



Staffs Moorlands Performance & Customer Feedback Report: April 2018 to March 2019 (Q4)

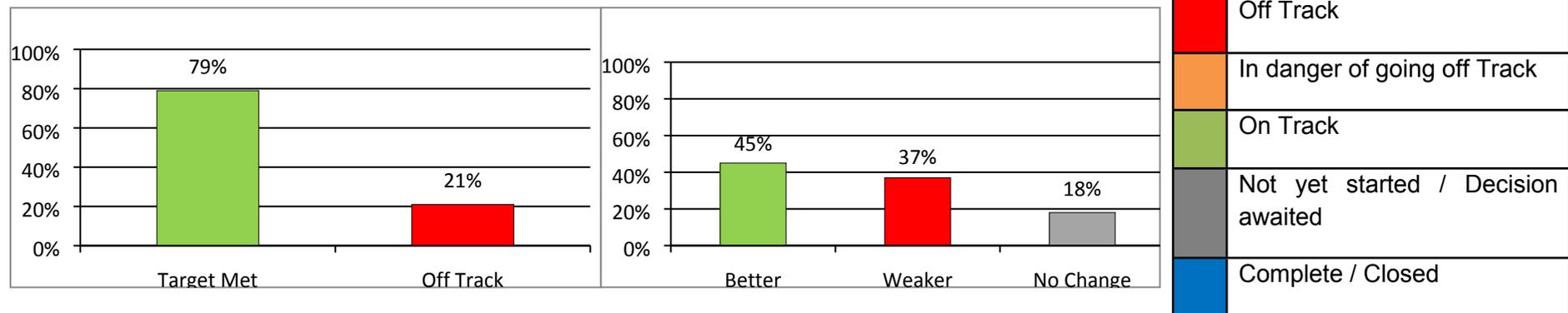
Staffordshire Moorlands Q4 Summary

The following report provides Councillors with an overview of performance at Staffs Moorlands for the period April 2018 to March 2019 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. The chart below shows the results for the year and shows a 3% improvement on 2017/18. 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.

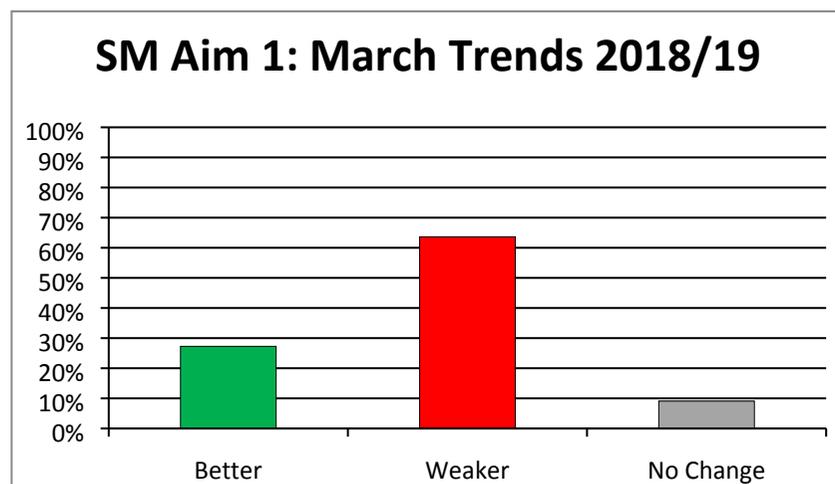
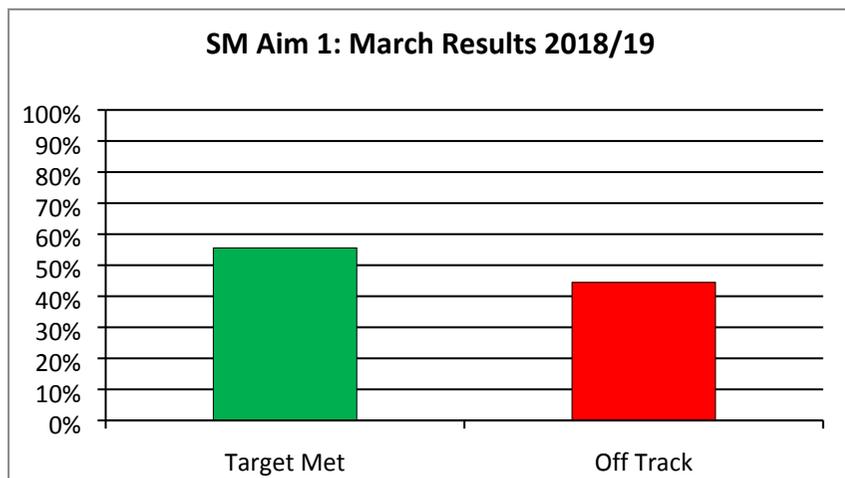


Customer Feedback Overview

There has been a reduction in complaints during 2018/19, down from 193 to 98. Repeat complaints stand at only 2% and performance in handing complaints in 10 days is ahead of the increased target. Further information about lessons learned is included in the report.



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



The Council failed to meet the Benefit processing targets for new claims and changes of circumstance. Following the introduction of Universal Credit, there has been a reduction in the number of new claims which has affected our ability to significantly reduce the average annual processing times. Households in temporary accommodation were also above the targeted level due to the effects of the homelessness reduction act.

Celebrating Success:

At the end of 2018/19 the following performance indicators outstripped their targets:

- ✓ Accuracy of benefits processing
- ✓ level of external funding awarded for sport and physical activity
- ✓ homeless cases resolved
- ✓ Sports participation programmes created

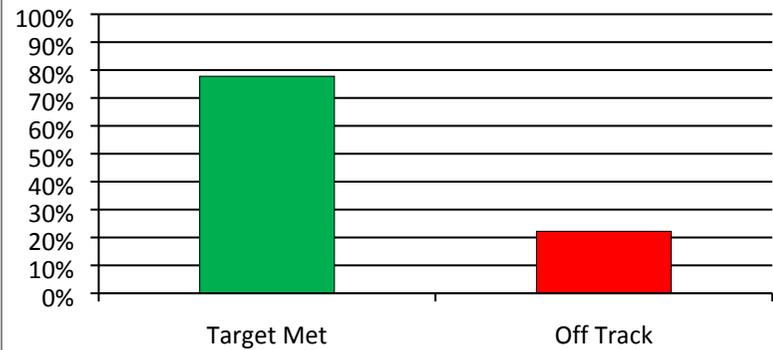
Corporate Priority Actions – Progress Highlights

| Priority Action | Status | Commentary – March |
|---|----------|--|
| Help to ensure, through the scrutiny work programme, that partner service provision, particularly health provision for the elderly, is effective | On Track | <p>The Health O&S Panel met on the 13th February 2019. The Panel heard detailed accounts of life with ME and how the illness debilitated patients. The representatives advised members that they had set up an informal group which met at Meerbrook Village Hall which gave the opportunity for patients and their carers to share information and experiences. ‘Changes Health and Wellbeing’ provided the Panel with an overview of the services provided. The Panel received a presentation on the Future of Local Health Services in Northern Staffordshire and members gave their opinions and feedback to the North Staffordshire Clinical Commissioning Group Officers.</p> |
| Undertake detailed process benchmarking with high performing / low cost councils with a view to identifying value for money improvements for Housing Benefit processing | On Track | Report received and sent to AMT for approval for completion of this action – May 2019 Meeting. |
| Ensure the Council is compliant with the requirements of the new Homelessness Reduction Act | On Track | Action Completed. |
| 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 | On Track | Contract extension documentation is expected to be signed off on 29/4/19. |
| Complete the review of the CCTV system and implement the agreed recommendations | On Track | The CCTV project is approaching the final stages. The next recommendations from the consultants have been received. Notice has been given with effect from 01/07/2019. |
| Develop a strategy for further development of affordable and specialist housing | On Track | 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 | On Track | Links to strategic partnerships project above. |

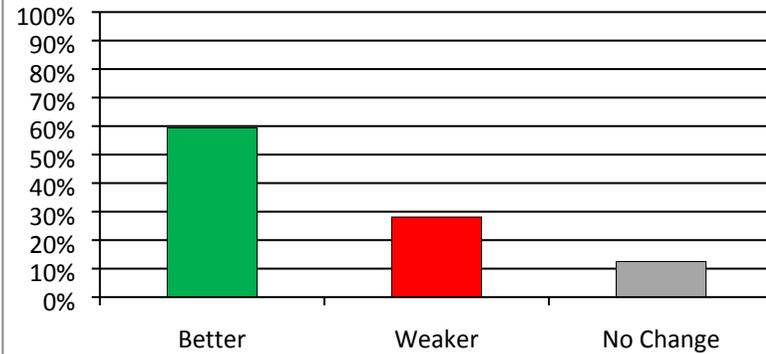
Aim 2: Meet financial challenges and provide value for money



SM Aim 2 : March Results 2018/19



SM Aim 2 : March Trends 2018/19



Staffs Moorlands fell behind target for the completion of PEP appraisals, reportable / lost time accidents, planned procurement activity, invoice payment and SOCITM's website quality rating. Despite this, Aim Two remains a strong area for performance with the majority of targets being met and 60% of PIs showing an improvement on last year.

Celebrating Success:

At the end of 2018/19 the following PIs outstripped their target:

- ✓ employee accidents
- ✓ Facebook followers
- ✓ on-contract spend
- ✓ council tax and business rates collected
- ✓ repeat complaints
- ✓ council business units let
- ✓ sundry debt reduction

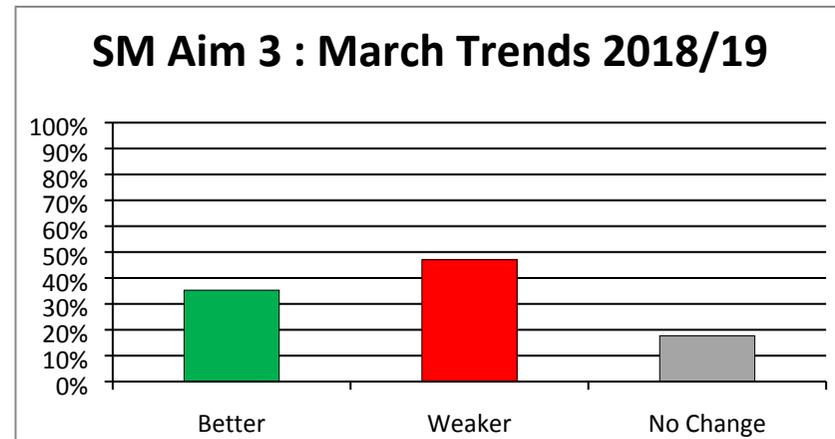
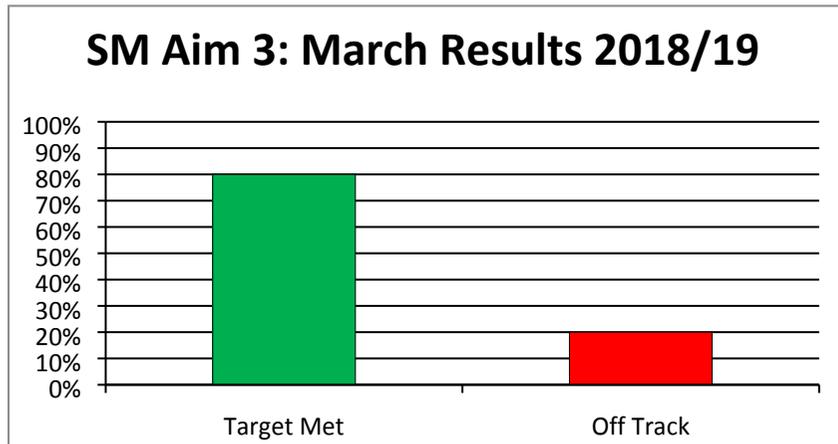
Corporate Priority Actions – Progress Highlights

| Priority Action | Status | Commentary – March |
|---|--------|--|
| Deliver the Channel Shift Programme | | <p>The Digital Strategy is currently under review. E billing will commence following year end. The environmental reporting app was looked at as part of the CGI review. This will be included in the new digital programme going forward, the work will be prioritized.</p> |
| 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 | | <p>Phase 1 has been completed and is now business as usual.</p> |
| 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 monitored through the Information Governance Group. A number of training sessions have taken place to help key staff comply with GDPR, with further sessions planned for staff requiring in depth training. The online training package has been completed and is being rolled out to all staff on a team by team basis from Q1 2019-20. Information Asset Registers are complete and have being reviewed by audit. Protective Marking briefing sessions are taking place with teams as required. Our approach to Data Protection Impact Assessments has been reviewed following training and has been integrated into procurement and project management processes.</p> |
| Develop and implement a plan to identify new and innovative ways of generating income | | <p>A target has been included as part of the new efficiency and rationalisation strategy 2017/18 – 20/21. Updates for various streams: Commercial properties- Project now closed as business as usual, the finalized report is being implemented. A delegated report is to be written for rental on the community unit. Fees and charges- Next review for 2019/20 budget setting/MTFP. Cash up against efficiency target to be undertaken during 2018/19. Advertising/Sponsorship -The current status being reviewed and a formal project board is being established. A new policy is to be written and adopted. Affordable Housing - Continuing to review options for the future of Ascent.</p> |

| Priority Action | Status | Commentary – March |
|--|--------|--|
| | | <p>Empty Homes- North Staffordshire rent to buy scheme, purchase and repair scheme with EPIC housing association:</p> <ul style="list-style-type: none"> - an update report has been provided to the portfolio holder - empty properties have been targeted- further letters have been sent to empty property owners highlighting the scheme - 1 completion and 2 sales are proceeding with the solicitors, 3 further property offers being negotiated. |
| <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: An agreement to extend has been made with DCC with 3 months notice, a meeting was held at the beginning of April. We have received a quote from Kier regarding the condition surveys proposal.</p> <p>Corporate and other relevant policies have been fed through to CIPFA for the Asset Management Plan.</p> <p>Team members have met with CIPFA regarding the compliance audit and the report has been received. A meeting took place at the beginning of February with CIPFA to review the current status. A system demonstration has been arranged for the end of April with the supplier.</p> |



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



The Council performed well against Aim Three with only 2 PIs off track. Staffs Moorlands failed to hit the satisfaction target from planning agents but hit all of the planning processing targets. The town centre vacancy rate at Staffs Moorlands has risen from 11.5% to 15%; with Cheadle having the highest proportion of empty shops at 20%.

Celebrating Success:

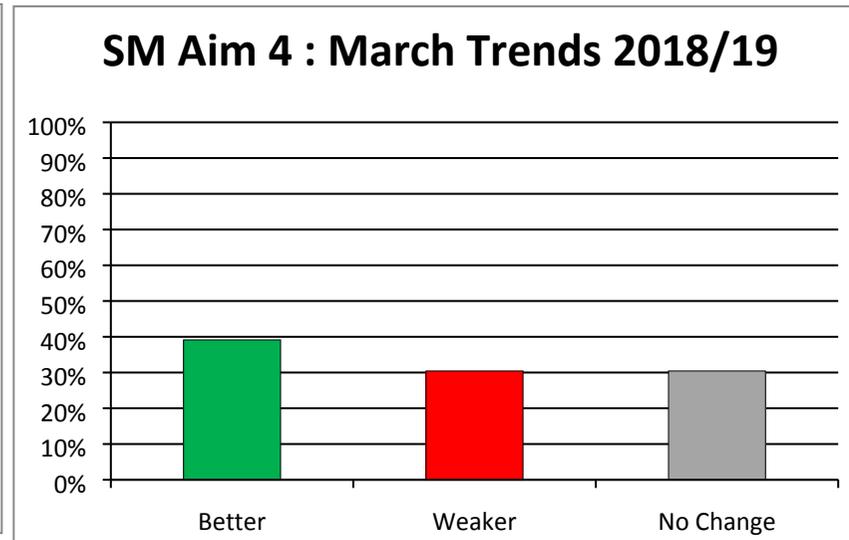
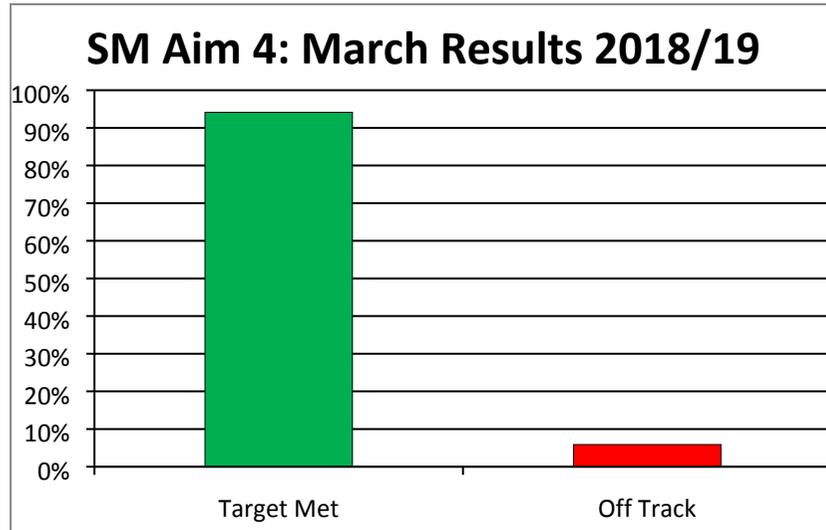
At the end of 2018/19 the following performance indicators outstripped their targets:

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

Corporate Priority Actions – Progress Highlights

| Priority Action | Status | Commentary – March |
|--|--------|--|
| Undertake detailed process benchmarking with high performing / low cost councils with a view to identifying value for money improvements for Planning application processing | | Report received and sent to AMT for approval for completion of this action – May 2019 Meeting. |
| Implement the town deal in Biddulph in partnership with Biddulph Town Council | | Draft stage-2 report completed with input from the landowners, demand analysis and highways with regard to infrastructure requirements and preferred junctions. A meeting has been held to review options and materials for the consultation event and there was an information drop in session held at the beginning of February. Proposed consultation was pushed back by 4 weeks due to delays in receiving the local plan examination feedback on site. This will probably have an overall impact of approximately 2 weeks. |
| Support the development of Cornhill and improved rail links | | Joint bid venture between SMDC and the landowner and developer of an adjacent site to deliver both Cornhill West (outline pp) and Cornhill East (SMDC ownership) was submitted to LGF in October. The bid submitted to LGF was not successful, final outcome from LEP awaited. |
| Develop and implement plans to extend the public market operations | | The work to the Butter Market has been completed and was launched in March. CityB- legal agreements and licences are to be reviewed. |
| Develop a master plan for the Leek Mill Quarter | | 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. |
| Support the development of the former Churnet Works site in Leek | | There are discussions with the developer regarding the freehold price and the timescale has slipped due to the on-going negotiations. The planning application will not be submitted by the developer until the price has been agreed. |
| Submit the Draft Local Plan to the Planning Inspector by the end of June 2018 | | Action Complete. |

Aim 4: Protect and Improve the Environment



Aim Four is the Council's strongest area in terms of performance. The recycling rates are estimates only at this stage and won't be confirmed until later in the year but at present are marginally below target.

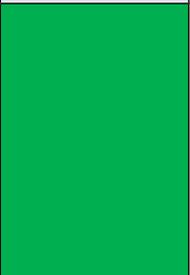
Celebrating Success:

At the end of 2018/19 the following PIs outstripped their targets:

- ✓ fly-tipping incidents
- ✓ ASB enforcements (fixed penalty notices, warnings and community protection notices)
- ✓ missed bins
- ✓ street cleanliness standards
- ✓ community clean ups

Corporate Priority Actions – Progress Highlights

| Priority Action | Status | Commentary – March |
|---|--------|---|
| <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>Awaiting confirmation of phase 3 go live date in order for the consultation process to commence.</p> |
| <p>Establish a developer open space contributions plan</p> | | <p>An Open Space Audit and Playing Pitch Strategy have been completed and forms part of a wider Developer Contributions SPD (Supplementary Planning Document). The intention is to contract this work out to a consultant and the draft specification is now being developed. The tender will be advertised in January 2019 with a view to an appointment being made in February. Following consultation, the SPD should be adopted by the end of 2019.</p> |
| <p>Make Improvements to the Tean Road Recreation ground in Cheadle</p> | | <p>The concreting on the skate park will be completed at the beginning of April, reinstatement works will start the following week. The Rospa visit took place Mon 01/04/2019 to sign the project off. Turfing reinstatement works are being sought directly by Cheadle TC as our project specification only included grass seeding.</p> |
| <p>Identify and implement an approach to reduce the cost of country parks</p> | | <p>SOTCC have not progressed the freehold transfer of Wetley Moor to SMDC, having not obtained member approval. In addition they have not provided an up to date position in regard to the tenancy situation without which SWT are not prepared to progress the transfer. The project has now stalled as officers are unable to obtain a response from SOTCC regarding the time frame for this to occur. Affected employees have been advised.</p> |
| <p>Develop a plan to improve Brough Park with Heritage Lottery Fund support</p> | | <p>Stage 3 requirements are to be included in a full project review. The play area will need a new report as the direction has changed from the original. Planning permission has been granted for the floodlights at the skate park and as a result we have received confirmation of the Sport England funding (£50k). We await confirmation of the date for the installation works. A new path has also been installed to the skate park.</p> |

| Priority Action | Status | Commentary – March |
|--|---|--|
| Reduce the Council's energy consumption and associated costs (through the Asset Management Plan) |  | <p>Corporate and other relevant policies have been fed through to CIPFA for the Asset Management Plan.</p> <p>Team members have met with CIPFA regarding the compliance audit and the report has been received. A meeting took place in February with CIPFA to review the current status.</p> <p>A system demonstration has been arranged at the end of April with the supplier.</p> |

Customer Feedback

Complaints

The Council received a total of 98 stage one complaints across 14 service areas during the period Apr 2018 to March 2019.

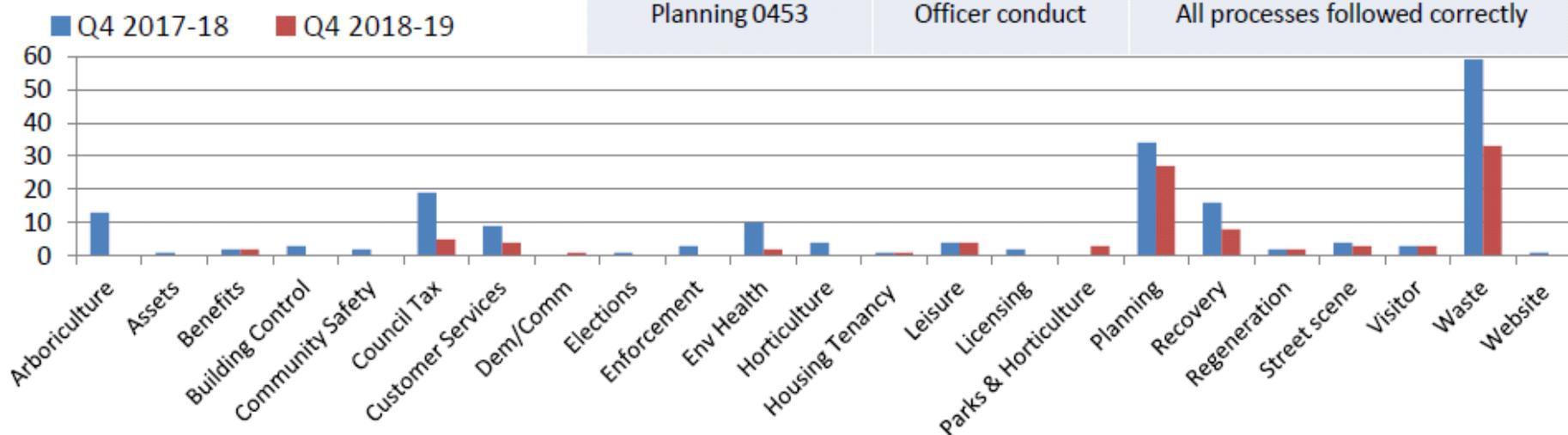
This is a decrease compared to the same period last year when we received 193 complaints.

Waste received the greatest proportion with 33 complaints (34%). Details are shown in the graph below:

Stage 2 & 3 Complaints

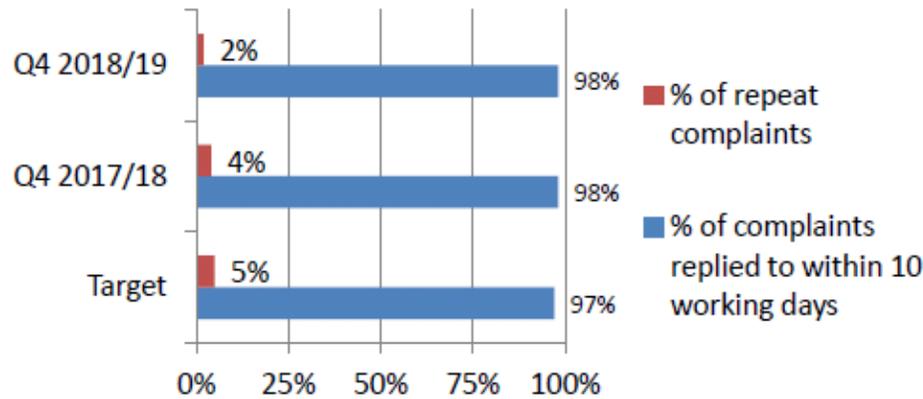
9 complaints were dealt with at stage 2 in Q4:

| Service | Complaint | Outcome |
|---------------------|------------------------------------|---|
| Stage 2 | | |
| Dem/Comm. 0315 | Officer conduct | All processes followed correctly |
| Enforcement 0316 | Officer conduct | Partially Upheld : accepted some responsibility |
| Enforcement 0349 | Incorrect dealing with enquiry | All processes followed correctly |
| Customer Svcs. 0375 | Officer conduct | Partially Upheld : accepted some responsibility |
| V Services 0410 | Parking Attendant conduct | Partially Upheld : accepted some responsibility |
| Council Tax 0427 | Overdue amount error | Upheld: accepted at fault |
| Planning 0429 | Disagreement with officer decision | All processes followed correctly |
| Council Tax 0445 | Charges & officer conduct | All processes followed correctly |
| Planning 0453 | Officer conduct | 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 4% last year. Complaints responded to within 10 days have also met target at 98%, no change from last year.



Key Outcomes:

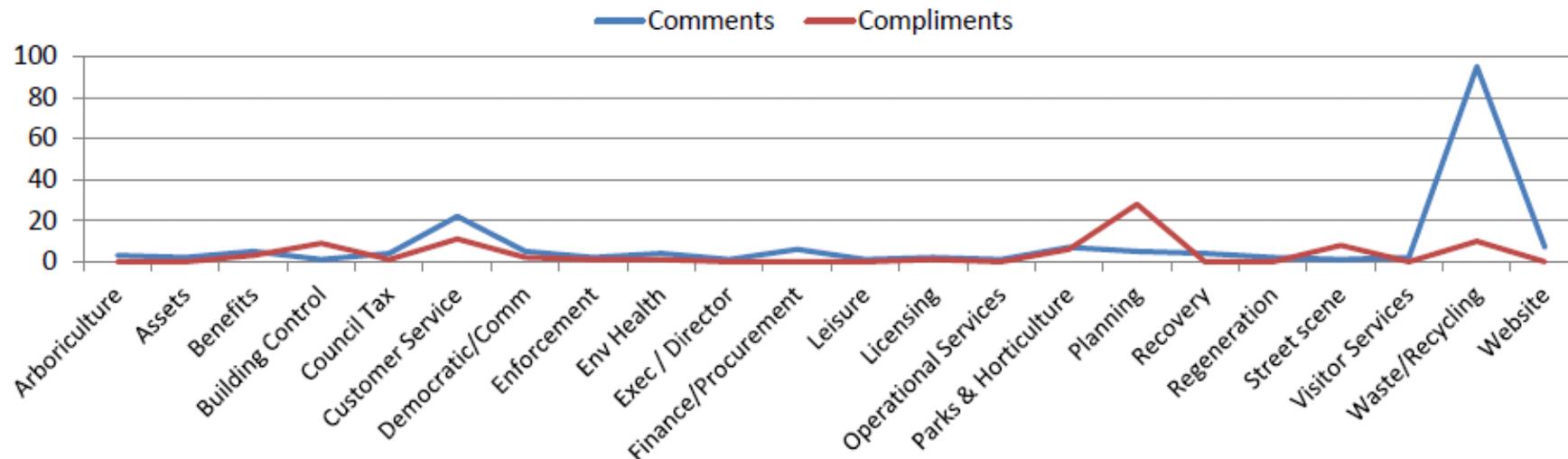
Repeated assisted collections missed: AES supervisors to monitor collections in the coming weeks .



No Repeat issues for Q4

Ombudsman Decisions. The Council received 3 Local Government Ombudsman decisions in Quarter 4: one was not investigated and two were out of jurisdiction.

Compliments and Comments The Council has also captured 184 comments and 82 compliments through its feedback system during the period Apr 2018 to March 2019:



Areas for Improvement: 2018/19 Outturn

| Measure of Success (PI) | Aim / Objective | Service Lead | Target 2018/19 | Result Mar 2019 | Service Manager Commentary (reasons for performance / SMART actions to improve) |
|--|--|-------------------------------|----------------|-----------------|---|
| Staffs Moorlands | | | | | |
| Housing Benefits Processing: Time taken to process new claims | Aim 1: Increased supply of good quality affordable homes | Assistant Chief Executive | 18 days | 22.34 days | The early part of each year is challenging for benefits with year end closedown and other pressures affecting performance. Usually we have been able to claw this back across the year, however the challenges of UC roll outs and moving to the shared service have affected this year. UC has meant less new claims for HB again affecting the ability to make up for a slow start and closedowns. We have also seen an increase in changes as a result. Benefits performance is a key area for improvement in 2019/20 and we are revising our structure and processes to support this. |
| Housing Benefits Processing: Time taken to process changes of circumstance | | | 7 days | 10.52 days | |
| Number of households in temporary accommodation | | | 10 | 11 | |
| NEW: Number of new volunteering programmes created in priority areas | Aim 1: Provision of high quality leisure facilities | Head of Service Commissioning | 2 | 0 | We are still in the infancy of delivering programmes in priority areas, existing targets have proven to be too ambitious .Requested that this measure is made contextual to give the team time to re-focus their efforts in the priority areas where we have commenced work, leading to targets being reviewed for 2020-21. |

| Measure of Success (PI) | Aim / Objective | Service Lead | Target 2018/19 | Result Mar 2019 | Service Manager Commentary (reasons for performance / SMART actions to improve) |
|---|---|-----------------------------|----------------|-----------------|--|
| Website Quality: Socitm Better Connected assessment | Aim 2: Easily available services provided right first time | Head of OD & Transformation | 4 stars | 3 stars | The next assessment is not due until August 2019 |
| % of invoices paid in line with terms of contract | Aim 2: Effective use of financial and other resources to ensure value for money | Head of Finance | 96% | 92% | The year end result has been affected by non-replacement of a staff member and unforeseen absences within the team. We are reviewing our processes to maximise our efficiency and we anticipate a reduction in invoices in the coming year due to the outsourcing initiatives. We are confident the targets for next year will be achieved. |
| % of corporate efficiency savings met | | | 100% of target | 49% | The MTFP is balanced by means of the savings detailed in the Efficiency and Rationalisation Plan, which was approved in February 2017. These savings were profiled over a 4 year period running up to 2020/21, with an annual target set for each year. Slippage in the delivery of the 2018/19 savings has led to a shortfall of £422,970 in the year necessitating the re-profiling of the plan with the introduction of a fifth year, in which to meet the savings requirement. The majority of the unachieved savings are forecast to be delivered in early 2019/20 with the remaining planned savings being delivered by 2021/22. The 2019/20 to 2022/23 MTFP, approved in February 2019, provides more detail on the progress achieved to date in the delivery of the planned savings. |

| Measure of Success (PI) | Aim / Objective | Service Lead | Target 2018/19 | Result Mar 2019 | Service Manager Commentary (reasons for performance / SMART actions to improve) |
|--|---|-------------------------------|----------------|-----------------|--|
| % of household waste sent for reuse, recycling and composting | Aim 4: Effective recycling and waste management | Head of Service Commissioning | 59% | 58.43% | Results for Quarter 4 are estimated as we are not in receipt of any disposal tonnage data from SCC nor have received March's recycling information from AES. |
| 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 | Head of Finance | 72% | 64% | A number of reactive and single source appointments have affected the result for this year. We will continue with the quarterly management reviews in an attempt to minimise this type of appointment. |
| % of Appraisals completed across the workforce (Joint Alliance measure) | Aim 2: High performing and motivated workforce | Head of OD & Transformation | 100% | 66% | Further to the management restructure early in the year and a number of staffing moves a number of PEP's have yet to be completed, plans are in place to train new staff to complete PEP's and a programme is in place to ensure all staff have an up to date PEP. |
| Number of RIDDOR reportable / Lost Time (7days) accidents (Joint Alliance measure) | Aim 2: High performing and motivated workforce | Assistant Chief Executive | 0 | 4 | There are no trends or patterns to the accidents, 2 have been non-work related. However, we have carried out a significant amount of staff training and any issues will have been picked up by the respective manager. |

For a full list of all performance measures and the Q4 results please visit the Performance Management page on the Intranet or click on this link.

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