
Meeting of the Housing & Public Realm Scrutiny – 30th March 2022

Report of the Chief Executive

Corporate Quarterly Performance Report - Housing & Community Service and Public Realm – Quarter 3 (1st October 2021 to 31st December 2021)

Purpose

1. To present the Quarter 3 Corporate Quarterly Performance report of the financial year 2021/22 covering the period 1st October to 31st December 2021.

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

Recommendations

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

Background

3. The quarter 3 performance report provides the committee with progress against the delivery of the Council Plan priorities and Directorate Service Plans. We use performance indicators and targets to measure performance and are monitored regularly and reported on a quarterly basis for consideration to the Strategic Executive Board, Corporate and Directorate Scrutiny Committees and Informal Cabinet.

The indicators cover the Housing & Community Service and Public Realm Directorates, and the report highlights any specific performance issues, provide challenge, reviews exceptions in accordance with Dudley Council's governance arrangements.

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](#)

4. **Performance Summary**

Overall, there are 12 measures reported for this financial year, 8 quarterly measures and 4 annual measures (end of year report). There are two performance indicators for the Public Realm's waste service (PI.1498 & PI.1499) which are reported quarterly in arrears in-line with DEFRA reporting requirements.

The outturns for the collective 8 quarterly measures show, 4 are "On or Exceeding Target", 2 "Met Target" and 2 were "Below Target". A detailed account of those measures below target are detailed on page 6 of the report.

The report also compares direction of travel, Housing & Community Service Directorate compares Quarter 3 2021/22 outturns to Quarter 2 2021/22. Public Realm Directorate compares Quarter 2 2021/22 to Quarter 1 2021/22. In total, 3 measures show an improved trend, and 5 are showing a worsening trend compared to the previous quarter. A breakdown of these measures can be found within the report (page 7 and 10).

The below performance measures provides a snapshot of where areas of concern (below target) are being monitored closely within the Housing & Community Service Directorate.

• **PI 2009 ST10 Satisfaction with repairs service? (Responsive Repairs) (Page 8)**

The quarter three outturn is 92.9% against a target of 98%. This compares to 93.7% the previous quarter.

Cumulative result: 2204 tenants out of 2373 were very satisfied/satisfied with the overall service.

There has been an extremely big increase in the number of customers being contacted. Q1 - 12 Surveys completed, Q2 - 192 Surveys completed and in Q3 - 2204 surveys completed. All contacts have been made within a 6-week period of a repair being carried out.

The target of 98% is over stretched and would be based on the fact that only a few people were ever contacted. We are now getting actual results where we hear comments directly from our customers and showing that we are listening.

The summary for Q2 already prepared us that we may see a fluctuating score based on the number of surveys being done and this quarter has proved that. Considering the fact that there were an extra 2000 surveys completed, the overall satisfaction score has only fluctuated by 0.8%.

Comments have been collated and shared with both DEFTRA and Homes Board members which also showed the highest areas of improvements needed.

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

We understand that the top 3 areas of concern are:

1. Time to get a repair appointment
2. First time fix / quality of repair
3. Time to answer the call on RMC

We are currently working on action plans with each of the areas to look at quick win improvements and long-term projects that will enable us to deliver exceptional service to customers.

• PI.2027 Satisfaction – way your anti-social behaviour complaint was handled? (Page 9)

The quarter three outturn is 65.5% against a target of 85%. This compares to 68.3% the previous quarter.

This cumulative result represents all residents. 133 residents were satisfied out of 203 who responded to this question.

Satisfaction for DMBC tenants only = 59.2% (58 out of 98 were satisfied)

Satisfaction for other tenures = 71.4% (75 out of 105 were satisfied)

This headline data indicates a current issue with the handling of some ASB cases. During the period we had our phone lines off and in addition we were having to prioritize cases, so I think the data is indicating the overall impact of these measures taken. In addition, staff shortages and the pressure the service has been under has contributed to a fluctuating quarterly figure.

Maintaining the service during these busy periods has tested the resilience of the team, and this has created some resource challenges within the service. Sourcing additional resources has continued to be a challenge, for both permanent and temporary agency staff.

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

The team moving into Q4 are beginning to be in a stronger position staffing wise, we have recruited 2 out of 4 vacant ASB Officers posts, the remaining 2 are back out for another round of recruitment. In addition, we have managed to secure 3 out of 4 ASB Assistant roles too, the remaining 1 is back out for another round of recruitment. In addition to successfully filling some of the vacant posts within the service, we are starting to see the return of officers who have been on long-term sick leave, which is positive for the service moving forwards.

Directorate Service Delivery

Inclusive to the report Directorate Service Summary documents provide a detailed account of service delivery. This quarter concentrates on Housing & Community Service and Public Realm Directorate. Some key highlights from both directorates are outlined below, for a more detailed account, please refer to Section 4.1 within the performance report or Appendix for further information.



Housing and Community Service

- National finalist in 2 further awards
 - LABC (Local Authority Building Control) Housing Excellence Awards - New Housing - Best small social housing development (up to 30 units) Stewarts Road, Halesowen, Dudley. Regional Winner, national finalist but unfortunately not a winner.
 - LABC (Local Authority Building Control) Housing Excellence Awards - New Housing - Best high volume new housing development (more than 30 units) Castle Court, Dudley. Regional Winner, national finalist but unfortunately not a winner.
- Developing major new build schemes at Swan Street Netherton and New Swinford Hall
- Continued excellent rent collection performance with 17% reduction in arrears on the previous year, and high direct debit take up with over 40% of tenants paying via this efficient method

Public Realm

- We still await the outcomes of the Government consultation on the Resource and Waste Strategy for England, which will inform the Council's developing long-term Waste Strategy. A Waste Strategy update was taken to Strategic Executive Board on 22nd December, outlining activities being undertaken in Waste Care in anticipation of the consultation outcomes, which it is hoped will be released before the end of the financial year.
- The programme of highways work is progressing well with the support of term contractors and internal highways teams. The programme has been boosted by the additional £1M of funding allocated to the Directorate for 2021/22.
- The street lighting lantern conversions to LED technology programme on main roads is now fully complete with the installation of 6,674 new LED luminaires and 375 12m lighting columns.

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

Finance

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

Law

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



Risk Management

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

Equality Impact

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

Human Resources/Organisational Development

12. 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

13. There is no direct commercial impact.

Council Priorities

14. 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. 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 Future Council Scrutiny Committee

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



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Appendices

Corporate Quarterly Performance report - Housing & Community Service and Public Realm Directorate – Quarter 2 (1st July 2021 to 30th September 2021)
Housing and Community Service Directorate Service Summary Sheets
Public Realm Directorate Service Summary Sheets