



Staffs Moorlands Performance and Customer Feedback Report: 2017/18 (Q4 Outturn)

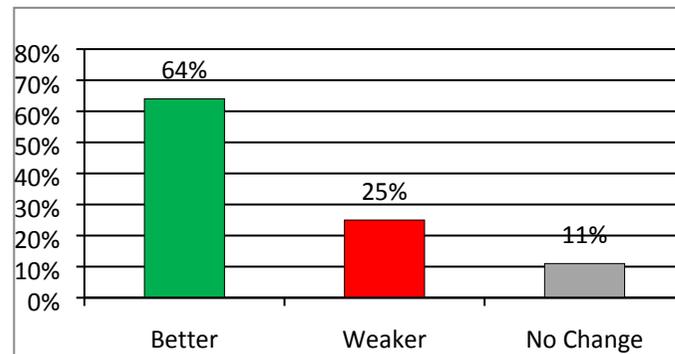
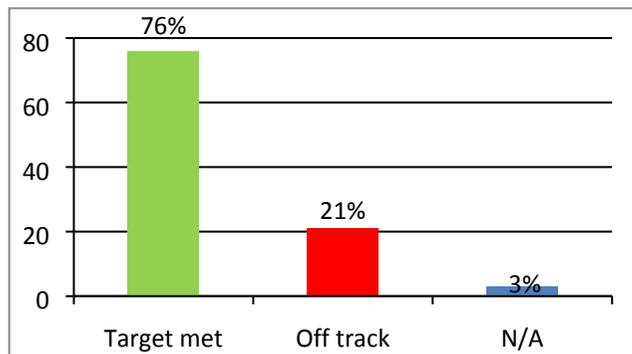
Staffordshire Moorlands Q4 Summary

The following report provides Councillors with an overview of performance at Staffs Moorlands for the period April 2017 to March 2018 in relation to the Council's corporate plan priorities and the associated performance targets and projects. The report also provides an overview of the results from the Council's customer feedback system in terms of how we handle and learn from complaints and the level of comments and compliments.

Performance Overview

There are 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 four against 58 indicators and reveals an improvement of 10% on last year's outturn. 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.

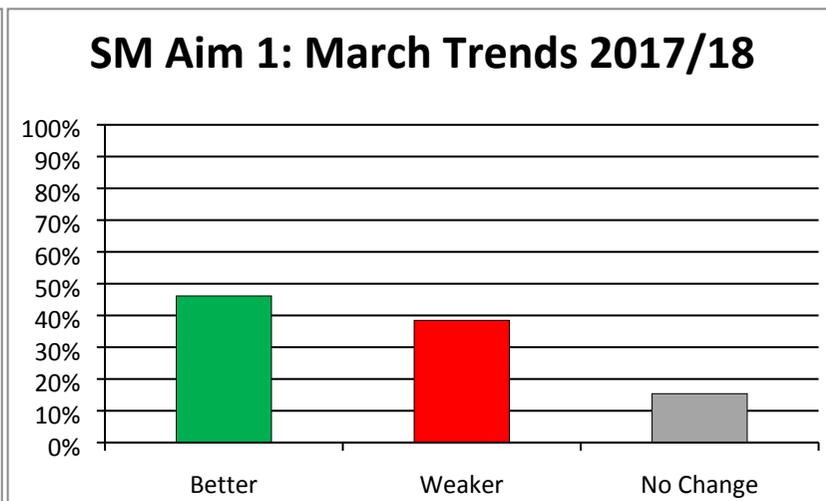
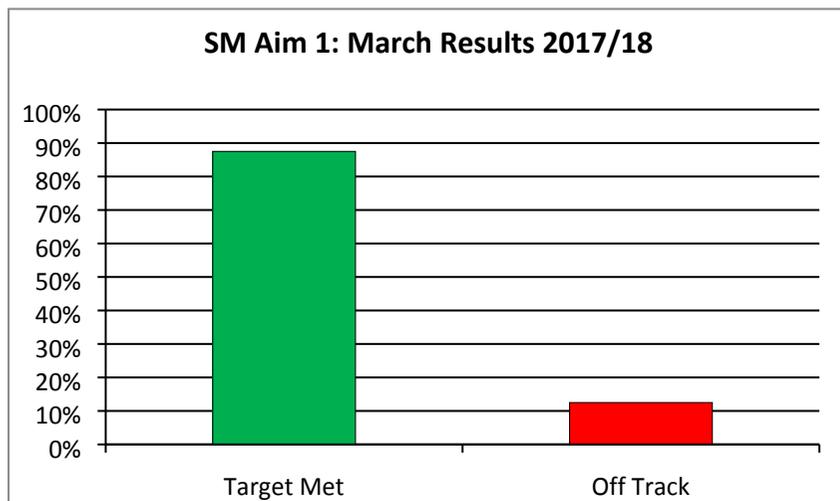


	Off Track
	In danger of going off Track
	On Track
	Not yet started / Decision awaited
	Complete / Closed

Customer Feedback Overview

At the close of 2017/18 the Council exceeded 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 also positive with a 14% reduction.

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



The only indicator which failed to meet its target in 2017/18 was Housing Benefit processing times for new claims, which came in at 19.21 days against a target of 18 days. The result was an improvement on the previous year's outturn of 20 days. Overall the Council has performed strongly against the vast majority of its performance targets under Aim One.

Celebrating Success:

At the close of 2017/18 the following performance indicators outstripped their targets:

- ✓ Households in temporary accommodation
- ✓ External funding awarded in support of the sport and physical activity strategy
- ✓ housing benefit change of circumstance processing and accuracy of determinations
- ✓ Homelessness prevention (cases assisted).

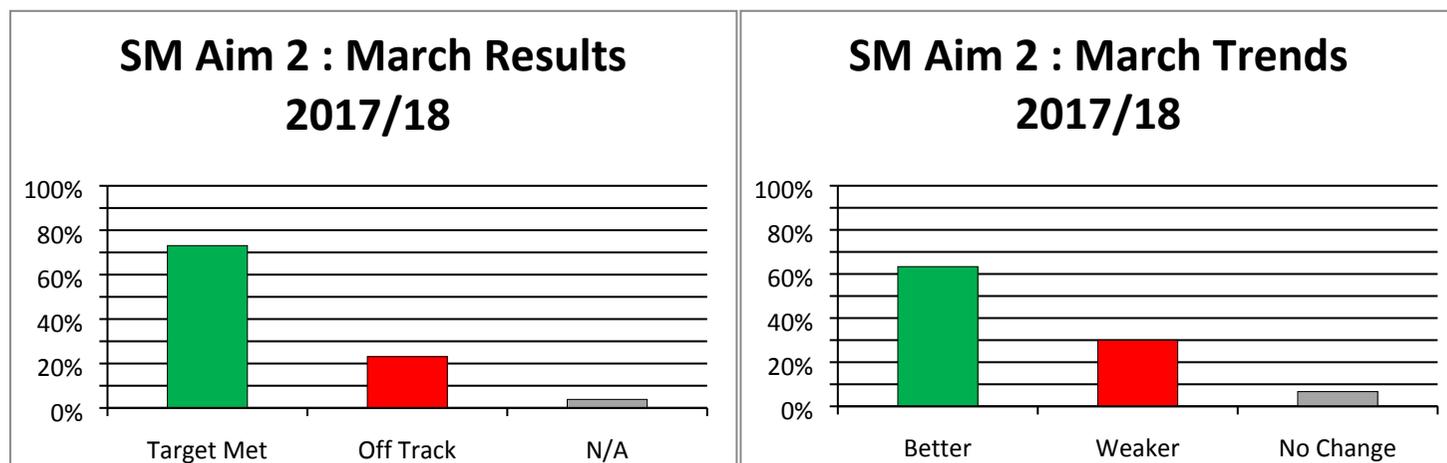
Corporate Priority Actions – Progress Highlights

Priority Action	Status	Commentary – March
<p>Help to ensure, through the scrutiny work programme, that partner service provision, particularly health provision for the elderly, is effective</p>		<p>Health Visiting Services - Head of Child Health & Well-Being at SCC was scheduled to attend the Health Panel on 18th October 2017. The meeting was cancelled. Meeting of 28/02/18 was further delayed due to the weather and is in the process of being rearranged.</p> <p>West Midlands Ambulance Service - Mark Doherty was due to provide an annual update to the Health Panel on the 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>Health watch 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>

Priority Action	Status	Commentary – March
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 appointed consultants have submitted the final reports and draft recommendations for consideration. Discussions with key members from both authorities taking place over the coming months to consider the conclusions and recommendations within the reports. Agreement in principal with members for way forward.
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		Revised scrutiny reports are being prepared for consideration by Councillors. These will hopefully go through the next committee cycle. In the meantime, the current monitoring and maintenance contracts have been extended for a further 6 months.
Develop a strategy for further development of affordable and specialist housing		Finance to obtain Your Housing update on Business Plan review in preparation for October £7m maturity
Develop and agree a new empty properties strategy		Action Completed. Strategy approved
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 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.

Priority Action	Status	Commentary – March
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 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 these 49 were joint visits and 16 were undertaken just 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 also performing strongly with the vast majority of measures meeting their targets and a similar level making improvements on last year. One of the off track measures related to the Council's business units, which have undergone capital works recently that have delayed their letting. Assets expect the occupancy levels to return to normal by Q1 of 2018/19.

Celebrating Success:

At the close of 2017/18 the following performance indicators outstripped their targets:

- ✓ reduction in workplace accidents, twitter followers, press releases used, channel shift contacts, IT system and network availability, procurement activity on forward plan, council tax and nndr collected, internal audit recommendations implemented on time, FOI requests dealt with on time, complaints dealt with within 10 working days, repeat complaints, invoices paid within terms, reduced sundry debt, contracted spend.

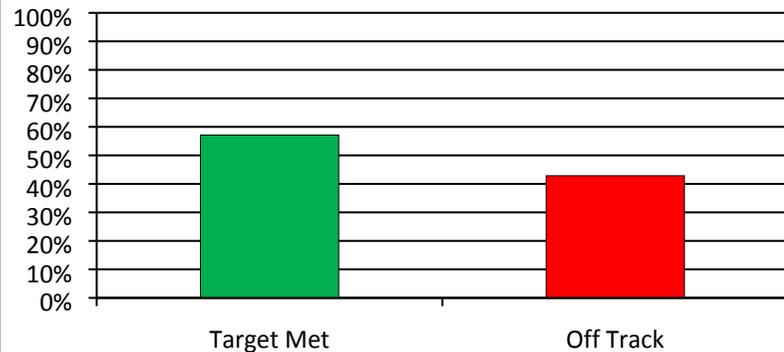
Corporate Priority Actions – Progress Highlights

Priority Action	Status	Commentary - March
Deliver the Channel Shift Programme		Digital Portal Launched July 2017 and CRM now switched off. 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 online. Approx. 98% of all other benefit forms are available online. Benefits /Savings analysis from programme being evaluated. Phase Two of the Digital Portal project is on track. Findings of the CGI review to be included. Environmental reporting app being explored.
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		Action Completed. Complaints system configuration is complete and all enhancements/improvements are now in place. Final testing and trials successfully completed. Manager training schedule completed. System went live from 01/04/18 across both authorities.
Develop and implement a plan to identify new and innovative ways of generating income		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. Various streams: Commercial properties- Mandates to be produced, assessment taking place , working through project plan. Industrial units will be ready for re-letting following procurement process. Fees and charges- Car Parking income and all inflationary increases approved at Full Council. Advertising/Sponsorship - Project put back by 8 weeks. Policy to be produced and any political implications considered. Affordable housing - Chase Your Housing for update on Business Plan review and October Maturity of £7m Empty Homes- Project manager appointed, working group met in Jan to consider strategy action plan progress.
Refresh and implement the Asset Management Plan, including a review of public estate, and ensure adequate facilities management arrangements are in place		Working group established and new approach to be agreed. The improvement programme will be produced prior to the MTFP in Feb 18. The Facilities Management contract should be in place by October 2018.

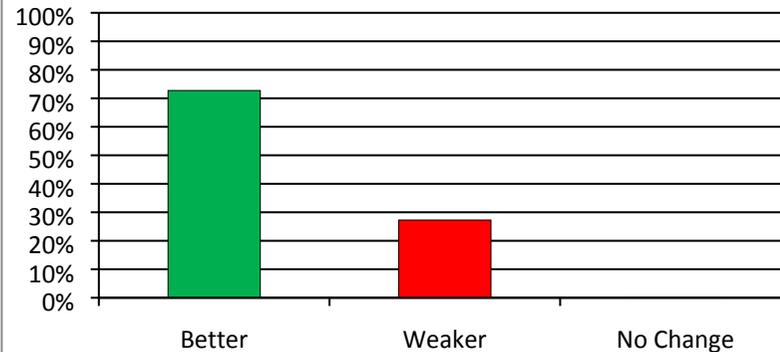
Aim 3: Help create a strong economy by supporting further regeneration of towns and villages



SM Aim 3: March Results 2017/18



SM Aim 3 : March Trends 2017/18



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 successfully defending planning appeals with only 45% of decisions in our favour against a target of 80%. Town centre vacancy rates were recorded as 11.5% at year-end, which is higher than the <10% target.

Celebrating Success:

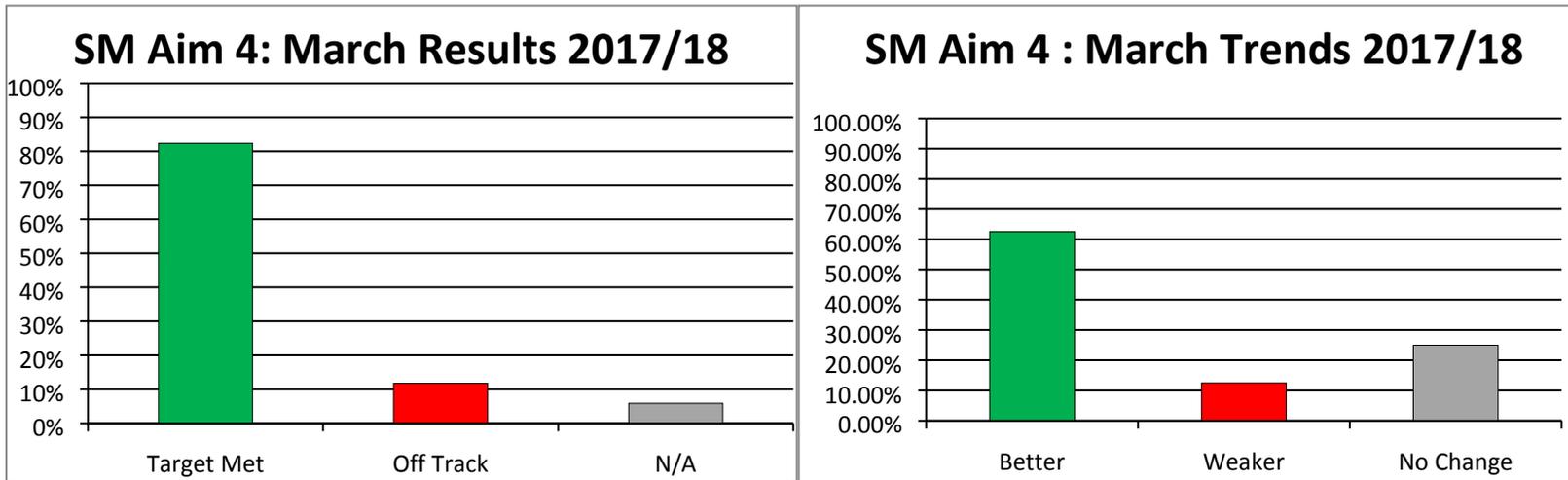
At the close of 2017/18 the following performance indicators outstripped their targets:

- ✓ Major, Minor and other planning applications processed on time
- ✓ % of planning applications with pre-app enquiries

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	On Track	In Staffs Moorlands our Development Control RO costs have reduced from £598k to £369k which places the Council 7th highest out of 19 councils regionally. Performance in determining planning applications is ranked 4th for majors, 5th for minors and 8th fastest for other applications across the region.
Implement the town deal in Biddulph in partnership with Biddulph Town Council	On Track	A report was approved by the Cabinet in April for an accelerated housing delivery programme in Staffordshire Moorlands. The report sought approval for preparing two masterplans in Biddulph. One is for the sites allocated at Wharf Road for residential-led mixed use development and the other is for sites allocated at Tunstall Road for employment-led mixed use development. Town council have commissioned consultants for the mill triangle masterplan with support from regeneration team. Consultation with SCC is on-going.
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	Authorisation has been given to proceed with the procurement of work to refurbish the indoor markets and the MTFP has allocated a budget provision of £300k for the project. The contractor and design team will put together a detailed project plan which will be communicated on receipt. The wider market improvement strategy has been agreed by the portfolio owner and is moving forward satisfactorily. The market on Greyhound Walk in Cheadle was successfully launched in November, this is going well, and as of Friday 23rd March, the footprint has been extended onto the car park to accommodate a further 4/5 stalls.
Support the development of London Mill as part of a wider redevelopment scheme	At Risk	The site has now been sold. Discussions ongoing with a range of 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	Closed	Project Closed. Capital allocation removed from Medium Term Financial Plan as no external application progressed beyond the Business Case phase.

Aim 4: Protect and Improve the Environment



Fly-tipping numbers and missed bin rates came in off track at year end but despite this aim four remains a very strong area of delivery across the Council with the vast majority of targets being met. The N/A at Staffs Moorlands relates to Ladderedge Country Park's annual Green Flag award assessment, the result of which won't be known until the summer.

Celebrating Success:

At the close of 2017/18 the following performance indicators outstripped their targets:

- ✓ Environmental enforcements and Fixed Penalty Notices Issued, new pest control contracts
- ✓ Street cleanliness standards, community clean-ups and volunteer hours
- ✓ Residual household waste levels and recycling rates (estimated)

Corporate Priority Actions – Progress Highlights

Priority Action	Status	Commentary – March
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. Next focus is SMDC waste including associated fleet services for approx. July 2018. PID under development to be agreed at next project board Feb 18. Report due Feb on next cycle setting our proposals for stage 2.
Establish a developer open space contributions plan		An Open Space Audit and Playing Pitch Strategy have been completed. In addition Operational Services have proposed a revised method for calculating developer contributions for play, open space and sport / recreation facilities. This proposed method is currently being considered by the Councils' appointed consultants who are working with the planning policy team as part of the Local Plan process. Subject to approval a Supplementary Planning Document (SPD) for developer contributions will be worked up in June 2018 using these proposed calculations and methods. This will provide guidance for developers on the expected contributions they will have to make towards play, open space and sport / recreation facility provision as part of local developments.
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. Still awaiting decision from Stoke and the matter has been escalated in order to progress.
Develop a plan to improve Brough Park with Heritage Lottery Fund support		A revised submission is now being prepared for the next funding window in Feb 18, however HLF are withdrawing Parks for People funding, which may reduce the chance. A report went to Scrutiny in the new year. Capital funding update/MTFP need to be re-assessed due to reduced lottery funding.
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 43 stage one complaints across 13 service areas during the period January to March 2018.

This is a decrease compared to the same period last year when we received 50 complaints.

Waste received the greatest proportion with 12 complaints (28%). Details are shown in the graph below.

Nature of complaints:

Arboriculture : Lack of response to tree issues

Building Control: Lack of response

Council Tax: Issues with DD; misleading bill received, full refund not received, unhappy with levy charge

Nature of complaints continued:

Customer Service: No response to voicemail, post delays reduced planning objection time limit

Environmental Health: Issues with staff conduct

Housing: Lack of response

Leisure: State of facilities in leisure centre

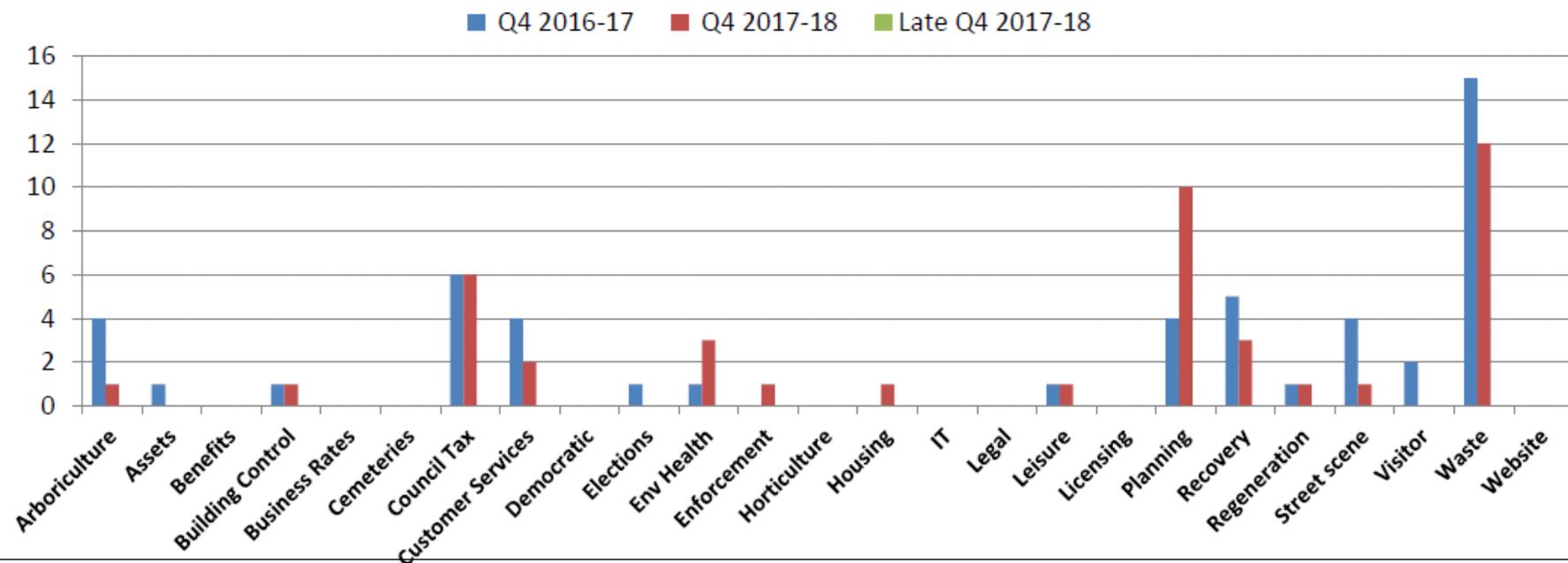
Planning : Poor service provided, issues with planning permission, refund not processed , inconsistent procedures

Regeneration: Letter received again with deceased wife's name.

Recovery : Issues with bailiffs

Street Scene: Request not actioned resulting in a fall

Waste: Bins not returned to collection point; missed collections; issues with assisted collection; crew damaged property.



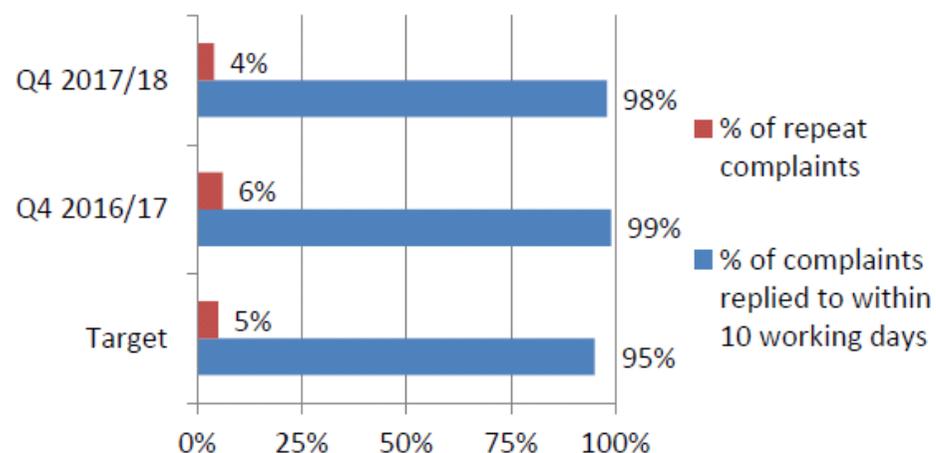
Stage 2 & 3 Complaints

11 complaints were dealt with at stage 2 and 4 at stage 3 in Q4. Details of the complaints are shown below:

Service	Complaint	Process/ service standards adhered to	Upheld/ rejected	Service	Complaint	Process/ service standards adhered to	Upheld/ rejected
Stage 2				Stage 2			
Recovery	Appeal to recovery to take account back from bailiff	All processes followed correctly	Stage 1 upheld	Planning	Issues with planning permission	All processes followed correctly	Stage 1 upheld
Planning	Complaint about 2 members of staff regarding Ivy House Care Home	All processes followed correctly	Stage 1 upheld	Leisure	Unhappy with the state of gym equipment and men's changing rooms at Brough Park	All processes followed correctly	Stage 1 upheld
Waste	Bin taken by crew, no note left. Unhappy as directed to website to make complaint	All processes followed correctly	Stage 1 upheld	Building Control	Lack of response from building control	All processes followed correctly	Stage 1 upheld
Planning	Complaint re approval of previous planning application	All processes followed correctly	Stage 1 upheld	Stage 3			
Council Tax	C tax declined to person not liable on account but completed the same last year	All processes followed correctly	Stage 1 upheld	Leisure Stage 3	Unhappy with the state of gym equipment and men's changing rooms at Brough Park	All processes followed correctly	Stage 2 upheld
Council Tax	DD taken without authority	All processes followed correctly	Stage 1 Upheld	Elections/ Legal Stage 3	Werrington Town Council by-election	All processes followed correctly	Stage 2 upheld
Waste	7 missed collections since Oct 17, wants financial compensation and has contacted solicitor	All processes followed correctly	Stage 1 upheld	Recovery Stage 3	Appeal to recovery to take account back from bailiff	All processes followed correctly	Stage 2 Upheld
Planning	Application states inaccurate information, no reply from officer /website and unable to log comment on website	All processes followed correctly	Stage 1 upheld	Planning Stage 3	Complaint about 2 members of staff regarding Ivy House Care Home	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 decreased slightly, the % of repeat complaints has improved. There were no key repeat issues in Q4.



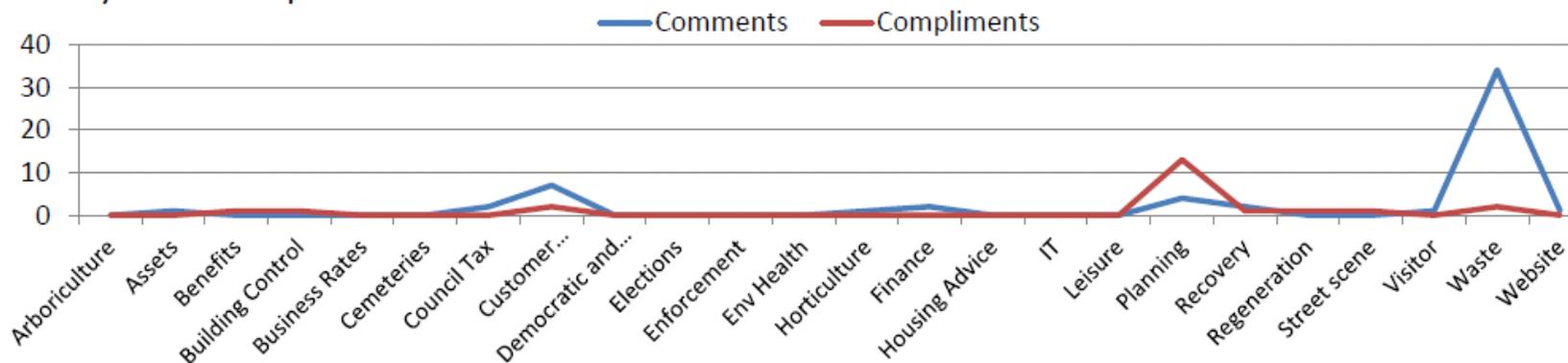
Key Outcomes:

- Parkwood Leisure reviewing operating procedures for children using trampolines with no qualified instructor. Cleaning inspection checks to be increased. Upgrade air conditioning in gym. Review capital allocations for 2018.
- Regeneration database - look at sharing information re local plan letters being issued.

Ombudsman Decisions The Council received 2 Local Government Ombudsman decisions in Q4:

One was closed after the initial enquiry - no further action; the other was upheld - maladministration and injustice.

Compliments and Comments The Council has also captured 55 comments and 22 compliments through its feedback system this quarter:



Areas for Improvement: 2017/18 Outturn

Measure of Success (PI)	Aim / Objective	Service Lead	Target 2017/18	Result 2017/18	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	19.21 days	Although this target has not been met for 17/18 the performance has improved from 20.46 days last year. New Claims processes, online forms, Risk Based Verification and the customer portal have also been implemented over the last 12 months.
Website Quality: Socitm Better Connected assessment	Aim 2: Easily available services provided right first time	OD & Transformation Manager	4 stars	3 stars	Part of the Socitm scoring was based on the old website in particular the accessibility. Accessibility in the new website is much improved.
% & Number of council owned business units occupied	Aim 2: More effective use of council assets	Assets Manager	92.1% (35/38)	84% (32/38)	The percentage is down due to the fact there have been capital works required which has delayed re-letting voids. We anticipate we will be back to target by the June quarter.
Income budget variance	Aim 2: Effective use of financial and other resources to ensure value for money	Finance & Procurement Manager	+/- 5%	21.9%	Based on Q3 data only.
Expenditure budget variance			+/- 5%	12%	
Planning appeals - % successfully defended	Aim 3: High quality development and building control with an open for business approach	Operations Manager – Development Services	80%	45%	Detailed report containing measures to improve performance on planning appeals is going to the next AMT
Agent satisfaction with the Planning Service			80%	78%	This has improved since last year but uptake of the survey continues to be a problem so feedback is unlikely to be reflective of general opinion. Move to an annual survey planned which will give a more accurate picture.

Measure of Success (PI)	Aim / Objective	Service Lead	Target 2017/18	Result 2017/18	Service Manager Commentary (reasons for performance / SMART actions to improve)
% of Empty town centre shops	Aim 3: Flourishing town centres	Regeneration Manager	District vacancy rate of <10%	Average 11.5%	New housing in Cheadle & Biddulph (part of Local Plan delivery) will support increased footfall/shop occupancy levels. Individual results as follows: Leek 7.9%, Cheadle 14.3%, Biddulph 18.2%.
Missed bins per 100,000 collections	Aim 4: Effective recycling and waste management	Head of Operational Services	35.5	44.66	The number of missed collections recorded was severely hampered by external factors in 2017-18. Including changes to the CRM reporting system in June 2017 when the numbers of reports increased considerably as a result of self serve channels being used more regularly. In addition bad weather has affected collections during Dec, Jan & Feb resulting in the outturn figure being off target. However, performance during 2017/18 has improved with the number of missed bins per 100,000 reducing from 46.49 to 44.66 (2016/17 outturn).
Number of fly tips (exc sec 46 waste)	Aim 4: Provision of high quality public amenities, clean streets and environmental health	Democratic and Community Services Manager	400	403	Further promotional work and new fly tipping campaigns are planned to encourage responsible waste disposal.
Joint Alliance Measures					
% of appraisals completed (due)	Aim 2: A high performing and well motivated workforce	OD & Transformation	100%	84%	Some small delays in a couple of areas due to staff changes and work deadlines.

Measure of Success (PI)	Aim / Objective	Service Lead	Target 2017/18	Result 2017/18	Service Manager Commentary (reasons for performance / SMART actions to improve)
Number of RIDDOR reportable / Lost Time (7days) accidents		Chief Executive	0	7	The target set by members is accepted as an aspirational target across the alliance. Accidents overall are down and the alliance was successful in achieving the prestigious 'gold' award from Rospa last year in recognition of our commitment to health and safety at work.

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