



Staffs Moorlands Performance and Customer Feedback Report: 2017/18 (Q1)

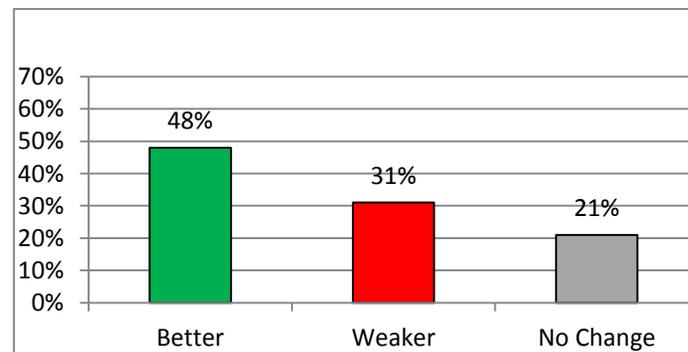
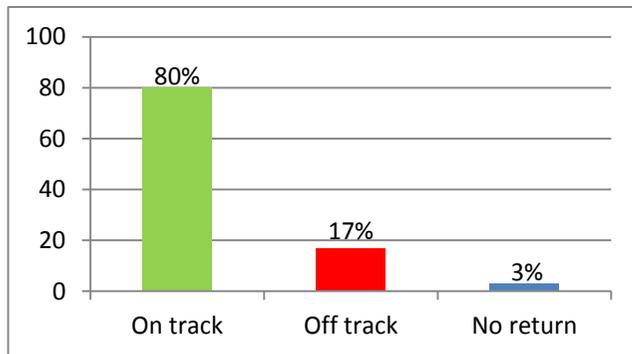
Staffordshire Moorlands Q1 Summary

The following report provides Councillors with an overview of performance at Staffs Moorlands for the period April to June 2017 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 109 'monthly', 'quarterly', and 'annual only' reported performance measures at Staffs Moorlands, which represents a reduction on last year. The chart below shows the results for quarter one against 36 indicators. 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 2017-2019 Corporate Plan. The table below right explains the colour coding used to describe the current status of these projects / actions.

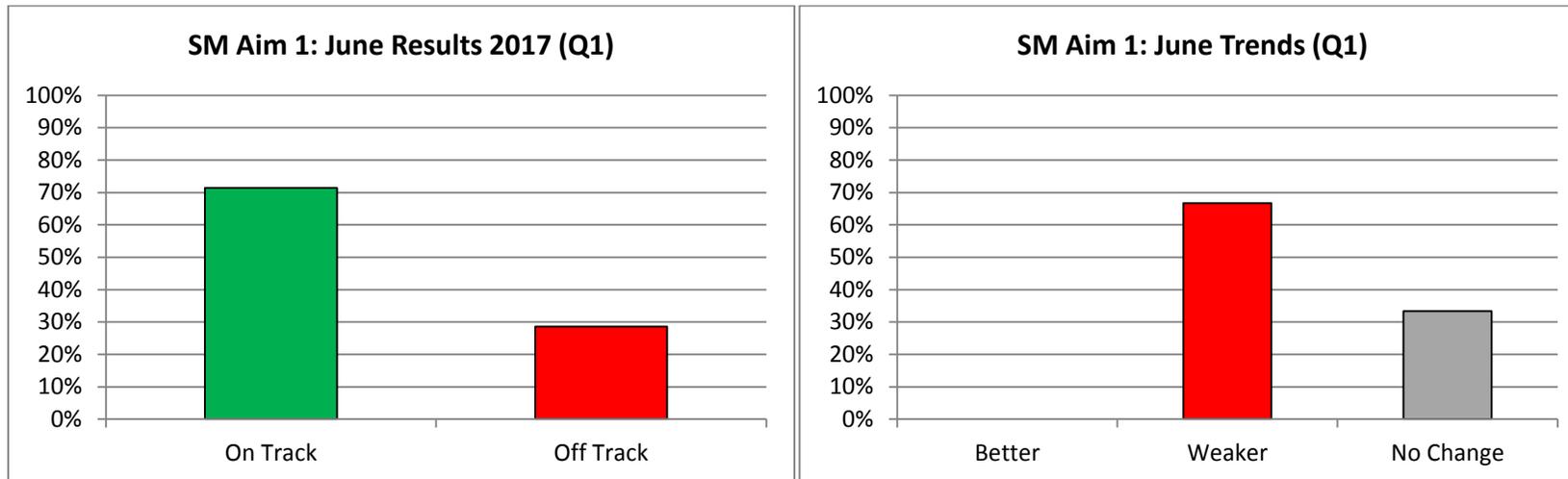


	Off Track
	In danger of going off Track
	On Track
	Not yet started
	Complete / Closed

Customer Feedback Overview

At the close of quarter one the Council is ahead of target for responding to complaints within 10 days (100%) and for low levels of repeat complaints. The trend in the number of stage 1 complaints received compared to the same period last year is significantly improved with a 40% reduction in complaints.

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



Housing Benefit processing times for new claims and change of circumstances are 'off track' but showing signs of improvement.

Celebrating Success:

At the close of Quarter One the following performance indicators outstripped their targets:

- ✓ Households in temporary accommodation
- ✓ Homelessness prevention (cases assisted).

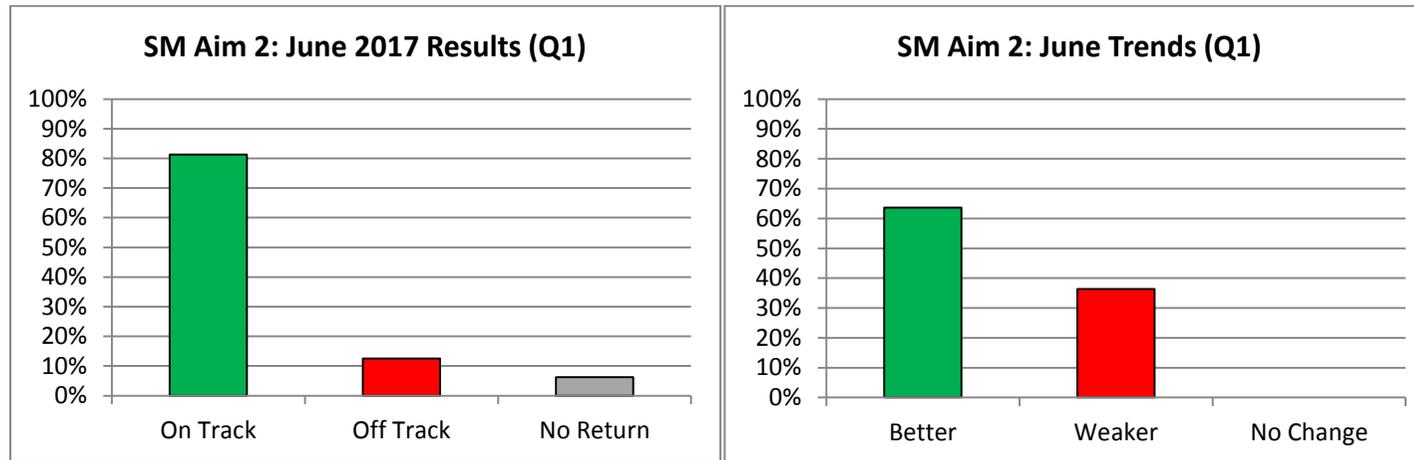
Corporate Priority Actions – Progress Highlights

Priority Action	Status	Commentary – June
<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: Leek Moorlands Hospital - Representatives from the CCG – June 2017 Sustainability and Transformation Programme Health Visiting Services West Midlands Ambulance Service Royal Stoke University Hospital North Staffordshire CCG Staffordshire & Stoke on Trent Partnership NHS Trust North Staffordshire Combined Health Care NHS Trust Healthwatch Staffordshire</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>Corporate Plan Priorities and Annual report findings shared with senior managers at the June Managers Forum. This has kick started the benchmarking activities and the Information Team have provided background data packs to facilitate process benchmarking by Managers in conjunction with their Finance Business Partners.</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>The procurement process for recruiting consultancy support has been completed and FMG Business Consulting Ltd was appointed at the beginning of June. Inception meetings have taken place between FMG and key officers. They will deliver a two stage programme between June and October 2017 that will cover supply and demand analysis, options appraisals and delivery models for future provision of sport and leisure facilities for both Councils. Stage one reports are due early August 2017.</p>
<p>Undertake a review of the current CCTV system to look at its cost-effectiveness in preparation for the expiry of the maintenance contract in early 2018</p>		<p>Consultants have begun their review and have provided a comprehensive report. This has been considered by the project group. A meeting with the consultants is being arranged to discuss the next steps which will involve the production of three options for presentation to members. Derbyshire Police meeting has taken place. Decision due by Autumn.</p>

Priority Action	Status	Commentary – June
Develop a strategy for further development of affordable and specialist housing		To be split into project streams: Ascent, new relationship with Your Housing and Affordable Housing. Also to look at future potential sites.
Develop and agree a new empty properties strategy		Now a separate project for Income Generation. A meeting has been arranged to produce a new strategy.
Develop a scheme that supports the upgrading of security in vulnerable people's homes		<p>Action Completed.</p> <p>The Safe and Sound Service has been launched with the aim of reducing victimisation by offering additional security to those affected by crime or living in fear of crime. The service aims to help those in most need by fitting additional security measures within the home. The Partnership has funded a handyman employed by Moorlands Housing to fit a range of security features such as lockable window handles, padlocks, mortice latches, door chain etc. The scheme is offered free of charge to those in most need and who meet at least one of eligibility criteria. There is a low level of demand for the service, which reflects the low crime levels in the area. However, it has a huge impact on those that have been affected by crime or live in fear of crime as simple security precautions offer the reassurance required to live a better quality of life without the fear of a repeat crime. Over 30 properties have benefited from this service making them more secure and less vulnerable and thus improving quality of life.</p>
Support the Community Safety Partnership with improved provision of outreach workers for dealing with domestic violence		<p>Action Completed.</p> <p>Domestic Violence Police Link Worker Project - to ensure support and information is targeted and relevant to the specific needs of the victim to help reduce risk to the victim. The role seeks to make sure victims are safe and that further violence is significantly prevented from happening by signposting the relevant support services as quickly as possible. Closer working with the Staffordshire Moorlands Police Vulnerability Team means that packs containing information about ARCH services are now given to the victims at the point the police turn up. During the period 2015-16 a total of 231 referrals have been</p>

Priority Action	Status	Commentary – June
		<p>received. A total of 81 joint visits were made and 7 lone visits by the DV Police Link Worker. A total of 174 victims were successfully contacted by telephone.</p> <p>A total of 113 referrals have been made to ARCH services including: refuge, floating support, IDVA (Independent Domestic Violence Advisor), Male IDVA, Freedom Programme. Referrals to other agencies include, Mind counselling service, housing, FARS, social care, Rethink, One Recovery. A total of 178 information packs were sent out/handed out. During this period the Police Link Worker (PLW) received 226 referrals, of which 51 were passed onto the IDVA through the MARAC process. 19 referrals were made to Floating Support, 4 children were referred to ARCH Children and Young People’s Service. 3 were found refuge accommodation, 6 referrals were made for the Freedom programme and 10 women attended a solicitor appointment at the Sunrise Centre. A total of 65 visits were made of which 49 were joint and 16 were just undertaken by the Police Link Worker.</p>
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 relatively strongly with most measures on track at this early stage to meet their 2017/18 target. The PI for which no return has been made for Q1 is a measure of DCC's repairs performance for priority and non-priority work. Assets have been unable to gain this information despite several requests.

Celebrating Success:

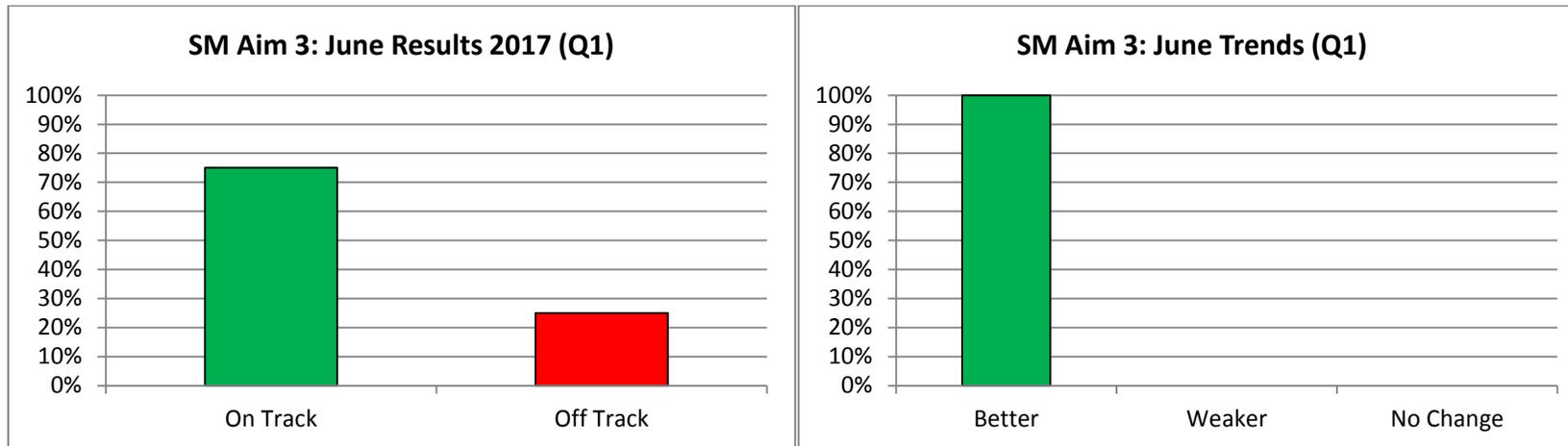
At the close of Quarter One the following performance indicators outstripped their targets:

- ✓ IT system and network availability
- ✓ Procurement activity on forward plan
- ✓ FOI requests dealt with on time, repeat complaint levels and complaints dealt with within 10 working days
- ✓ Increased web and reduced phone contact

Corporate Priority Actions – Progress Highlights

Priority Action	Status	Commentary - June
Deliver the Channel Shift Programme		<p>Digital Portal Launched July 2017 and CRM now switched off.</p> <p>Approximately 70% of service requests have now been removed from the CRM, with advisors being signposted to the web forms. All general contact forms are now available in the new software.</p> <p>Single Person Discount reviews are now underway and are progressing on track as planned.</p> <p>Housing Benefit Risk Based Verification is live for all online applications and changes.</p> <p>Processing changes - Changes to HB enquiries/ referencing are now in place and we are implementing a dedicated resource to the front line to ensure a 'right first time approach'</p> <p>Timeline being developed to roll out the portal to more service areas</p> <p>Data archive set up so that historical CRM data is retained.</p>
Benchmark and review the Council's approach to customer complaints as part of the introduction of a new automated management system for complaint handling and reporting		<p>Complaints system configuration underway. Kick off meeting took place in June, further meeting arranged in July to review the complaint process.</p>
Develop and implement a plan to identify new and innovative ways of generating income		<p>All income generation challenge meetings have been completed, initial review/scoping of ideas has taken place, awaiting further development based on the various streams i.e. commercial properties, fees and charges, affordable housing, advertising. Car Parking income review to be undertaken with recommendations for increases/new charging policy over the MTFP period.</p> <p>A target has been included as part of the new efficiency and rationalisation strategy 2017/18 – 2020/21.</p>
Refresh and implement the Asset Management Plan, including a review of public estate, and ensure adequate facilities management arrangements are in place		<p>Meeting to take place re 30 year asset management plan. Working group to be established.</p>

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



The Council is performing strongly against the increased targets for speed of processing the three categories of planning application. The recent Saltersford Lane decision has taken the Council’s appeals record ‘off track’. All measures are showing an improvement on the June 2016 position.

Celebrating Success:

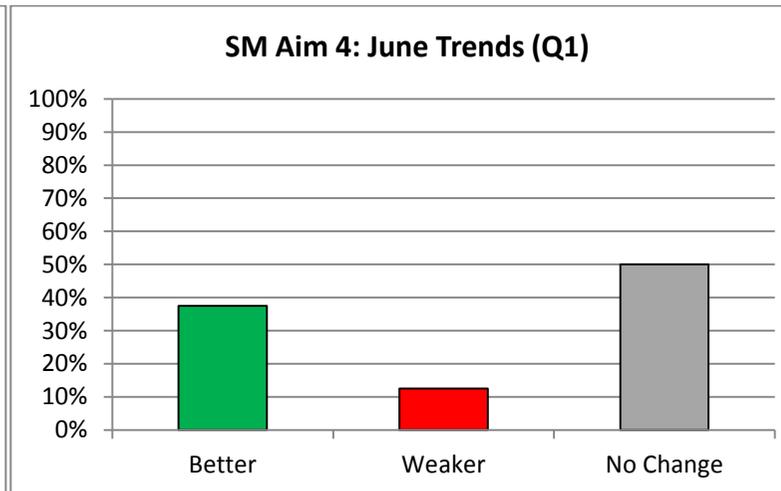
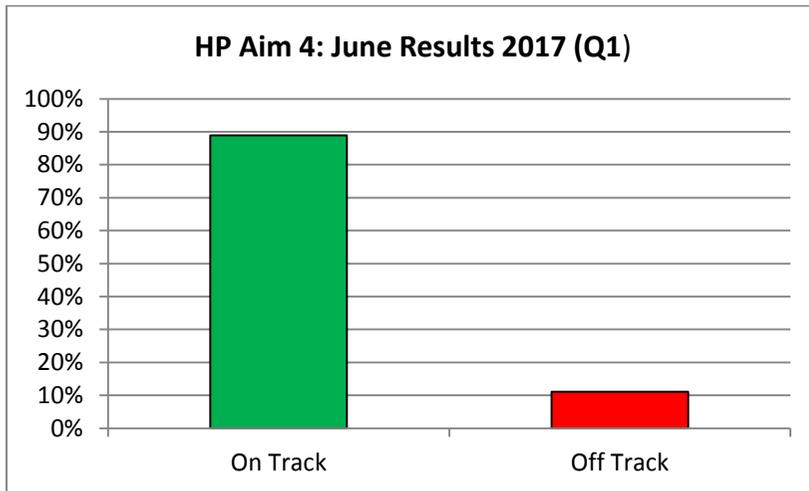
At the close of Quarter One the following performance indicators outstripped their targets:

- ✓ Major, Minor and other planning applications processed on time

Corporate Priority Actions – Progress Highlights

Priority Action	Status	Commentary – June
Undertake detailed process benchmarking with high performing / low cost councils with a view to identifying value for money improvements for Planning application processing		Corporate Plan Priorities and Annual report findings shared with senior managers at the June Managers Forum. This has kick started the benchmarking activities and the Information Team have provided background data packs to facilitate process benchmarking by Managers in conjunction with their Finance Business Partners.
Implement the town deal in Biddulph in partnership with Biddulph Town Council		Town council has started the procurement of consultants to prepare a masterplan for the town centre, with specific focus on Mill Triangle, with support from regeneration team. Wharf road discussions with agents and County Council are progressing well.
Support the development of Cornhill and improved rail links		The Cabinet approved a report in June to agree the next steps for delivering the Cornhill masterplan. Positive response received from Capita regarding development of our land. Project team working to complete the current masterplan option and appraisal to close this stage of the project. Meeting to discuss principles for land transfer and to agree set of terms for discussion with Aviva and Capita. Liaise with SCC and LEP re funding.
Develop and implement plans to extend the public market operations in Leek and Cheadle		<p>The procurement process will be OJEU and has 2 stages:</p> <p>Stage 1- competitive dialogue- the opportunity was advertised on 16th June and the closing date is 17th July.</p> <p>-After the evaluation process, parties who have submitted proposals will be selected and invited in to present their plans in July/August.</p> <p>Stage 2- Invitation to tender- the main spec will not be written until 10th October which will be taken to committee/Cabinet beforehand for approval. When approved, ITT can be advertised for 4 weeks to ring-fenced parties who submitted proposals at stage 1.</p> <p>Tenders will be formally evaluated in Nov/Dec along with the contract award.</p>
Support the development of London Mill as part of a wider redevelopment scheme		Discussion underway with County, building owner and other developers to consider options for comprehensive development of wider site. Exploring possible Heritage Enterprise Grant Funding.
Implement the Growth Fund initiative to support small businesses		Two applications have been received for the growth fund: Caverswall Castle and Post Office relocation. Internal initial assessment along with risks to be completed. The recommendations will be reported to the Cabinet in due course.

Aim 4: Protect and Improve the Environment



The Council's performance profile under aim four is again relatively strong with the only 'off track' area being missed bins.

Celebrating Success:

At the close of Quarter One the following performance indicators outstripped their targets:

- ✓ Paper consumption
- ✓ Residual household waste levels and recycling rates (estimated)

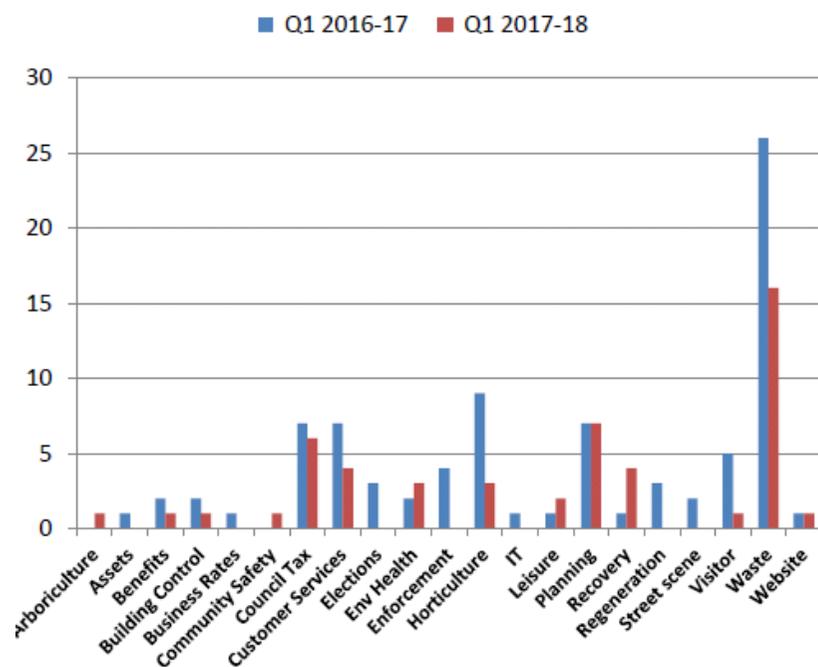
Corporate Priority Actions – Progress Highlights

Priority Action	Status	Commentary – June
Work with ANSA and Cheshire East to launch Alliance Environmental Services Ltd, our new joint venture company, to deliver waste, streets and grounds maintenance services on behalf of the Council in order to achieve improved performance and value for money outcomes. Establish a developer open space contributions plan		Approval for the establishment of Alliance Environmental Services agreed at both Councils. The current focus is on phase 1, the transfer of the current Veolia contract to the new company for commencement on 7th August 2017.
Identify and implement an approach to reduce the cost of country parks		Transfer of the management of the Council’s countryside sites to a specialist provider will be considered by Service Delivery O & S Panel on 5th July.
Develop a plan to improve Brough Park with Heritage Lottery Fund support		First unsuccessful application to the heritage lottery being reviewed. Meeting took place with HLF 10/04/2017 to examine the bid and options. A revised submission is now being prepared for the next funding window at the end of this year.
Reduce the Council’s energy consumption and associated costs (through the Asset Management Plan)		Meeting to take place re 30 year asset management plan. Working group to be established.

Customer Feedback Complaints

The Council received a total of 51 stage one complaints across 14 service areas during the period Apr to Jun 2017. This is a decrease compared to the same period last year when we received 85 complaints.

Waste received the greatest proportion with 16 complaints (31%). Details are shown in the graph below:



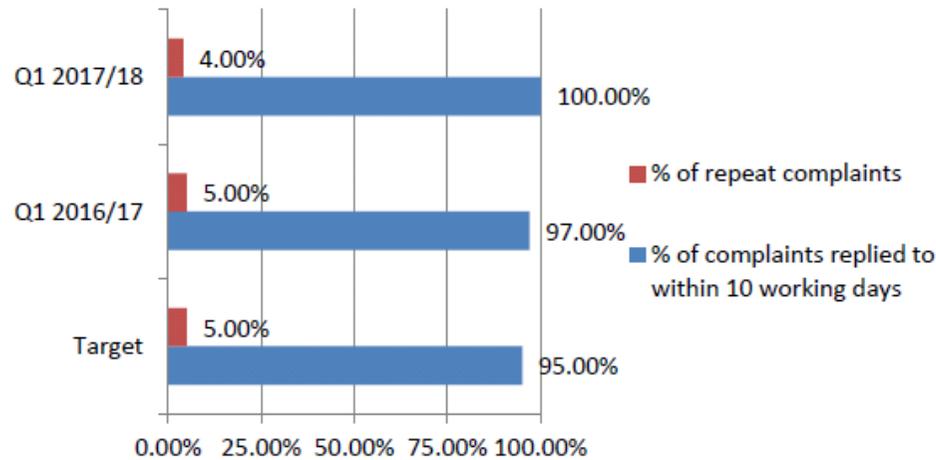
Stage 2 & 3 Complaints

9 complaints were dealt with at stage 2 and 1 at stage 3 in Q1. Details of the complaints are shown below:

Service	Complaint	Process/ service standards adhered to	Upheld/ rejected
Stage 2			
Community Safety	Complaint in relation to unnecessary issuing of anti-social behaviour warning notice	All processes followed correctly	Stage 1 upheld
Waste	Believes the risk assessment contains error	All processes followed correctly	Stage 1 upheld
Recovery	Unhappy that account gone to bailiffs and treatment relating to arrears for C/Tax	Holding letter issued 3.7.17	
Planning	Unhappy with how objections have been logged in relation to planning application	All processes followed correctly	Stage 1 upheld
Planning	Dereliction of Duty by the Planning Department	All processes followed correctly	Stage 1 upheld
Planning	Repartition was not taken into account	All processes followed correctly	Stage 1 upheld
Council Tax	Feels that Council has breached data protection by disclosing info to SOT CC	Due 06.07.17	
Customer Service	Unhappy with how objections have been logged in relation to planning application	Due 27/07/17	
Stage 2 & 3			
Benefits	Incorrect advice given by benefits officer	All processes followed correctly	Stage 1 & 2 Upheld

Performance

The table below shows the current performance together with the performance for the same period last year. The % replied to in 10 days and the % of repeat complaints have both improved.



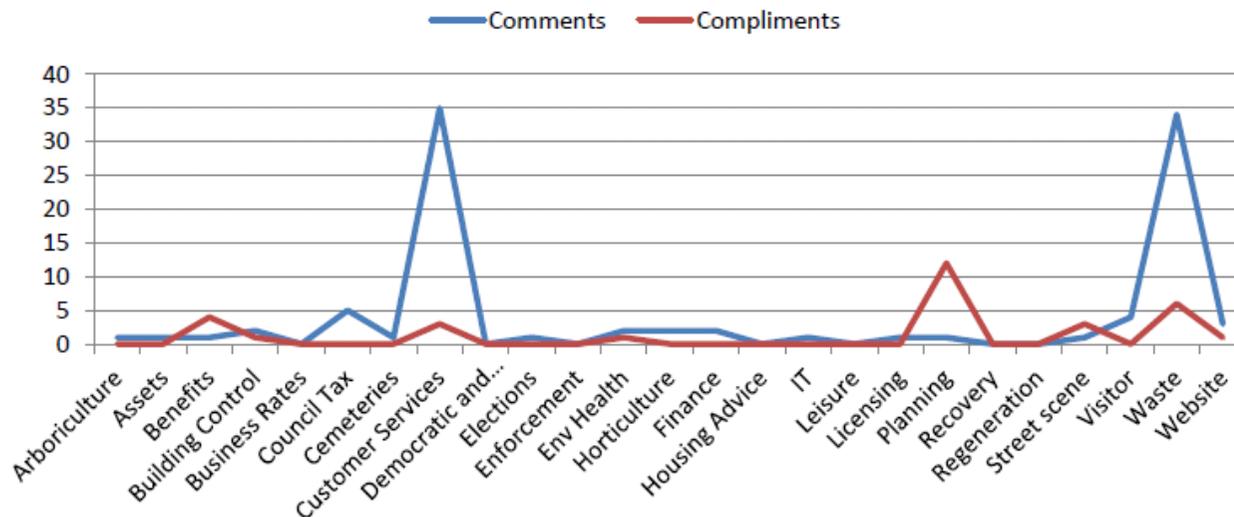
Key Outcomes

Horticulture will review the procedure for collecting grass cuttings. New machines are being used but the procedure is not to lift the cut at the moment, another option is to take just the top off the grass.



Ombudsman Decisions The Council received no Local Government Ombudsman decisions in Quarter 1.

Compliments and Comments The Council has also captured 98 comments and 31 compliments through its feedback system this quarter:



Key Repeat issues for Quarter 1-



Missed waste collections and delay in Council Tax processing

Areas for Improvement: June 2017

Measure of Success (PI)	Aim / Objective	Service Lead	Target 2017/18	Result June 2017	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	22 days	With the introduction of the new online forms and Risk Based Verification the processes are being reviewed and the target is expected to be met (new claims for June 18.80 days / changes 10.45 days)
Housing Benefits Processing: Time taken to process change of circumstances			7 days	11 days	
Number of twitter followers	Aim 2: Effective use of financial and other resources to ensure value for money	OD & Transformation Manager	1500	1308	Campaigns will be launched later in the year to increase uptake, this also may be affected by the ican campaign which will encourage and increase the use of on-line facilities to contact the Council.
Contracts register: contract spend as % of exp budget		Finance and Procurement Manager	72%	66%	Quarter 2 will focus specifically on SMDC spend and contract activity, to work towards achievement of the target.
Planning appeals - % successfully defended	Aim 3: High quality development and building control with an open for business approach	Operations Manager – Development Services	80%	79%	Fall in performance due to Saltersford Lane decision - member overturn. Member training planned in July.
Missed bins per 100,000 collections	Aim 4: Effective recycling and waste management	Head of Operational Services	35.5	42.98	Estimated figure for June 17. Data to be checked w/c 10/7/17 and updated for July 17.

For a full list of all performance measures and the Q1 results please visit the Performance Management page on the Intranet or click on this link.

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