

Meeting of the Housing and Public Realm Scrutiny Committee

**Wednesday 29th March, 2023 at 6pm
At Saltwells Education Development Centre,
Bowling Green Road, Dudley, DY2 9LY**

Agenda - Public Session (Meeting open to the public and press)

1. Apologies for absence
2. To report the appointment of any substitute members serving for this meeting of the Committee.
3. To receive any declarations of interest under the Members' Code of Conduct
4. [To confirm and sign the minutes of the meeting held on 26th January, 2023 as a correct record \(Pages 5 – 17\)](#)
5. Public Forum
6. [Action Tracker/Future Business \(Pages 18 – 22\)](#)
7. [Annual Scrutiny Report 2022/2023 \(Pages 23 – 35\)](#)
8. [Corporate Quarterly Performance Report – Quarter 3 \(1st October to 31st December, 2023\) \(Pages 36 – 65\)](#)
9. [Customer Experience and Consumer Regulation Update \(Pages 66 – 76\)](#)

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

Distribution:

Councillor M Westwood (Chair)

Councillor W Sullivan (Vice-Chair)

Councillors A Aston, M Aston, K Casey, J Clinton, R Collins, J Cowell, I Kettle, K Lewis, P Sahota, K Shakespeare and T Westwood

Cc: Councillor D Corfield (Cabinet Member for Highways and Public Realm)

Councillor L Taylor-Childs (Cabinet Member for Housing and Communities)



Chief Executive

Dated: 21st March, 2023

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**Minutes of the Housing and Public Realm
Scrutiny Committee
Thursday 26th January, 2023 at 6.15pm
In the Council Chamber, Council House, Dudley**

Present:

Councillor W Sullivan (Vice-Chair in the Chair)
Councillors A Aston, K Casey, B Challenor, J Clinton, J Cowell, J Foster,
I Kettle, K Lewis, A Millward, P Sahota and T Westwood

Officers:

A Vaughan – Interim Director of Public Realm, E Bradford – Head of Street, Green and Amenity Services, N McGurk – Head of Traffic, Transportation and Engineering Services and J Deakin – Waste Operation Manager (Directorate of Public Realm), K Jones – Director of Housing and Communities, I Newman – Director of Finance and Legal, I Grosvenor – Finance Manager, R Millard – Senior Principal Accountant and K Malpass – Democratic Services Officer (Directorate of Finance and Legal).

Also in attendance

Councillor S Saleem – Cabinet Member for Highways and Public Realm

34 Apologies for absence

Apologies for absence from the meeting were submitted on behalf of Councillors M Aston, R Collins, K Shakespeare and M Westwood.



35 **Appointment of Substitute Members**

It was reported that Councillors J Foster, B Challenor and A Millward had been appointed as substitute Members for Councillors M Aston, R Collins and M Westwood, respectively, for this meeting of the Committee only.

36 **Declarations of Interests**

Councillors J Cowell and J Clinton declared non-pecuniary interests in relation to housing matters to be considered at the meeting, as Council tenants.

37 **Minutes**

Resolved

That the minutes of the meetings held on 23rd June and 17th November, 2022 be confirmed as correct records and signed.

38 **Public Forum**

No issues were raised under this agenda item.

39 **Action Tracker/Future Business**

The Chair referred to the outstanding responses and requested that officers action the recommendations and update the Action Tracker accordingly.

Councillor P Sahota expressed disappointment at the decision to consider the Quarterly Corporate Performance Report – Quarter 2 (1st July – 30th September, 2022) by e-mail indicating that the report was “fundamental to democracy” and should be scrutinised at meetings. He requested assurances that future reports would be included in the main agenda moving forward. The Chair noted the comments made and indicated that the decision had been made, in line with other Scrutiny Committees, to manage the agenda more effectively and whilst the Quarterly Corporate Performance Report would remain on the Scrutiny Programme, the Chair and Vice-Chair would consider how future items would be delivered.

In referring to Minute No. 28 – Housing Board and Dudley Federation of Tenants and Residents Association, Councillor T Westwood was assured that the matter had been referred to the Director of Housing and Communities for further consideration and response.

Councillor J Cowell referred to the response circulated to Members in relation to the requirements of a Fire Door Contractor. Whilst it was noted that the contract had been awarded to ABCA, the length of time a contractor had not been in place was queried together with whether the contract had been agreed and signed and the length of time expected for the new contractor to carry out the required work. Whilst a response could not be provided at the meeting, the Director of Housing and Communities indicated that a written response would be circulated to all Members of the Committee.

Councillor A Millward requested an update in relation to the recommendation made at the meeting held on 21st September, 2022, to review recycling options and facilities in the Borough, together with the possibility of introducing fortnightly recycling and residual waste collections. The Interim Director of Public Realm indicated that the work was ongoing, and an update would be provided to a future meeting of the Scrutiny Committee.

In referring to the level of income retained by the Council from capital receipts received through the Right to Buy (RTB) Scheme, Councillor K Casey queried whether the Cabinet Member for Housing and Communities had contacted Central Government lobbying for 100% of the income received from the RTB scheme be retained by the Council. The Director of Housing and Communities assured Members that progress had been made, however, further discussions were required prior to a letter being sent to Central Government.

Councillor A Aston requested an update in relation to accurate Key Performance Indicator figures being provided to Members in relation to PI 2194, percentage of gas compliance. In responding, the Director of Housing and Communities indicated that the request had predated her appointment as Director, however, she assured Members that performance figures from September to December 2022 were currently being collated by the Head of Housing Management and would be circulated to Members shortly.

Resolved

- (1) That the information contained in the Action Tracker and Future Business for the Committee, be noted.
- (2) That the Director of Housing and Communities be requested to provide information to all Members of the Committee in relation to the length of time a fire door contractor had not been place, whether the contract awarded to ABCA had been agreed and signed and the length of time expected for the new contractor to carry out the required work.

40 Medium Term Financial Strategy

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

In presenting the report, The Director of Finance and Legal provided an overview of the report, and in doing so, indicated that the information contained within the report provided had been based on reasonable assumptions and professional judgements, taking into consideration past experience of funding allocations to Dudley. The draft MTFS had been developed based on the Chancellor's Autumn Statement on 17th November, 2022. Members were advised that the Local Government Settlement for 2023/2024 had since been received on the 19th December, 2022.

It was noted that the current spending and savings proposals outlined in appendix C and D of the report submitted reflected the proposals considered by Cabinet on 14th December, 2022.

A summary of the overall financial position reflected in paragraph 30 of the report submitted was provided. The Director of Finance and Legal indicated that the MTFS reflected the revised spending proposals and forecasts had predicted total service spend of £304.2m for the 2023/24 financial year, rising to £309.4m in 2024/2025 and £310.4m for 2025/26, which had been based on estimates and assumptions, subject to the risks and uncertainties outlined in paragraph 32 of the report submitted. It was

noted that the Local Government Finance Settlement had identified an additional £2.1m resources for each year, and any proposals to use these resources would be incorporated within the final MTFS for consideration by Cabinet in February 2023 and Full Council in March 2023.

Following the presentation, Members had the opportunity to ask questions, make comments and responses were provided, where necessary, as follows:-

- (a) In referring to the total spend for the next three-year period, Councillor I Kettle queried whether the forecasts had sufficient allowance for inflation rates and queried whether figures were expected to change. The Director of Finance and Legal acknowledged the comments raised and accepted that figures could potentially change, however, indicated that it was anticipated that the identified spending proposals would be offset by the potential saving proposals outlined in Appendix D to the report submitted.
- (b) Councillor A Aston referred to the efficiency savings identified as a result of new library service/contract and queried whether the potential savings could be identified by efficiencies rather than the closure of such facilities. The Director of Finance and Legal indicated that efficiency savings would include all areas of library activities, identifying more efficient methods of accessing available learning materials. However, it was envisaged that savings would not be achieved without changing the current footprint of the service.

Councillor A Millward queried when the current library service contract ceased and the number of individual library facilities in the Borough. In responding, the Director of Finance and Legal confirmed that the current library services contract ended in November 2024, and whilst statistics could not be provided at the meeting, a written response would be submitted to Members.

- (c) In responding to a question from Councillor J Cowell, the Interim Director of Public Realm confirmed that the acronym NBW related to Narrow Boat Way.
- (d) In referring to the proposals for additional spending, outlined in Appendix C to the report submitted, Councillor J Cowell requested further information regarding the £70,000 spending allocation per year for the three-year period relating to Investment in Commercial Waste Business. In responding, the Interim Director of Public Realm indicated that commercialisation and income remained a priority and that every opportunity was being considered to exploit innovative ideas around service delivery. Whilst savings in Public Realm had

been identified, it was considered that proposed spending in the short term in certain areas of the Directorate was essential to support income generation moving forward.

- (e) In referring to the identified spending proposals in relation to electricity prices, Councillor P Sahota queried whether consideration could be given to re-allocating part of the funding to alternative services within the Council. Clarification was requested on how spending costs would be met, whether it would be as a result of a reduction in services currently offered or by staff redundancies. In responding, the Interim Director of Public Realm indicated that electricity prices remained volatile, and information provided was based on the current forecast, however, the prices would be frequently reviewed and monitored.
- (f) Councillor P Sahota welcomed the investment proposed to improve park development and requested assurances that investment would be distributed fairly throughout the Borough. The Interim Director of Public Realm acknowledged the importance of improving and maintaining green spaces within the Brough and consideration and further information would be incorporated in the final MTFS report to Cabinet in February and Full Council in March, 2023.

Resolved

- (1) That the proposals for the Medium Term Financial Strategy to 2025/26, as set out in the report, and Appendices to the report, submitted be noted.
- (2) That the Director of Finance and Legal be requested to provide statistics on the number of individual library facilities available within the Borough to all Members of the Committee.

41 Review of Housing Finance

A joint report of the Director of Housing and Community Services and the Director of Finance and Legal was submitted on the Review of Housing Finance.

In presenting the report, the Director of Housing and Communities highlighted key paragraphs within the report, and referred in particular to the proposals considered by Cabinet at its meeting on 14th December, 2022, as outlined below:-

- rents for council homes with effect from 3rd April 2023.
- a draft Housing Revenue Account (HRA) budget for 2023/24 in the light of the latest government announcements on housing finance and latest spending and resource assumptions.
- a revised Public Sector Housing capital programme for 2022/23 to 2027/2028.

The report provided an update on the position for the current financial year in terms of the HRA and the latest variations expected against the original budget as outlined in Appendix 1 to the report submitted. In line with Government guidance and following consultation on proposed rent caps for social landlords, it was expected that the rent cap increase of 7% would be introduced for 2023/2024. Inflationary pressures were expected to continue into 2023/2024, with assumed pay awards of 4% for 2023/2024 and 2% thereafter. Borrowing costs were expected to remain high in the short term and utility prices were assumed to increase in line with inflationary increases. Despite the rent increase introduced, the HRA expected to see a base budget deficit of £2.6m in 2023/2024, £3.8m in 2024/2025 and £5.0m in 2025/2026, however, a number of savings and growth proposals had been prepared and prioritised and had been presented to the HRA budget summit on 22nd November, 2022. Details of the proposals were outlined at paragraph 16 of the report submitted to the meeting.

The proposed draft HRA budget for 2023/24 to 2025/26 was outlined in Appendix 2 to the report submitted. The budget had been based on implementing the maximum allowed of 7% rent increase which would take effect from 3rd April, 2023, building in additional resources to meet inflationary pressures.

In February 2022, a five year housing public sector capital programme was agreed, which reflected enhanced investment using the HRA's new borrowing flexibility. The five-year capital programme was developed based upon the themes set out within the Council's ten-year Housing Asset Management Strategy (HAMS) approved by Cabinet in October 2019. In light of budget pressures, the five-year programme had been reviewed to consider planned investment priority works which would ensure the safety and quality of existing homes. The revised capital programme reflecting latest forecasts and the financial consequences to the HRA was outlined at Appendix 3 to the report submitted.

The proposed capital programme continued to follow the principles approved in February 2022 and reflected the priorities of the Council Plan and the HAMS 2019/2029, whilst acknowledging the need to have a more targeted approach to capital investment reflecting the reduced borrowing capacity.

Following the presentation, Members had the opportunity to ask questions, make comments and responses were provided, where necessary, as follows:-

- (a) Councillor J Cowell referred to the proposal to introduce service charges for residents of Council owned properties. Concern was raised that currently cleaning/maintenance services were not provided in low-rise flats and indicated that should charges be introduced, it was essential that the service was carried out and undertaken adequately. The process for damage charges was considered very vague and processes needed to be more simpler, open and transparent. The Director of Housing and Communities acknowledged the comments raised and indicated that further work/consultation with residents was required to ensure the level of service was provided to all Council properties, which had been reflected in the projected savings, as it was intended to introduce a service charge from 2024/25.

Concern was raised by Councillor J Clinton indicating that complaints had been made at Tenants and Residents Association meetings in relation to the Council not fulfilling the terms of the lease in relation to chargeable services. The Director of Housing and Communities acknowledged the concern and requested that details be passed to appropriate officers to pursue and action.

- (b) Councillor J Cowell expressed concern that some residents would not be able to afford the additional service charges due to the current cost of living crisis. Whilst the Director of Housing and Communities acknowledged the comment raised, she indicated that the effects of the cost of living crisis was not going to improve during the short term, and emphasised that the decision to implement service charges had not been taken lightly. Further discussions on charges and implications were essential to ensure the right model was delivered.
- (c) Councillor J Clinton queried what support would be available to low-income families struggling to pay the 7% rent increase. The Director of Housing and Communities acknowledged the implications of increasing rent for low-income families and assured Members that support and advice on claiming benefits would be available.
- (d) Councillor K Casey queried how much capital had the Local Authority borrowed since the abolishment of the borrowing cap in 2018. The Director of Finance and Legal confirmed that the Local Authority had not borrowed any capital since the borrowing cap had been lifted. Additional spending identified to date had been offset by

budget reserves. It was considered unnecessary to apply for any borrowing when there was capital spend available. Borrowing and investment activities had been identified, however, the Bank Base Interest Rate had increased in response to inflationary pressures which would have an impact on the amount of borrowing moving forward.

- (e) Councillor K Casey referred to the consequences of reduced borrowing, impacting on the number of new build developments. The Director of Housing and Communities indicated that in light of the changing economic climate and the impact of the 7% rent cap announced in the Autumn Statement, the HRA capital and revenue budgets were under pressure and as a consequence, the five-year capital programme had been reviewed to ensure that planned investment priority work was carried out. Whilst it was acknowledged that building new homes for residents was important, it was more viable to focus investment on ensuring regulatory compliance and building safety, reducing the number of void properties and improving the quality and efficiency of existing homes within the Borough. Collaborative working within the Public Realm and Housing and Community Services Directorates was considered essential to ensure services were carried out more efficiently, together with considering alternative external funding opportunities.

Whilst acknowledging the decision to increase Council rent by 7% and the struggles many families would experience as a result, Councillor A Aston queried the average private landlord rent. The Director of Housing and Communities indicated that figures varied as there was no limit on what private landlords requested.

- (f) Councillor J Cowell referred to the lack of communication between the Council Tax and Income Support Teams and indicated that collaborative working was essential given the services they provided, particularly when residents approach the Teams on sensitive matters.
- (g) Councillor I Kettle expressed concern at the number of void properties within the Borough and the investment required prior to re-let, together with the processes involved in managing properties where residents were either in prison or had been admitted to hospital/mental hospital. The Director of Housing and Communities indicated that managing void properties was a complex matter. Whilst some void properties were re-let promptly, a number of properties required significant improvement work to bring them to modern day standard prior to re-let. It was acknowledged that some void properties were empty for longer periods than was necessary.

Improvement work around voids was currently being carried out and improved figures would be observed moving forward. Managing properties where residents had been sentenced to prison time or admitted to hospital was very challenging for a number of different reasons, however, work would continue to identify improvements moving forward.

Resolved

- (1) That the latest Housing Revenue Account outturn forecast for 2023/24, outlined in paragraphs 4 – 8 and Appendix 1 be noted.
- (2) That the proposals considered by Cabinet at its meeting held on 14th December, 2022, relating to the Housing Revenue Account budget for 2023/24 onwards, as detailed above, be endorsed.

42 Annual update on the Safe and Sound Partnership priorities and update on improvements to managing neighbour disputes and anti-social behaviour

A report of the Director of Housing and Communities was submitted to provide Members with an overview of Safe and Sound (Dudley's Community Safety Partnership) and an update on the ongoing work to improve the management of neighbour disputes and anti-social behaviour.

Safe and Sound was Dudley's Community Safety Partnership, which was required in statute by the Crime and Disorder Act 1998, its subsequent amendments and other relevant legislation. A list of Responsible Authorities and statutory requirements of the Partnership were referred to and outlined in the report submitted to the meeting.

The work of the Dudley Community Safety Partnership was directed by the Safe and Sound Strategic Board. The structure and Membership of the Board were referred to, together with key priorities identified. The Board had sub-groups which focused on a number of specific priority areas. The Safe and Sound Structure Chart was outlined in Appendix 1 to the report submitted to the meeting. The key changes and rationale for change were summarised in paragraph 13.

During 2022, the anti-social behaviour team had worked hard to clear the backlog of cases within the service area. Following a prolonged period of lower staffing resources due to sickness absence and vacant posts, Members were advised that the Team was now on a more stable footing. The Team were now focused on developing and improving service

delivery, reviewing policies and procedures, partnership relationships, professional advice and assistance with IT systems to ensure continuous improvement of services and customer experience.

The restructure of Housing Services to deliver the community housing vision, as set out in the report to the Housing and Public Realm Scrutiny Committee on 21st September, 2022, was almost complete, which would increase resources to respond to and manage incidences of anti-social behaviour in homes and communities. It was expected that initially, the anti-social behaviour and community housing teams would be working collaboratively to develop a future model for managing anti-social behaviour and neighbour nuisance, with community housing officers dealing with day to day issues that arise on estates. The benefits of the proposed approach was to ensure community housing officers dealt with estate complaints more proactively to prevent unnecessary escalations of low level complaints and trained anti-social behaviour officers having more time and resources to case manage more complex cases.

External independent support had been secured during 2023/2024 which would complement the work of the service manager, providing a further level of assurance in complex cases and support the team to improve policies, partnerships and systems.

It was expected that during 2023/2024, the services provided by the anti-social team would sit under the Head of Community Safety, where it was envisaged that relationships with key partners would improve and allow the service to look at expanding the current remit of the service.

Following the presentation, Members had the opportunity to ask questions, make comments and responses were provided, where necessary, as follows:-

- (a) Councillor P Sahota commented positively in relation to the ongoing improvement work carried out by the Safe and Sound Partnership, particularly the work carried out by the Anti-Social Behaviour Team following the restructure of the service. He indicated, however, that increased work was required at township level to ensure the right level of service was offered to communities within the Borough. Reference was made to the work carried out in neighbouring authorities and it was suggested that comparison work be considered with a view to offering a similar service. It was important that all communities were informed of any issues affecting specific areas and made aware of who key officers and PCSOs were.
- (b) In referring to the Safe and Sound priorities, Councillor J Cowell indicated that men were also at risk of domestic violence. Concern

was expressed at the lack of information provided in relation to domestic abuse against men. Further publicity was required to raise awareness to ensure everyone understood the process involved in reporting abuse.

- (c) Councillor A Millward welcomed the direction the service was headed in, particularly the partnership working with key agencies to tackle key priorities identified by the Safe and Sound Partnership. Concerns were expressed at the lack of communication currently between officers and Members. Communication with Members was key in ensuring the successful delivery of the service priorities. The Director of Housing and Communities acknowledged the concern raised and assured Members that communication between officers and Members was an important role within the service and would improve moving forward.
- (d) Councillor I Kettle indicated that fraud was on the increase and referred to the implications on the wellbeing of the population, particularly victims that fall foul of fraud. The lack of action taken against fraud was a concern and a proactive approach was required to tackle the issue. In acknowledging the concerns raised, the Director of Housing and Communities reported on the latest fraud scams and activities in circulation. It was challenging to tackle fraud activity, however, improved measures to prevent, detect and punish fraudsters were frequently being considered. The threat from fraud continued to have a damaging effect on victims. Intelligence sharing, new approaches to threats and enforcement were considered crucial in the battle to tackle fraud. Advice was available to victims of fraud and anyone suspecting fraudulent activity online.
- (e) Councillor I Kettle referred the lack of police action taken to tackle antisocial activities associated with boy racers in the Borough. Incidents relating to car cruising was on the rise, increasing the risks to other road users and pedestrians. Strategic action was required to prevent boy racing in the Borough, with the suggestion of using police helicopters to identify hotspot areas.
- (f) Councillor K Casey referred to residents not complying with housing tenancy conditions and the lack of enforcement action taken by the Local Authority, and it was considered that a more practical approach was required to ensure tenancy conditions were met moving forward. The Interim Director of Public Realm indicated that following the restructure of the service, the Public Realm and Housing and Community Services Directorates were working collaboratively to look at initiatives to tackle enforcement issues in

the Borough. A more joined up approach was essential moving forward to prevent any duplication of services and ensure that the service was delivered effectively in line with Council priorities and resident requirements.

Resolved

That the information contained in the report submitted to the meeting be noted and the comments made above be referred back to the Service for consideration/action.

43 Questions Under Council Procedure Rule 11.8

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

The meeting ended at 7.34pm.

CHAIR

Action Tracker – Housing and Public Realm Scrutiny Committee

Subject (Date of Meeting)	Recommendation/action	Responsible Officer/Area	Status/Notes
Minutes of the meetings held on 30 th March, 2022, 9 th June, 2022 and 26 th January, 2023	Minute No. 5(2) - That the Head of Housing Maintenance be requested to provide Members with a written response providing accurate Key Performance Indicator figures relating to PI 2194, percentage of gas compliance.	Head of Housing Maintenance	Verbal update to be provided by Director of Housing and Communities and Interim Lead – Compliance at the meeting on 29 th March 2023
Annual Scrutiny Programme 2022/23 – 23 rd June, 2022	Minute No. 14(7) - That two separate Working Groups be established to provide for the informal consideration and formulation of recommendations concerning items associated with Housing and Communities and Public Realm to comprise	Democratic Services Officer	To be arranged when necessary

	all Members of this Scrutiny Committee.		
Public Forum - 17 th November, 2022 – Ms C Bate - bate_christine@yahoo.co.uk Action Tracker/Future Business – 26 th January, 2023	<u>Minute No. 28</u> <u>Housing Board and Dudley</u> <u>Federation of Tenants and</u> <u>Residents Association (DFTRA)</u> That the Director of Housing and Communities be requested to arrange for feedback to be provided to the Housing Board on progress.	Director of Housing and Communities	Feedback shared with Chair of the Housing Board 6 th March 2023
Public Forum – 17 th November, 2022 – Mr R Parmley - rexparmley5.dhb@gmail.com	<u>Minute No. 28</u> <u>High-Rise Aerial Fund</u> “In referring to the number of suggested improvement work previously requested to the Hill Street Three Towers, high-rise flats in Halesowen and the subsequent delay experienced as a result of the implications of	Director of Housing and Communities	Written response sent on 6 th March 2023

	<p>Covid-19, it was requested that procedures for allocation of funding from the High-Rise Aerial Fund be reviewed.”</p> <p><u>Resolved</u></p> <p>That the Director of Housing and Communities be requested to arrange for a written response to be provided to the member of public.</p>		
<p>Action Tracker/Future Business – 26th January, 2023</p>	<p>Minute No. 39(2)</p> <p>That the Director of Housing and Communities be requested to provide information to all Members of the Committee in relation to the length of time a fire door contractor had not been place, whether the contract awarded to ABCA had been agreed and signed and the length of time expected for the new contractor to carry out the required work.</p>	<p>Director of Housing and Communities</p>	<p>Response provided to all Members of the Committee on 6th March 2023</p>

Medium Term Financial Strategy – 26 th January, 2023	Minute No. 40(2) That the Director of Finance and Legal be requested to provide statistics on the number of individual library facilities available within the Borough to all Members of the Committee.	Director of Finance and Legal	Response provided to Councillor A Millward on 27 th January, 2023 and circulated to all Members of the Committee on 9 th February, 2023.
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Future Business – Housing and Public Realm Scrutiny Committee

Date of Meeting	Work Programme	Responsible Officer/Area	Notes
To be included in the 23/24 Scrutiny Programme as agreed by Chair	Future plans for the Lister Road Depot, people and workforce and progress with the work on partnership and neighbourhoods	Interim Director of Public Realm	Report
To be included in the 23/24 Scrutiny Programme as agreed by Chair	Progress on grounds maintenance, green and open space	Interim Director of Public Realm/ Head of Street, Green and Amenity Services	Report

Meeting of the Housing and Public Realm Scrutiny Committee – 29th March, 2023

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

Annual Scrutiny Report 2022/23

Purpose

1. To consider the annual scrutiny report for 2022/23.

Recommendations

2. That the Committee receive and comment on the attached annual report.
3. That the Committee identify any items that need to be rolled-forward for inclusion in the draft Annual Scrutiny Programme for 2023/24.

Background

4. The Scrutiny Committee Procedure Rules, as set out in the Council's [Constitution](#), require that an annual overview and scrutiny report is submitted to the Council.
5. The Committee's annual report for 2022/23 is attached as an Appendix. Minutes and outcomes of all Scrutiny Committee meetings can be accessed online via the [Committee Management Information System](#). Subject to any amendments, the Annual Report will be presented to the Council on 17th April, 2023.
6. The Council has recognised the importance of retaining an annual review and report process. This is to ensure that the arrangements continue to align themselves to the needs of the Council and that the scrutiny arrangements remain adaptable and flexible to changes in circumstances.

Draft Annual Scrutiny Programme 2023/24

7. Work to develop the Annual Scrutiny Programme at this stage needs to allow for flexibility given any potential changes arising from the annual meeting of the Council. All Scrutiny Committee Chairs/Vice-Chairs, Officers and others will be invited to contribute to the development of the Annual Scrutiny Programme.
8. The views of the Committee are invited on any items that need to be 'rolled forward' to the next municipal year or any items they would like to suggest for inclusion in the draft Annual Scrutiny Programme for 2023/24.
9. A meeting of the Scrutiny Committee Chairs and Vice-Chairs has been scheduled to take place on 30th March, 2023 to discuss the Annual Scrutiny Programme.

Finance

10. The costs of operating the Council's scrutiny arrangements are being contained within existing budgetary allocations.

Law

11. Scrutiny Committees are established in accordance with the provisions of the Local Government Act 1972 and the requirements of the Council's Constitution, which was adopted under the Local Government Act 2000, subsequent legislation and associated Regulations and Guidance.
12. Scrutiny powers relating to health are included in the Health and Social Care Acts 2001 and 2012, and associated Regulations and statutory guidance. The Police and Justice Act 2006 gives the Council powers to scrutinise the work of the Crime and Disorder Reduction Partnership, and the Local Government and Public Involvement in Health Act 2007 enables local authorities to scrutinise other partners. Much of this legislation is consolidated in the Localism Act 2011.

Risk Management

13. The Council's scrutiny and governance arrangements are contained in the Council's Constitution which will ensure that the Council considers any ongoing material risks as part of the Council's Risk Management Framework.

Equality Impact

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

Human Resources/Organisational Development

15. Overview and Scrutiny work is primarily administered within the resources available to the Democratic Services Team with support from Directorates and other Officers as required. Any proposals to develop the Council's overview and scrutiny functions have to be set in the context of the resources available and the organisational capacity to support scrutiny work.

Commercial/Procurement

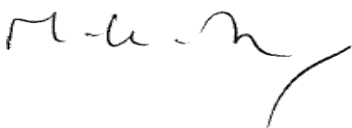
16. This report has no impact on the Council's potential to commercially trade. Individual items included in the Annual Scrutiny Programme may have commercial implications, which will be reported to the relevant Scrutiny Committee.

Environment/Climate Change

17. Individual items included in the Annual Scrutiny Programme and associated reports to Scrutiny Committees will consider any implications on the environment or the Council's work in addressing Climate Change and achieving Net Zero target by 2041.

Council Priorities and Projects

18. Items within the Annual Scrutiny Programme and the work undertaken by the Scrutiny Committees contribute to the delivery of key Council priorities including the Borough Vision, Council Plan and Future Council Programme.



Mohammed Farooq
Lead for Law and Governance (Monitoring Officer)

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Appendix

Appendix 1 - Annual Report 2022/23

List of Background Documents

[The Council's Constitution](#) – Article 6 and Scrutiny Committee Procedure Rules

Scrutiny Reports and Minutes available on the [Committee Management Information System](#)



**Chair -
Councillor M
Westwood**

Annual Report of the Housing and Public Realm Scrutiny Committee

2022/2023 Muncipal Year



**Vice-Chair –
Councillor
W Sullivan**

Our role involves the scrutiny of matters falling within the functions of the Directorates of Housing and Community Services and Public Realm and the Cabinet portfolios of appropriate Cabinet Member(s).

Minutes – 9th June, 2022

Councillor D Stanley commented on the minutes of the meeting held on 30th March, 2022. Additional comments were incorporated in the minutes of the Housing and Public Realm Scrutiny Committee held on 9th June, 2022.

Outcome:

- *That the Head of Housing Maintenance be requested to provide Members with a written response providing accurate Key Performance Indicator figures relating to PI 2194, percentage of gas compliance.*
- *That the Interim Head for Neighbourhood and Communities be requested to send information to all Members of the Committee on the engagement event at Baylie and Kennedy Courts in relation to compliance in general.*

Annual Scrutiny Programme 2022/23

The Committee considered reports on the annual scrutiny programme 2022/23.

Outcome of the meeting held on 9th June, 2022:-

- *That a meeting be arranged to discuss and agree a Scrutiny Programme for 2022/23.*

Outcome of the meeting held on 23rd June, 2022:-

- *That a Housing and Public Realm Scrutiny Committee Working Group meeting be arranged to discuss progress on the Housing Board and Dudley Federation of Tenants and Residents Association (DFTRA), to include outcomes on the ARK Consultancy report.*
- *That the Head of Traffic, Transportation and Engineering Services be requested to provide a written response in relation to the programme of maintenance/repair work to the highway infrastructure and the issues associated with the programmed work, to include improvement strategies and planning techniques.*
- *That two separate Working Groups be established to provide for the informal consideration and formulation of recommendations concerning items associated with Housing and Communities and Public Realm to comprise all Members of this Scrutiny Committee.*
- *That the Deputy Chief Executive provide a draft programme of potential items to be discussed at future Working Groups to be submitted to the next Working Group.*

Corporate Quarterly Performance Report

The Committee received the Corporate Quarterly Performance reports during the financial year 2022/23. Specific officers attended meetings to provide a summary and responded to questions asked by the Committee. In view of the number of items that were considered by the Committee, the Corporate Quarterly Performance report in relation to Quarter 2 was e-mailed to the Committee for comments.

Outcome of the meeting held on 9th June, 2022:-

- *That the Corporate Performance Manager be requested to refer the specific issues raised by the Committee to relevant Officers or Cabinet Members for appropriate responses.*
- *That the Deputy Chief Executive and the Director of Housing and Communities be requested to provide a comprehensive response to Councillor D Stanley in relation to the void property located in Sedgley.*
- *That the Deputy Chief Executive, together with the Director of Housing and Communities, investigate the progress of anti-social behaviour complaints received and particularly, any cases not progressed and respond to Members of the Committee.*
- *That the Director of Housing and Communities be requested to provide a detailed breakdown of figures in relation to strategic investments and the overall percentage of rent loss through voids to all Members of the Committee.*
- *That the Deputy Chief Executive be requested to provide background information on the ARK Consultant report to Councillor J Cowell.*
- *That the Director of Housing and Communities be requested to circulate information on stock investment decisions, the number of Inspectors employed, and the timescales involved in making decisions to all Members of the Committee.*
- *That the Head of Housing Options and Support be requested to provide a written response to Members of the Committee outlining*

details of the challenges faced and delays associated with the refurbishment of Jack Newell Court.

Outcome of the meeting held on 21st September, 2022:-

- *That the Cabinet Member for Highways and Public Realm be requested to review recycling options and facilities in the Borough, together with the possibility of introducing fortnightly recycling and residual waste collections and report back to a future meeting of the Committee.*
- *That the Interim Director of Public Realm and the Director of Housing and Communities be requested to provide Members with a management and officer structure of Directorates, to include service responsibilities.*

Housing and Communities Directorate report on the Scrutiny Committee Work Programme

The Committee received reports on areas agreed within the 2022/23 Annual Scrutiny Programme, approved by the Committee in relation to Social Housing White Paper, customer and value for money quality services.

Outcome of the meeting held on 21st September, 2022:-

- *That the aspirations and commitments of the Social Housing White Paper and its impact upon Dudley MBC, be noted.*
- *That the Community Housing Vision and progress in its implementation be noted.*
- *That activity to improve void performance for empty homes and garages be noted.*

Outcome of the meeting held on 17th November, 2022:-

- *That the activity around compliance, assets, capital investment, development and fuel poverty be noted.*
- *That the Director of Housing and Communities be requested to arrange for a comprehensive response to be provided to*

Members on the percentage of income retained by the Council from capital receipts received through the Right to Buy (RTB) Scheme.

- *That the Director of Housing and Communities be requested to pursue the requirements for a Fire Door Contractor and provide a response to Members.*
- *That the Director of Housing and Communities be requested to provide a comprehensive response to Members on details of the housing 30-year maintenance plan to include information considered when assessing the overall baseline valuation of housing stock for strategic assessment management purposes.*

Developing a Neighbourhood Approach – Street Cleanliness and Environmental Quality

The Committee received a presentation from the Head of Street, Green and Amenity Services providing an overview on developing a neighbourhood approach to street cleanliness and environmental quality.

Outcome:

- *That the comments made by Members be noted and referred back to the Directorate of Public Realm for consideration.*
- *That the Head of Street, Green and Amenity Services be requested to circulate statistics for fly tipping, including prosecutions, to all Members of the Committee.*

Public Forum

The Committee heard representations from members of the public concerning Affordable Housing, Housing Board and Dudley Federation of Tenants and Residents Association (DFTRA) and the High-Rise Aerial Fund.

Outcome:

- *That the Director of Housing and Communities be requested to arrange for information to be circulated to the member of the public on the definition and criteria of affordable housing and areas that had been identified for such housing.*
- *That the Director of Housing and Communities be requested to arrange for feedback to be provided to the Housing Board on a recommendation made by the Committee on 31st March, 2022 in relation to the consideration of appointing non-voting Co-opted Members to represent the Housing Board and Dudley Federation of Tenants and Residents Association, to comment on Housing issues only.*
- *That the Director of Housing and Communities be requested to arrange for a written response to be provided to the member of public in relation to the suggestion to review procedures for the allocation of funding from the High-Rise Aerial Fund.*

Public Realm – Transport and Highways Progress Report on Scrutiny Committee Work Programme

The Committee considered a report on progress on all matters associated with Transport and Highways, in particular, strategic transport and partnership working, highways maintenance, asset management and a neighbourhood approach to traffic and highways functions.

Outcomes:

- *That the information contained in the report and presentation submitted to the meeting be noted and the comments made by Members be referred back to the Directorate of Public Realm for consideration.*
- *That the Head of Traffic, Transportation and Engineering Services be requested to provide a comprehensive response to Members of the Committee on the strategies and funding obtained to*

improve the cycle and bus corridor, with particular reference to the A4123 and A461 schemes.

Developing the Neighbourhood Approach to Delivering Services to keep Dudley Clean and Safe

The Committee received a presentation from the Head of Street, Green and Amenity Services providing an overview on developing the neighbourhood approach to delivering services to keep Dudley clean and safe.

Outcome:-

- *That the presentation be noted and the comments made by Members be referred back to the Directorate of Public Realm for consideration.*

Action Tracker and Future Business

The Committee received information on outstanding actions following recommendations made throughout the 2023/23 municipal year, which included items to be considered at future meetings.

Outcome:

- *That the Director of Housing and Communities be requested to provide information to all Members of the Committee in relation to the length of time a fire door contractor had not been in place, whether the contract awarded to ABCA had been agreed and signed and the length of time expected for the new contractor to carry out the required work.*

Medium Term Financial Strategy

The Committee considered a joint report of the Chief Executive, Director of Finance and Legal, Deputy Chief Executive, Director of Housing and Communities and the Interim Director of Public Realm on the draft Medium Term Financial Strategy (MTFS) to 2025/26, with emphasis on those proposals relating to the Committee's terms of reference. Items

directly relevant to this Committee were those in relation to the Housing and Community Services and Public Realm Directorates.

Outcome:

- *That the Director of Finance and Legal be requested to provide statistics on the number of individual library facilities available within the Borough to all Members of the Committee.*

Annual update on the Safe and Sound Partnership priorities and update on improvements to managing neighbour disputes and anti-social behaviour

The Committee received a report providing an overview of Safe and Sound (Dudley's Community Safety Partnership) and an update on the ongoing work to improve the management of neighbour disputes and anti-social behaviour.

Outcome:

- *That the information contained in the report be noted and the comments made by Members be referred back to the Directorate of Housing and Communities for consideration/action.*

Other Items Considered by the Committee in the 2022/23 Municipal Year

- Overview of Public Realm
- Review of Housing Finance

Briefing Notes considered by the Committee through e-mail

- *Corporate Quarterly Performance Reports – Quarter 2*

Housing and Public Realm Scrutiny Committee Working Group

- Annual Scrutiny Programme 2022/23
- *Progress on the Housing Board/Dudley Federation of Tenants and Residents Association (DFTRA).*

Ongoing items for consideration by the Scrutiny Committee

Items requiring further scrutiny or to be included in the Annual Scrutiny Programme for 2023/24 are listed below:-

- *Medium Term Financial*
- *Review of Housing Finance*
- *Issues associated with anti-social behaviour*
- Future plans for the Lister Road Depot, people and workforce and progress with the work on partnership and neighbourhoods
- Progress on grounds maintenance, green and open space

Meeting of the Housing & Environment Scrutiny – 29th March 2023

Report of the Chief Executive

Corporate Quarterly Performance Report - Housing & Communities and Environment – Quarter 3 (1st October 2022 to 31st December 2022)

Purpose

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

In addition, further data relating to directorate service delivery are included as appendices to the report. This quarter concentrates on Housing & Communities and Environment Directorates.

Recommendations

2. It is recommended that the Housing and Environment Scrutiny Committee review the contents of this report and that any identified performance issues are referred to the relevant Cabinet Member and Service Director.

Background

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

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

The programme's themes are:

- People
- Digital
- Place
- Process
- Financially sustainable

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

Performance Framework

4. We continually review how we monitor and report on performance. From quarter 1 2022-23 and in addition to corporate key performance measures being reported we will also report against key actions aligned to our council plan priorities and the outcomes Dudley seek to achieve for our residents.

The key actions and performance indicators cover the Housing & Communities and Environment Directorates, and the report highlights any specific performance issues, provide challenge and reviews exceptions in accordance with Dudley Council's governance arrangements. This is achieved by examining what the performance results are telling us, its impact and risks to service delivery and assurance, providing evidence the actions taking place are having an impact and explaining what is working well.

5. In addition, to quarterly reporting; 'live performance data is available to Councillor's and Council Officers for the corporate measures and Directorate Service Plans within the 'Performance Management Hub SPECTRUM'. Link to Spectrum, click [here](#)

Key Performance Indicators and Summary

6. Overall, there are 53 actions and 6 Corporate KPI's (5 quarterly and 1 annual) being reported on for Housing & Communities and 89 actions and



17 Corporate KPI's (14 quarterly and 3 annual) for Environment. Annual performance measures will be reported at year end.

7. Q3 Performance Summary

The dashboards highlight 5 corporate quarterly measures for Housing & Communities and 11 quarterly measures for Environment (note – 3 quarterly measures with no score available for Environment). The table below shows the performance summary against target:

Overview: Number of Corporate key performance indicators (KPI's) due for reporting this quarter:

Housing & Communities	★ 1	● 2	▲ 2
Environment	★ 7	● 1	▲ 3

Note: There are 3 KPI outturns within Environment with no score as a target and cannot be set against the KPI's at Q3 2022-23.

The Corporate dashboards attached also compares direction of travel as both short-term comparing Q3 2022-23 to Q2 2022-23 and also annual trend comparing Q3 2022-23 to Q3 2021-22.

In relation to the short-term trend, for Housing & Communities, there are 2 improved, 0 consistent and 3 worsening trends. For Environment Directorate, there are 9 improved, 1 consistent and 4 worsening trends. For the annual trend, please refer to the appendices and attached dashboards.

The below Corporate reported performance measures provide a snapshot of where areas of concern (below target) are being monitored closely within the Directorates.

The below target performance measures are reported within our management teams at both service and strategic levels to ensure understanding of the issues and assurances that appropriate actions are being taken to address the issues.

8. Housing & Communities:

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

The quarter 3 2022-23 outturn is 64.2% against a target of 70%. This compares to 65.9% for quarter 2 2022-23 and represents a downward trend.

A revised survey was in place from October 2022 and this cumulative result represents all residents and shows 97 residents were satisfied out of 151 who responded to this question. Satisfaction for DMBC tenants only = 63.1% (41 out of 65 satisfied) Satisfaction for other tenures = 65.1% (56 out of 86 satisfied)

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

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

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

The initial contact investigation form and action plan has been updated to steer officers through the correct process taking details from complainant, as well as ensuring that they go through an agreed action plan with the customer so they understand the process but also agree a communication plan. Additionally we have commissioned a Service Level Agreement with an independent ASB specialist to assist with any additional training needs for staff.

- **PI 1899 Rent loss- % of potential rent receipts lost (Dwellings)**

The quarter 3 2022-23 outturn is 1.94% against a target of 1.8%. This compares to 1.95% for quarter 2 2022-23 and represents an improving trend.



The total cumulative rent loss in Q3 equates to £1,334,158.58. The cumulative rent loss due to voids shows a very slight decrease from 1.95% in quarter 2 2022/23 to 1.94% in quarter 3 2022/23. This is an increase from 1.72% for the same period last year.

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

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

£159,950.80 is attributable to 59 properties awaiting an investment decision. Therefore a total of £316,170.73 of rent loss in Q3 (23% of rent loss) is attributable to 113 properties that were at these statuses at the end of the quarter.

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

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

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

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

9. Environment:

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

The quarter 3 2022-23 outturn is 48% against a target of 64%. This compares to 32% at quarter 2 2022-23 and represents an improving trend.



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

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

The quarter 3 2022-23 outturn is 30% against a target of 70%. This compares to 10% at quarter 2 2022-23 and represents an improving trend.

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

All remaining schemes have now been designed and will be delivered in 2023. This will enable us to move to a different model and provide more confidence in programme delivery from 2023/24 onwards. Schemes will be delivered earlier in the financial year (when the weather is better and there is less pressure on contractor resources) while future schemes are being developed for the following year.

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

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

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

The quarter 3 2022-23 outturn is 71% against a target of 75%. This compares to 53% at quarter 2 2022-23 and represents an improving trend.

The Summer Commonwealth Games Embargo for 6 weeks had a knock-on impact, resulting in more works to be delivered in Quarter 4.



Works programme and contractor in place only prolonged inclement weather could affect delivery outcomes.

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

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

The spend will be caught up by the end of quarter 4.

10. Key Initiatives / Actions Monitoring

The Directorate Service Plans feature service improvement actions that are updated each quarter to monitor progress. At quarter 3 2022-23, for Housing & Communities, of the 53 actions reported, 2 were completed, 43 were on ahead or on target and 8 behind target. Within Environment, of the 89 actions reported, 9 were completed, 72 were ahead or on target and 8 behind target.

11. Key activities / awards and accreditations

In addition, inclusive to the report, Directorate Service Summary documents provide a detailed account of service delivery for the quarter period. Some key highlights from both directorates are outlined below, for a more detailed account, please refer to the appendix – Quarter 3 Service Summary Sheets for further information.

12. Housing & Communities:

- Community Safety Team (CST) working with Partners to help reduce the risk of extremism in schools, nearly 20 schools have been trained to date. Work is also on going to manage issues arising from schools within the borough where inter-school rivalry escalated.
- In relation to the climate change agenda, we are identifying 140 or so properties within the private sector for energy improvements borough wide supported entirely by £250k of grant funding via the LAD3 (Local Authority Delivery) scheme for Energy Improvements. Works likely to be loft insulation with some cavity wall insulation.



- Our annual customer satisfaction survey of sheltered housing achieved a response rate of 36.5% and improvements against last year's scores on every one of the nineteen survey questions asked. These ranged from the quality of the environment and repairs service, to the support provided by our staff and how easy it is to contact them, and the overall rating of whether tenants would recommend our sheltered housing to family and friends. We were particularly pleased to see significant improvements in satisfaction with social activities, and fewer tenants reporting they ever feel lonely or isolated.

13. Environment:

- Work to introduce digital ways of working in the Street Cleansing Team was completed in December 2022, with the team going live with the Whitespace system. This allows the team to send and receive jobs electronically and will ultimately link up with the Council's Digital Front Door to offer a seamless end to end customer process.
- For develop a long-term investment plan for the improvement of the highway network-Survey work is in progress and the first batch of outputs has been received and a draft one-year life cycle plan has been prepared for the unclassified network.
- In Quarter 2, Dudley recycled, reused or composted 12,059.07 tonnes of the household waste collected comprising 5,672.13 tonnes of dry recycling (paper, cardboard, plastic, cans and glass) and 6,338.08 tonnes of green waste. The remaining tonnage relates to items sent for reuse. Work is underway to develop options for recycling improvements. There have been changes in the recycling collection rounds to be more efficient and productive.

14. There are no alternative options to be made in receiving this report.

Finance

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



Law

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

Risk Management

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

Equality Impact

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

Human Resources/Organisational Development

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

Commercial/Procurement

22. There is no direct commercial impact.

Council Priorities


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



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

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

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



Kevin O'Keefe
Chief Executive

Contact Officer: Clair Blunn, Corporate Performance Manager
Telephone: 01384 816931
Email: clair.blunn@dudley.gov.uk

Appendices

Corporate Quarterly Performance reports - Housing & Communities and Environment Directorate – Q3 (1st October 2022 to 31st December 2022)
Housing & Communities Directorate Service Summary Sheet Q3 2022-23
Environment Directorate Service Summary Sheet Q3 2022-23



Corporate KPI performance 2022-23 Q3

KPI's due to be reported

5

KPI's reported

5

KPI's missing data

0

KPI short term trend

Comparing 2022-23 Q3 to 2022-23 Q2



2
improving



0
consistent



3
worsening

KPI annual trend

Comparing 2022-23 Q3 to 2021-22 Q3



1
improving



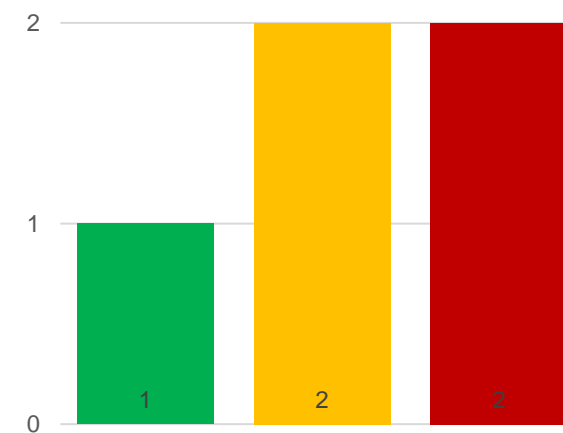
0
consistent



4
worsening

KPI's new for 2022-23 cannot be compared

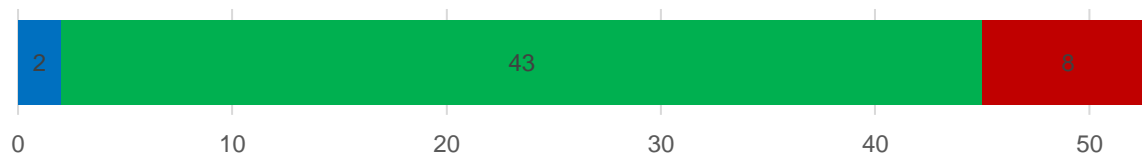
KPI status



■ On target ■ Tolerance ■ Below target

Directorate plan actions status 2022-23 Q3

Action status



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

Actions due to be updated

53

Actions updated

53

Actions not updated

0



KPI scorecards 2022-23 Q3



Dudley the safe and healthy borough

	2021-22	2022-23 financial year							
Performance indicator	Qtr. 3 outturn	Qtr. 1 outturn	Qtr. 2 outturn	Qtr. 3 outturn	Target	Score	Short term trend	Annual trend	Benchmarking comparator data
PI 2027 Satisfaction - way your anti-social behaviour complaint was handled? (ASB)Star-T [CP] [DSP] [HM] [DB]	65.5% (133/203)	63.1% (24/38)	65.9% (58/88)	64.2% (97/151)	70%	▲	↘	↘	76.8% HouseMark Median 2022/23



Dudley borough the destination of choice

	2021-22	2022-23 financial year							
Performance indicator	Qtr. 3 outturn	Qtr. 1 outturn	Qtr. 2 outturn	Qtr. 3 outturn	Target	Score	Short term trend	Annual trend	Benchmarking comparator data
PI 2194 % Compliance Gas	99.43%	99.67%	99.45%	99.64%	100%	●	↗	↗	99.98% HouseMark Median 2022/23
PI 2009 ST10 Satisfaction - repairs service (Responsive Repairs) Star-T	92.9% (2204/2373)	92.4% (217/235)	91.6% (798/871)	88.9%	91%	●	↘	↘	91.2% HouseMark Median 2022/23
PI 1319 (Q) / PI.2172 (M) Current tenant arrears as a % of the annual rent due-Dwellings	1.43% (£2,287,592)	1.27%	1.48% (£1,341,865)	1.5%	2.5%	★	↘	↘	3.1% HouseMark Median 2022/23
PI 1899 Rent loss: % of potential rent receipts lost (dwellings)	1.72%	1.92%	1.95%	1.94%	1.8%	▲	↗	↘	1.42% HouseMark Median 2022/23

Performance Reporting

This dashboard shows top level figures from the Corporate Quarterly Performance Management Report.

The full report is published via the website: <https://www.dudley.gov.uk/council-community/performance/>

Performance indicators and actions can be viewed via Spectrum: <https://appsrvr4.dudley.gov.uk/spectrum>



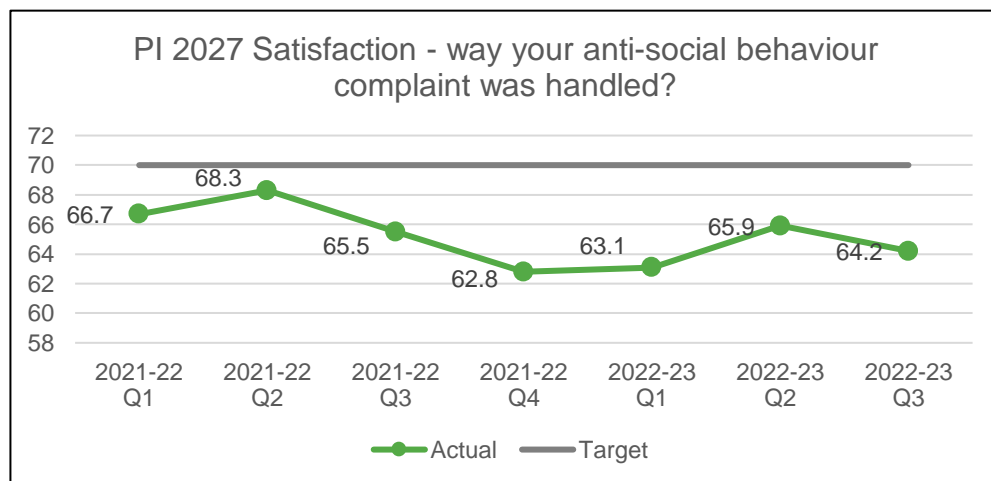
Working as One Council in
the historic capital of the Black Country



Exception reporting

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

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



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

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

Performance: what is the data telling us?

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

Revised survey sent from Oct22

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

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

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

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

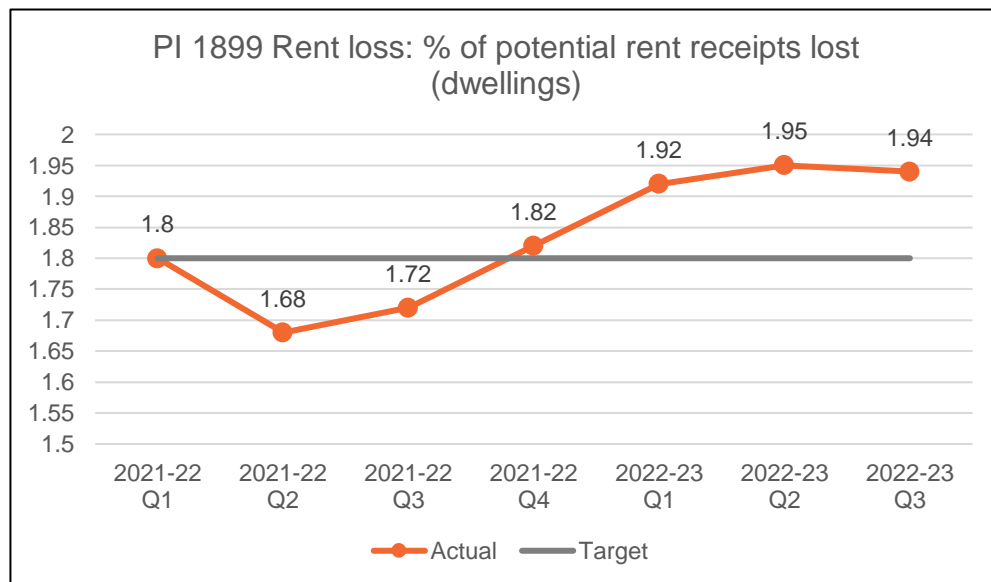


Working as One Council in
the historic capital of the Black Country



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

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



Performance: what is the data telling us?

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

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

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

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

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

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

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

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

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

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

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



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Corporate KPI performance 2022-23 Q3

KPI's due to be reported
14

KPI's reported
11
(3 KPI's targets N/A: no score available)

KPI's missing data
0

KPI short term trend

Comparing 2022-23 Q3 to 2022-23 Q2



9
improving



1
consistent



4
worsening

KPI annual trend

Comparing 2022-23 Q3 to 2021-22 Q3



1
improving



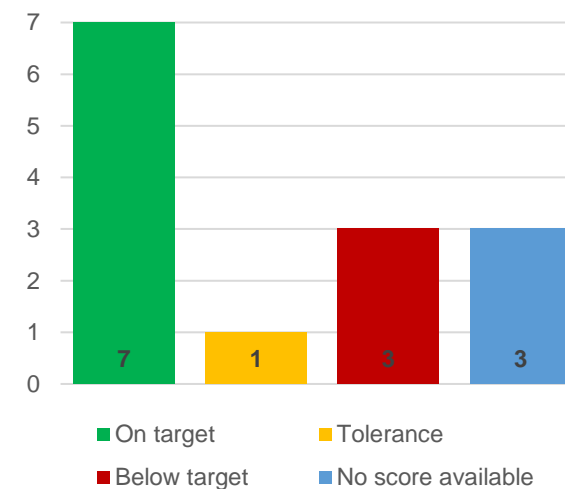
0
consistent



3
worsening

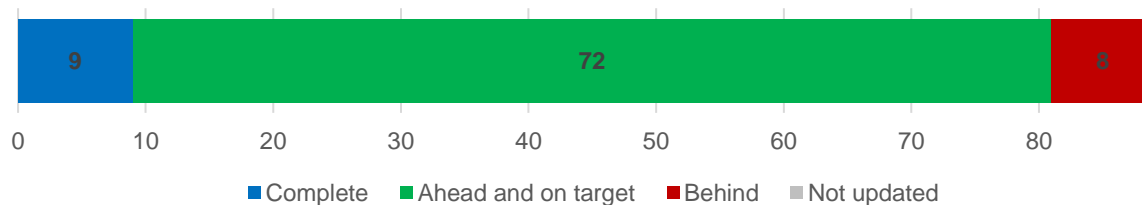
KPI's new for 2022-23 cannot be compared

KPI status



Directorate plan actions status 2022-23 Q3

Action status



Actions due to be updated
89

Actions updated
89

Actions not updated
0



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Performance reporting

This dashboard shows top level figures from the Corporate Quarterly Performance Management Report.


The report is published via the website: <https://www.dudley.gov.uk/council-community/performance/>

Performance indicators and actions can be viewed via Spectrum: <https://appsrvr4.dudley.gov.uk/spectrum>

KPI scorecards 2022-23 Q3

 Dudley the borough of opportunity	2021-22	2022-23 financial year							Benchmarking comparator data
	Qtr. 3 outturn	Qtr. 1 outturn	Qtr. 2 outturn	Qtr. 3 outturn	Target	Score	Short term trend	Annual trend	
PI 2480 % safer routes to school schemes completed against annual programme	New measure	Available Q2	32%	48%	64%	▲	➔	-	Local measure

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

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



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	2021-22	2022-23 financial year							
Performance indicator	Qtr. 3 outturn	Qtr. 1 outturn	Qtr. 2 outturn	Qtr. 3 outturn	Target	Score	Short term trend	Annual trend	Benchmarking comparator data
PI 2416 % street cleansing waste recycled	New measure	98.6%	98.6%	98.6%	98.6%	★	→	-	
PI 2390 % gullies cleansed as per annual programme	New measure	10.4%	28.53%	29%	21%	★	↗	-	
PI 2471 % trees with a valid inspection	New measure	12%	14.63%	16.24%	14.5%	★	↗	-	
PI 2479 % of local road safety schemes completed against annual programme	New measure	0%	10%	30%	70%	▲	↗	-	Local measure
PI 2393 % street lighting inventory that is LED	New measure	19%	24%	25%	15%	★	↗	-	
PI 324 No. incidents of fly-tipping	432	398	812	1,248	No target available	N/A	↘	↘	
A target cannot be set for the number of incidents of fly-tipping. The aim is to achieve an ongoing reduction in the number of fly-tipping incidents									
PI 322 No. fly-tipping enforcement actions	102	117	229	332	No target available	N/A	↘	↘	
A target cannot be set for number of fly-tipping enforcement actions as it is dependent on the number of fly-tips and evidence available.									

PI 2471 % trees with a valid inspection

Based on information provided by a company called BlueSky, it is estimated that we have approximately 167,000 trees on authority owned land, of which 27,437 have been fully catalogued to date, a process that involves collecting attribute data such as species, position, condition, height, exposure, crown spread, age class, risk rating, presence of protected species.

Due to staff having recently left to take up opportunities outside of the Council, the Arboriculture Team are not currently able to deliver the inspection programme that they would hope to. Whilst we will be undertaking a further recruitment exercise, we are currently drawing on temporary resource from our partner contractor - Glendale. Officers have also begun looking at opportunities for further outside support, including shared service arrangements with surrounding local authorities.



PI 324 No. incidents of fly-tipping

A target cannot be set for the number of incidents of fly-tipping, but the aim is to achieve an ongoing reduction in the number of fly-tipping incidents.

Work to introduce digital ways of working in the Street Cleansing team was completed in December 2022, with the team going live with the Whitespace system. As a result of the introduction of the Whitespace system, each fly tip that is reported to the Council is recorded and mapped within Whitespace, allowing Officers to quickly identify patterns and trends, including hotspots.

The recent integration of Waste Enforcement within Neighbourhood Services means that there is now a more joined up approach with the Street Scene team, which will be further developed as part of Phase 2 of the Directorates re-structure in terms of funding, processes and use of staff.

PI 322 No. fly-tipping enforcement actions

Whilst fly-tips that have been reported will be attended to, this measure records the number of fly-tipping enforcement actions that result. For example, whilst a fly-tip of branches or cuttings from what is clearly garden waste will be cleared, it is highly unlikely that any evidence will be contained within those branches or cuttings that will enable Officers to further an investigation and therefore record an enforcement action. However, the location data that is collected will be mapped by Officers and used to determine other interventions, such as the use of deployable cameras.

PI 2478 No. Penalty Charge Notices issued for parking offences

Whilst the Guidance for Local Authorities on Enforcing Parking Restrictions does not allow Local Authorities to set targets, the number of Penalty Charge Notices issued for parking offences is below expected for the financial year. Given wider budget and performance concerns around the Parking Service, the Council is currently reviewing the parking enforcement operation, with a view to outsourcing it.



Dudley the borough of ambition and enterprise

	2021-22	2022-23 financial year							
Performance indicator	Qtr. 3 outturn	Qtr. 1 outturn	Qtr. 2 outturn	Qtr. 3 outturn	Target	Score	Short term trend	Annual trend	Benchmarking comparator data
PI 2357 % capital programme spent (Highways)	New measure	16%	53%	71%	75%	▲	↗	-	Local measure
PI 2473 Sq. metres of highway defect repairs completed	-	32,151	31,549	43,949	45,000	●	↗	-	
PI 2383 % Highway Safety Inspections completed on time	-	3%	0.32%	7%	5%	★	↗	-	
PI 2478 No. Penalty Charge Notices issued for parking offences	-	2,540	4,597	6,276	N/A	N/A	↘	-	
Guidance for Local Authorities on Enforcing Parking Restrictions - Section 2.2 does not allow Local Authorities to set targets.									



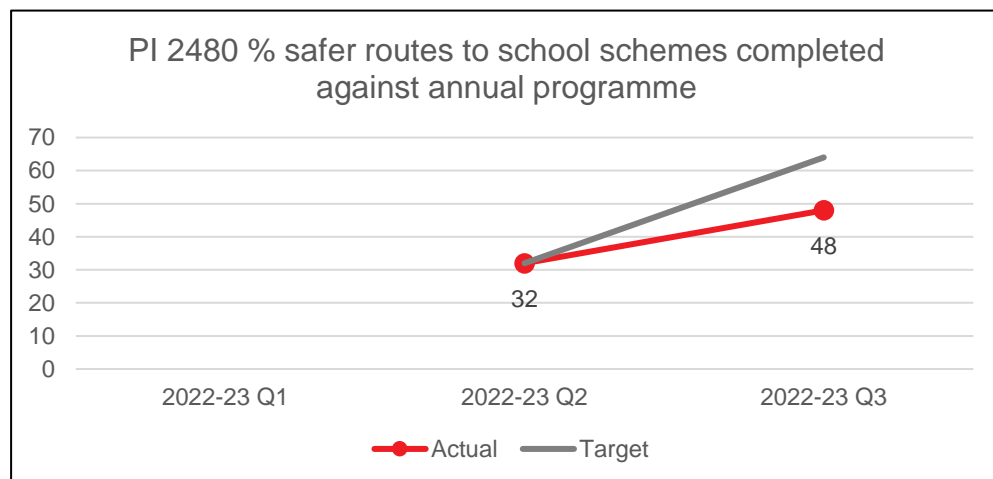
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Exception reporting

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

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



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

Performance: what is the data telling us?

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

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

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

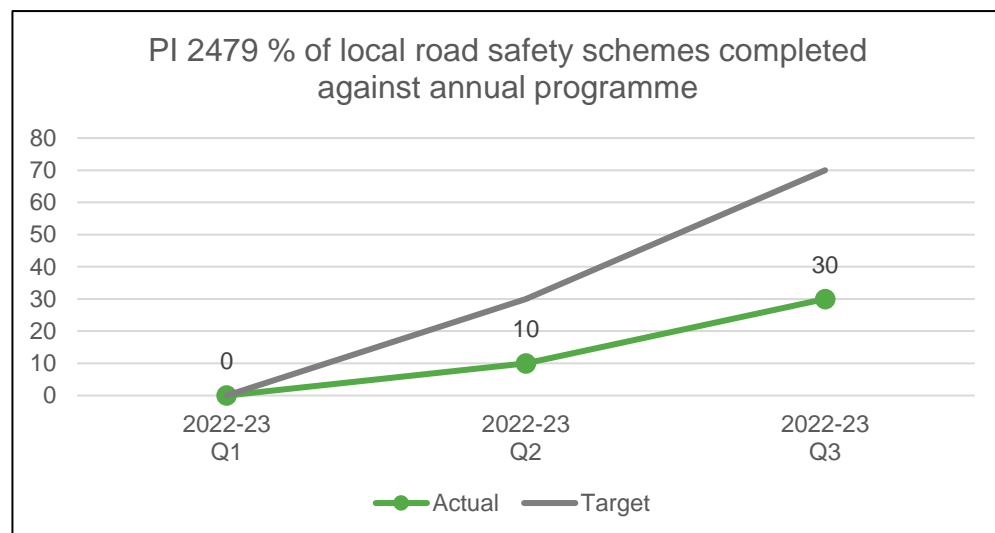


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PI 2479 % of local road safety schemes completed against annual programme

		2021-22				2022-23					
		Q1	Q2	Q3	Q4	Q1	Q2	Quarter 3			
PI								Outturn	Target	S	T
PI 2479		New measure for 2022-23				0	10	30%	70%	▲	↗



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

Schemes will be delivered earlier in the financial year (when the weather is better and there is less pressure on contractor resources) while future schemes are being developed for the following year.

Performance: what is the data telling us?

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

All remaining schemes have now been designed and will be delivered in 2023. This will enable us to move to a different model and provide more confidence in programme delivery from 2023/24 onwards.

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

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

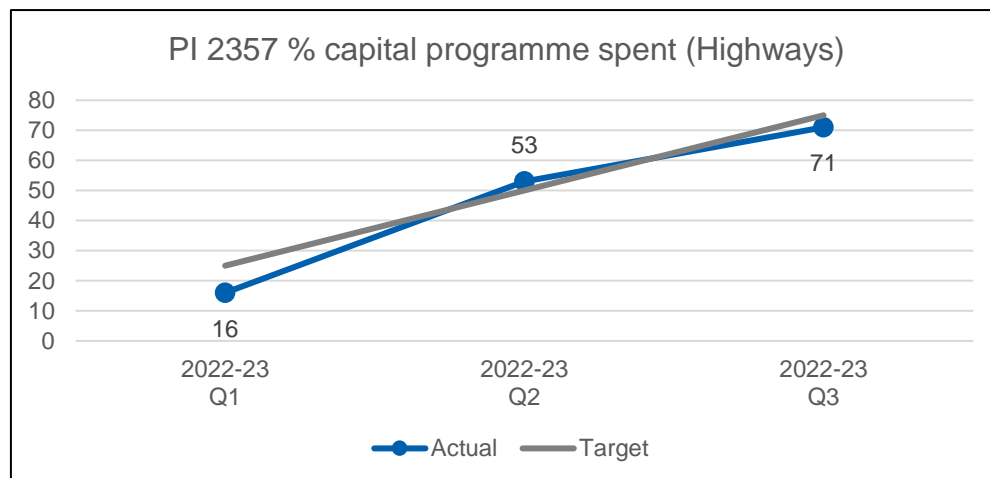


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PI 2357 % capital programme spent (Highways)

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



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

Summer Commonwealth Games Embargo for 6 weeks has had a knock on impact, with more works in Quarter 4.

Performance: what is the data telling us?

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

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

The spend will be caught up by the end of Quarter 4.



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Service Summary Sheet

Directorate	Housing & Communities		
Year	2022-23	Quarter	Quarter 3 (as at quarter ended 31/12/2022)
Benchmarking <i>with local authorities/nearest neighbours</i> <i>Please consider if a Delivering Better Outcomes proforma should be completed also.</i>			
<ul style="list-style-type: none"> Community Safety Team network with all the WM HOC's and we meet monthly with the OPCC to share best practice and adopt what works. Learning from each area what doesn't work and risks to avoid for future planning. We are currently sharing best practice with WM LA's reviewing the DHR process together with the PSPO's. CST attend OPCC Exploitation Board Meetings – DA, MSHT and Sexual Assault and Abuse, also attendance at regional DA leads and MSHT leads meetings to ensure sharing of best practice and a joined up approached regionally where appropriate CST working with the Home Office around the forthcoming face to face Prevent training product. We attend the regional Police Prevent meetings monthly, and share best practice where possible. We also link into the Dudley Police Prevent Meetings to ensure cohesive communication and effective sharing around Prevent related issues. CST working with Prevent practitioners around the Midlands to share best practice and support with information about issues that affect near neighbours such as Sandwell. Housing Support's Mediation Service benchmarked with an external provider of similar services and exchanged good practice in offering neighbourhood mediation and recording outcomes. 			
Overview of service delivery <i>Include any issues / risks</i>			
<p>Domestic Abuse</p> <ul style="list-style-type: none"> The DA Board continues to implement the DA Act and progress actions identified from the needs assessment and DHR's Work is progressing in respect of updating the DA needs assessment to ensure our action planning and commissioning is in line with needs DA training programme promoted widely and continues to develop further modules and resources Risk around amount of active DHR's in terms of capacity and funding (currently 4 'active' this is more than we have ever had active at one time) A local MARAC governance group is being convened to support the restructure of MARAC regionally <p>VAWG</p> <ul style="list-style-type: none"> The new VAWG group has met and is in the process of developing their work plan 			

Modern Slavery

- A Modern Slavery Sub group is being developed under the Safe and Sound board, the work of this group will be driven by regional work, LGA guidance, the imminent new National MS strategy and locally identified need.

Hate Crime

- Work has taken place to renew hate crime literature, in particular around 3rd party reporting centres, including posters being developed into community languages.
- A celebration event took place for 3rd party reporting centres as part of hate crime week activity.
- Hate crime training is being commissioned and will be delivered during Q4.

Community Cohesion/Tension Monitoring

- The Community Cohesion/Tension Monitoring group has been reconvened and has refreshed the TOR and is in the process of finalising the membership and the updated tension monitoring process.
- Hate crime data monitoring is also addressed under this group, with a clear escalation process to the Prevent strand where appropriate.

Safer Dudley Project

- Work has taken place to develop a borough wide personal safety campaign – this will be launched in Q4

Violence prevention

- Work with Public Health and partners to support the implementation of the serious violence duty continues.
- Dudley Channel Panel recently underwent assessment from the Home Office, and learning is being shared to ensure compliance as we move into 2023.

Prevent

- CST working with Partners to help reduce the risk of extremism in schools, nearly 20 schools have been trained to date. Work is also on going to manage issues arising from schools within the borough where inter-school rivalry escalated.

ASB

- CST working in partnership with Police Partnership Team around ASB related issues. Regular meetings now taking place with Police PSPO lead for Dudley to ensure that best practice shared.

Income

- Continuing to embrace technological improvements in the team with reviews of escalation policies and streamlining of processes. Dudley are best performer for arrears recovery in relation to our neighbouring authorities (Sandwell, Wolverhampton & Stoke). Partnership working with ICT regarding implementation of further automation ongoing.

Climate Change

- Identifying 140 or so properties within the private sector for energy improvements borough wide supported entirely by £250k of grant funding via the LAD3 (Local Authority Delivery) scheme for Energy Improvements. Works likely to be loft insulation with some cavity wall insulation.
- A joint bid developed with EQUANS for £1.65M grant funding was accepted by the West Midlands Combined Authority for a Nett Zero Neighbourhood Phase 1 pilot at Brockmoor, benefitting initially 50-60 mixed tenure homes.

Development

- 28 new build homes commenced on site, Beacon Rise – 11 homes and Lower Valley Road – 17 homes, completing late 2023/early 2024.
- Planning permission received at Fairfield Road (3 number units).
- Enabling Works contract agreed/commenced at Swan Street, Netherton (sheltered) to allow the main project to commence Q4 2022/23.
- Planning permission submitted for further schemes at Howley Grange Road (4 number units) and Tenacre Lane (4 number units).

Workforce metrics

Headcount & FTE as at 31/12/2022	Non Casual Headcount (FT and PT)	Non Casual FTE	Casual Headcount	Agency Headcount	Total Headcount
Housing and Community Services	864	809.14	17	19	900

Ethnicity	%
Ethnic Minority Group	10.6%
Undisclosed/Prefer not to say	3.9%
White	85.5%

Staff turnover rate	%
2022-23 Q3	6.5%

Sickness days lost per FTE	Days
2022-23 Q3	12.1

Service achievements

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

In December, the Housing Quality Network presented its Housing Law Review of the Year 2022 and featured a possession case brought by Dudley Council Housing & Communities. The case concerned a tenant who had gone into residential care and subsequently passed away, and whose daughter had declined to vacate their family home despite being made several offers of alternative accommodation. These cases are always difficult and emotive, but the High Court found that it was entirely reasonable for the Council to seek to make best use of its stock, especially as it had followed appropriate processes in giving the daughter the opportunity to appeal its decision and offering suitable alternative housing.

Our annual customer satisfaction survey of sheltered housing achieved a response rate of 36.5% and improvements against last year's scores on every one of the nineteen survey questions asked. These ranged from the quality of the environment and repairs service, to the support provided by our staff and how easy it is to contact them, and the overall rating of whether tenants would recommend our sheltered housing to family and friends. We were

particularly pleased to see significant improvements in satisfaction with social activities, and fewer tenants reporting they ever feel lonely or isolated.

Recognised at the National Energy Efficiency Awards 2022 Council of the Year for delivery of the LAD2 energy improvements to 298 council homes, coming third.

Opportunities for improvement

Information relating to service complaints / compliments and learning from these

Any additional information relating to performance

Service Summary Sheet

Directorate	Environment Directorate		
Year	2022-23	Quarter	Quarter 3 (1 st October to 31 st December 2022)

Benchmarking *with local authorities/nearest neighbours*

Waste and Transport Operations

- A new Head of Service has been appointed as part of implementing the new Directorate structure
- Waste PIs are reported quarterly in arrears in line with the national reporting timeframes for the Defra WasteDataFlow data base. Quarter 2 outturns are therefore included in this summary sheet.
- In Quarter 2, Dudley recycled, reused or composted 12,059.07 tonnes of the household waste collected comprising 5,672.13 tonnes of dry recycling (paper, cardboard, plastic, cans and glass) and 6,338.08 tonnes of green waste. The remaining tonnage relates to items sent for reuse.
- Dudley's recycling rate of 38.6% at Quarter 2 is below the family group average of 40.1%. We continue to educate and encourage our residents to recycle.
- In Quarter 2 Dudley landfilled 353.03 tonnes (1%). We continue to be a low landfill authority, with a significantly lower rate than the average of our family group of authorities.
- Overall, recycling performance has stagnated and work is underway to develop options for recycling improvements.

	Q2 2022/23	
	Dudley	CIPFA Family Group Average
% household waste sent for reuse, recycling and composting	38.6%	40.1%
% municipal waste landfilled	1.00%	7.9%

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

- Work is underway to strategically review our fleet functions, both from an efficiency and sustainability viewpoint; this is a sizeable piece of work, which will be carried forward into 2023/4

Neighbourhood Services

- For Quarter 3, 16.24% of trees have a valid tree inspection against the target of 14.5%. We are currently recruiting for 3 Tree Officers to strengthen the team and carry out a greater number of inspections.
- For Quarter 3, the percentage of Street Cleansing waste recycled was 98.6%, remaining consistent with previous quarters and on target for the year to date.

- For Quarter 3, the number of Penalty Charge Notices issued for parking offences was 1,679, this has decreased from Q2 by 378. The Enforcement Service is currently being reviewed as part of a potential Medium-term Financial Strategy proposal.
- The new structure has been implemented, aligning environmental enforcement with street scene operations. A phase 2 structural review has now commenced to embed the principles of neighbourhood working at all organisational levels.
- A strategic review of our approach to cleanliness has also commenced.
- Management will now focus on the implementation of a number of significant initiatives that were approved as part of the Council's budget, including implementing different delivery models.

Transport and Highway Operations

- The percentage of local road safety schemes completed against the annual programme is below target at Quarter 3. One scheme has been completed, another in progress. Two further schemes have been committed and are due to start on site in Q4. External consultants have been commissioned to help accelerate the delivery of the local safety scheme programme.
- The percentage of safer routes to school schemes completed against programme is also below target in Quarter 3. We have currently delivered 3 complete schemes. Works instructions have been placed for 2 further schemes, one of which will not be delivered until March in combination with planned resurfacing work. The remaining school scheme has been slipped into the 2023/24 programme to tie-in with an external school scheme funded by a regional grant.
- For Quarter 3, the percentage of capital spend on highways is slightly below target with 71% of the budget spent against a target of 75%. A full programme of work up until the end of March is scheduled to be delivered and should spend 100% of the budgets.
- For Quarter 3, the percentage of Highway Safety Inspections completed on time was 5% of the target was 7%. Work is ongoing to develop the inspections programme.
- For Quarter 3, the percentage of street lighting inventory that is LED is 25% ahead of the target for the year of 15%. This has been significantly upscaled as part of the Council's budget setting process and now represents a sizeable change project.
- For Quarter 3, 29% of gullies were cleansed as per annual programme, against a target for the quarter of 21%. The Team have secured an additional contractor to support ambitions to move from a 5 year cycle to a 3 year cycle following the receipt of additional funding.

Overview of service delivery

Waste Management and Transport Operations

- A comprehensive survey has been developed and launched to seek citizens views on a range of climate issues, including arrangements for recycling collections. Awaiting survey results.

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

Energy, Sustainability and Climate Change

- The winning bidder for the Energy from Waste Contract was informed by letter, with the other 3 receiving unsuccessful letters. A Letter of Intent received regarding a possible challenge, so the standstill period had to be extended to 9th December, whilst DMBC sent a response.
- The EfW contractor has now been appointed as Urbaser, this is a significant milestone and now creates opportunities for more developmental work with this asset and is something to be taken forward over the next couple of years.

Neighbourhood Services

- A number of changes to the parking service approved in the Council's budget are now being implemented.
- Enforcement Officers continue to respond to fly-tipping reports, carrying out investigations where evidence permits. During Quarter 3, Street Cleansing removed 436 fly-tips and Enforcement Officers carried out 103 investigations. 12 Fixed Penalty Notices and 13 Legal Notices were served for fly-tipping offences during the quarter. 998 Fixed Penalty Notices were issued for litter offences.
- The Countryside team have worked with the Friends of Wren's Nest and architects from Corporate Landlords to develop an initial preferred design option for a Wardens Base and Visitor Facility, which was agreed at the end of 2022.
- £50k of tree planting has commenced and will be completed before the end of the financial year.

Transport and Highway Services

- For the development of a long-term investment plan for the improvement of the highway network - survey work is in progress and the first batch of outputs has been received and a draft one-year life cycle plan has been prepared for the unclassified network.
- Develop a planned lining refresh programme across the Borough - Programme 85% complete this year, work started to develop for the next financial year.
- Development of the Dudley Local Transport Plan (LTP) - TfWM are currently preparing a new Local Transport Plan for the West Midlands, which will be supported by an Area Based Strategy for the Black Country. This will include Dudley specific interventions and strategies which will inform local strategies for the borough.

Workforce metrics

Headcount & FTE as at 31/12/2022	Non Casual Headcount (FT and PT)	Non Casual FTE	Casual Headcount	Agency Headcount	Total Headcount
Environment	589	540.24	57	25	671

Ethnicity	%
Ethnic Minority Group	4.9%
Undisclosed/Prefer not to say	5.3%
White	89.8%

Staff turnover rate	%
2022-23 Q3	8.5%

Sickness days lost per FTE	Days
2022-23 Q3	15.6

The Council has commenced a review of HR policies and practices.

Service achievements

Waste and Transport Operations

Residents are being offered the chance to make an early start on getting their gardens ready for spring – by booking three extra fortnightly green waste collections between February and March. The extra collections cost £20.

More than 500 people have used the waste disposal facility at the Lister Road pop-up tip since it was introduced in October, including over 400 residents from the north of the borough. During the pop-up tip's three dates in 2022, 21.2 tonnes of waste was recycled, including 9.6 tonnes of wood, 5.3 tonnes of bricks and rubble, 3.6 tonnes of furniture and mattresses, and 2.4 tonnes of scrap metal.

Neighbourhood Services

A popular Dudley park will get a make-over with new equipment for children thanks to more than £59,000 worth of funding. Plans are being drawn up for Netherton Park which will see the area transformed for children and families.

It will include new equipment such as a new roundabout, swings and multi-play units for both toddler and junior age groups area as well as new safety surfacing.

Transport and Highway Services

The team carried out works on 42 different roads from April to October, with £2.5 million spent on reconstructing roads and a further £240,000 on thin surfacing repairs. A further 30-plus roads and streets – including a stretch of Dudley High Street - will be repaired in December and January, along with works on 10 car parks across the borough.

Opportunities for improvement

- Heads of Service and Group/Team Managers are working together to scope and deliver Phase 2 of the restructure for the Environment Directorate.
- Sickness absence levels, both long and short-term, continue to be higher than the Corporate target for quarter 3 and remain a priority for the Environment Directorate to address. Heads of Service are working closely with their managers and HR colleagues to address the high sickness absence rates in order to seek future improvement. Heads of Service are also working towards addressing these issues through phase 2 of the restructure.
- Environment Directorate received 938 enquiries through the Councillor / MP Contact System during Quarter 3 (333 enquiries in October, 335 in November and 270 in December 2022). This is a decrease of 211 compared to the previous quarter and an increase of 230 contacts compared to Quarter 3, 2021-22.
- Overall for the Directorate, 90% of Councillor / MP enquiries received in December 2022 had been responded to and closed in the system as at 16th January 2022. Work is ongoing to improve response times where needed.
- Complaints information for Quarter 3 is shown in the table below:

Number of Stage 1 Complaints Received Q3			
No. Complaints Received	% Response Time within SLA (20 working days)	No. of complaints Upheld	Compliments received
65	71%	13	40
(50 less than Q2)	(Work continues to improve response times further)		

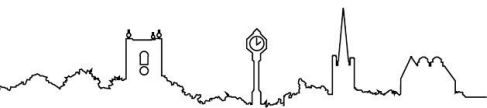
Any additional information relating to performance

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

Customer Experience and Consumer Regulation Update

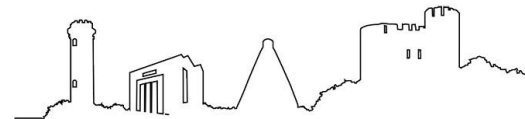
Housing and Public Realm Scrutiny Committee

29th March 2023



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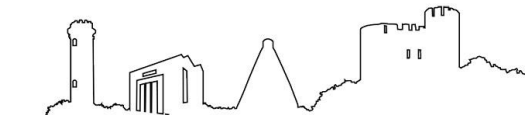
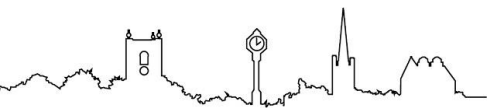
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The Charter for Social Housing Residents

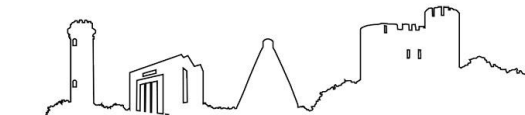
The Charter set out seven commitments to tenants against which the Council will be judged:

1. To be safe in your home.
2. To know how your landlord is performing, including on repairs, complaints and safety, and how it spends its money, so you can hold it to account.
3. To have your complaints dealt with promptly and fairly, with access to a strong ombudsman who will give you swift and fair redress when needed.
4. To be treated with respect, backed by a strong consumer regulator and improved consumer standards for tenants.
5. To have your voice heard by your landlord, for example through regular meetings, scrutiny panels or being on its Board. The government will provide help, if you want it, to give you the tools to ensure your landlord listens.
6. To have a good quality home and neighbourhood to live in, with your landlord keeping your home in good repair.
7. To be supported to take your first step to ownership, so it is a ladder to other opportunities, should your circumstances allow



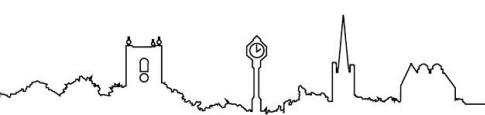
Regulatory Standards

- The Regulator of Social Housing (RoSH) has two main objectives:
 - To make sure that registered providers (landlords) are well-managed and financially stable – economic objective
 - To make sure that tenants get quality accommodation, have choice and protection, and can hold their landlords to account – consumer objective
- To achieve these objectives, RoSH have a set of regulatory standards that contain specific expectations that registered providers must comply with and the outcomes that providers are expected to achieve.
- The regulatory standards which apply to Local Authority housing providers are:
 - Rent Standard (economic)
 - Home Standard (consumer)
 - Tenancy Standard (consumer)
 - Neighbourhood and Community Standard (consumer)
 - Tenant Involvement and Empowerment Standard (consumer)
- The Regulator is planning to introduce the Tenant Satisfaction Measures (TSM) Standard to form part of the regulatory consumer standards during 2023.

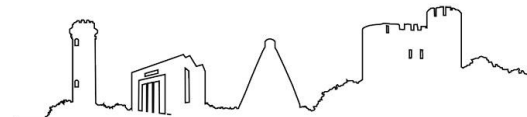


Dudley – compliance with regulatory standards

- A full review of compliance against each of the regulatory standards will be undertaken in Q1 2023/24, with an associated action plan to be developed to address any gaps
- Proposal to seek external assurance of compliance with the Rent Standard due to the complexity and resource required
- Self assessment of compliance against consumer standards to be completed and then shared for discussion with involved customers



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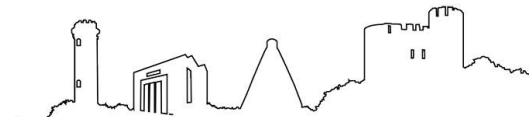


Tenant Satisfaction Measures

The TSMs are being introduced from April 2023 to provide residents with the information they need to scrutinise their landlord and hold them to account and to provide a source of intelligence to RoSH on whether landlords are meeting the regulatory standards.

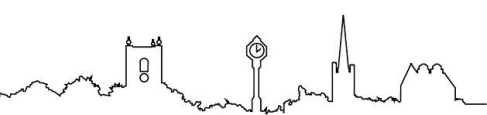
There are 22 tenant satisfaction measures, twelve of which are tenant perception measures (TPMs) with the remaining ten being management information (MI) measures. The focus of the TSMs is set out below:

- Overall satisfaction – 1 x TPM
- Keeping properties in good repair – 2 x MI, 3 x TPM
- Maintaining Building Safety – 5 x MI, 1 x TPM
- Respectful and Helpful Engagement – 3 x TPM
- Effective Handling of complaints – 2 x MI, 1 x TPM
- Responsible neighbourhood management – 1 x MI, 3 x TPM

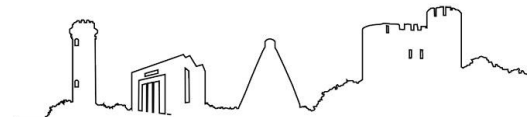


Dudley Customer Satisfaction Measures

- Tender for external expertise to undertake customer survey to provide baseline data for TSM reporting and action plan
- Review of all current Customer Satisfaction surveys and performance indicators underway to complement TSM data and inform service improvements



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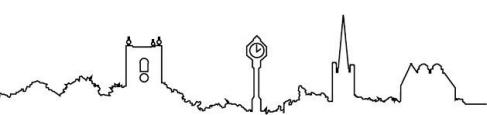


Housing Ombudsman

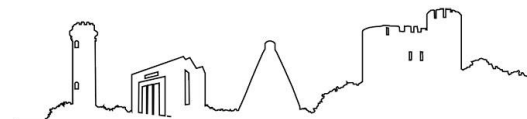
The Housing Ombudsman Service deals with complaints about social housing

The updated Housing Ombudsman Complaint Handling Code took effect from 1st April 2022 and landlords must carry out an annual assessment against the Code and publish the results.

The Code includes an expectation that landlords respond to a stage 1 complaint within 10 working days of the complaint being logged, compared to the 20 working days within the Council's Complaints Policy.

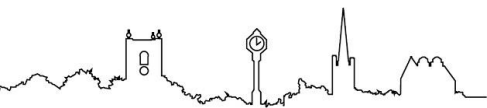


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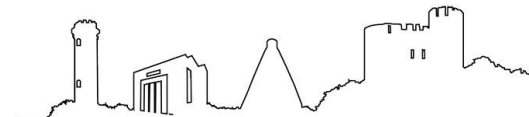


Dudley – Complaints and Enquiries

- During Q3 (October – December 2022) Housing Services received a total of 83 complaints, with only 34% being responded to within our 20 working day target
- During the quarter the service also received 532 MP and Councillor enquiries

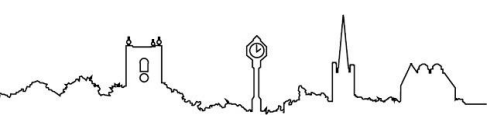


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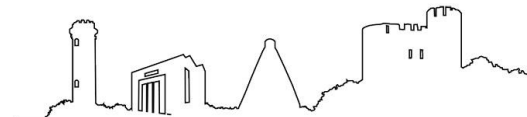


Dudley – Customer Involvement

- Review of current Customer Involvement Strategy underway, taking into account the following:
 - Charter for Social Housing Residents
 - RoSH Consumer Standards
 - Tenant Satisfaction Measures
 - TPAS Engagement Standards
 - Current opportunities for customer involvement
 - Current quantitative and qualitative data on customer experience and involvement
- Review will involve consultation with the Dudley Housing Board and Dudley Federation of Tenants and Residents Associations (DFTRA)

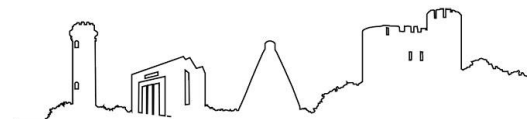
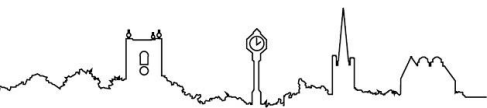


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Dudley Customer Involvement

- Review of all existing customer involvement groups to identify what we already have in place and any gaps
- Proposal to develop an overarching Customer Involvement Board to oversee delivery of the revised Strategy, to lead on the publication of the Customer Annual Report, and to scrutinise performance against the RoSH consumer standards, TSMs, Ombudsman Complaint Handling Code and other customer related activity.
- Refreshed Terms of Reference for each group, with representation from each group on the Customer Involvement Board



Actions

- Award contract for Customer Survey – March
- Refresh Customer Involvement Strategy and associated customer groups – March to June
- Self assessment against RoSH Consumer Standards – March to June
- Self assessment against Ombudsman Complaint Handling Code – March to June
- Commission external assurance of compliance with Rent Standard – March to September
- Ensure reporting arrangements are in place for TSMs – March to September
- Report on progress to Scrutiny Committee - September

