

Click on section name to go to that page

Contents

Summary by directorate plan.....	2
Adult Social Care	3
Children’s Services	4
Public Health and Wellbeing	5
Finance and Legal	6
Digital, Customer and Commercial Services	7
Regeneration and Enterprise	8
Housing and Community Services	9
Public Realm.....	10
Chief Executives Office, HR, OD & Inclusion and CAPA.....	11
Summary by council plan priority.....	12
Dudley the borough of opportunity	13
Dudley the safe and healthy borough.....	14
Dudley the borough of ambition and enterprise.....	15
Dudley borough the destination of choice	16
Future council programme	17
All actions and corporate PI’s by council plan priority	18
Dudley the borough of opportunity	18
Dudley the safe and healthy borough.....	22
Dudley the borough of ambition and enterprise.....	28
Dudley borough the destination of choice	31
Future council programme	34

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

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

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

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

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

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

	<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

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

	<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

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

	<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

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

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

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

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.

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

	~ 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		

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

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