



Municipal Management Course: Local Service Delivery, Permits, Revenues and KPIs

23 – 27 August 2027

Dubai - Five-star CBD venue



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Introduction:

Municipal management and local service delivery, covering permits, revenues and KPIs, is a 5-day course for municipal department heads, service managers and revenue, licensing and performance teams that ends with a Service Improvement and KPI Plan for a case municipality. Municipalities often run many services with unclear standards, slow permits, fees that do not reflect cost, weakly supervised contractors and complaint data that nobody analyses. Nominees already manage a municipal department or service and work through case files, fee tables, contractor reports and complaint logs. CoreConcept Training Center delivers this municipal management course.

Course Objectives:

- Map the municipal service portfolio, delivery models and the accountabilities of council, executive and departments
- Draft service charters and inter-departmental service level agreements with measurable service standards
- Redesign permit and licensing workflows to reduce processing time, rework and resubmissions
- Review fee schedules, cost recovery and revenue collection performance for municipal services
- Oversee outsourced cleansing, public realm and market contractors with scorecards and inspection evidence
- Build a municipal KPI set, benchmark it against peers and turn citizen request data into service improvements

Target Audience:

- Municipal department heads accountable for a portfolio of resident and business services
 - Managers responsible for permits, licensing and building or business approvals
 - Managers overseeing public realm, cleansing, markets and field service contractors
 - Revenue and fees managers responsible for municipal billing, collection and arrears
 - Customer service managers running counters, contact centres and digital request channels
 - Performance and strategy unit managers who report municipal KPIs to leadership
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Course Outline:

Day 1: Municipal Service Portfolio and Operating Context

- Municipal Service Portfolio Map Across Regulatory and Operational Functions
- Service Catalogue Template Defining Scope, Owners and Users
- RACI Matrix for Council, Executive and Department Roles
- In-House, Outsourced and Shared Delivery Model Comparison
- Municipal Service Maturity Self-Assessment and Gap Register

Day 2: Service Standards, Charters and Process Models

- Service Charter Drafting With Measurable Citizen Service Standards
- Service Level Agreement Design Between Municipal Departments
- SIPOC Mapping of Permit and Licensing Workflows
- Service Blueprint Linking Front Counter and Back Office
- Performance Logic Model From Inputs to Resident Outcomes

Day 3: Permits, Revenues, Field Services and Contractor Oversight

- Permit Processing Time Analysis and Approval Stage Redesign
- Fee Schedule Review and Full Cost Recovery Calculation
- Revenue Collection Ledger, Arrears Ageing and Recovery Actions
- Public Realm, Cleansing and Market Inspection Checklists
- Outsourced Contract Performance Scorecard and Deduction Mechanism

Day 4: Citizen Requests, Digital Channels, Coordination and Benchmarking

- Citizen Request and Complaint Case Management Workflow
- Root Cause Analysis of Repeat Service Complaints
- Digital Municipal Service Channel Shift and Self-Service Options
- Utility and Agency Works Coordination Permit Calendar
- Municipal KPI Benchmarking Against Peer Municipalities and Trends

Day 5: Case Study on a Municipal Service Improvement and KPI Plan

- Case Municipality Service Portfolio and Performance Baseline Review
 - Case Permit and Fee Process Redesign Proposal
 - Case Contractor Scorecard and Complaint Reduction Targets
 - Community Engagement Plan for Service Priorities Consultation
 - Service Improvement and KPI Plan Completion and Defence
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Skills You Will Gain:

- Municipal Service Portfolio Analysis
- Service Charter Design
- Permit Process Redesign
- Municipal Fee Costing
- Outsourced Service Contract Oversight
- Complaint Root Cause Analysis
- Municipal KPI Benchmarking
- Inter-Agency Works Coordination

Why Attend This Course:

- Deliver a Service Improvement and KPI Plan for a case municipality to the municipal executive or performance committee
- Decide which services to keep in-house, outsource or digitise, and which fees to revise
- Avoid permit backlogs, revenue arrears and contractor underperformance that stay hidden until residents complain
- Share charter, scorecard and inspection templates with department colleagues and field supervisors

Conclusion:

Back at work, the participant gives the municipal executive or performance committee a Service Improvement and KPI Plan that sets service standards, permit and fee changes, contractor scorecards, complaint reduction targets and a benchmarked KPI set. Leadership uses it to choose which services to redesign, outsource or digitise first and to agree targets with department heads. After the first quarter of use, the team should review permit times, collection rates, contractor deductions, repeat complaints and resident feedback against the plan and adjust targets where evidence shows they are unrealistic.

Frequently Asked Questions FAQ:

What should participants know before the municipal management course?

Participants should already manage or supervise a municipal service, department or contract and know their municipality's budget and reporting cycle. Bringing a recent permit report, fee schedule, contractor report or complaint summary helps them apply the case work to their own services.

How does the municipal management course differ from an urban planning course?

This course covers how existing municipal services are run, priced, contracted and measured, while urban planning courses cover land use, master plans and district design. Waste and planning appear only where they affect service standards, contractor oversight and coordination with other agencies.

Why should municipal management teams benchmark service KPIs against other municipalities?

Benchmarking shows whether a permit time, collection rate or complaint volume is good or poor relative to peers with a similar size and service mix, which a municipality's own trend cannot show. It supports realistic targets and points to practices worth adopting.

What does a participant take back from the municipal management course?

Participants take back a Service Improvement and KPI Plan for a case municipality, with a service charter draft, a permit and fee redesign proposal, a contractor scorecard, a complaint workflow and a benchmarked KPI set, plus templates they can adapt for their own department.