



Staffs Moorlands Performance and Customer Feedback Report: 2017/18 (Q2)

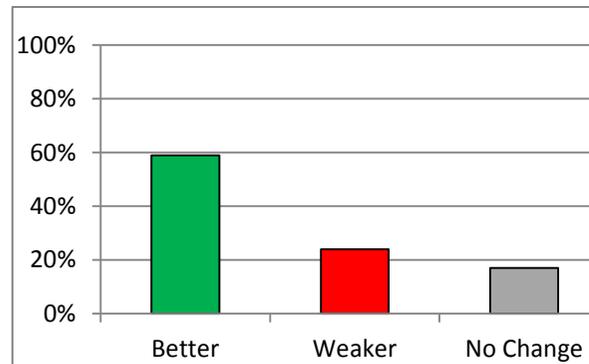
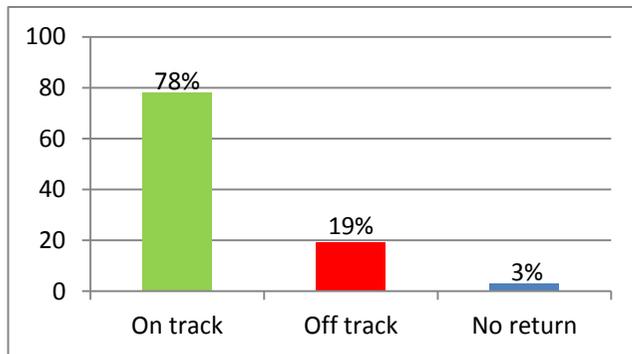
Staffordshire Moorlands Q2 Summary

The following report provides Councillors with an overview of performance at Staffs Moorlands for the period April to September 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 two 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.

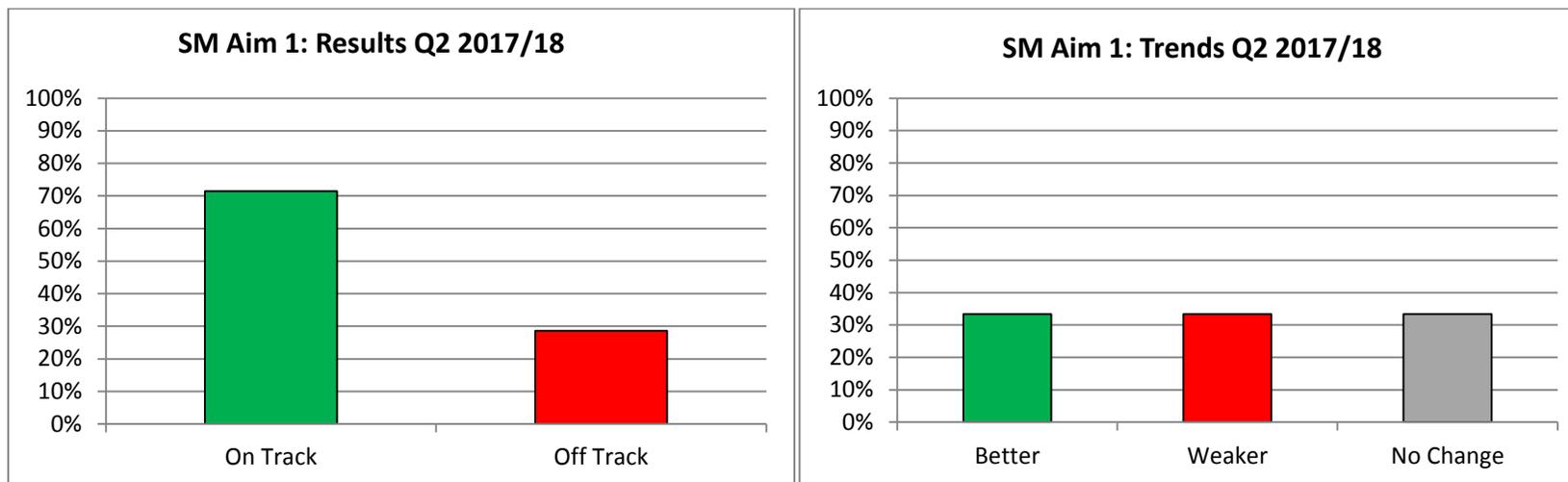


	Off Track
	In danger of going off Track
	On Track
	Not yet started
	Complete / Closed

Customer Feedback Overview

At the close of quarter two the Council is on track to meet its targets for responding to complaints within 10 days 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 21% 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 remain 'off track' but are showing signs of month on month improvement.

Celebrating Success:

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

- ✓ Households in temporary accommodation
- ✓ External funding awarded in support of the sport and physical activity strategy
- ✓ Homelessness prevention (cases assisted).

Corporate Priority Actions – Progress Highlights

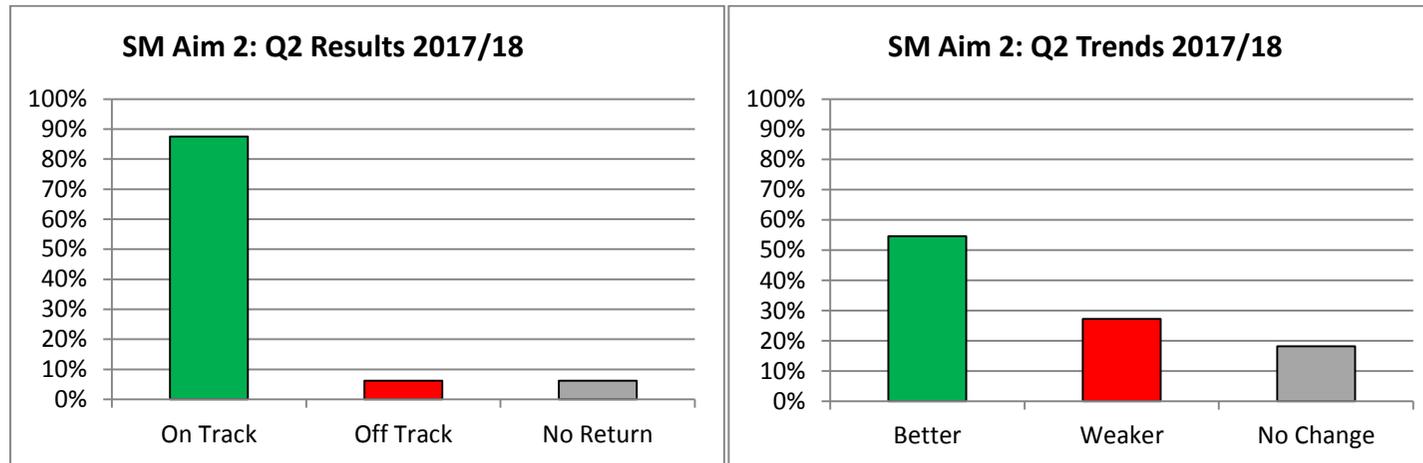
Priority Action	Status	Commentary – September
<p>Help to ensure, through the scrutiny work programme, that partner service provision, particularly health provision for the elderly, is effective</p>		<p>Leek Moorlands Hospital - Reps from the CCG attended Health O & S Panel 14/07/17</p> <p>Sustainability and Transformation Programme - Given the Joint Working Code re Health scrutiny, the representatives from the Sustainability and Transformation Plans will only attend County meetings. The item will be removed from the SMDC Work Programme.</p> <p>Health Visiting Services - Head of Child Health & Well-Being, SCC is scheduled to attend the Health Panel on 18th October 2017.</p> <p>West Midlands Ambulance Service - Mark Doherty will provide an annual update to the Health Panel on the 18th October 2017.</p> <p>Royal Stoke University Hospital- Annual Update is now due and an invitation will be sent</p> <p>North Staffordshire CCG- Representatives have attended meetings throughout the year, primarily in relation to Leek Moorlands Hospital.</p> <p>Staffordshire & Stoke on Trent Partnership NHS Trust-Annual Update is now due and an invitation will be sent</p> <p>North Staffordshire Combined Health Care NHS Trust-Annual Update is now due and an invitation will be sent</p> <p>Healthwatch Staffordshire Annual Update due early 2018.</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. Service is members of a county-wide managers forum looking at benefits performance and measures. Post service review our costs have greatly reduced and when the latest figures are available will be completing site visits to partners.</p>

Priority Action	Status	Commentary – September
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		The procurement process for recruiting consultancy support has been completed and FMG Business Consulting Ltd were 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. Lead consultant presented stage one assessment to AMT on 2nd August.
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		SGW Consultants have completed their initial review of the Councils' CCTV systems and have presented the Council with their report. There has been some variation to the initial project requirements (such as no longer including the Council's internal cameras within the review). The next phase has now been agreed with the consultants who have produced a draft report detailing various options for presentation to Councillors. Amendments are being made and a revised version is expected by the end of September which will be presented to AMT.
Develop a strategy for further development of affordable and specialist housing		To be split into 2 parts: Ascent, new relationship with Your Housing and Affordable Housing. Ascent Board meeting took place 15th August. Short-term (1 year) extension to current 'tranche 1' loan funding (£7m) to October 2018. Ascent Business Plan/funding review to take place over next couple of months – led by Your Housing, to assess current financial forecasts and funding options for the future. Consideration also to wider group funding arrangement with SMDC.
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 for presentation at the next AMT.
Develop a scheme that supports the upgrading of security in vulnerable people's homes		Action Completed. 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

Priority Action	Status	Commentary – September
		<p>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>
<p>Support the Community Safety Partnership with improved provision of outreach workers for dealing with domestic violence</p>		<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 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</p>

Priority Action	Status	Commentary – September
		<p>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>
<p>Work with Staffordshire County Council and other partners to ensure an effective partnership with central government</p>		<p>Links to strategic partnerships project above</p>

Aim 2: Meet financial challenges and provide value for money



Aim two is performing strongly with the vast majority of measures on track at this stage to meet their 2017/18 target. Trend data also shows signs of strong performance with over half of all measures showing an improvement on last year. The 'no return' measure relates to the facilities management contract, for which no performance data has been received in 2017/18 - the Assets Manager has now escalated this issue to Director-level at Derbyshire County Council.

Celebrating Success:

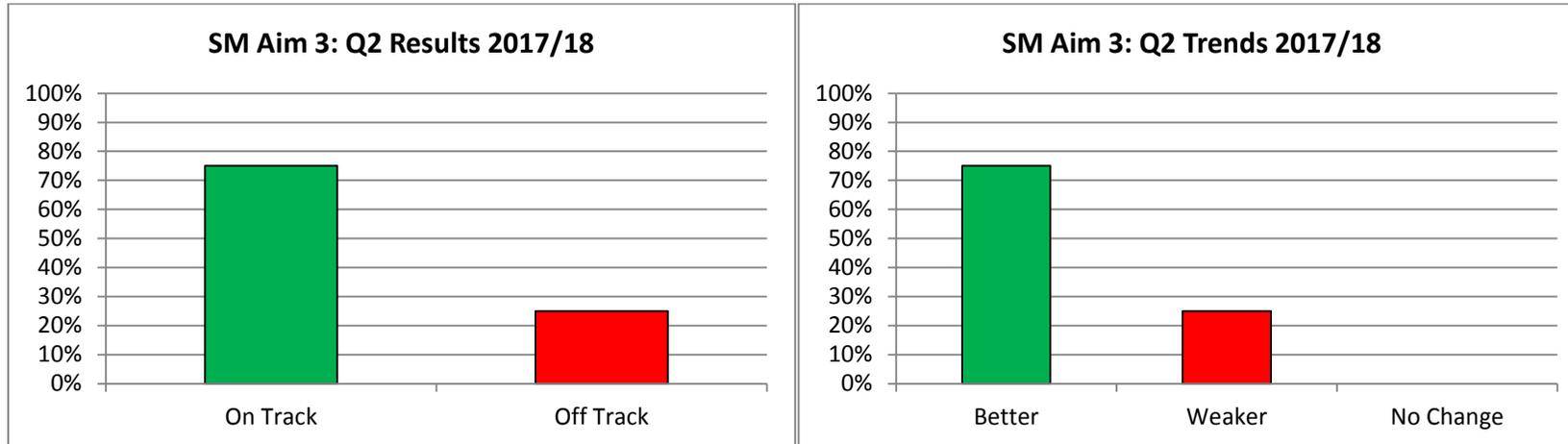
At the close of Quarter Two the following performance indicators outstripped their targets:

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

Corporate Priority Actions – Progress Highlights

Priority Action	Status	Commentary - September
Deliver the Channel Shift Programme		<p>Digital Portal Launched July 2017 and CRM now switched off. Data archive set up so that historical CRM data is retained.</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. Housing Benefit Risk Based Verification is live for all online applications and 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 developed to roll out the portal to more service areas with phase 2 commenced 17th July and now underway. The ican communications plan has been approved and implementation began in September, formal launch on 04/10 as part of National Customer Services Week.</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		Complaints system configuration is complete with all enhancements/improvements now in place. Final testing to be undertaken to enable sign off whereupon a programme will be devised for system launch and training.
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 – 20/21.</p>
Refresh and implement the Asset Management Plan, including a review of public estate, and ensure adequate facilities management arrangements are in place		Meeting to take place re 30 yr. asset management plan. Working group to be established and new approach to be agreed. The improvement programme will be produced prior to the MTFP in Feb 18.

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



There has been no change since Q1. The Council is performing well against the increased targets for speed of processing the three categories of planning application with 100% of major applications determined on time. Staffs Moorlands remains off track for appeals due to recent decisions; a review of lessons learned and member training has taken place.

Celebrating Success:

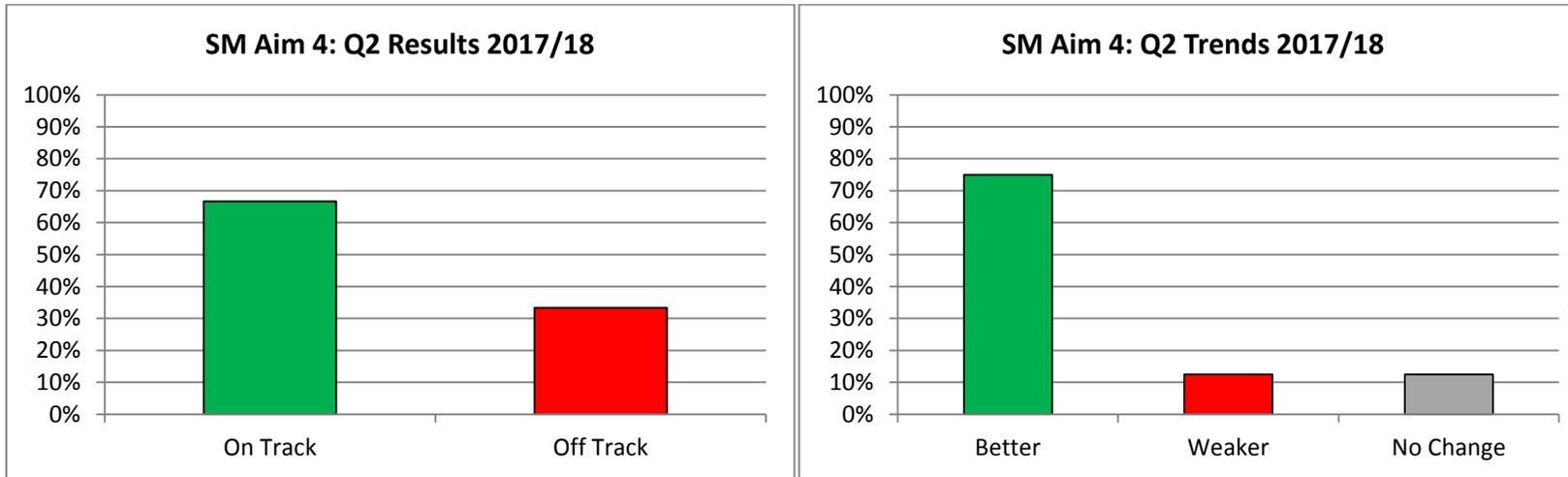
At the close of Quarter Two the following performance indicators outstripped their targets:

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

Corporate Priority Actions – Progress Highlights

Priority Action	Status	Commentary – September
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		The Town Council has commissioned consultants for the mill triangle masterplan with support from the regeneration team. Consultation with SCC is on-going. Wharf road discussions with agents are progressing well with regeneration and property team.
Support the development of Cornhill and improved rail links		A report was approved by Cabinet in June. Discussions ongoing with all stakeholders including SCC, Kier, Capita and neighbouring land owners regarding delivery of the site.
Develop and implement plans to extend the public market operations in Leek and Cheadle		The Leek procurement project has been put on hold temporarily whilst officers and the Portfolio Holder assess options and review all feedback received from the exercise. It is expected that we will be able to confirm the likely timescales regarding the procurement project at the next Transformation Board in October. Consultation has had carried out with affected businesses in respect of the new trial market in Cheadle. Of the 19 surveys which were hand-delivered, 13 have been returned. The results show marginal support for the market specifically on Greyhound Walk and majority support for the notion of a new market in Cheadle. Officers will now begin the market implementation process.
Support the development of London Mill as part of a wider redevelopment scheme		The site was auctioned on 19 th October but not sold. Discussions ongoing with County, Kier, Police and other public sector partners as well as neighbouring land owners to consider options for comprehensive development of wider Mill Quarter site.
Implement the Growth Fund initiative to support small businesses		No new applications have been received this quarter.

Aim 4: Protect and Improve the Environment



Performance has dipped in September with off track performance for enforcement actions in relation to enviro-crime, fixed penalty notice issue and missed bin collections. However, the trends under aim four show positive signs of improvement with most measures performing better than this point last year.

Celebrating Success:

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

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

Corporate Priority Actions – Progress Highlights

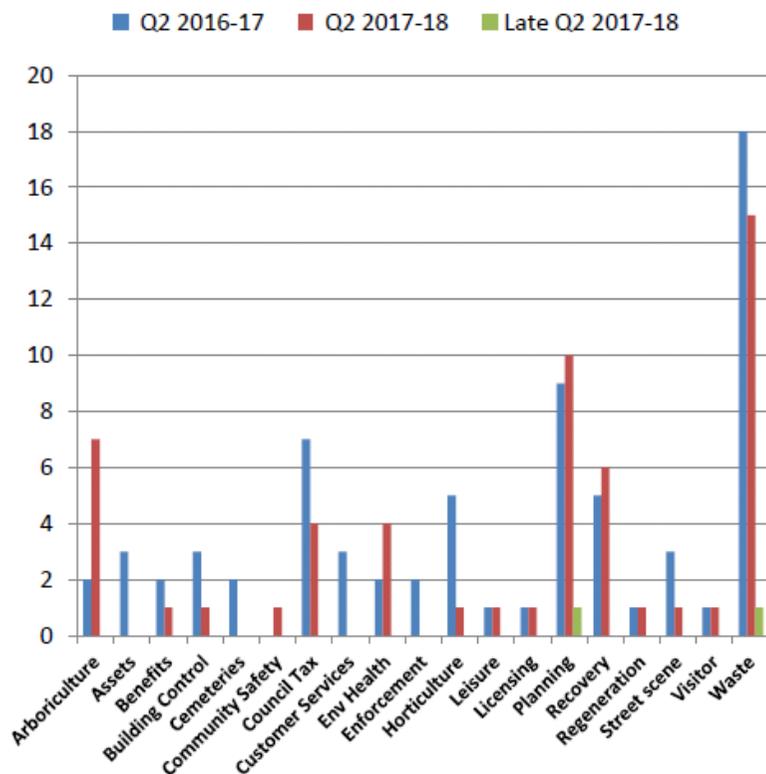
Priority Action	Status	Commentary – September
<p>Joint - Work with ANSA and Cheshire East to launch Alliance Environmental Services Ltd, our new joint venture company, to deliver waste, streets and grounds maintenance services on behalf of the Council in order to achieve improved performance and value for money outcomes.</p>		<p>Alliance Environmental Services has been established and phase 1 (the transfer of current Veolia contract to AES) is complete. A plan for phase 2 is being developed with a meeting planned for late September, which will focus on vehicles and SMDC waste.</p>
<p>Establish a developer open space contributions plan</p>		<p>Majority of S106 updates are on track.</p>
<p>Identify and implement an approach to reduce the cost of country parks</p>		<p>Transfer of the Councils' countryside sites to a specialist provider is still underway. A report has been presented to Service Delivery O&S Panel recommending the transfer of the management of key Countryside Sites to the Staffordshire Wildlife Trust- this was accepted with one caveat regarding Biddulph Grange Country Park. The project is to be developed further. The target start date is early 2018.</p>
<p>Develop a plan to improve Brough Park with Heritage Lottery Fund support</p>		<p>First unsuccessful application to the heritage lottery being reviewed. Meeting taken place with HLF 10/04/2017 to examine the bid and options. A revised submission is now being prepared for the next funding window in Feb 18.</p>
<p>Reduce the Council's energy consumption and associated costs (through the Asset Management Plan)</p>		<p>Meeting to take place re 30 yr. asset management plan. Working group to be established and new approach to be agreed. The improvement programme will be produced prior to the MTFP in Feb 18.</p>

Customer Feedback Complaints

The Council received a total of 55 stage one complaints across 15 service areas during the period July to Sept 2017.

This is a decrease compared to the same period last year when we received 70 complaints.

Waste received the greatest proportion with 15 complaints (27%). Details are shown in the graph below:



Stage 2 & 3 Complaints

2 complaints were dealt with at stage 2 and 1 at stage 3 in Q 2.

Details of the complaints are shown below:

Service	Complaint	Process/ service standards adhered to	Upheld/ rejected
Stage 2			
Waste	Requested a £90 refund for bin charges as policy has now been changed and new customers do not have to pay. Unhappy with previous decision	All processes followed correctly	Stage 1 upheld
Recovery	Unhappy that account with Bailiff	Waiting for response due 26.10.17	
Stage 3			
Recovery	Unhappy that account with Bailiff and treatment relating to arrears for Council Tax.	All processes followed correctly	Stage 2 Upheld

Nature of complaints:

Arboriculture : Lack of response to tree issues

Council Tax : Refund not issued since May ; disagree with summons issued and handling of levy matter

Environmental Health : Ineffective action taken by pest control; Wrong contact details ; not enough done about noise nuisance

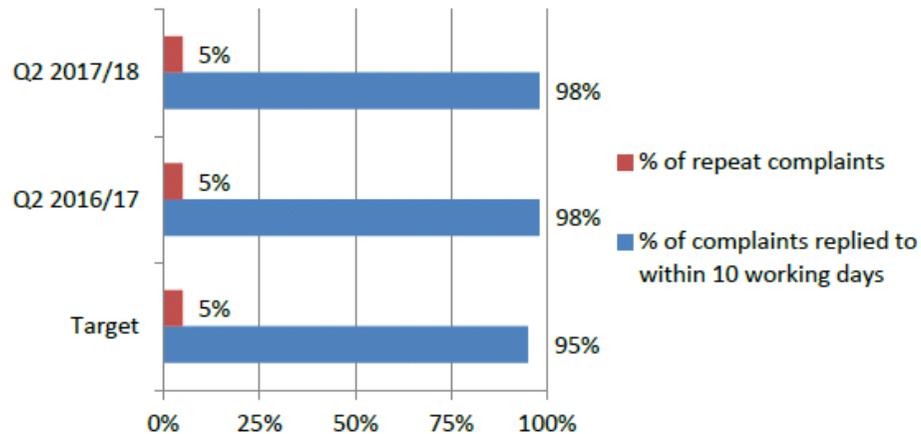
Planning : Delays in reaching decisions ; unhappy with planning enforcement issue ; unhappy how application handled

Recovery : Unhappy to receive reminders/summons

Waste : Bins not returned to collection point ; missed collections ; no call back/ email received.

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 stayed the same.



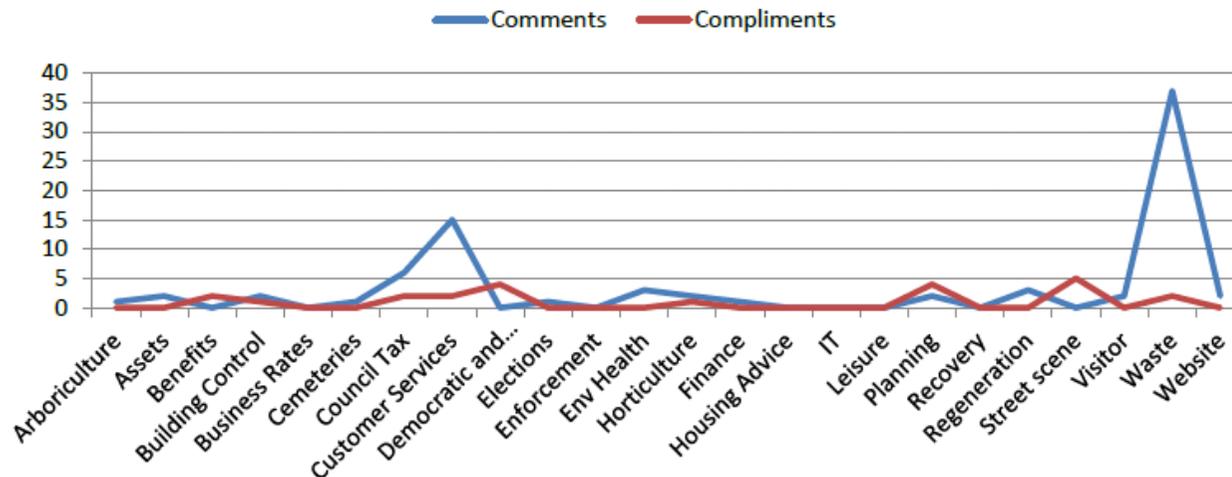
Key Outcomes

Ongoing issues with fly tipping in alley way. Street Scene have added this area on to the schedule and it will now be monitored.



Ombudsman Decisions The Council received 1 Local Government Ombudsman decision in Q2 : Ombudsman did not investigate as it was unlikely to find fault in the way the Council dealt with the complaint.

Compliments and Comments The Council has also captured 80 comments and 23 compliments through its feedback system this quarter:



Key Repeat issues for Quarter 2-



Waste bins not returned to collection point



Lack of response to tree issues

Areas for Improvement: September 2017

Measure of Success (PI)	Aim / Objective	Service Lead	Target 2017/18	Q2 Result 2017	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	Head of Customer Services	18 days	20.18 days	With the introduction of online forms, risk based verification and the progress steps on the customer portal the processes are being reviewed and the target is expected to be met (September New Claims 18.45 days / Changes 9.35 days)
Housing Benefits Processing: Time taken to process change of circumstances			7 days	10.29 days	
Number of twitter followers	Aim 2: Effective use of financial and other resources to ensure value for money	OD & Transformation Manager	1500	1323	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.
Planning appeals - % successfully defended	Aim 3: High quality development and building control with an open for business approach	Operations Manager – Development Services	80%	42%	Member training undertaken and review of recent appeal decisions for lessons learned.
Missed bins per 100,000 collections	Aim 4: Effective recycling and waste management	Head of Operational Services	35.5	43.57	This PI has improved in Quarter 2 with September recording the lowest number of missed collections year to date (32.24 collections per 100,000). Further monitoring is continuing to ensure that all missed collections are investigated and are kept to a minimum.
Environmental Fixed Penalty Notices issued	Aim 4: Provision of high quality public amenities, clean streets and	Democratic and Community Services Manager (newly transferred from Env	45	14	Combined enforcement and promotion in targeted areas.

Measure of Success (PI)	Aim / Objective	Service Lead	Target 2017/18	Q2 Result 2017	Service Manager Commentary (reasons for performance / SMART actions to improve)
Number of enviro-crime enforcements undertaken (i.e. Abandoned Vehicles, Duty of Care etc.)	environmental health	Services)	500	102	Targeted events and enforcements to be scheduled over the next quarter.

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>