th February 2023	Tuesday 14 th February 2023	Thursday 2 nd March 2023	Wednesday 15 th March 2023	TBC
Q4	1 st January 2023 to 31 st March 2023	Corporate KPI's & Exception Reporting Friday 5 th May 2023 Service Summary Documents 12 th May 2023	Wednesday 17 th May 2023	Thursday 18 th May 2023	Wednesday 24 th May 2023	TBC – following annual council				

For further information corporate performance management and directorate planning please contact

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For more information on the Council Plan, Directorate Plans and Performance Management, please visit our [Connect pages](#).



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Summary by directorate plan

Directorate plan status

Adult Social Care	Final
Children's Services	Final
Public Health and Wellbeing	Final
Finance and Legal	Final

Digital, Customer and Commercial Services	Final
Regeneration and Enterprise	Final
Housing and Community Services	Final
Public Realm	Final

Directorate plans can be found [on Connect](#)

Overview

Directorate	Action	KPI – Corporate	KPI - Other
Adult Social Care	23	4	0
Children's Services	18	7	6
Public Health and Wellbeing	17	4	0
Finance and Legal	21	0	20
Digital, Customer and Commercial Services	30	7	11
Regeneration and Enterprise	28	7	0
Housing and Community Services	53	6	12
Public Realm	98	17	76
HR, OD and Inclusion	0	7	0
Total	288	59	125

Adult Social Care

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.	-	-	-	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	-	-	-
	Those with special educational needs and disabilities and care leavers achieve the best possible outcomes.	-	-	-		People have a safe and welcoming indoor and outdoor environment which promotes healthy, physical and active lifestyles	-	-	-
	Quality education, new skills, apprenticeship training and job opportunities are accessible to all	-	-	-		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	4	1	0
	Everyone, including our most vulnerable, have the choice, support and control of the services they need to live independently	6	1	0		Discrimination is tackled at all levels in the authority and in our community as we actively promote equality, diversity and inclusion	-	-	-
	All residents benefit from access to high quality, integrated health and social care	13	2	0		Poverty is reducing as we address all forms of inequality, improve social, emotional and mental health and wellbeing	-	-	-

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	-	-	-	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	-	-	-
	Digital opportunities are being exploited to modernise our working culture, customer experience and public services	-	-	-		Maximising use of brownfield sites, new commercial and residential developments ensure the borough is the destination of choice	-	-	-
	Business, residents and visitors benefit from improved highways and travel connectivity through multi-modal offer	-	-	-		Our world class visitor attractions continue to grow and are complemented by a strong hospitality sector and vibrant night-time economy	-	-	-
	Business support is opening doors to new industries and emerging sectors to support local economic growth	-	-	-		Visitors are staying longer, exploring wider and spending locally, benefitting from the full borough-offer, including over-night accommodation	-	-	-
	Levelling up inequalities is ensuring all borough towns and neighbourhood have good access to services, retail and leisure opportunities	-	-	-		Across our borough we celebrate and promote the diverse culture, history and heritage of the local townships	-	-	-

	Theme	Action	KPI – corporate	KPI - other
FUTURE COUNCIL	People	-	-	-
	Digital	-	-	-
	Process	-	-	-
	Place	-	-	-
	Financial Sustainability	-	-	-

Total	Action	23	KPI - Corporate	4	KPI - Other	0
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Children's Services

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.	4	1	0	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	-	-	-
	Those with special educational needs and disabilities and care leavers achieve the best possible outcomes.	-	-	-		People have a safe and welcoming indoor and outdoor environment which promotes healthy, physical and active lifestyles	-	-	-
	Quality education, new skills, apprenticeship training and job opportunities are accessible to all	3	2	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	10	4	1
	Everyone, including our most vulnerable, have the choice, support and control of the services they need to live independently	-	-	-		Discrimination is tackled at all levels in the authority and in our community as we actively promote equality, diversity and inclusion	-	-	-
	All residents benefit from access to high quality, integrated health and social care	-	-	-		Poverty is reducing as we address all forms of inequality, improve social, emotional and mental health and wellbeing	1	0	1

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	-	-	-	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	-	-	-
	Digital opportunities are being exploited to modernise our working culture, customer experience and public services	-	-	-		Maximising use of brownfield sites, new commercial and residential developments ensure the borough is the destination of choice	-	-	-
	Business, residents and visitors benefit from improved highways and travel connectivity through multi-modal offer	-	-	-		Our world class visitor attractions continue to grow and are complemented by a strong hospitality sector and vibrant night-time economy	-	-	-
	Business support is opening doors to new industries and emerging sectors to support local economic growth	-	-	-		Visitors are staying longer, exploring wider and spending locally, benefitting from the full borough-offer, including over-night accommodation	-	-	-
	Levelling up inequalities is ensuring all borough towns and neighbourhood have good access to services, retail and leisure opportunities	-	-	-		Across our borough we celebrate and promote the diverse culture, history and heritage of the local townships	-	-	-

	Theme	Action	KPI – corporate	KPI - other
FUTURE COUNCIL	People	-	-	-
	Digital	-	-	-
	Process	-	-	-
	Place	-	-	-
	Financial Sustainability	-	-	-

Total	Action	18	KPI - Corporate	7	KPI - Other	6
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Public Health and Wellbeing

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.	2	0	0	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	1	1	0
	Those with special educational needs and disabilities and care leavers achieve the best possible outcomes.	1	0	0		People have a safe and welcoming indoor and outdoor environment which promotes healthy, physical and active lifestyles	1	0	0
	Quality education, new skills, apprenticeship training and job opportunities are accessible to all	-	-	-		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	2	0
	Everyone, including our most vulnerable, have the choice, support and control of the services they need to live independently	-	-	-		Discrimination is tackled at all levels in the authority and in our community as we actively promote equality, diversity and inclusion	2	0	0
	All residents benefit from access to high quality, integrated health and social care	4	0	0		Poverty is reducing as we address all forms of inequality, improve social, emotional and mental health and wellbeing	1	1	0

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	-	-	-	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	-	-	-
	Digital opportunities are being exploited to modernise our working culture, customer experience and public services	-	-	-		Maximising use of brownfield sites, new commercial and residential developments ensure the borough is the destination of choice	-	-	-
	Business, residents and visitors benefit from improved highways and travel connectivity through multi-modal offer	-	-	-		Our world class visitor attractions continue to grow and are complemented by a strong hospitality sector and vibrant night-time economy	-	-	-
	Business support is opening doors to new industries and emerging sectors to support local economic growth	-	-	-		Visitors are staying longer, exploring wider and spending locally, benefitting from the full borough-offer, including over-night accommodation	-	-	-
	Levelling up inequalities is ensuring all borough towns and neighbourhood have good access to services, retail and leisure opportunities	-	-	-		Across our borough we celebrate and promote the diverse culture, history and heritage of the local townships	-	-	-

	Theme	Action	KPI – corporate	KPI - other
FUTURE COUNCIL	People	1	0	0
	Digital	-	-	-
	Process	1	0	0
	Place	-	-	-
	Financial Sustainability	-	-	-

Total	Action	17	KPI - Corporate	4	KPI - Other	0
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Finance and Legal

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.	3	0	3	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	-	-	-
	Those with special educational needs and disabilities and care leavers achieve the best possible outcomes.	-	-	-		People have a safe and welcoming indoor and outdoor environment which promotes healthy, physical and active lifestyles	-	-	-
	Quality education, new skills, apprenticeship training and job opportunities are accessible to all	-	-	-		Residents live in safe communities where safeguarding of vulnerable people of all ages protects them from harm and supports the prevention of crime and exploitation	1	0	0
	Everyone, including our most vulnerable, have the choice, support and control of the services they need to live independently	-	-	-		Discrimination is tackled at all levels in the authority and in our community as we actively promote equality, diversity and inclusion	1	0	0
	All residents benefit from access to high quality, integrated health and social care	-	-	-		Poverty is reducing as we address all forms of inequality, improve social, emotional and mental health and wellbeing	1	0	3

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	1	0	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	-	-	-
	Digital opportunities are being exploited to modernise our working culture, customer experience and public services	-	-	-		Maximising use of brownfield sites, new commercial and residential developments ensure the borough is the destination of choice	-	-	-
	Business, residents and visitors benefit from improved highways and travel connectivity through multi-modal offer	-	-	-		Our world class visitor attractions continue to grow and are complemented by a strong hospitality sector and vibrant night-time economy	-	-	-
	Business support is opening doors to new industries and emerging sectors to support local economic growth	-	-	-		Visitors are staying longer, exploring wider and spending locally, benefitting from the full borough-offer, including over-night accommodation	-	-	-
	Levelling up inequalities is ensuring all borough towns and neighbourhood have good access to services, retail and leisure opportunities	-	-	-		Across our borough we celebrate and promote the diverse culture, history and heritage of the local townships	-	-	-

	Theme	Action	KPI – corporate	KPI - other
FUTURE COUNCIL	People	0	0	3
	Digital	-	-	-
	Process	-	-	-
	Place	-	-	-
	Financial Sustainability	14	0	11

Total	Action	21	KPI - Corporate	0	KPI - Other	20
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Digital, Customer and Commercial Services

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.	-	-	-	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	2	1	0
	Those with special educational needs and disabilities and care leavers achieve the best possible outcomes.	-	-	-		People have a safe and welcoming indoor and outdoor environment which promotes healthy, physical and active lifestyles	-	-	-
	Quality education, new skills, apprenticeship training and job opportunities are accessible to all	3	0	0		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	-	-	-
	Everyone, including our most vulnerable, have the choice, support and control of the services they need to live independently	-	-	-		Discrimination is tackled at all levels in the authority and in our community as we actively promote equality, diversity and inclusion	-	-	-
	All residents benefit from access to high quality, integrated health and social care	-	-	-		Poverty is reducing as we address all forms of inequality, improve social, emotional and mental health and wellbeing	-	-	-

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	-	-	-	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	-	-	-
	Digital opportunities are being exploited to modernise our working culture, customer experience and public services	4	3	3		Maximising use of brownfield sites, new commercial and residential developments ensure the borough is the destination of choice	-	-	-
	Business, residents and visitors benefit from improved highways and travel connectivity through multi-modal offer	-	-	-		Our world class visitor attractions continue to grow and are complemented by a strong hospitality sector and vibrant night-time economy	-	-	-
	Business support is opening doors to new industries and emerging sectors to support local economic growth	0	1	0		Visitors are staying longer, exploring wider and spending locally, benefitting from the full borough-offer, including over-night accommodation	-	-	-
	Levelling up inequalities is ensuring all borough towns and neighbourhood have good access to services, retail and leisure opportunities	-	-	-		Across our borough we celebrate and promote the diverse culture, history and heritage of the local townships	-	-	-

	Theme	Action	KPI – corporate	KPI - other
FUTURE COUNCIL	People	-	-	-
	Digital	11	0	4
	Process	-	-	-
	Place	-	-	-
	Financial Sustainability	10	2	4

Total	Action	30	KPI - Corporate	7	KPI - Other	11
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Regeneration and Enterprise

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.	1	0	0	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	-	-	-
	Those with special educational needs and disabilities and care leavers achieve the best possible outcomes.	-	-	-		People have a safe and welcoming indoor and outdoor environment which promotes healthy, physical and active lifestyles	-	-	-
	Quality education, new skills, apprenticeship training and job opportunities are accessible to all	4	3	0		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	-	-	-
	Everyone, including our most vulnerable, have the choice, support and control of the services they need to live independently	-	-	-		Discrimination is tackled at all levels in the authority and in our community as we actively promote equality, diversity and inclusion	-	-	-
	All residents benefit from access to high quality, integrated health and social care	-	-	-		Poverty is reducing as we address all forms of inequality, improve social, emotional and mental health and wellbeing	-	-	-

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	3	0	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	-	-	-
	Digital opportunities are being exploited to modernise our working culture, customer experience and public services	-	-	-		Maximising use of brownfield sites, new commercial and residential developments ensure the borough is the destination of choice	2	3 *	0
	Business, residents and visitors benefit from improved highways and travel connectivity through multi-modal offer	3	0	0		Our world class visitor attractions continue to grow and are complemented by a strong hospitality sector and vibrant night-time economy	5	1	0
	Business support is opening doors to new industries and emerging sectors to support local economic growth	2	0	0		Visitors are staying longer, exploring wider and spending locally, benefitting from the full borough-offer, including over-night accommodation	1	0	0
	Levelling up inequalities is ensuring all borough towns and neighbourhood have good access to services, retail and leisure opportunities	5	0	0		Across our borough we celebrate and promote the diverse culture, history and heritage of the local townships	-	-	-

*(planning KPI's not brownfield specific)

	Theme	Action	KPI – corporate	KPI - other
FUTURE COUNCIL	People	-	-	-
	Digital	-	-	-
	Process	-	-	-
	Place	2	0	0
	Financial Sustainability	-	-	-

Total	Action	28	KPI - Corporate	7	KPI - Other	0
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Housing and Community Services

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.	-	-	-	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	1	0	0
	Those with special educational needs and disabilities and care leavers achieve the best possible outcomes.	-	-	-		People have a safe and welcoming indoor and outdoor environment which promotes healthy, physical and active lifestyles	-	-	-
	Quality education, new skills, apprenticeship training and job opportunities are accessible to all	5	0	0		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	11	1	2
	Everyone, including our most vulnerable, have the choice, support and control of the services they need to live independently	3	0	0		Discrimination is tackled at all levels in the authority and in our community as we actively promote equality, diversity and inclusion	5	0	0
	All residents benefit from access to high quality, integrated health and social care	-	-	-		Poverty is reducing as we address all forms of inequality, improve social, emotional and mental health and wellbeing	-	-	-

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	-	-	-	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	26	5	10
	Digital opportunities are being exploited to modernise our working culture, customer experience and public services	1	0	0		Maximising use of brownfield sites, new commercial and residential developments ensure the borough is the destination of choice	-	-	-
	Business, residents and visitors benefit from improved highways and travel connectivity through multi-modal offer	-	-	-		Our world class visitor attractions continue to grow and are complemented by a strong hospitality sector and vibrant night-time economy	-	-	-
	Business support is opening doors to new industries and emerging sectors to support local economic growth	1	0	0		Visitors are staying longer, exploring wider and spending locally, benefitting from the full borough-offer, including over-night accommodation	-	-	-
	Levelling up inequalities is ensuring all borough towns and neighbourhood have good access to services, retail and leisure opportunities	-	-	-		Across our borough we celebrate and promote the diverse culture, history and heritage of the local townships	-	-	-

	Theme	Action	KPI – corporate	KPI - other
FUTURE COUNCIL	People	-	-	-
	Digital	-	-	-
	Process	-	-	-
	Place	-	-	-
	Financial Sustainability	-	-	-

Total	Action	53	KPI - Corporate	6	KPI - Other	12
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Public Realm

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.	2	1	0	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	35	4	15
	Those with special educational needs and disabilities and care leavers achieve the best possible outcomes.	-	-	-		People have a safe and welcoming indoor and outdoor environment which promotes healthy, physical and active lifestyles	22	6	34
	Quality education, new skills, apprenticeship training and job opportunities are accessible to all	3	0	0		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	0	0	5
	Everyone, including our most vulnerable, have the choice, support and control of the services they need to live independently	-	-	-		Discrimination is tackled at all levels in the authority and in our community as we actively promote equality, diversity and inclusion	-	-	-
	All residents benefit from access to high quality, integrated health and social care	-	-	-		Poverty is reducing as we address all forms of inequality, improve social, emotional and mental health and wellbeing	-	-	-

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	-	-	-	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	-	-	-
	Digital opportunities are being exploited to modernise our working culture, customer experience and public services	-	-	-		Maximising use of brownfield sites, new commercial and residential developments ensure the borough is the destination of choice	-	-	-
	Business, residents and visitors benefit from improved highways and travel connectivity through multi-modal offer	21	6	18		Our world class visitor attractions continue to grow and are complemented by a strong hospitality sector and vibrant night-time economy	3	0	4
	Business support is opening doors to new industries and emerging sectors to support local economic growth	-	-	-		Visitors are staying longer, exploring wider and spending locally, benefitting from the full borough-offer, including over-night accommodation	-	-	-
	Levelling up inequalities is ensuring all borough towns and neighbourhood have good access to services, retail and leisure opportunities	-	-	-		Across our borough we celebrate and promote the diverse culture, history and heritage of the local townships	-	-	-

	Theme	Action	KPI – corporate	KPI - other
FUTURE COUNCIL	People	-	-	-
	Digital	2	0	0
	Process	2	0	0
	Place	-	-	-
	Financial Sustainability	8	0	0

Total	Action	98	KPI - Corporate	17	KPI - Other	76
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Chief Executives Office, HR, OD & Inclusion and CAPA

	Theme	Action	KPI – corporate	KPI - other
FUTURE COUNCIL	People	0	7	0
	Digital	-	-	-
	Process	-	-	-
	Place	-	-	-
	Financial Sustainability	-	-	-

Total	Action	0	KPI - Corporate	7	KPI - Other	0
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Summary by council plan priority

Number of actions and KPI's by Council plan priority

Priority	Actions	Corporate KPI's
Borough of opportunity	57	10
Safe and healthy borough	102	21
Borough of ambition and enterprise	41	10
Destination of choice	37	9
Future council	52	9
Total	289	59

Dudley the borough of opportunity

Council plan priority	Council plan outcome	Action	KPI – corporate	KPI - other	Directorate plan	
DUDLEY THE BOROUGH OF OPPORTUNITY	Children and young people benefit from the best possible start in life in our Child Friendly borough.	1	-	-	Regeneration and Enterprise	
		4	1	-	Children’s Services	
		2	-	-	Public Health and Wellbeing	
		3	-	3	Finance and Legal	
		2	1	-	Public Realm	
	Those with special educational needs and disabilities and care leavers achieve the best possible outcomes.	1	-	-	Public Health and Wellbeing	
	Quality education, new skills, apprenticeship training and job opportunities are accessible to all	4	3	-	Regeneration and Enterprise	
		3	-	-	Digital, Customer and Commercial Services	
		5	-	-	Housing and Community Services	
		3	2	4	Children’s Services	
		3	-	-	Public Realm	
	Everyone, including our most vulnerable, have the choice, support and control of the services they need to live independently	6	1	-	Adult Social Care	
		3	-	-	Housing and Community Services	
	All residents benefit from access to high quality, integrated health and social care	13	2	-	Adult Social Care	
		4	-	-	Public Health and Wellbeing	
		Total	57	10	7	

Dudley the safe and healthy borough

Council plan priority	Council plan outcome	Action	KPI – corporate	KPI - other	Directorate plan	
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	2	1	-	Digital, Customer and Commercial Services	
		1	-	-	Housing and Community Services	
		1	1	-	Public Health and Wellbeing	
		35	4	15	Public Realm	
	People have a safe and welcoming indoor and outdoor environment which promotes healthy, physical and active lifestyles	1	-	-	Public Health and Wellbeing	
		22	6	34	Public Realm	
	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	4	1	-	Adult Social Care	
		10	4	1	Children’s Services	
		11	1	2	Housing and Community Services	
		3	2	-	Public Health and Wellbeing	
		-	-	5	Public Realm	
		1	-	-	Finance and Legal	
	Discrimination is tackled at all levels in the authority and in our community as we actively promote equality, diversity and inclusion	1	-	-	Finance and Legal	
		5	-	-	Housing and Community Services	
		2	-	-	Public Health and Wellbeing	
	Poverty is reducing as we address all forms of inequality, improve social, emotional and mental health and wellbeing	1	-	1	Children’s Services	
		1	-	3	Finance and Legal	
		1	1	-	Public Health and Wellbeing	
		Total	102	21	61	

Dudley the borough of ambition and enterprise

Council plan priority	Council plan outcome	Action	KPI – corporate	KPI - other	Directorate plan	
DUDLEY THE BOROUGH OF AMBITION AND ENTERPRISE	Ongoing regeneration schemes are attracting investment, stimulating innovation and entrepreneurs to support new and existing businesses	3	-	-	Regeneration and Enterprise	
		1	-	-	Finance and Legal	
	Digital opportunities are being exploited to modernise our working culture, customer experience and public services	4	3	3	Digital, Customer and Commercial Services	
		1	-	-	Housing and Community Services	
	Business, residents and visitors benefit from improved highways and travel connectivity through multi-modal offer	3	-	-	Regeneration and Enterprise	
		21	6	18	Public Realm	
	Business support is opening doors to new industries and emerging sectors to support local economic growth	2	-	-	Regeneration and Enterprise	
		1	-	-	Housing and Community Services	
		-	1	-	Digital, Customer and Commercial Services	
	Levelling up inequalities is ensuring all borough towns and neighbourhood have good access to services, retail and leisure opportunities	5	-	-	Regeneration and Enterprise	
	Total		41	10	21	

Dudley borough the destination of choice

Council plan priority	Council plan outcome	Action	KPI – corporate	KPI - other	Directorate plan
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	26	5	10	Housing and Community Services
	Maximising use of brownfield sites, new commercial and residential developments ensure the borough is the destination of choice	2	3 (planning KPI's not brownfield specific)	-	Regeneration and Enterprise
	Our world class visitor attractions continue to grow and are complemented by a strong hospitality sector and vibrant night-time economy	5	1	-	Regeneration and Enterprise
		3	-	4	Public Realm
	Visitors are staying longer, exploring wider and spending locally, benefitting from the full borough-offer, including over-night accommodation	1	-	-	Regeneration and Enterprise
	Across our borough we celebrate and promote the diverse culture, history and heritage of the local townships	-	-	-	
	Total	37	9	14	

Future council programme

Council plan priority	Theme	Action	KPI – corporate	KPI - other	Directorate plan	
FUTURE COUNCIL	People	-	-	3	Finance and Legal	
		-	7	-	HR, OD and Inclusion	
		1	-	-	Public Health and Wellbeing	
	Digital	11	-	4	Digital, Customer and Commercial Services	
		2	-	-	Public Realm	
	Process	1	-	-	Public Health and Wellbeing	
		2	-	-	Public Realm	
	Place	2	-	-	Regeneration and Enterprise	
	Financial Sustainability	10	2	4	Digital, Customer and Commercial Services	
		8	-	-	Public Realm	
		15	-	11	Finance and Legal	
	Total		52	9	22	

All actions and corporate PI's by council plan priority

Dudley the borough of opportunity

Type	Name	Directorate plan
Children and young people benefit from the best possible start in life in our Child Friendly borough		
PI (corporate)	<ul style="list-style-type: none"> PI 2129 % of eligible children who take up a 'Time for Two's' place in the Dudley Borough 	Children's Services
PI (corporate)	<ul style="list-style-type: none"> PI 2427 % of safer routes to school schemes completed against annual programme 	Public Realm
Action	<ul style="list-style-type: none"> A 4192 Develop a cross Council and partnership approach to embedding Child Friendly Dudley across the borough. This will be supported by the recruitment of the Child Friendly Dudley project team and application of the nine UNICEF Child Friendly City principles to refreshed and redeveloped Council and Partnership strategic and operational plans. Contribute to the transformation of maternity and Early Years services in order to improve development during first 1001 days A 3513 Contribute to the transformation of maternity and Early Years services in order to improve development during first 1001 days A 4193 Implement Integrated Early Years Service to improve inclusive and specialist support to children in order to support their development A 4195 Review the offer for care leavers in line with regional review to identify improvements and benefits 	Children's Services
Action	<ul style="list-style-type: none"> A 1579 Legal Services to support Children's Services reducing it's looked after population by appropriate applications to discharge care orders, revoke placement orders and apply for Special Guardianship Orders A 1580 Provision of a dedicated Legal resource to the PLO process and to become a member of the weekly Gateway Panel, to (i) promote effective use of the PLO process, (ii) reduce delay in taking protective court proceedings and (iii) monitor and reduce inappropriate use of power under Section 20, Children's Act 1989. A 1582 Provide Legal Support to Children's Services and reducing non-school attendance 	Finance and Legal
Action	<ul style="list-style-type: none"> A 4149 Working with partners to develop the aspirations of the child friendly borough A 4150 Working with partners to promote childhood vaccines, by raising public awareness and understanding of immunisation programmes 	Public Health and Wellbeing
Action	<ul style="list-style-type: none"> A 4289 School Crossing Patrol Disestablishment Report A 4290 Develop a Strategic Road Safety / Education Policy 	Public Realm
Action	<ul style="list-style-type: none"> A 4178 To review the school meals catering service. In response to the seismic changes in school meals the review will help shape the future of the Council's service 	Regeneration and Enterprise
Those with special educational needs and disabilities and care leavers achieve the best possible outcomes		
Action	<ul style="list-style-type: none"> A 4151 Working in partnership with Children's Services to complete a SEND needs assessment and strategy, focusing on prevention 	Public Health and Wellbeing

Quality education, new skills, apprenticeship training and job opportunities are accessible to all		
PI (corporate)	<ul style="list-style-type: none"> PI 863 Proportion of children and young people who attend a good or outstanding school PI 120 16 to 18-year old's who are not in education, employment or training (NEET) 	Children's Services
PI (corporate)	<ul style="list-style-type: none"> PI 1690 Number of adults 16+ participating in learning PI 1706 Number of adults gaining employment PI 1709 Number of employers supported with ACL funding streams 	Regeneration and Enterprise
Action	<ul style="list-style-type: none"> A 4194 Embed principles of Education Strategy in order to achieve inclusive, high quality education that supports young people to achieve their aspirations A 3508 To improve support to vulnerable learners to ensure high quality support to achieve good educational outcomes A 4196 Ensure that Post 16 learners, including those with SEND and Care Leavers, are able to identify and follow education and training pathways that lead to apprenticeships, university or employment 	Children's Services
Action	<ul style="list-style-type: none"> A.3526 Collaboration with Dudley ICT Services and RM Education to continue to provide a fit for purpose service. A.3527 Continue to identify new / alternative commercial opportunities across DGfL and the Information Management Service to ensure continued viability. A.3528 Proactively identify/target out of borough educational establishments to be included in the DGfL service and other associated council services 	Digital, Customer and Commercial Services
Action	<ul style="list-style-type: none"> A 3795 Design and deliver of a leadership, management development, team building and cultural programme to support the new leaders and teams in their roles, improve cross team collaboration and improve the use of data to secure performance improvement. [SP] A 3796 Review communications and engagement with staff within the Directorate and develop and maintain an updated comms and engagement plan to ensure effective engagement of relevant staff in projects and service changes, good two-way dialogue on key issues and regular informative updates on changes occurring (including for those staff not connected to ICT). [SP] A 3797 Ensure we have processes for individual staff communication and management that are working effectively and being fully implemented throughout the Directorate. [SP] A 3798 Review and update Directorate Learning and Development Plan to include a learning programme to ensure that the best use is being made of existing technology and software within the Directorate. [SP] A 3799 Review Workforce plan with our HR colleagues to include consideration of career grades, apprenticeships, employment of care leavers, management trainees, succession, internal development, external benchmarking of posts that are proving hard to recruit and review of our recruitment methods (including specific ways of encouraging tenants to apply for jobs within the Directorate). [SP] 	Housing and Community Services
Action	<ul style="list-style-type: none"> A 4174 Lead on the statutory duty for sufficiency and adequacy of quality post 16 provision in the borough including those with SEND needs (up to age 25), for education, skills and employment opportunities and funding for young people A 4175 Work with Black Country and West Midlands LA's and WMCA to formulate bids for UK Shared Prosperity Fund relating to education, employment, training, and lead on behalf of BC partners the preparation for a Black Country Impact II application A 4176 Accountable body and Programme Management responsibility for £65.4m Black Country Impact Programme (2023) A 4177 Facilitate the creation and support the Employment and Skills Board which will support the delivery of activity re Future Workforce, Current Workforce, Support for the Unemployed and Skills Capital 	Regeneration and Enterprise
Action	<ul style="list-style-type: none"> A 4208 Development of a coordinated apprentice programme for the directorate, with focus on Engineering Specific. A 4247 Establish an internal training programme for apprentices or graduates. 	Public Realm

Note – only PI's identified as corporate listed. All actions listed

	<ul style="list-style-type: none"> A 4267 Investigate the potential for continued work between Countryside Services and the Princes Trust to enable young people who are out of employment to learn new skills to help them become more employable in the future. 	
Everyone, including our most vulnerable, have the choice, support and control of the services they need to live independently		
PI (corporate)	<ul style="list-style-type: none"> PI 2133 % of working age service users (18-64) with learning disability support living alone or with family 	Adult Social Care
Action	<ul style="list-style-type: none"> A 3207 Ensure effective implementation of the final phase of the SUCCESSOR programme with a clear benefits realization plan. A 3208 Development of new and innovative commissioning models to maximize potential of market and commissioning capacity. A 3389 Ensure the care market is supported to be sustainable in response to COVID financial and capacity pressures in particular Older Peoples Care Homes and domiciliary care A 2153 Ensure local people drive improvement of services e.g., through the Local Account and that feedback via surveys and complaints drives service improvement A 2152 Increase the uptake of technology enabled care and self-help opportunities to promote independence and well-being. A 3391 Increase the number of independent adults with disabilities living in the Dudley borough 	Adult Social Care
Action	<ul style="list-style-type: none"> A 3139 Work with colleagues in Social Care and Health to identify the contribution that the Directorate and our housing partners can make to implementing the proposals of the Department of Health and Social Care White Paper "Integrating care: next steps to building strong and effective integrated care systems across England". [SP] A 3133 Promoting Independent Living to Support Residents across all tenures through adapting homes. [SP] A 3800 Develop a customer advice and support strategy to include exploring ways to reduce health inequality, improve wellbeing and to reduce loneliness and isolation. [SP] 	Housing and Community Services
All residents benefit from access to high quality, integrated health and social care		
PI (corporate)	<ul style="list-style-type: none"> PI 2132 % of contacts to adult social care with an outcome of information and advice/signposting PI 501 (ASCOF2B) - Prop of 65+ at home 91 days after discharge from hospital into reablement services 	Adult Social Care
Action	<ul style="list-style-type: none"> A 2150 Maximise income by accessing appropriate funding streams to meet care and support needs A 2151 Maximise the contribution people make to cost of care under care and support regulations A 3386 Ensure the learning and development strategy empowers and upskills staff to take an asset-based approach e.g., three conversations model. A 2156 Adults - Ensure that sickness and absence is managed effectively A 2156 Adults - Ensure staff are engaged and contribute to service delivery and development A 2156 Adults - Target specific support for teams with high levels of absenteeism A 2870 All Managers to book MAR for next 12 months: values and behaviours template to be used A 1117 Work in partnership with the Black Country and West Birmingham CCG and the Black Country Partnership Trust to reduce the admission of people with disabilities into assessment and treatment units, ensure the safe and timely discharge of the Transforming Care Cohort (TCP) A 338 Increase the number of people supported by prevention and minimise the need for hospital admission wherever possible A 2166 Maintain performance on delayed transfers from hospital and identify sustainable funding from both the Council and CCG A 2167 Ensure on-going delivery against Better Care Fund objectives designed to bring about performance improvement through integrated working 	Adult Social Care

Note – only PI's identified as corporate listed. All actions listed

	<ul style="list-style-type: none"> • A 3392 Deliver more safe and effective discharges from hospital; get people home quicker having spent less time in hospital • A 2164 Maximise opportunities of the Dudley Integrated Care Partnership (DIHC) 	
Action	<ul style="list-style-type: none"> • A 4152 Working with communities, anchor organisations and partners to take forward asset-based approaches. • A 4153 Creating a health protection model and emergency planning structures and processes to ensure appropriate response to new covid variants of concerns or other communicable diseases or civil contingencies • A 4154 Working with NHS, social care commissioners and providers develop a programme to improve quality and minimise disruption to services from infectious disease. • A 4155 Development of integrated family hubs, providing health, education and social care for all Dudley's families 	Public Health and Wellbeing

Dudley the safe and healthy borough

Type	Name	Directorate plan
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 (corporate)	<ul style="list-style-type: none"> PI 2266 Percentage of applicable contracts awarded that include Social Value outcomes 	Digital, Customer and Commercial Services
PI (corporate)	<ul style="list-style-type: none"> PI 1498 % household waste sent for reuse, recycling and composting PI 1499 % municipal waste land filled PI 2393 % street lighting inventory that is LED PI 2416 % Street Cleansing waste recycled 	Public Realm
PI (corporate)	<ul style="list-style-type: none"> PI 1441 Air Quality completed in actions in accordance with the timetable in the approved Air Quality Action Plan 	Public Health and Wellbeing
Action	<ul style="list-style-type: none"> A.3533 To ensure the social value policy and processes are in place and council wide training is delivered. A.3534 Where relevant, specific, targeted social value action plans are agreed at the commissioning/ procurement stage, ensuring inclusion within formal performance monitoring. 	Digital, Customer and Commercial Services
Action	<ul style="list-style-type: none"> A 3161 Review our Asset Management Strategy in the light of the Climate Change Emergency, Decarbonisation, Fuel Poverty and any forthcoming changes to the Decent Homes Standard and consider how to invest further in the energy efficiency of our council stock and ensuring homes are affordable for residents to live in. [SP] 	Housing and Community Services
Action	<ul style="list-style-type: none"> A 4161 To promote the extensive air quality monitoring network operated by environmental health and encourage the application of the data obtained to deliver cleaner air in the borough. 	Public Health and Wellbeing
Action	<ul style="list-style-type: none"> A 4214 Decarbonisation of the Council Fleet with the replacement of vehicles to less polluting Euro 6 Engines and BEV. A 4215 Produce and embed Transport Operators Licence Policy and Procedures across Public Realm and Housing. A 4216 Work to agreed Transport audit dates. A 4217 Produce and implement Fleet Policy (Strategy). A 4218 Produce and implement Driving for Work Policy. A 4219 Process “map” all Transport activities to identify opportunities for improvement. A 4220 Continue to develop Telematics to manage the fleet and improve driver behaviours. A 4221 Business plan, Specification and procure of new or upgrading of our Fleet Management Information System. A 4222 Taxi Testing Manual. A 4223 Replacement of worn-out vehicle ramps with Lister Road workshops. A 4224 Replacement of oil waste tank within Lister Road workshops. A 4225 Attention to Inspection Pits. A 4226 Identification of Interim Consultant to assist in realising the Transport vision with quantifiable savings. A 4227 Increase vehicle utilisation. A 4228 Remove poor and underperforming vehicles. A 4229 Review Lister Road Depot Stores A 4248 Implement a new Street Lighting Strategy. A 4249 Investigate a potential business case for further investment in LED street lights. 	Public Realm

	<ul style="list-style-type: none"> • A 4250 Undertake a review of our illuminated bollard and illuminated sign stock. • A 4251 To create business cases for the replacement of our life expired street lighting and traffic signal stock. • A 4252 To lower our energy usage and carbon emissions through the roll out of LED technology across our stock of lamp columns and traffic signals and a review of our stock of illuminated signs and bollards. • A 4253 To review our Street Lighting back office processes and operations, including the re-introduction of handheld technology and a review of our asset management system (Mayrise) to allow real time information to be shared with our customers. • A 4254 To review our Street Lighting and Traffic Signal purchase and service contracts to ensure efficiency and compliance. • A 4258 Establish a resource to support the taxi trade in applying for funding for new, greener vehicles • A 4259 Ongoing participation in regional transport strategy work / groups • A 4278 To review our Street Cleansing recycling rates with a view to reducing the amount of waste going to landfill / incineration. • A 4281 Development of the Dudley Local Transport Plan • A 4282 Review of Transport Resource / Partnership Working • A 4283 Traffic Regulation Order – Policy Update / Review • A 4291 Develop and implement the Council's long-term Waste Strategy in line with the Resources and Waste Strategy for England. • A 4292 Undertake a review of the current waste collection strategy and model alternative options for the future. • A 4293 Increase participation in the household Recycling Collection Service and reduce residual (non-recyclable) waste. • A 4294 Develop and deliver a food waste collection service by 2025. • A 4295 Identify future Household Waste Recycling Centre provision for the Borough • A 4296 Procure a uniform fleet of vehicles. 	
People have a safe and welcoming indoor and outdoor environment which promotes healthy, physical and active lifestyles		
PI (corporate)	<ul style="list-style-type: none"> • PI 1200 No. external accreditations held for our parks and green spaces • PI 2406 No. incidents of fly-tipping • PI 2407 No. fly-tipping enforcement actions • PI 2390 % of gullies cleansed as per annual programme • PI 2404 % of trees with a valid inspection • PI 2417 % of local safety schemes completed against annual programme 	Public Realm
Action	<ul style="list-style-type: none"> • A 4160 Improve links between delivery of public health goals and the regulatory activities of the Environmental Health and Trading standards service. 	Public Health and Wellbeing
Action	<ul style="list-style-type: none"> • A 4260 Create a Countryside Services Strategy that seeks to maximise the potential of our National and Local Nature Reserves, Sites of Special Scientific Interest and our part of the Black Country UNESCO Geopark. • A 4261 To work with Leisure and Tourism and Placemaking to develop a masterplan for the future development of Wren's Nest, including the provision of a revamped warden's base and potential inclusion of a visitor centre. • A 4262 To increase the number of Green Flag sites within the Borough. • A 4263 To undertake a review of the Playing Pitch Strategy to ensure we provide opportunities for local people to play the sports that they wish to. • A 4264 To develop a Play Area Strategy for revamping and developing existing and new play areas. • A 4265 To develop a sustainable funding model for improving our Parks and Countryside assets, including through commercialisation. 	Public Realm

Note – only PI's identified as corporate listed. All actions listed

	<ul style="list-style-type: none"> • A 4266 To create a new Green Space Asset Management Plan for our 38 parks and 201 designated public open spaces. • A 4268 To work with partners (e.g. Severn Trent Water and the Tiny Forests initiative) to deliver tree planting and the Queens Green Canopy across the Borough. • A 4269 To implement a new Tree Strategy for Dudley Borough. • A 4270 To plan and implement a pilot project for dealing with Ash Dieback across Dudley Borough. • A 4271 To plan and implement pictorial meadows, as part of the Council's "In Bloom" effort. • A 4272 To undertake a trial of alternative treatments to replace the use of Glyphosate. • A 4273 To investigate a business case for the introduction of a SiltBuster to allow the recycling of gully and street cleansing arisings. • A 4274 Increase enforcement action in response to incidents of fly-tipping. • A 4275 To undertake a trial into the use of camera and AI technology to target littering from vehicles. • A 4276 To undertake proactive enforcement action to target dog fouling incidents. • A 4277 To ensure we deliver our tree inspection programme on time each year. • A 4284 Create a digital platform for works programmes • A 4285 Review Development Management resources • A 4286 Develop a Dudley specific Development Design Guide • A 4287 Review PROW (ROWIP Strategy) • A 4288 Highways Department Review 	
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 (corporate)	<ul style="list-style-type: none"> • PI 2134 % of the conversion of safeguarding concerns to enquiry 	Adult Social Care
PI (corporate)	<ul style="list-style-type: none"> • PI 1447 % of agency social workers • PI 432 Number of children looked after per 10,000 of the population • PI 426 Percentage of single assessments authorised with 45 days (For Assessment Service Only) • PI 433 Number of children subject to child protection plan per 10,000 of the child population 	Children's Services
PI (corporate)	<ul style="list-style-type: none"> • PI 2027 Satisfaction - way your anti-social behaviour complaint was handled? (ASB)Star-T [CP] [DSP] [HM] [DB] 	Housing and Community Services
PI (corporate)	<ul style="list-style-type: none"> • PI 2257 Value of savings made by prevention (intervention) to the people of Dudley (Scams Team) • PI 2074 Proportion of premises in the borough that are broadly complaint with food hygiene law (star rating of 3 or more). 	Public Health and Wellbeing
Action	<ul style="list-style-type: none"> • A 2162 Develop shared understanding and clarity of approaches around self-neglect, domestic violence and loneliness and isolation • A 2160 Ensure the MASH achieves further improvements to the timeliness and quality of the safeguarding process and a clear relationship with the Children's MASH • A 3390 Ensure Readiness for the implementation of the Liberty Protection Safeguards in January 2023 • A 2163 Strengthen safeguarding data across the Health and Social Care system to drive the allocation of resources and identifies DSAB priorities 	Adult Social Care
Action	<ul style="list-style-type: none"> • A 4198 Redesign of front door / MASH to create an integrated multi agency front door • A 4199 Complete directorate restructure, including consideration of locality based service delivery to improve the journey of the child and improve outcomes • A 4200 Improve the recruitment and retention of social workers and further develop use of social work students 	Children's Services

Note – only PI's identified as corporate listed. All actions listed

	<ul style="list-style-type: none"> • A 3509 Focus on managing absence across Children’s Services to improve average sickness rate per person in order to create additional capacity • A 4201 Embed Quality Assurance and Learning Framework consistently across Children’s Services to fully understand the lived experience of children and improve the management of risk and care planning for them. • A 3511 To ensure that all children’s voices are heard, their lived experiences understood, and their views are central to informing their own plan and our services. • A 3518 To improve the quality of core practice across teams, through adherence to clear practice standards and developing as a learning organisation • A 3517 To embed use of Restorative Practice as a model of practice in our work with children, young people and families • A 4202 Explore opportunities for implementing Family Safeguarding model in Dudley • A 4203 To continue to strengthen arrangements across the partnership in relation to the exploitation of children and young people 	
Action	<ul style="list-style-type: none"> • A 1585 Legal support to the ASB Team and Housing Management to ensure that appropriate action is taken to sustain tenancies and maximise income whilst taking proportionate action to protect vulnerable tenants and prevent ASB in Council tenancies 	Finance and Legal
Action	<ul style="list-style-type: none"> • A 3165 Ensure that Dudley MBC is meeting its statutory duty in respect of the Modern Slavery Act 2015 by: <ul style="list-style-type: none"> ~ Annually updating and publishing DMBC’s Modern Slavery and Human Trafficking Statement and Policy. ~ Coordinating a DMBC Modern slavery awareness training for all staff and services to ensure they all know how to recognise and report it. ~ Reviewing findings of incidence of modern slavery annually to inform future safeguarding service planning. [SP] • A 3164 Ensure that Dudley meets its statutory duty to Prevent Extremist Activity by: <ul style="list-style-type: none"> ~ Ensuring that professionals and members of the community know how to make appropriate referrals in respect of Prevent concerns. ~ Overseeing the Prevent Delivery Group (PDG) to ensure transparent Governance and that Prevent is promoted effectively within all DMBC workforces so that the referral pathway is known and understood by key staff. ~ Securing regular updates from all PDG partners on their own service sector’s Prevent delivery e.g. giving assurances to the group on training, activity, concerns/needs – to annually monitor evidence based practices. ~ Working with Children Safeguarding Education to ensure Prevent Training is provided to schools and colleges and regular risk assessments are carried out. [SP] • A 3499 Ensure that DMBC is meeting its statutory duty of Domestic Abuse Act 2021 - and Domestic Homicide Reviews with a family focused approach to include impact on children by: <ul style="list-style-type: none"> ~ Co-ordinating the work of Dudley’s Domestic Abuse Local Partnership Board to ensure the DA Strategy and Plans are completed quarterly and reports go to Gov DA Commissioner. ~ Disseminating domestic abuse awareness campaign to all council staff, with various learning resources and training activities included, to share key messages and understanding that domestic abuse is everyone’s business. ~ Ensuring a timely response to DHRs (Domestic Homicide Reviews) and that implementation of the learning best practices are effectively applied and monitored - where outcomes are measured. [SP] • A 3777 Ensure the delivery of the Serious Violence Statutory Duty for DMBC, so that we protect the most vulnerable by: <ul style="list-style-type: none"> ~ Ensuring we have strong partnership working relations with key agencies and services to establish regular annual Serious Violence action plans where we apply evidence based and best practice. 	Housing and Community Services

	<ul style="list-style-type: none"> ~ Reviewing Serious Violence best practice across our networking groups and making recommendations to DMBC for future planning and, to reduce the risks to young people influenced in knife and gun crime cultures. ~ In partnership with WM Violence Reduction Unit, working closely with YOS and schools and colleges to prevent and reduce serious violence and ensure safeguarding measures to the most vulnerable work effectively. [SP] • A 3799 Ensure that we are working to tackle Serious Organised Crime and the exploitation involved by: <ul style="list-style-type: none"> ~ Collecting local intelligence to help us understand and identify the key drivers of crime so to inform service plans and resources and, apply effective practical operations. ~ Raising awareness and empowering all DMBC staff on Serious Organised Crime and exploitation, and enable them to make referrals. ~ Working with the Rogue Landlord Group to ensure evidence-based practice is in place to understand the demand and needs of victims and, make recommendations to reduce risk to the most vulnerable – safeguarding children and adults. [SP] • A 3780 Work with our Public Health partners to support Community Cohesion by: <ul style="list-style-type: none"> ~ Ensuring we engage with our local community groups and businesses to learn what works and, how we can better support social integration and networking based on best practice. ~ Establishing shared DMBC foot patrols with our frontline officers in our towns, so that we can engage better with local business and rebuild the trust and confidence. [SP] • A 3445 Develop a Property Compliance Strategy, policies, and Action Plan in line with regulatory, statutory and legislative requirements. [SP] • A 3805 Develop and implement a fire safety strategy, supporting policy and the roles and responsibilities for progressing all fire safety actions in high rise blocks (including proposed new statutory roles) together with monitoring and reporting arrangements. [SP] • A 3806 A communication campaign is designed and implemented with high rise tenants and staff to include high quality safety information and changes resulting from fire safety requirements promoting the fact that the council treats their safety as a top priority. [SP] • A 3807 A programme is designed and implemented to develop evacuation plans, to identify residents of high-rise blocks who need a personal emergency evacuation plan and to develop a plan with each of those residents. [SP] • A 3453 Develop a fresh approach to health and safety process management across the Department and implement audits of existing processes and onsite activities. [SP] 	
Action	<ul style="list-style-type: none"> • A 4156 Develop a system wide pathway to reducing loneliness and isolation including mapping community services, agreeing referral protocols, monitoring access to services • A 4157 Continue to protect the people of Dudley by expanding the work of the Scams unit in the borough, increasing the use of the Proceeds of Crime Act, limiting children’s access to alcohol and tobacco, reducing the availability of counterfeit products and targeting work on doorstep crime and rogue traders to protect the most vulnerable • A 4185 Ensure robust emergency planning and business continuity processes are in place across the council and commissioned services to respond to incidents that impact our residents and services. 	Public Health and Wellbeing
Discrimination is tackled at all levels in the authority and in our community as we actively promote equality, diversity and inclusion		
Action	<ul style="list-style-type: none"> • A 4034 Promote awareness of equality, diversity and inclusion and implement actions from the EDI Action Plan where relevant in the directorate. 	Finance and Legal
Action	<ul style="list-style-type: none"> • A 3801 Review our existing arrangements for accessing our services and communicating our service offer and develop a Customer Services Strategy with regards to: <ul style="list-style-type: none"> ~ Addressing all forms of inequality including difficulties that some groups may find accessing our services. 	Housing and Community Services

	<ul style="list-style-type: none"> ~ Ensuring that all our strategy and policy development is supported by an equality impact assessment. ~ Ensuring access to our services throughout the Borough ~ Tackling discrimination and promoting equality, diversity and inclusion. ~ Establishing standards of service and of homes and communal areas which customers can expect us to deliver. [SP] <ul style="list-style-type: none"> • A 3802 Develop and implement a Neighbourhood model of service delivery seeking to inform our work through the development of ward profiles and reviewing our delivery within each service to seek to support a neighbourhood approach where possible. [SP] • A 3803 To bring together our teams and teams across other Directorates to work in partnership with councillors and residents in particular private and public sector communities and town centres to improve the quality of life in those communities by focused interventions and asset-based community development initiatives. [SP] • A 3119 To work collaboratively with colleagues across the Council & in other agencies to support tenants impacted by welfare reforms, including Universal Credit and the benefit cap, to maximise income, sustain tenancies, & support tenants with the change. [SP] • A 3804 Develop our intelligence about how the pandemic, changes in the jobs market, benefit changes and rising inflation are impacting on our tenants and leaseholders as part of the wider communities and on the changing demand for our services and reflect on how we might adapt our service provision and partnership working in the light of this. [SP] 	
Action	<ul style="list-style-type: none"> • A 4162 Work in collaboration with groups from marginalized communities to understand barriers of improving health and develop Programmes to address those barriers • A 4163 Work with partners and community to coproduce an inclusion guide 'Making Dudley a place for everyone'. 	Public Health and Wellbeing
Poverty is reducing as we address all forms of inequality, improve social, emotional and mental health and wellbeing		
PI (corporate)	<ul style="list-style-type: none"> • PI 2260 Smoking at time of delivery Dudley Residents 	Public Health and Wellbeing
Action	<ul style="list-style-type: none"> • A 4159 Supporting a council wide response to poverty focussing on child poverty 	Public Health and Wellbeing
Action	<ul style="list-style-type: none"> • A 4197 Developing and strengthening relationships between social care and services for childhood emotional wellbeing and mental health 	Children's Services
Action	<ul style="list-style-type: none"> • A 4033 Implement the Council Tax Energy Bills Rebate 	Finance and Legal

Dudley the borough of ambition and enterprise

Type	Name	Directorate
Ongoing regeneration schemes are attracting investment, stimulating innovation and entrepreneurs to support new and existing businesses		
Action	<ul style="list-style-type: none"> A 3408 Legal Services to support the Council with the delivery of all contracts and deeds in respect of regeneration projects 	Finance and Legal
Action	<ul style="list-style-type: none"> A 1941 Implementation of the Dudley Townscape Heritage Phase 2 Initiative to increase the economic activity in the towns commercial core by using the historic environment as a positive resource and to safeguard and create employment opportunities while improving the quality of life for the local community and for those who work in and visit the town A 2902 Oversee the delivery and co-ordination of Dudley Town Centre regeneration projects including Portersfield, Interchange and Metro projects through the adoption of programme management methodology and governance. Participate in the Towns Fund Board A 2905 Development of a master plan and implementation plan for, Brierley Hill, Stourbridge and Halesowen town centre's including quality placemaking. These will build on building on the work of the individual area action plans, working with NHR, WMCA, BC LEP to identify public sector funding opportunities to support the delivery of projects 	Regeneration and Enterprise
Digital opportunities are being exploited to modernise our working culture, customer experience and public services		
PI (corporate)	<ul style="list-style-type: none"> PI 47 % Corporate Complaints given a full response within 20 working days PI 2078 Number of Customer Compliments Received PI 2079 Number of Customer Complaints Received 	Digital, Customer and Commercial Services
Action	<ul style="list-style-type: none"> A.4135 Select the supplier of the digital platform, develop the plan to switch to new platform on time and budget, withdraw Aspire, start new platform deployment A.4136 Develop and execute the strategy to achieve customer service targets consistently across all services A.4137 Develop and execute the strategy to close complaints on time and ensure we genuinely learn and improve from customer feedback. Publish revised customer complaints policy and customer charter. A.4138 Agree changes to the Councillor Contract system and processes to close contacts on time and support members in their work with constituents 	Digital, Customer and Commercial Services
Action	<ul style="list-style-type: none"> A 3808 Carry out a strategic review of all our ICT systems and their use and interfaces and develop and commence implementation of a new ICT strategy to include: <ul style="list-style-type: none"> ~ Maximising the beneficial use of existing software ensuring staff are using the software to the maximum potential including any necessary development of key processes. ~ Consideration of a Customer Relationship Management system. ~ Procuring and implementing a new ICT system for waiting list allocations and case management. ~ Single property and individual databases across the Department. ~ Increasing the availability of digital access to services. [SP] 	Housing and Community Services
Business, residents and visitors benefit from improved highways and travel connectivity through multi-modal offer		
PI (corporate)	<ul style="list-style-type: none"> PI 354 % principal ('A') roads where maintenance should be considered PI 313 % non-principal ('B' & 'C') roads where maintenance should be considered PI 2357 % of capital programme spent (Highways) 	Public Realm

Note – only PI's identified as corporate listed. All actions listed

	<ul style="list-style-type: none"> PI 2380 Sq. metres of highway defect repairs completed PI 2381 No. Penalty Charge Notices issued for parking offences PI 2383 % Highway Safety Inspections completed on time 	
Action	<ul style="list-style-type: none"> A 4204 Full review of carriageway and footway delivery model, both reactive and planned programmes of work. A 4205 Develop a long-term investment plan for the improvement of the highway network. A 4206 Develop “shovel ready” projects to maximise centralised government funding opportunities and development growth. A 4207 Develop a planned lining refresh program across the Borough. A 4230 Review the out of hours and emergency call out systems across the team to ensure that we provide a cost-effective service that meets our statutory obligations. A 4231 To embed the revised national code of practice for highway maintenance. A 4232 To ensure we appropriately resource and undertake our statutory highway safety inspections. A 4233 To deliver an enhanced gully cleansing programme by targeting all main road gullies, all identified flooding hotspot gullies and a third of all residential estate gullies each year. A 4234 To review our winter maintenance arrangements to ensure efficiency. A 4235 To review our business processes and introduce new ways of working across our frontline teams to improve customer service, exploiting the existing Symology asset management system. A 4236 To ensure we are structured in a way that allows a fence to fence, efficient and joined up approach to delivering works. A 4237 To review our current approach to income from parking fees and charges to ensure long term sustainability. A 4238 To ensure we appropriately resource our Parking Service team so that we can deliver our enforcement programme. A 4239 To consider the introduction of moving traffic offence enforcement across Dudley A 4240 To review and upgrade our car park CCTV systems which are reaching the end of their life. A 4241 To create a centralised parking enforcement team based out of Lister Road, enabling operational efficiencies. A 4242 To introduce a digital parking appeals system to reduce the pressure on the back office operation. A 4243 To implement a pavement grass verge parking strategy. A 4244 To ensure the cost-effectiveness of our highway permitting operation by undertaking a review of the scheme. A 4245 Where practical, to undertake inspection of all in progress works at least once during their live status by the Highway Permit team. A 4246 To ensure all sample inspections are undertaken during the course of the year by the Highway Permit team. 	Public Realm
Action	<ul style="list-style-type: none"> A 4179 To assist in the submission and delivery of external funding bids, including NHLF, LEP, DLUHC and ERDF bids to support improvements of the physical and green infrastructure of the borough A 2903 Linking in with colleagues from highways and public health to develop a strategy for pedestrian and cycling links to and from the Metro extension to the green and blue infrastructure A 4180 Develop a strategy for public realm and Public Art linked to the Metro corridor and associated projects 	Regeneration and Enterprise
Business support is opening doors to new industries and emerging sectors to support local economic growth		
PI (corporate)	<ul style="list-style-type: none"> PI 2272 % spend with local suppliers within the wider West Midlands region on contracts awarded via the Procurement Team. 	Digital, Customer and Commercial Services
Action	<ul style="list-style-type: none"> A 3145 Develop and deliver a revised Housing & Community Services Procurement Strategy to incorporate proposals to encourage and support local businesses to bid successfully for contracts with us and to secure social value from our procurement. [SP] 	Housing and Community Services

Note – only PI’s identified as corporate listed. All actions listed

Action	<ul style="list-style-type: none"> • A 1956 Promotion of Dudley as an investment location of choice for business, with a specific focus on DY5 Enterprise Zone. Also work with Black Country LEP and West Midlands Growth Company and the Midlands Engine to identify and to promote sites and develop sector specific investment propositions • A 4181 Use business intelligence gathered from delivery of Covid Grants to shape future business support provision including the West Midlands Business Support review and emerging UK Shared Prosperity Funding 	Regeneration and Enterprise
<p>Levelling up inequalities is ensuring all borough towns and neighbourhoods have good access to services, retail and leisure opportunities</p>		
Action	<ul style="list-style-type: none"> • A 4183 Stalled & Derelict Sites - 5 target sites in each of Dudley South, Dudley North, Halesowen, and Stourbridge to be prioritised where CPO could be used to improve the public realm, remove unsightly buildings, and regenerate areas of under-developed land • A 4184 Facilitate the creation and support the Economic Growth Board which will advise and develop Actions plans to support Business Growth, revitalise Town Centres, address Connectivity and Infrastructure Issues and promote the visitor economy • A 4185 Progression of Black Country Plan to publication stage • A 4186 To maintain performance within Development Management around the efficiency of determining applications • A 4187 To retain existing leisure centre members and significantly increase monthly and annual membership numbers 	Regeneration and Enterprise

Dudley borough the destination of choice

Type	Name	Directorate plan
People have access to a range of housing offers that are affordable, accessible and attractive, meeting the needs of our diverse communities		
PI (corporate)	<ul style="list-style-type: none"> PI 316 Number of affordable homes delivered (gross) [CP] [DSP] [DB] PI 2194 % Compliance Gas [CP] [DSP] [HM] [DB] PI 2009 ST10 Satisfaction - repairs service (Responsive Repairs) Star-T[C][CP][DSP][HM][DB][TP02] PI.1319 (Q) / PI.2172 (M) Current tenant arrears as a % of the annual rent due-Dwellings [CP] [DSP] [DB] [HM] PI 1899 Rent loss- % of potential rent receipts lost (Dwellings) Non Acct PI [CP][HM][SP][DB] 	Housing and Community Services
Action	<ul style="list-style-type: none"> A 3151 Develop & deliver a financial strategy to support the best use of the flexibility for the HRA on borrowing, making best use of resources, increasing the rental income stream and safeguarding the short- & long-term financial stability & security. [SP] A 3077 To produce a Development Strategy and to maximise the supply of new affordable homes and specialist housing and deliver regeneration of brownfield sites by: <ul style="list-style-type: none"> ~ Securing external grant funding and releasing capital receipts to build new council homes. ~ Facilitating and encouraging the delivery of new affordable homes by Developers and Registered providers. ~ Making use of housing compulsory purchase powers where appropriate. [SP] A 3448 Develop a business case for a Homes for Sale Programme and, if approved, develop a Strategy and associated policies and processes and commence delivery. [SP] A 3123 Review, develop and commence delivery of a 10-year investment programme in our housing core stock following approval of the Housing Asset Management Strategy (including proposals for additional borrowing and maximising Grant Funding) and for reducing the number of homes where tenants have declined Decent Homes work. [SP] A 3148 Develop and commence delivery of a strategy for tackling poor performing stock through a range of investment and de-investment solutions to improve VFM, financial capacity and long-term viability of the Housing Revenue Account. [SP] A 3105 Develop and implement the Borough's Housing Strategy. [SP] A 3701 Develop and implement the Private Rented Sector Housing Strategy to incorporate: <ul style="list-style-type: none"> ~ A pro-active inspection regime for privately rented homes. ~ Ways of encouraging landlords to provide decent hazard free homes and to manage and maintain them to an appropriate standard. ~ Ensuring that all licensable Houses in Multiple Occupation are licensed. [SP] A 3471 Review/update Empty Homes Strategy in line with the updated Housing Strategy. [SP] A 3704 Complete delivery of the Action Plan for the Council's Sheltered Housing. [SP] A 3700 Develop and implement the Borough's Homelessness Prevention Strategy. [SP] A 3786 Finalise and implement revised staffing structures for the Directorate and recruit to vacancies within all teams. [SP] A 3754 Remodel & resource more effective processes for triaging and handling customer and member/MP enquiries and maximising resolution of enquiries at the first point of contact through the development of a Housing Hub and communicate with tenants and elected members how to use the new process. [SP] 	Housing and Community Services

Note – only PI's identified as corporate listed. All actions listed

- A 3760 Develop regular communications to residents & stakeholders through a new newsletter or electronic briefing & through social media and ensure that the existing insert in the Council newsletter provides key information to tenants and leaseholders. [SP]
- A 3116 Review & Re-engineer Voids Management across teams, the Lettings process and the Voids Standard to reduce number of void properties, improve relet speed & void rent loss & improve the customer moving in experience. [SP]
- A 3787 Devise and implement a programme for refreshing and producing a full suite of up-to-date strategies, policies, key processes and toolkits for the Directorate taking account of data, customer feedback and good practice and reflecting the Neighbourhood Model of Service Delivery and ensure these documents are available for all staff in an accessible directory and available for customers on the website. [SP]
- A 3788 Develop a Knowledge Management Strategy for the Directorate to include:
 - ~ Improving the management of data quality.
 - ~ Ensuring consistent inputting of data.
 - ~ Adopting good data management principles with quality assurance
 - ~ Ensuring the effective use of data and external good practice to drive service improvement.
 - ~ Tenant focused information about performance which can be reported to tenants on a local level. [SP]
- A 3789 Review the use of customer insight data across the Directorate and adopt an agreed approach which provides us with checks on progress of the changes we are making up-to-date data for managers and staff teams and ensures we make use of complaints feedback. [SP]
- A 1549 To improve efficiency in income collection, including making best use of automation and technological developments, to maximise income brought in and to support sustainment of tenancies. [SP]
- A 1535 Implementation of findings from review of Re-chargeable Repairs to maximise income and ensure that the process is efficient, effective and economical. [SP]
- A 3790 Review and integrate the Business Continuity arrangements for the Directorate to ensure effective cover in the event of different levels of incident. [SP]
- A 3791 Develop, improve and implement an agreed approach and policy for contract management for the Directorate with clear standards for contract managers to meet and implement and a methodology for auditing implementation with particular attention to enhanced inspection and checks of safety works. [SP]
- A 3792 Finalise and implement the review of garages and a new garage policy. [SP]
- A 3793 Develop and implement a value for money strategy across the Directorate and introduce zero-based budgeting. [SP]
- A 3762 Review and refresh a Customer Engagement and Involvement Strategy and Plan for 2022/24 incorporating a review of existing arrangements, groups and structures supported by a regularly updated communication and engagement plan which ensures there is an ongoing and active dialogue with and feedback from our customers about our performance, the quality of the service they receive, and customers play an active role in service improvement and service redesign. [SP]
- A 3794 Commission a STAR survey of customers and the required survey for the Regulator, analyse and review the results and consider how to adapt core services in the light of the feedback. [SP]
- A 3782 Review the Accommodation needs of the Department to include:
 - ~ Active participation in the Corporate review of accommodation and the review of Depots.
 - ~ Ensuring all accommodation for staff is of good quality.
 - ~ Securing customer access points and staff facilities within communities across the Borough.

	~ Review of the use and occupation of Harbour Buildings. [SP]	
Maximising use of brownfield sites, new commercial and residential developments ensure the borough is the destination of choice		
PI (corporate)	<ul style="list-style-type: none"> PI 1691 % of major applications determined within 13 weeks PI 1692 % of minor applications determined within 8 weeks PI 1693 % of other applications determined within 8 weeks 	Regeneration and Enterprise
Action	<ul style="list-style-type: none"> A 2908 Working with NHR and key partners including West Midlands Combined Authority and Black Country LEP to identify public sector funding opportunities to bring forward key development sites within the borough A 4188 Working with partners including WMCA, Homes England and BC LEP to identify public/private sector funding opportunities to bring forward key development sites within the borough 	Regeneration and Enterprise
Our world class visitor attractions continue to grow and are complemented by a strong hospitality sector and vibrant night-time economy		
PI (corporate)	<ul style="list-style-type: none"> PI 2348 Number of hits to the Discover Dudley Website 	Regeneration and Enterprise
Action	<ul style="list-style-type: none"> A 1935 To ensure Tourism and Visitor Economy become key focus areas for the service by working alongside regeneration partners in the development of the borough. A 3359 To undertake essential repairs and maintenance to the Red House Glass Cone. Seek Financial Support for the Repairs and Maintenance Plan A 4189 Dudley Market retender and performance monitoring A 4190 To oversee the development of the Town Hall bistro and develop robust business plans to support the operational and communication functions. A 3501 To increase the number and diversity of professional acts performing within the Borough Halls 	Regeneration and Enterprise
Action	<ul style="list-style-type: none"> A 4255 Upgrade the Placis system to provide an on-line application facility A 4256 Ensure compliance with the new Taxi and Private Hire Licensing Best Practice Guidance for Licensing Authorities A 4257 Update and implement the revised Taxi Testing Guidance 	Public Realm
Visitors are staying longer, exploring wider and spending locally, benefitting from the full borough-offer, including over-night accommodation		
Action	<ul style="list-style-type: none"> A 4191 Conduct a bi-annual Economic Impact Assessment 	Regeneration and Enterprise
Across our borough we celebrate and promote the diverse culture, history and heritage of the local townships		

Future council programme

Type	Name	Directorate plan
People		
PI (corporate)	<ul style="list-style-type: none"> PI 352 Working days/shifts lost per FTE due to sickness absence (excluding schools) PI 370 Long-term sickness absence per FTE (excluding schools) PI 371 Short-term sickness absence per FTE PI 2056 Number of the council's headcount to be part of an apprenticeship (=2.3% of our workforce) PI 2062 % of Council employees completing the employee survey PI 2063 Employee Survey engagement score (scored out of 5) PI 2064 Health & wellbeing score of Dudley employees via employee survey (score out of 35) 	HR, OD and Inclusion
Action	<ul style="list-style-type: none"> A.4164 Rebuild the public health department through a change management approach investing in developing the skills of the workforce, improving systems and processes including ensuring the wellbeing of Public Health staff, team resilience and staff retention following the 2-year covid response, environmental changes and latest strategy and policies. 	Public Health and Wellbeing
Digital		
Action	<ul style="list-style-type: none"> A.3538 Engage with the directorates to understand their strategic priorities, agree new ways of working, prioritise the roadmap and deliver it. A.4139 Work with the directorates to review service offers to the customer. Re-engineer processes to offer an improved digitally focused customer service experience A.4140 Define the device and application for each persona to meet requirements within budget constraints and automate deployment A.4141 Ensure business systems are supported and maintained at current versions and developed in line with business needs. A.4142 Ensure effective user support channels are in place, that we deliver a service that meets staff expectations, and that we deploy learning from staff feedback A.4143 Set up the TDA process and ensure it delivers the expected outcomes A.4144 Develop the agile cloud strategy and secure funding. Deploy hybrid exchange solution. Agree email retention policy A.4145 Develop and deploy cyber security programme A.4146 Develop and deploy the plan to optimise our infrastructure to avoid over and under investment and optimise cost: optimise productivity at lower cost A.4147 Develop, agree, and prioritise technology initiatives within the overall 3-year roadmap. A.4148 Deliver the print projects to time, quality, and budget. Deploy the outcomes of the Gandelake project. 	Digital, Customer and Commercial Services
Action	<ul style="list-style-type: none"> A 4279 To introduce mobile/handheld working across the Green Care team, exploiting the existing Confirm system. A 4280 To integrate the Green Care Confirm system with Dudley Council Plus. 	Public Realm
Process		
Action	<ul style="list-style-type: none"> A.4165 Recommission and redesign Public Health contracts to bit for the future and to meet the relevant regulations. 	Public Health and Wellbeing

Note – only PI's identified as corporate listed. All actions listed

Action	<ul style="list-style-type: none"> A.4209 Process Modernisation / Digital Way of working. A.4210 Development of internal proforma's for internal design commissions. 	Public Realm
Place		
Action	<ul style="list-style-type: none"> A 4182 Management and development of the Statutory H&S compliance of General Fund portfolio A 1931 Formulate and implement the Future Council Estate Strategy 	Regeneration and Enterprise
Financial sustainability		
PI (corporate)	<ul style="list-style-type: none"> PI.2337 Total revenue retained from school customers PI.2338 Commercial opportunity – 3-year contribution to fixed costs over plan forecasted in agreed business cases (figures to be confirmed post April 22) 	Digital, Customer and Commercial Services
Action	<ul style="list-style-type: none"> A.3531 Utilise the procurement service to maximise both cashable and non-cashable benefits from all third party spend. A.3532 Maintain a pro-active, consultative procurement service with fit-for-purpose policies and procedures to ensure leaders are maximising value from commercial agreements A.3535 To obtain insight and data, by engaging with strategic suppliers and ensure our contract management is robust A.4166 To understand the current pricing strategy / approach across the Council and to propose an alternative solution through the required approval groups. A.4167 To research and understand the risks and opportunities relating to setting up a charitable organisation to maximise funding – to make recommendations on the approach and seek approval. A.4168 To identify a pipeline of proposed commercial activity over the next 2 years to increase contribution back to the Council. A.4169 To develop a robust approach to sales across the organisation (including schools) to ensure commercial opportunities can be realised A.4170 To seek approval to mobilise a Joint Venture company for Dudley's temporary recruitment needs and mobilise A.4171 To continue to support decision making on short term opportunities / pricing via the Commercial Opportunities Group and robust business case modelling A.3525 To develop the commercial culture by working with directorates on opportunities. 	Digital, Customer and Commercial Services
Action	<ul style="list-style-type: none"> A 1556 Coordinate production of balanced budget and MTFs A 1557 Accurate and timely budget monitoring A 1558 Production of annual Statement of Accounts A 1560 Annual Treasury Management Strategy A 1566 Implement Annual Audit Plan A 1567 Annual Review of Code of Corporate Governance and Annual Governance Statement A 1568 Annual Review of Whistleblowing Policy A 1569 Ensure that the annual review of the Constitution modernises the conduct of the Council meeting A 1570 Make provision to ensure that all elections are run in accordance with statutory legislation A 1571 Make provision to ensure that all residents of the borough are able to register to vote and take part in the democratic process A 1572 Anti-Fraud and Corruption Plan A 1575 Reviews of Corporate Risks (4 per year) with Strategic Executive Board and Audit and Standards Committee A 1576 Support the implementation of the improvement objectives of the Corporate Health & Safety Action Plans A 1590 Legal Conveyancing to support the Council with sales, purchases and lease of property 	Finance and legal
Action	<ul style="list-style-type: none"> A 4211 Identify Project Managers for income generating work. 	Public Realm

Note – only PI's identified as corporate listed. All actions listed

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| | <ul style="list-style-type: none">• A 4212 Identify opportunities to generate increased commercial activity through chargeable services.• A 4213 Provide greater transparency of all capital programmes, by exploring regular and targeted comms plans.• A 4297 Review of agency use.• A 4298 Address financial issues around the procurement of receptacles• A 4299 Review the charging structure for commercial waste.• A 4300 Develop business case to introduce a chargeable green waste service and look at options for sustainable composting strategy for all Borough residents.• A 4301 Agree contractual arrangement for the operation of the Energy from Waste plant post 11th February 2023. | |
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Future Council Scrutiny Committee – 7th September, 2022

Report of the Chair of the Future Council Scrutiny Committee Working Group

Feedback from the Future Council Scrutiny Committee Working Group – Consultation Process Review Across the Authority

Purpose

1. To provide feedback from the Future Council Scrutiny Committee Working Group meeting held on 27th July, 2022 to consider the consultation process review across the Authority.

Recommendation

2. That the Scrutiny Committee notes the contents of the report.
3. That the Scrutiny Committee considers the following recommendations:-
 - That the Chief Executives Office to lead a review of consultation processes across all directorates, to collate information and identify best practice areas to inform a consistent corporate approach.
 - That the Scrutiny Committee support the continued use of a multi-channel approach to communicating with the wider public and key stakeholders to raise awareness of consultations and encourage participation.

Background

4. At its meeting on 8th June, 2022, the Future Council Scrutiny Committee agreed that the Future Council Scrutiny Committee

Working Group would consider the consultation process review across the authority on Wednesday 27th July, 2022.

5. The meeting on 27th July, 2022 was attended by the Director of Regeneration and Enterprise, Head of Planning and Head of Communications and Public Affairs. During the meeting the different types of consultation/engagement with the public that was required to be undertaken as part of the planning process, and other long-term projects, all of which were heavily regulated through the Town and Country Planning Act were discussed.
6. During the meeting Members made comments and asked questions and responses were provided accordingly. A copy of the action notes from the meeting have been circulated to Members of the Working Group and are available from Democratic Services.
7. In light of deliberations at the Working Group, it was apparent that existing resources should be used more effectively to promote/support consultation engagements with the public, suggestions of which included publications within the existing Your Borough Your Home magazine, Council Tax publications and through Elected Members who were considered to be a prime asset within the Community. It was also considered vital that the Equality and Diversity Inclusion Strategy was adopted and instilled in all aspects of a consultation process to ensure all communities were aware and provided with an opportunity to engage in any process.
8. Whilst the overall approach to consultations is recognised to be satisfactory, it is considered that more needs to be done in relation to working together as one Council and sharing information across directorates to provide a centralised and consistent approach.
9. Following discussion, Members agreed to formulate the recommendations as set out in paragraph 3 above for consideration.

Finance

10. The costs of operating the scrutiny arrangements will be contained within existing budgetary allocations.



Law

11. Scrutiny 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.
12. Working Groups are not Committees as defined by Section 101 of the Local Government Act, 1972 and can only make recommendations.

Risk Management

13. There are no risks identified arising from this report. The Council is committed to adopting best practice in its management of risk. It aims to ensure risk is maintained at an acceptable level in order to maximise opportunities and demonstrate that it has given full consideration of the implications of risk to the delivery and achievement of its outcomes, strategic aims and priorities.

Equality Impact

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

Human Resources / Organisational Development

15. The issues referred to in this report are administered within the resources available to the Democratic Services Team with support from Directorates and other Officers as required.

Commercial/Procurement

16. This report has no impact on the Council's potential to commercially trade.

Council Priorities and Projects

17. In order to deliver the aims and objectives of the Council Plan and contribute to the wider borough vision it is imperative the authority has a sound and robust process in place to consult with its key stakeholders on activity across the authority.



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Councillor E Lawrence
Chair of the Future Council Scrutiny Committee Working Group

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List of Background Papers

The Council's Constitution
Action Notes of the Scrutiny Working Group – 27th July, 2022



Action Tracker – Future Council Scrutiny Committee

Subject (Date of Meeting)	Recommendation/action	Responsible Officer/Area	Status/Notes
Annual Scrutiny Programme (8 th June, 2022)	Minute No. 6 - Feedback on the adoption of recommendations from the Scrutiny Committee Development Session with the Local Government Association held on 21 st March, 2022.	Democratic Services	Progress report to be circulated in September. (Ongoing)
	Minute No. 6 – Request that briefing notes to be received by the Scrutiny Committee be circulated more widely to Members.	Democratic Services	Briefing Notes to be made publicly available and uploaded to the Committee Management Information System and notification sent to Members accordingly. (Completed)
	Minute No. 6 (2)(i) - To consider the inclusion of an additional item in the Scrutiny Programme concerning the Council’s bid for City Status.	Chair/Vice-Chair	To be considered for inclusion to the Scrutiny Programme for 2022/23 pending feedback from the Government. (Ongoing)

	Minute No. 6 (2) (ii) - To review the timing of the proposed item on Digital and ICT transformation with a view to this being brought forward for early consideration during the municipal year.	Chair/Vice-Chair	Item brought forward to November, 2022. (Completed)
Equality, Diversity and Inclusion Annual Delivery Plan 2022/23 (8 th June, 2022)	Minute No. 7 (2) - That the Scrutiny Working Group, comprising all Members of this Committee, provide further contributions to the Equality, Diversity and Inclusion annual delivery plan and review progress.	J Branch (Assistant Director People & Inclusion) D Brennan (Equality, Diversity & Inclusion Manager)	Meeting to be arranged. (Ongoing)
	Minute. No. 7 (3) - That the Equality, Development and Inclusion Team, in conjunction with the Local Government Association, develop further training on Equality, Diversity and Inclusion, tailored to reflect the Dudley context, and that the training be provided to Members of this Committee and made available to all Members of the Council.	J Branch (Assistant Director People & Inclusion) D Brennan (Equality, Diversity & Inclusion Manager) Democratic Services	Training arranged – Monday 3 rd October, 2022 and meeting invitations circulated 17/08/2022. Invitation extended to all Members of the Council. (Completed)

<p>Corporate Quarterly Performance Report – Quarter 4 (8th June, 2022)</p>	<p>Minute No. 8 (2) The Corporate Performance Manager be requested to refer the specific issues raised by the Committee, as summarised above, to the relevant Officers or Cabinet Members for appropriate responses.</p>	<p>C Blunn (Corporate Performance Manager)</p>	<p>Responses e-mailed to Committee Members 26.07.22. (Completed)</p>
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Future Business – Future Council Scrutiny Committee

<u>Date of Meeting</u>	<u>Work Programme</u>	<u>Responsible Officer/Area</u>	<u>Notes</u>
23 rd November, 2022	Digital and IT Transformation	L Fulci (Director of Digital, Customer and Commercial Services); N Biddle (Head of Digital and Customer Services); G Aulakh (Head of Technology Systems and Services)	Report
	Improvement to the Council House Campus in Dudley	S Cooper (Head of Corporate Landlord Services); H Coldicott (Team Manager – Facilities Management)	Report / Presentation
18 th January, 2023	Medium Term Financial Strategy	I Newman (Director of Finance and Legal); R Cooper (Head of Financial Services)	Report
	Quarterly Performance Report (Quarter 2)	C Blunn (Corporate Performance Manager); A Paul (Head of Chief Executives Office)	Report / Presentation

	Major Regeneration Projects (including Funding Arrangements, Future Projects and Borough Wide Vision)	H Martin (Director of Regeneration and Enterprise); V Smith (Head of Projects and Placemaking)	Report
15 th March, 2023	Quarterly Performance Report (Quarter 3)	C Blunn (Corporate Performance Manager); A Paul (Head of Chief Executives Office)	Report / Presentation
	Town Developments	H Martin (Director of Regeneration and Enterprise); V Smith (Head of Projects and Placemaking)	Report
	Wednesbury to Brierley Hill Metro Extension	V Smith (Head of Projects and Placemaking)	Report

Future Business – Future Council Scrutiny Committee Working Group

Subject (Date of Meeting)	Recommendation/action	Responsible Officer/Area	Status/Notes
Consultation Process Review across the Authority (27 th July 2022)	<p>The following recommendations to be considered by the Scrutiny Meeting on 7th September, 2022:-</p> <ul style="list-style-type: none"> • That the Chief Executive’s Office to lead a review of consultation processes across all directorates, to collate information and identify best practice areas to inform a consistent corporate approach. • That the Scrutiny Committee support the continued use of a multi-channel approach to communicating with the wider public and key stakeholders to raise awareness of consultations and encourage participation. 	P Parker (Head of Communications and Public Affairs); H Martin (Director of Regeneration and Enterprise); C Mellor (Head of Planning)	Completed.

<p>Equality, Diversity and Inclusion Annual Delivery Plan 2022/23</p> <p>(To be arranged)</p>		<p>J Branch (Assistant Director People & Inclusion)</p> <p>D Brennan (Equality, Diversity & Inclusion Manager)</p>	
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