



Staffs Moorlands Performance & Customer Feedback Report: April to Sept 2018/19 (Q2)

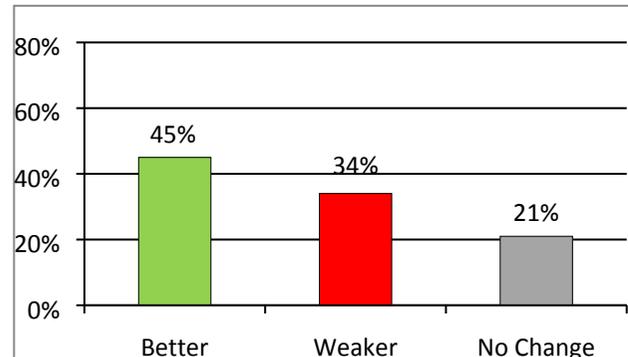
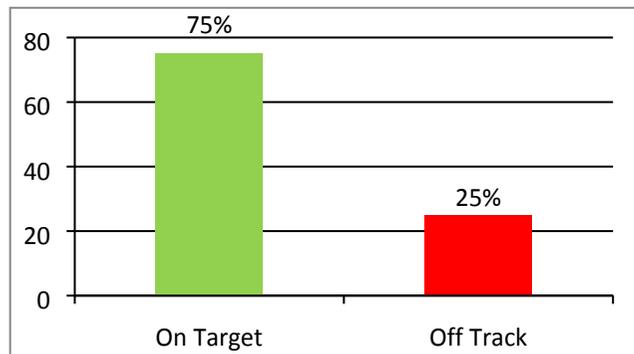
Staffordshire Moorlands Q2 Summary

The following report provides Councillors with an overview of performance at Staffs Moorlands for the period April to September 2018 in relation to the Council's corporate plan priorities and the associated performance targets and projects. The report also provides an overview of the results from the Council's customer feedback system in terms of how we handle and learn from complaints and the level of comments and compliments.

Performance Overview

There are 113 'monthly', 'quarterly', and 'annual only' reported performance measures at Staffs Moorlands - four more than last year. The chart below shows the results for quarter two against 36 indicators and is slightly down on last year's profile at this point in time. The actions being taken to address the 'off track' measures are detailed at the end of this report.

The report also provides an update on the progress of key projects that contribute to the priority actions outlined in the revised 2018-2019 Corporate Plan. The table below right explains the colour coding used to describe the current status of these projects / actions.



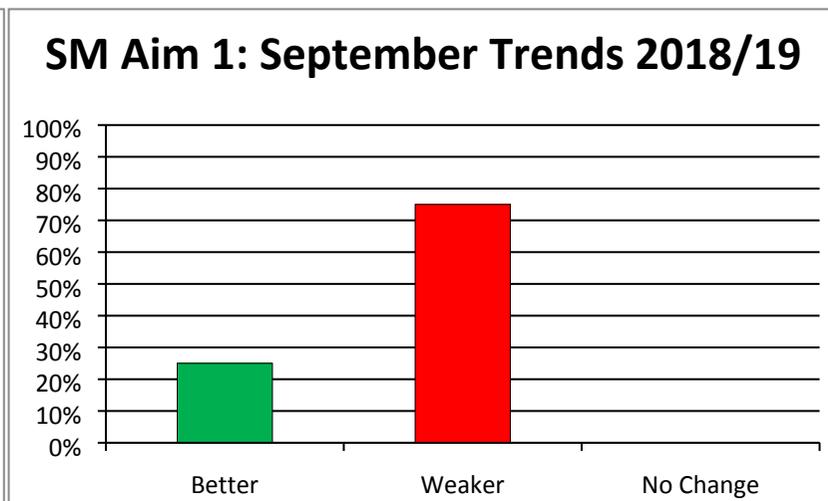
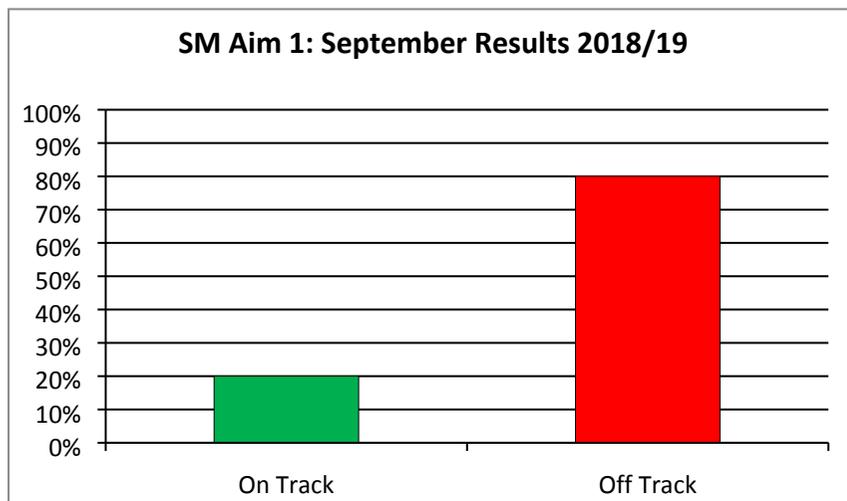
	Off Track
	In danger of going off Track
	On Track
	Not yet started / Decision awaited
	Complete / Closed

Customer Feedback Overview

At the close of Quarter Two, 57 Stage 1 complaints had been received, which is a significant reduction on last year. Repeat complaints stand at only 2% and performance in handing complaints in 10 days is ahead of the increased target.

Aim 1: Help create a safer and healthier environment for our communities to live and work





The high proportion of ‘off track’ measures under Aim One relate to four PIs: Benefits claims and change of circumstance processing, homeless cases currently ‘prevented’ under the new Homelessness Reduction Act, and households in temporary accommodation – albeit by only one case. The homelessness measure is currently being reviewed to ensure it is meaningful and reflects the work being undertaken by the Council. There have already been more homeless approaches in the first half of 2018/19 than in the whole of last year.

Celebrating Success:

At the close of September 2018 the following performance indicators outstripped their targets:

- ✓ Level of external funding awarded for sport and physical activity

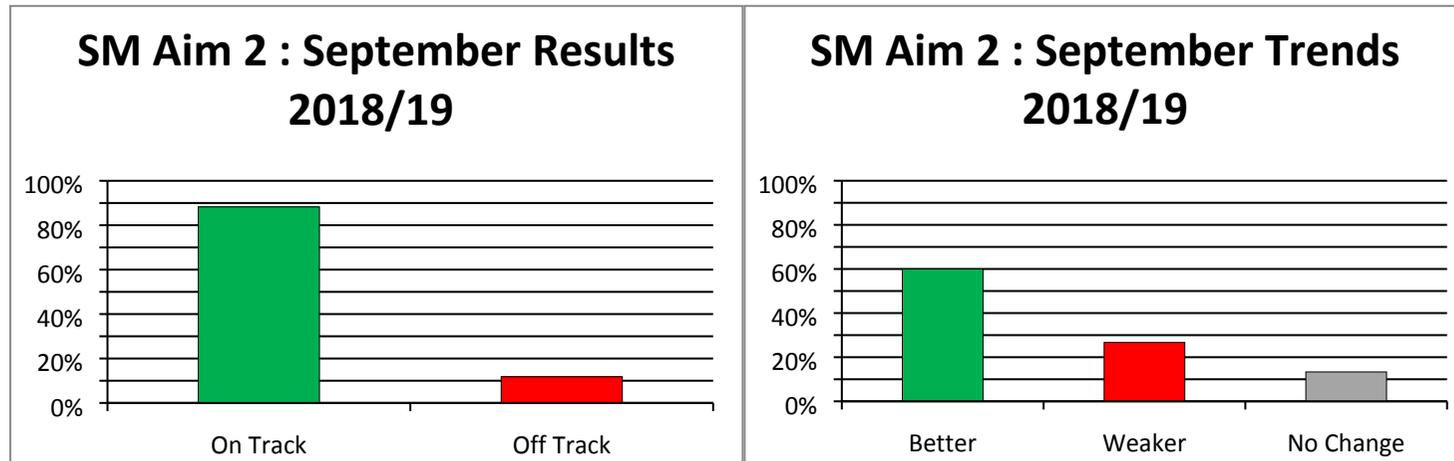
Corporate Priority Actions – Progress Highlights

Priority Action	Status	Commentary – September
-----------------	--------	------------------------

Priority Action	Status	Commentary – September
<p>Help to ensure, through the scrutiny work programme, that partner service provision, particularly health provision for the elderly, is effective</p>		<p>Future scrutiny includes: The Health O&S Panel met on the 12th September 2018 at which a representative from the Midlands Partnership NHS Foundation Trust was in attendance to explain to the Panel the recent changes to diabetic eye screening. Members also received a presentation from the North Staffordshire Combined Healthcare NHS Trust regarding support for children with eating disorders. The panel discussed the current situation with Leek Moorlands Hospital and decided that a working group should be established to look into dementia care. At the request of members, two additional items were added to the work programme: to invite Changes (a mental health charity) to a meeting and the Midlands Partnership NHS Foundation Trust in relation to social care.</p>
<p>Undertake detailed process benchmarking with high performing / low cost councils with a view to identifying value for money improvements for Housing Benefit processing</p>		<p>New benchmarking packs issued 20th July identifying low cost/high performing authorities for investigation by Manager.</p>
<p>Ensure the Council is compliant with the requirements of the new Homelessness Reduction Act</p>		<p>A meeting has been held with the Ministry of Housing who are very pleased with our approach and will be listing elements of it as 'good practice'. The priority now is looking at our temporary accommodation offer to reduce reliance on B&B type placements. A paper will be presented to AMT for Staffordshire Moorlands.</p>
<p>Implement the Council's new sport and physical activity strategy and carry out research into nil cost facility provision being achieved by other councils; in order to achieve improved health and value for money outcomes</p>		<p>A progress report on the delivery of the Council's Strategy for Physical Activity and Sport was presented to members of the Service Delivery O&S committee on the 26th September. Members noted and approved the progress being made with the delivery of the strategy. An assessment and report on the operation and future provision of the Council's leisure facilities was completed by specialist consultants FMG and this has been presented to AMT. Part of this report included benchmarking and analysis of performance of public leisure facilities with other</p>

Priority Action	Status	Commentary – September
		comparable local authorities. This work and information will inform the Council's decisions on future leisure provision.
Complete the review of the CCTV system and implement the agreed recommendations		The consultants have produced a costed report to allow us to implement the way forward that was approved by both Councils. A meeting with the consultants has been scheduled for mid September to discuss some of the options contained within the report.
Develop a strategy for further development of affordable and specialist housing		A meeting was held with Your Housing in May and we are continuing to review options for the future of Ascent.
Work with Staffordshire County Council and other partners to ensure an effective partnership with central government		Links to strategic partnerships project above

Aim 2: Meet financial challenges and provide value for money



Aim two is performing strongly with the vast majority of measures on track and 60% performing better than last year. The only 'off track' measure relates to sundry debt reduction which has been affected by one large invoice that will be paid shortly.

Celebrating Success:

At the close of September 2018 the following performance indicators outstripped their targets:

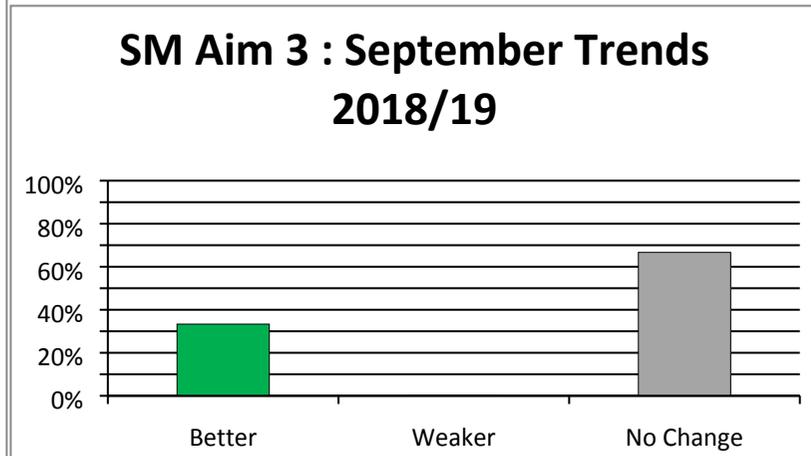
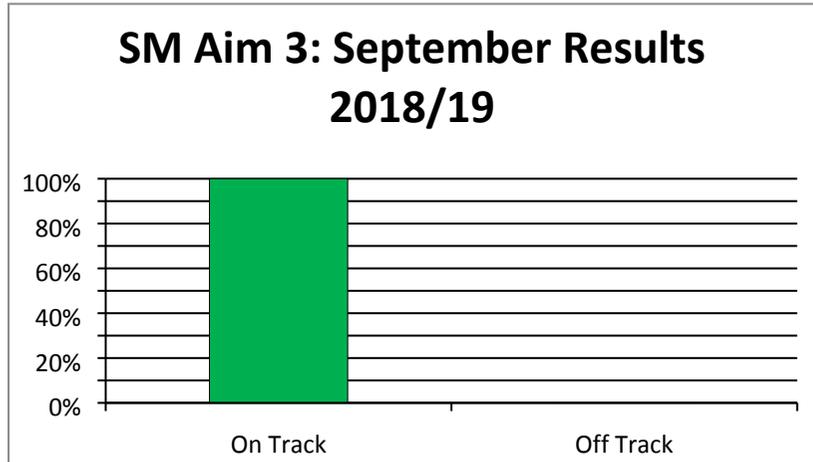
- ✓ FOI requests
- ✓ Channel shift and social media followers
- ✓ Repeat complaints and complaint handling
- ✓ IT systems and network availability
- ✓ Sickness absence levels

Corporate Priority Actions – Progress Highlights

Priority Action	Status	Commentary – September
Deliver the Channel Shift Programme		The digital portal is on track and CGI are delivering their final recommendations mid September at the channel shift project board. The phase 2 Full Business Case will also be discussed. CGI are also assisting with the IT strategy. Finance is to confirm the funding and budgeting requirements for Bartech’s Collective system.
Provide advice and support for residents affected by the rollout of Universal Credit across Staffordshire Moorlands in 2018 in order to help ensure a smooth transition to the new system		The impact in Staffordshire Moorlands has been lower than anticipated and personal budgeting advice support has been made available as required.
Continue to embed good information management practices through the ASSURED framework		<p>The Assured framework is regularly publicised via Keeping You Informed and staff are encouraged to report data breaches. The GDPR action plan is on track, progress is monitored through the Information Governance Group.</p> <p>A number of training sessions have taken place to help key staff comply with GDPR, with further sessions and online training planned for later in the year.</p> <p>The Information Asset Register has progressed to stage 2 to identify security around personal and sensitive data and our lawful basis for processing.</p> <p>Privacy Impact Assessments are being reviewed following training and will be re-launched. Further guidance on Information Protective Marking is being rolled out to all staff.</p>
Develop and implement a plan to identify new and innovative ways of generating income		<p>All income generation challenge meetings have been completed, a target has been included as part of the new efficiency and rationalisation strategy 2017/18 – 20/21. Updates for various streams:</p> <p>Commercial properties - Industrial units’ refurbishment work completed and last units due to be re-let. Agent engaged for lease renewals and rent reviews, 3 lettings have now been completed.</p> <p>Fees and charges- Next review for 2019/20 budget setting/MTFP. Cash up against efficiency target to be undertaken during 2018/19.</p> <p>Advertising/Sponsorship - The consultancy piece has been successfully procured and the contract has been awarded to Community Partners Ltd (CPL). The process</p>

		<p>will begin towards the end of September and will require properly resourcing as it will involve Community Partners fully auditing the Alliance. In order to complete this exercise the process will require the collation of all necessary information from Assets and other relevant service areas.</p> <p>Affordable Housing - Meeting held with Your Housing in May, continuing to review options for the future of Ascent.</p> <p>Empty Homes- A meeting of the working group is to be confirmed on 5th October to consider progress against the action plan:</p> <ol style="list-style-type: none"> 1. The report re EPIC delivery in Staffordshire Moorlands 2. The research summary - considering current empty homes reports and publications, local authority strategies, use of loan/grant incentives, delivery models and good practice examples.
<p>Refresh and implement the Asset Management Plan, including a review of public estate, and ensure adequate facilities management arrangements are in place</p>		<p>Facilities Management: DCC demobilisation is going to plan. TUPE meetings have been held with affected staff. The new provider does not anticipate any compliance issues.</p> <p>Cipfa Property has met with the Managers forum to start the process of creating the Asset Management Plan, which will tie in with the Councils' agreed corporate plans.</p>

Aim 3: Help create a strong economy by supporting further regeneration of towns and villages



The Council has all of its Planning targets on track as at the close of Quarter Two, including 100% of ‘major’ applications determined on time.

Celebrating Success:

At the close of September 2018 the following performance indicators outstripped their targets:

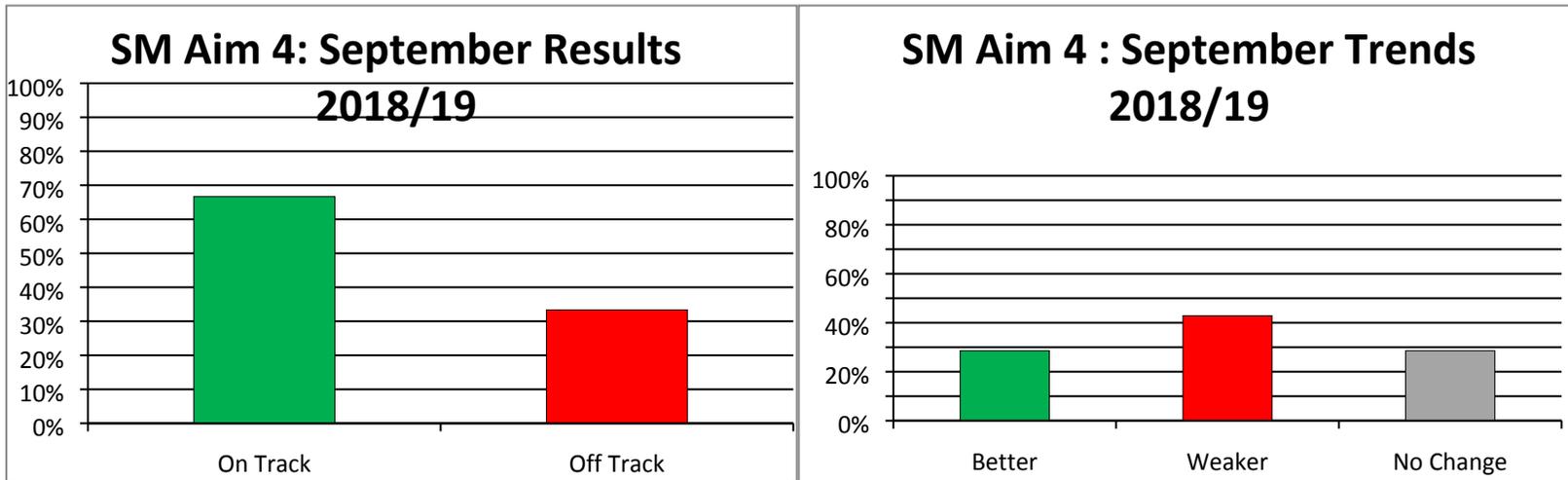
- ✓ Major, Minor and other planning applications processed on time
- ✓ Major and minor developments allowed on appeal

Corporate Priority Actions – Progress Highlights

Priority Action	Status	Commentary – September
Undertake detailed process benchmarking with high performing / low cost councils with a view to identifying value for money improvements for Planning application processing	On Track	New benchmarking packs issued 20th July identifying low cost/high performing authorities for investigation by Manager.
Implement the town deal in Biddulph in partnership with Biddulph Town Council	On Track	A procurement exercise has been carried out. The call through HCA multi-disciplinary framework has got no response, feedback has been sought. A new call through open tender process has been launched with revised specification. Tender returns have now been assessed and the successful consultant is due to be appointed shortly, subject to reference checks.
Support the development of Cornhill and improved rail links	At Risk	Discussions commenced regarding a potential joint venture between SMDC and the landowner and developer of an adjacent site to deliver both Cornhill west (outline pp) and Cornhill east (SMDC ownership). The initial conversation with LEP regarding potential LGF bid for gap funding for abnormalities was positive, the bid is being prepared for potential call in Sept 2018. A meeting has been scheduled with Homes England to explore additional support.
Develop and implement plans to extend the public market operations	On Track	<p>The phase 2 indoor market works commenced on 3rd September. Communications have taken place with traders and customers. We are working towards a completion date of mid December.</p> <p>The wider market improvement strategy is moving forward satisfactorily and officers met with Councillors on 10th September.</p> <p>Further to the request made by the portfolio holder to expand Cheadle Market onto Tape Street, the plans have been agreed and will be rolled out in the coming weeks.</p>
Develop a master plan for the Leek Mill Quarter	At Risk	The Leek Mill Quarter masterplan is not being commissioned at present as the sale of the Social Services building and the new ownership of London Mill means that the private sector will lead on this.

Priority Action	Status	Commentary – September
Support the development of the former Churnet Works site in Leek		New industrial units: Sainsbury's site (Churnet works). Heads of terms and architectural specification are being considered. LEP funding is agreed towards the purchase cost. The external valuation report is now completed and will be considered internally before a report is prepared.
Submit the Draft Local Plan to the Planning Inspector by the end of June 2018		The draft Local Plan was submitted for inspection on 29 th June. Key examination library documents have been distributed to libraries and Council Offices. The hearing sessions are proposed to commence on 9th October and close on 23rd October. Officers are currently preparing responses to the examiners questions.

Aim 4: Protect and Improve the Environment



There has been a dip in performance for some of the Council's measures under Aim Four - down from 89% to 67% on track. This is due to the estimated recycling and residual waste returns being adversely affected by the dry summer. Staffs Moorlands is also 'off track' for ASB warnings issued due to a change in process by Staffs Police, which has seen the introduction of Acceptable Behaviour Contracts prior to warning stage.

Celebrating Success:

At the close of September 2018 the following performance indicators outstripped their targets:

- ✓ Missed bins
- ✓ Fly-tipping incidents
- ✓ ASB enforcements

Corporate Priority Actions – Progress Highlights

Priority Action	Status	Commentary – September
<p>Successfully deliver Phases 2 and 3 of the transfer of services to Alliance Environmental Services Ltd, our new joint venture company, to deliver waste, streets and ground maintenance services on behalf of the Council in order to achieve improved performance and value for money outcomes.</p>		<p>The Phase 3 Go-Live date is yet to be confirmed however after discussion, the agreed preference would be for 1st Feb 2019. The TUPE list has been confirmed and the specification is being prepared for next committee cycle. The business case for Bartech’s Collective system is ongoing.</p> <p>It has been agreed that Alliance Finance will oversee AES/ANSA procurement requirements to provide assurance, and the Council will withdraw IT connectivity from Fowlchurch to generate further savings. The impact on wider accommodation is to be reviewed. Further discussions to take place over Trade Waste.</p>
<p>Establish a developer open space contributions plan</p>		<p>An Open Space Audit and Playing Pitch Strategy have been completed. In addition, Operational Services have proposed a revised method for calculating developer contributions for play, open space and sport / recreation facilities. This proposed method is currently being considered by the Councils' appointed consultants who are working with the planning policy team as part of the Local Plan process. Subject to approval a Supplementary Planning Document (SPD) for developer contributions will be worked up in November 2018 using these proposed calculations and methods. This will provide guidance for developers on the expected contributions they will have to make towards play, open space and sport / recreation facility provision as part of local developments.</p>
<p>Make Improvements to the Tean Road Recreation ground in Cheadle</p>		<p>Cost estimates for the remaining project elements have been received and presented to Cheadle Town Council and preferred suppliers have been identified. A programme for installation is currently being prepared and it is anticipated that work will commence late October/early November. Discussions with the preferred skate park contractor are about to commence, it is anticipated that the installation will be programmed in early 2019.</p>
<p>Identify and implement an approach to reduce the cost of country parks</p>		<p>Staffs Wildlife Trust are reviewing the proposed measures associated with the TUPE transfer of affected employees (Tupe meeting 26th Sept with SWT) .Colleagues in Assets & Legal services will be liaising in the coming weeks with equivalent colleagues at Stoke City Council to progress the freehold transfer of Wetley Moor to SMDC and to obtain information relating to lease agreements currently in place with tenants.</p>

Priority Action	Status	Commentary – September
Develop a plan to improve Brough Park with Heritage Lottery Fund support		Contracts for the new skate park provision at Brough Park have been received and the final design has been agreed. Leek Town council and Friends of Brough Park have been consulted and informed. The new play provision for Brough Park will follow, post construction of the skate park. The work was scheduled to start at the end of September however there have been delays with the Sport England funding and we are awaiting confirmation of the start date.
Reduce the Council's energy consumption and associated costs (through the Asset Management Plan)		CIPFA property met with Managers at the forum in mid September to start the process of creating the Asset Management Plan. This will tie in with the agreed corporate plans.

Customer Feedback

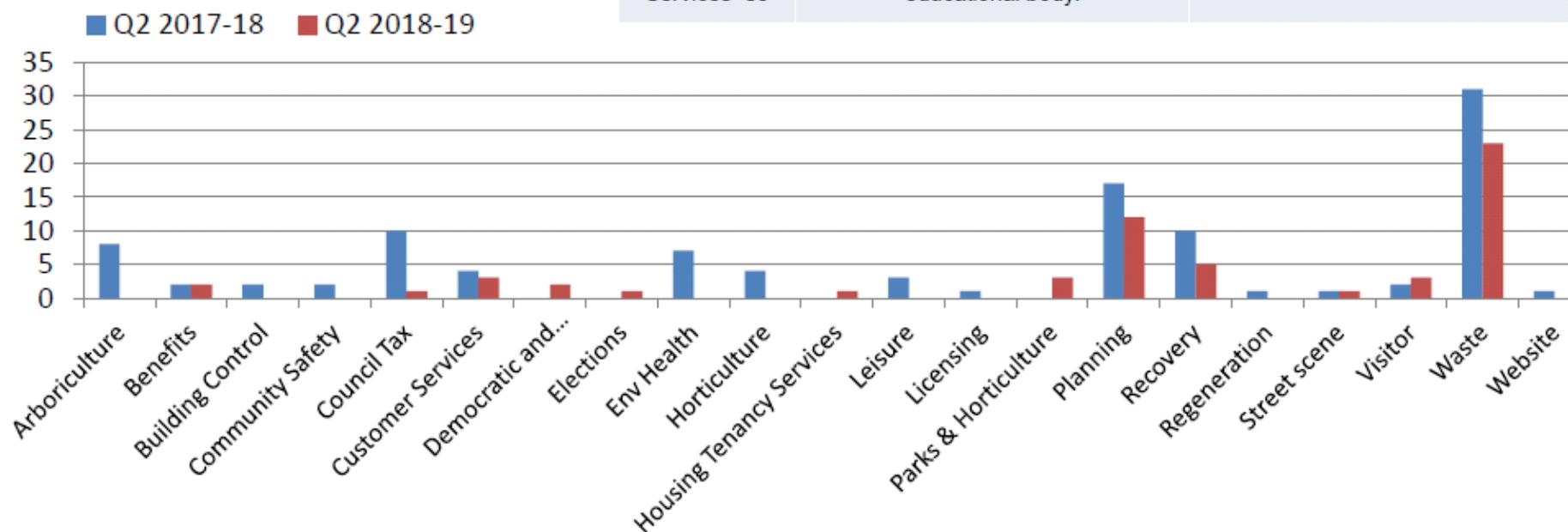
Complaints

The Council received a total of 57 stage one complaints across 12 service areas during the period Apr to Sept 2018.

This is a decrease compared to the same period last year when we received 106 complaints.

Waste received the greatest proportion with 23 complaints (40%).

Details are shown in the graph below:



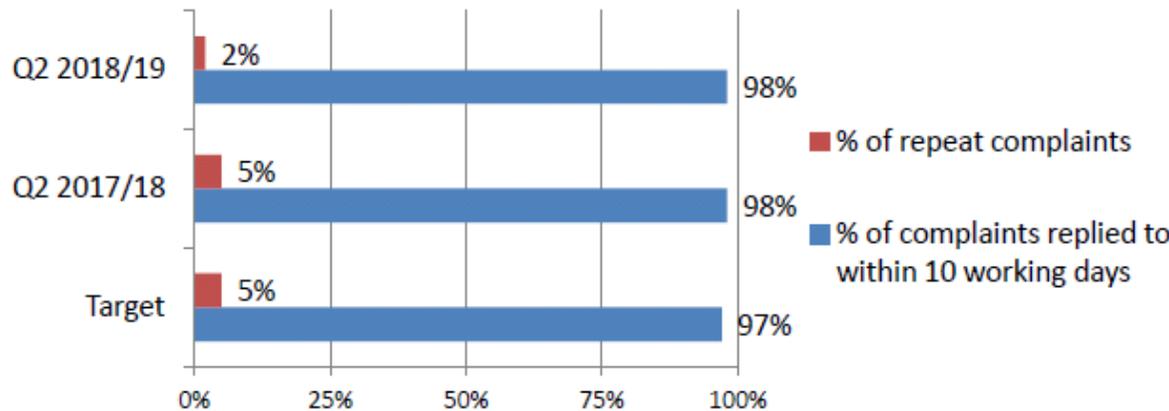
Stage 2 & 3 Complaints

5 complaints were dealt with at stage 2 and 1 at stage 3 in Q2:

Service	Complaint	Outcome
Stage 2		
Planning 15	Conduct of planning dept in relation to planning application	All processes followed correctly
Regeneration 0220	Local Plan submission version	All processes followed correctly
Planning 0248	Misleading and incorrect information to the planning application committee	All processes followed correctly
Dem/Comm. Services 0174	Conduct of Enforcement Officer	All processes followed correctly
Planning 17	Inconsistency and failure to apply procedures in planning	All processes followed correctly
Stage 3		
Dem/Comm. Services 03	Sharing incorrect information with an educational body.	All processes followed correctly

Performance

The table below shows the current performance together with the performance for the same period last year. Repeat complaints have met target at 2%, an improvement from 5% last year. 98% of complaints were responded to within 10 days, no change from last year.



Key Outcomes:

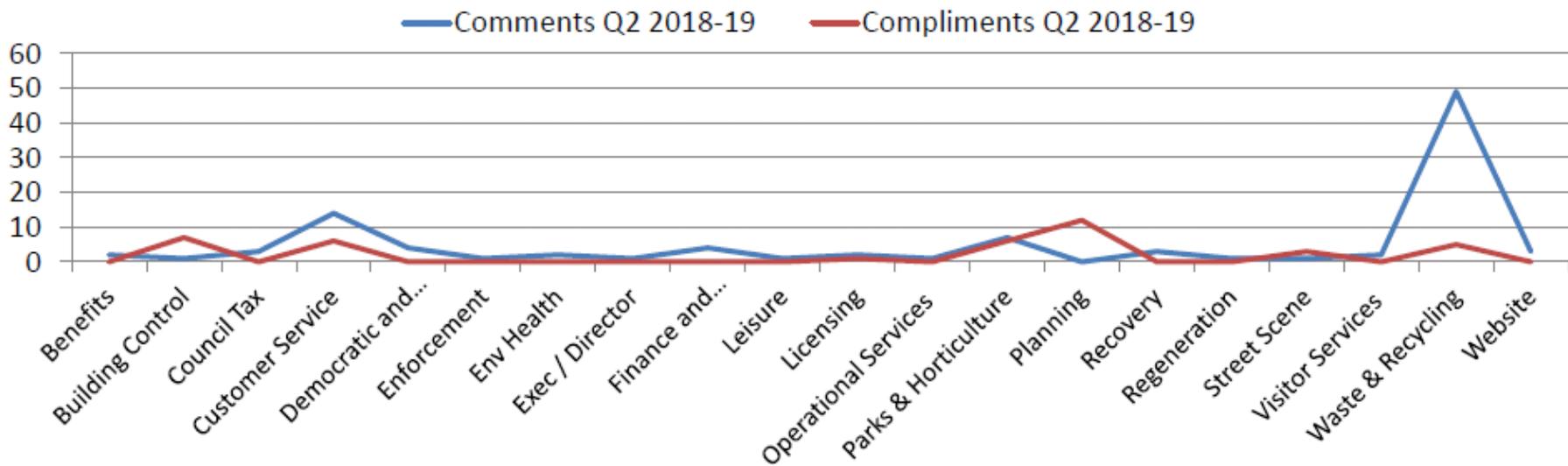
Payment forms have been updated and an acknowledgement is sent to the customer to reflect the full details of the payment taken via the payment line.



Repeat issues for Q2:

S106 Provision for Churchill Rd development.

Ombudsman Decisions. The Council received no Local Government Ombudsman decisions in Quarter 2.
Compliments and Comments The Council has also captured 102 comments and 40 compliments through its feedback system during the period Apr to Sept 2018:



Areas for Improvement: September 2018

Measure of Success (PI)	Aim / Objective	Service Lead	Target 2018/19	Result Sept 2018	Service Manager Commentary (reasons for performance / SMART actions to improve)
Housing Benefits Processing: Time taken to process new claims	Aim 1: Increased supply of good quality affordable homes	Head of Customer Services	18 days	24.61 days	An Action Plan is underway and performance is improving for both new claims and change of circumstances.
Housing Benefits Processing: Time taken to process changes of circumstance			7 days	11.25 days	
NEW: Homelessness: % of cases prevented			65%	17%	We are currently reviewing this PI to ensure it is meaningful and reflective of work undertaken. In Apr-Sept 140 approaches determined to be homeless applications, compared with 104 in 2017/18. It is important to note that these are approaches for people potentially becoming homeless in the future.
Number of households in temporary accommodation			10	11	These are very slightly off target and staff continue to only use temporary accommodation as a last resort; we have had a significant increase in homeless applications this year which has increased those we have had to assist.
Collection rates: Sundry Debt (value of SD over 60 days)	Aim 2: Effective use of financial and other resources to ensure value for money	Finance and Procurement Manager	5% reduction	£99,980.73	Last Year was £103,241.90 so not quite a 5% reduction but this is due to 1 large outstanding invoice for £28,813,22 which will be cleared shortly

Measure of Success (PI)	Aim / Objective	Service Lead	Target 2018/19	Result Sept 2018	Service Manager Commentary (reasons for performance / SMART actions to improve)
NEW: Anti-Social Behaviour enforcements (including behaviour adversely affecting the environment) : Number of warnings issued by type	Aim 4: Provision of high quality public amenities, clean streets and environmental health	Democratic and Community Services Manager	35	11	Staffordshire Police have altered their process and are now asking young people to sign an acceptable behaviour contract before escalating to a warning. This has led to a reduction in the use of warnings. Warnings issued to date: violence (3), breach of PSPPO, ASB/s.35 notice, offensive language (2), begging, failure to control dog, 1 warning for noise, and violence.
% of household waste sent for reuse, recycling and composting	Aim 4: Effective recycling and waste management	Head of Operational Services	59%	56.16%	Result is estimated as data for September has not yet been received from our contractors or SCC. Organic waste tonnage is down in Q2 when compared to Q1 (1200t less) we assume as a result of the dry summer. It is also estimated that waste tonnage in Q2 are higher than in Q1 by approx. 400t.
KG's of residual waste per household.			375kg	221.56kg	
Alliance Measures					
% of Procurement activity on forward plan (Joint Alliance measure)	Aim 2: Effective use of financial and other resources to ensure value for money	Finance and Procurement Manager	72%	56%	A number of reactive lower value single source commissions were made during the quarter, some of which were in relation to the SMDC local plan. Quarter three service reviews are scheduled for October and November to ensure that the planned programme is kept updated.

For a full list of all performance measures and the Q2 results please visit the Performance Management page on the Intranet or click on this link.

<http://hpbc.alliance-online.org/transformation/performance-management>