

Service Summary Sheet

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

Benchmarking *with local authorities/nearest neighbours*

Waste and Transport Operations

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

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

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

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

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

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

Neighbourhood Services

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

Transport and Highway Operations

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

Overview of service delivery

Waste Management and Transport Operations

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

Energy, Sustainability and Climate Change

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

Neighbourhood Services

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

Transport and Highway Services

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

Service Achievements

Waste and Transport Operations

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

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

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

Energy, Sustainability and Climate Change

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

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

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

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

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

Neighbourhood Services

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

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

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

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

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

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

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

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

Transport and Highway Services

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

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

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

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

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

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

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

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

Opportunities for improvement

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

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

Any additional information relating to performance

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

Service Summary Sheet

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

Community Housing Teams

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

Customer Involvement and Satisfaction

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

Climate Change

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

Housing Maintenance

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

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

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

Private Sector Housing Team

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

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

Asset Management and Development and Building Safety

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

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

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

Service achievements

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

Opportunities for improvement

Information relating to service complaints / compliments and learning from these

Housing Complaints Team

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

Asset management and Development and Building Safety

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

Any additional information relating to performance

Performance Management

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

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

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

Asset Management and Development and Building Safety

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