



Staffs Moorlands Performance and Customer Feedback Report: 2017/18 (Q3)

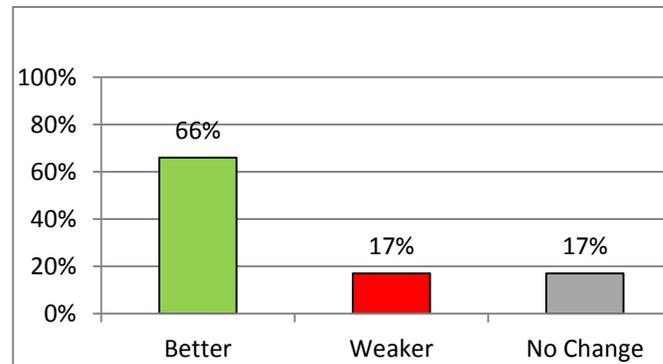
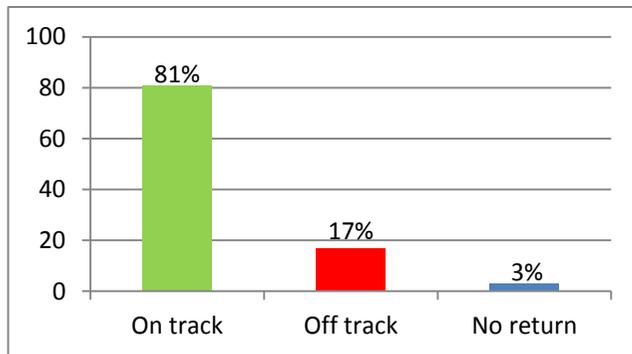
Staffordshire Moorlands Q3 Summary

The following report provides Councillors with an overview of performance at Staffs Moorlands for the period April to December 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 three against 36 indicators. There has been a 3% increase in 'on track' performance since last quarter. 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.

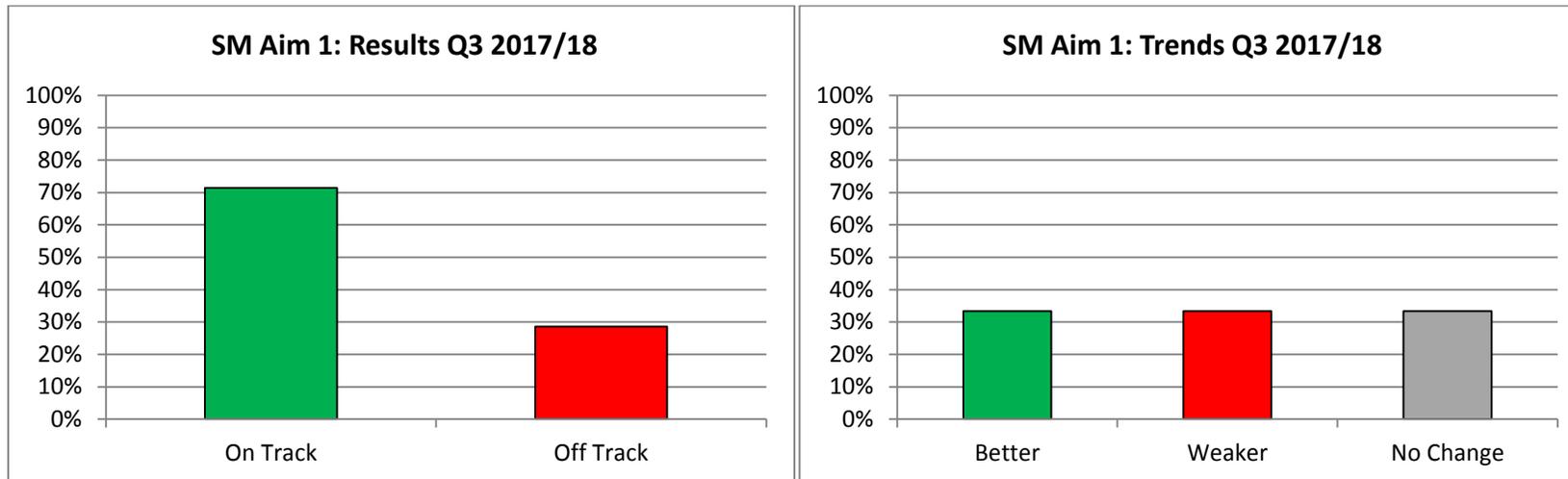


| | |
|--|------------------------------------|
| | Off Track |
| | In danger of going off Track |
| | On Track |
| | Not yet started / Decision awaited |
| | Complete / Closed |

Customer Feedback Overview

At the close of quarter three 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 slightly higher, with 44 complaints this quarter.

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 Three 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

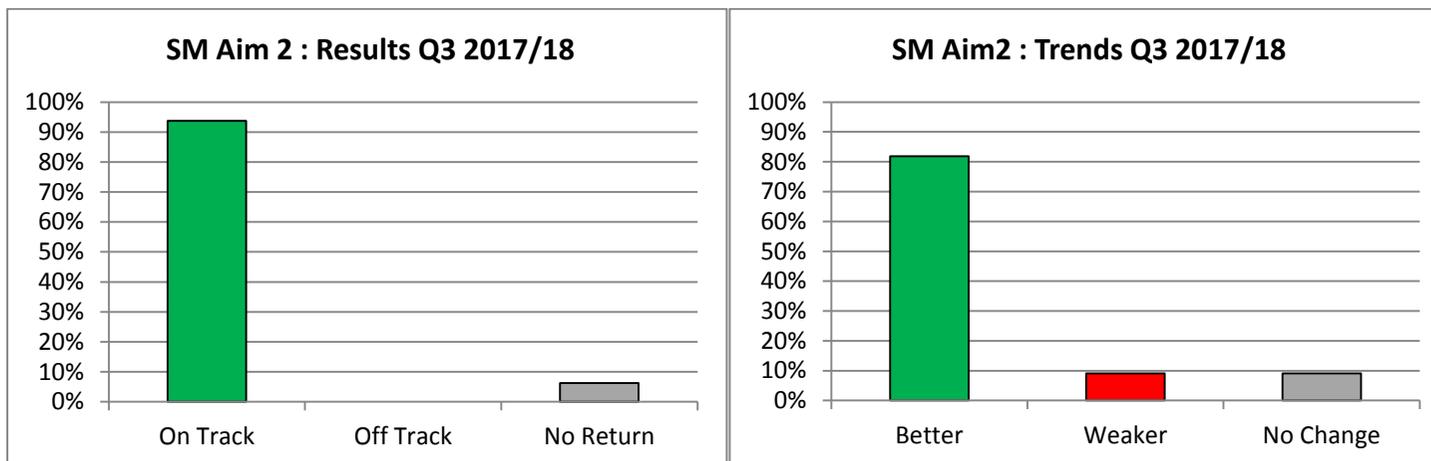
| Priority Action | Status | Commentary – December |
|--|--------|---|
| <p>Help to ensure, through the scrutiny work programme, that partner service provision, particularly health provision for the elderly, is effective</p> | | <p>Representatives from the County Health Visiting Services and West Midlands Ambulance Services were scheduled to attend the Health Panel on 18th October 2017 - the meeting was cancelled and is in the process of being re-arranged.</p> <p>Royal Stoke University Hospital - Annual Update is now due and an invitation will be sent</p> <p>Staffordshire & Stoke on Trent Partnership NHS Trust & North Staffordshire Combined Health Care NHS Trust - The County Council have advised that the Chief Executive of the Royal Stoke Hospital has recently attended the County Council and under the Code of Working between the District and County Council, unless there are any specific queries relating to the Moorlands, then the County Council will lead on scrutiny.</p> <p>Healthwatch Staffordshire - Annual Update due beginning of 2018 to include Care/Nursing Homes and Moorlands Hospital.</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. 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 a member 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> |
| <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</p> |

| Priority Action | Status | Commentary – December |
|--|--------|--|
| | | <p>cover supply and demand analysis, options appraisals and delivery models for future provision of sport and leisure facilities for both Councils.</p> <p>The appointed consultants have presented an update on the Leisure Centre Management Review to AMT on 20th November. An options appraisal report is expected to be provided by the end of December. Following the analysis of that report an executive summary will be provided to the Transformation Board together with the proposed next steps. A leisure contract project board meeting has been arranged for mid December.</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>SGW Consultants have completed their initial review of the Councils' CCTV systems and have presented the Council with their report. A meeting has taken place with the consultants and next steps were discussed.</p> <p>The next phase has now been agreed with the consultants who have produced a draft report detailing various options for presentation to Councillors. Amendments were made and the revised report has been received from the consultants presenting three broad options. This will be presented to Elected Members which should go through the next committee cycle in early 2018.</p> |
| <p>Develop a strategy for further development of affordable and specialist housing</p> | | <p>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. Commitment for review to conclude prior to Feb budget and MTFP.</p> |
| <p>Develop and agree a new empty properties strategy</p> | | <p>Action Completed. Strategy approved</p> |
| <p>Develop a scheme that supports the upgrading of security in vulnerable people's homes</p> | | <p>Action Completed. The Safe and Sound Service has been launched with the aim of</p> |

| Priority Action | Status | Commentary – December |
|--|--------|--|
| | | <p>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> |
| <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,</p> |

| Priority Action | Status | Commentary – December |
|--|--------|--|
| | | 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 these 49 were joint visits and 16 were undertaken just by the Police Link Worker. |
| 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 at this stage to meet their 2017/18 target. Trend data also shows signs of strong performance with over 80% 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 due to technical issues at Derbyshire County Council.

Celebrating Success:

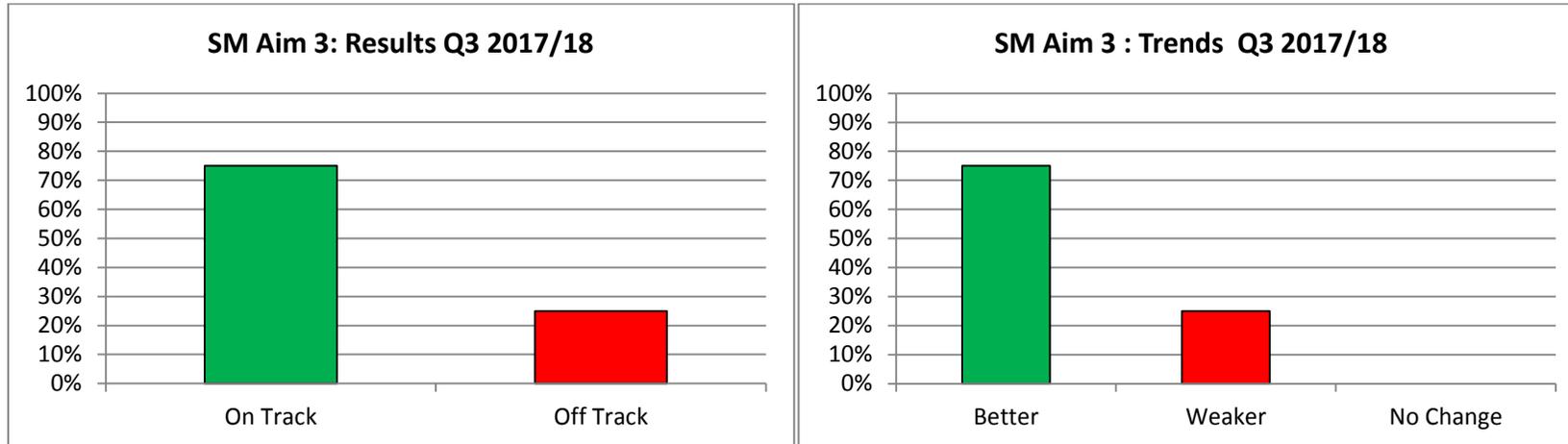
At the close of Quarter Three the following performance indicators outstripped their targets:

- ✓ IT system and network availability
- ✓ Procurement activity on forward plan, contracted spend
- ✓ FOI requests dealt with on time, 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 - December |
|--|--------|---|
| 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>Benefit claims are now between 99.5 % and 100% online for both authorities and are integrated into the Civica back office system. Changes in Circumstances are 100% online. All council tax discounts and exemptions are available on line. Approx. 98% of all other benefit forms are available on line. SPD review to follow in early 2018.</p> <p>The ican communications plan began in September and was formally launched on 04/10 as part of National Customer Services Week. The first stage is now coming to a close and the second stage is being developed which will focus on Housing and Waste. Phase 2 of the digital portal project is underway and on track. CGI project to be evaluated once complete to determine next steps.</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 is complete; all enhancements/improvements are now in place. Final testing to be undertaken to enable sign off whereupon a programme will be devised for system launch and training. Trial with housing complaints to commence Jan 18.</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. Initial review/scoping of ideas has taken place, awaiting further development based on the various streams:</p> <p>Commercial properties - Mandates to be produced, assessment taking place, working through project plan.</p> <p>Fees and charges - Car Parking income reviewed and increases approved.</p> <p>Advertising/Sponsorship - Project on track, stocktaking report on existing sponsorship/advertising agreements by mid December.</p> <p>Affordable housing - Reviews taking place to assess funding options for the future.</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 yr. asset management plan. Working group established and new approach to be agreed. The improvement programme will be produced prior to the MTFP in Feb 18. All cemeteries to be reviewed.</p> |

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



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:

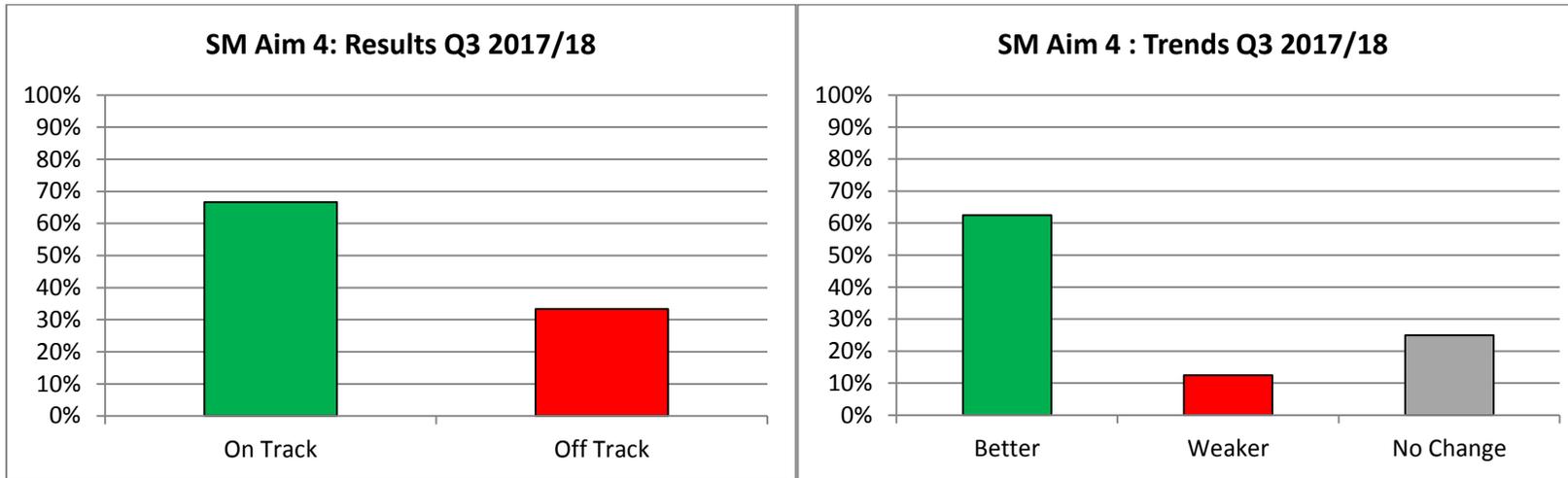
At the close of Quarter Three the following performance indicators outstripped their targets:

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

Corporate Priority Actions – Progress Highlights

| Priority Action | Status | Commentary – December |
|--|----------|---|
| 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 | 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 | On Track | Town council have commissioned consultants for the mill triangle masterplan with support from 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 | At Risk | Discussions ongoing with all stakeholders and neighbouring land owners regarding delivery of the site. |
| Develop and implement plans to extend the public market operations in Leek and Cheadle | On Track | <p>The market on Greyhound Walk in Cheadle was successfully launched in November. 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.</p> <p>Alternative options have been included in the report of 6/11/17 'Supporting the Development of Public Markets' which is subject to call-in. The report requests authorisation to create a 2-year fixed term post in order to complete the development and implementation of plans to extend the public market operations in Leek and Cheadle. The position - Senior Market Officer- has been advertised and the post has now been filled. A programme plan will now be provided.</p> |
| Support the development of London Mill as part of a wider redevelopment scheme | At Risk | 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 | On Track | No new applications have been received. |

Aim 4: Protect and Improve the Environment



The off track performance areas are around 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 Three 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 – December |
|---|--------|--|
| 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. | | 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, and the phase 2 project board has been arranged for mid December. Next focus is SMDC waste including associated fleet services for approx. June 2018. Cabinet briefing was held 21/11/17 |
| Establish a developer open space contributions plan | | Majority of S106 updates are on track. |
| Identify and implement an approach to reduce the cost of country parks | | 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 and has a target start date of early 2018. |
| Develop a plan to improve Brough Park with Heritage Lottery Fund support | | 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, however HL are withdrawing Parks for People which may reduce the chance. A report will go to Scrutiny in the new year. |
| Reduce the Council's energy consumption and associated costs (through the 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. |

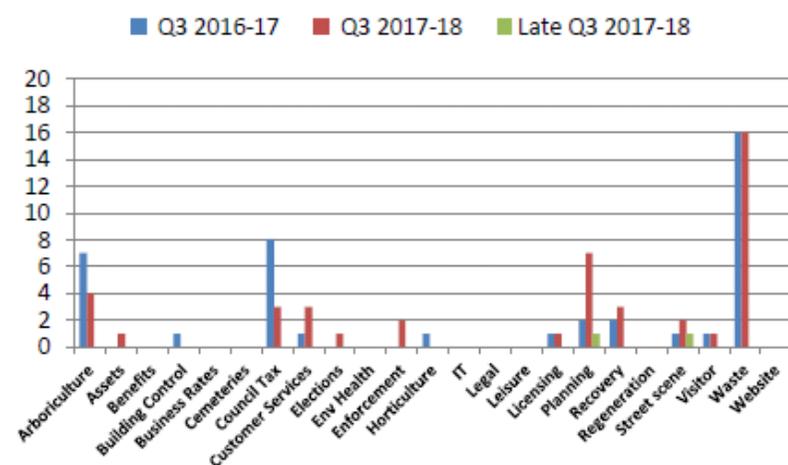
Customer Feedback

Complaints

The Council received a total of 44 stage one complaints across 12 service areas during the period October to December 2017.

This is an increase compared to the same period last year when we received 41 complaints.

Waste received the greatest proportion with 16 complaints (36%). Details are shown in the graph below:



Nature of complaints:

Arboriculture : Lack of response to tree issues

Council Tax : Issues with DDR; person linked to incorrect a/c

Customer Service: Unhappy with response to account queries

Planning : Lack of response from officer; unhappy with length of time taken to reach decision

Recovery : Lack of communication regarding account

Street Scene: Cleaner drives over grass verges; no response to issues with street cleaning & fly tipping

Waste: Bins not returned to collection point; missed collections; issues with assisted collection; crew damage bins

Stage 2 & 3 Complaints

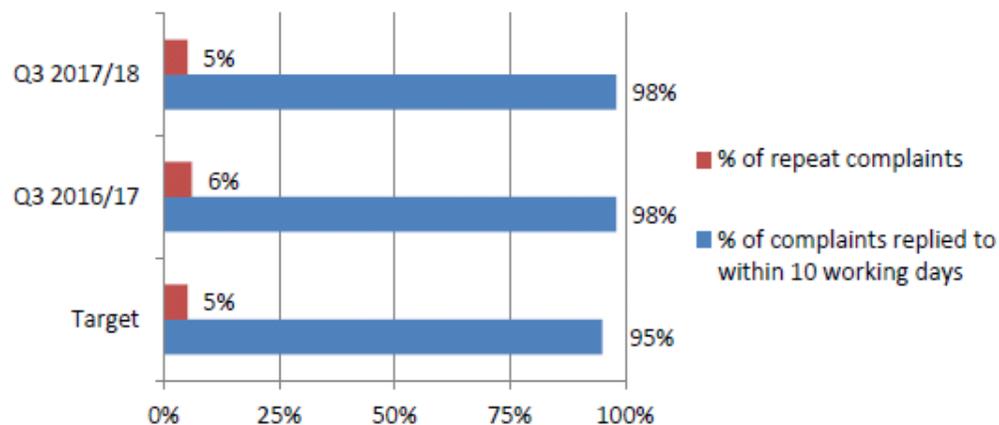
6 complaints were dealt with at stage 2 and 3 at stage 3 in Q3.

Details of the complaints are shown below:

| Service | Complaint | Process/ service standards adhered to | Upheld/ rejected |
|---------------------|--|---------------------------------------|--------------------|
| Stage 2 | | | |
| Planning | Delay in reaching decision | Process not followed correctly | Stage 1 rejected |
| Waste | Unhappy to pay £30 charge after bin went into back of lorry | All processes followed correctly | Stage 1 upheld |
| Planning | No response from officer re application | All processes followed correctly | Stage 1 upheld |
| Enforcement | No response to enforcement enquiry failing to enforce planning conditions | All processes followed correctly | Stage 1 upheld |
| Planning | Unhappy with how application handled | All processes followed correctly | Stage 1 upheld |
| Stage 3 | | | |
| Leisure Stage 2 & 3 | Sex discrimination at Leisure Centre | All processes followed correctly | Stage 1 & 2 Upheld |
| 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 2 upheld |
| Waste | Believes the risk assessment contains error | All processes followed correctly | Stage 2 upheld |

Performance

The table below shows the current performance together with the performance for the same period last year. The response rate has stayed the same and the % of repeat complaints has improved slightly:

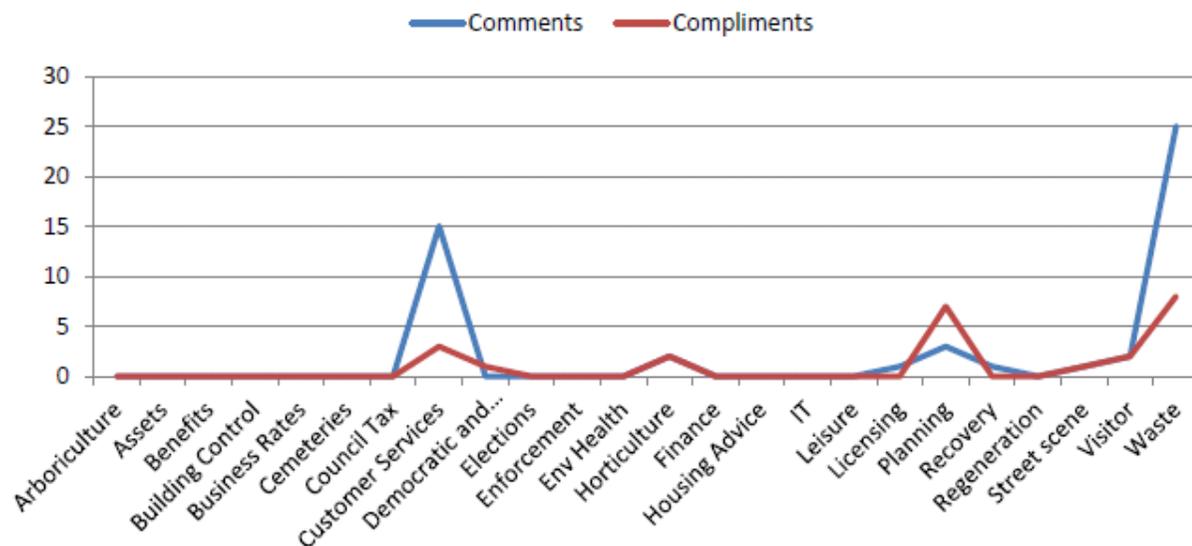


Key Outcomes:
 Planning: Officer response to stage 1 complaint in discussion with development control manager.



Ombudsman Decisions The Council received no Local Government Ombudsman decision in Q3.

Compliments and Comments The Council has also captured 53 comments and 26 compliments through its feedback system this quarter:



Key Repeat issues for Quarter 3:



Waste bins not returned to collection point

Areas for Improvement: December 2017

| Measure of Success (PI) | Aim / Objective | Service Lead | Target 2017/18 | December Result 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 | 19.72 days | With the introduction of the online forms, risk based verification and progress steps on the new customer portal the processes are being reviewed & the target is expected to be met. New Claims for December 18.43 days / Change of Circs 7.08 days. |
| Housing Benefits Processing: Time taken to process change of circumstances | | | 7 days | 9.82 days | |
| Planning appeals - % successfully defended | Aim 3: High quality development and building control with an open for business approach | Operations Manager – Development Services | 80% | 47% | Lost 3 appeals of which 2 were against officer recommendation. Further member training planned. |
| Missed bins per 100,000 collections | Aim 4: Effective recycling and waste management | Head of Operational Services | 35.5 | 43.26 | Reported missed collections increased significantly during December as a direct result of the inclement weather that was experienced across the district. This has resulted in the PI falling further behind its target of 35.5 missed collections per 100,000. |
| Environmental Fixed Penalty Notices issued | Aim 4: Provision of high quality public amenities, clean streets and environmental health | Democratic and Community Services Manager | 45 | 26 | Combined enforcement and promotion in targeted areas. |
| Number of enviro-crime enforcements undertaken (i.e. Abandoned Vehicles, Duty of Care etc.) | | | 500 | 157 | Targeted events and enforcements to be scheduled over the next quarter. |

For a full list of all performance measures and the Q3 results please visit the Performance Management page on the Intranet or click on this link.

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