



**Staffs Moorlands Performance and Customer Feedback Report: 2018/19 (Q1)**

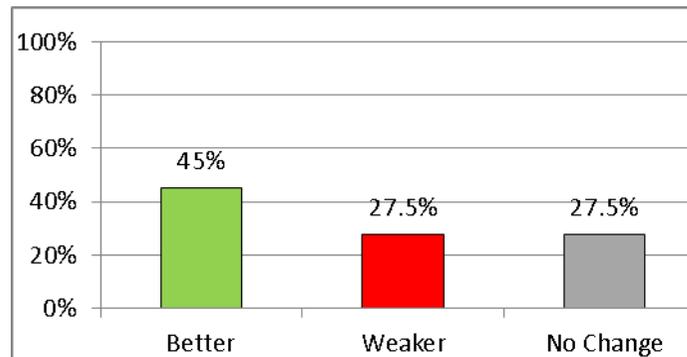
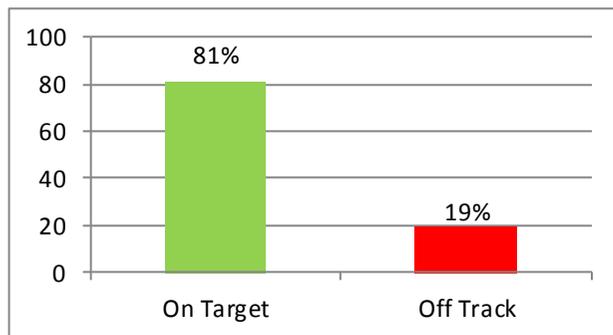
## Staffordshire Moorlands Q1 Summary

The following report provides Councillors with an overview of performance at Staffs Moorlands for the period April to June 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 113 'monthly', 'quarterly', and 'annual only' reported performance measures at Staffs Moorlands, four more than last year. The chart below shows the results for quarter one against 36 indicators and is in line with last year's profile at this point in time. The actions being taken to address the 'off track' measures are detailed at the end of this report.

The report also provides an update on the progress of key projects that contribute to the priority actions outlined in the revised 2018-2019 Corporate Plan. The table below right explains the colour coding used to describe the current status of these projects / actions.

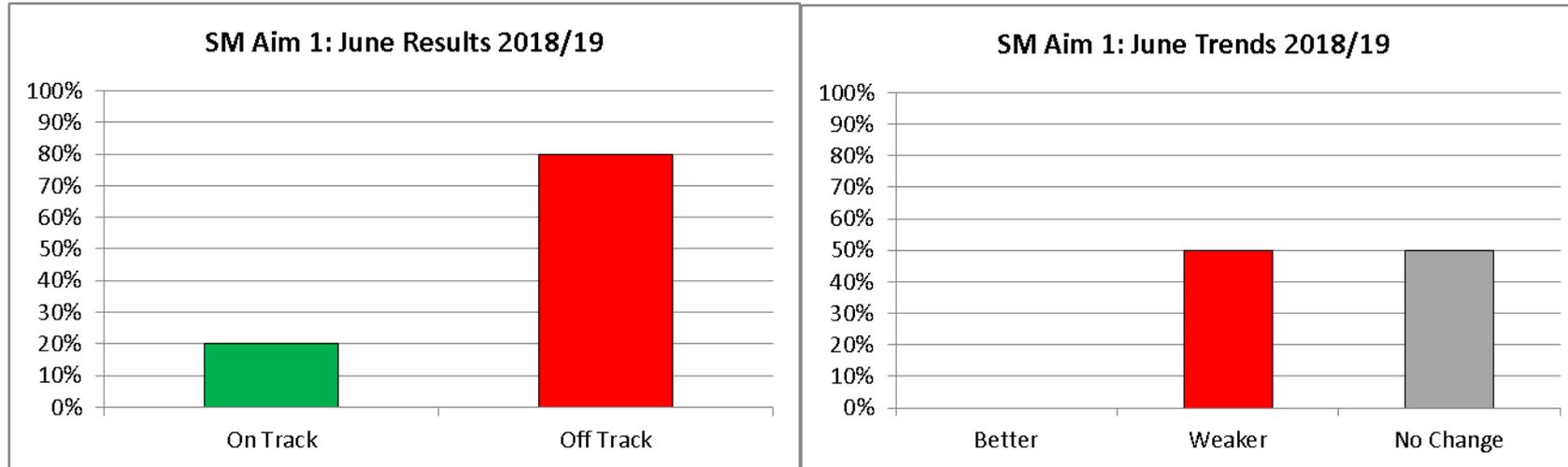


	Off Track
	In danger of going off Track
	On Track
	Not yet started / Decision awaited
	Complete / Closed

### Customer Feedback Overview

At the close of Quarter One the number of Stage 1 complaints stood at only 21, down from 51 last year. There have been no repeat complaints this quarter but the Council is marginally below target for handing complaints in 10 days against an increased target.

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



The high proportion of 'off track' measures under Aim One relate to four PIs: Benefits claims and change of circumstance processing, homeless cases currently 'prevented' under the new Homelessness Reduction Act, and external funding bids in support of sporting activity. Benefit processing workloads and issues with the customer portal have affected processing times this month. The low proportion of homeless cases 'prevented' to date is also expected to improve as many cases will still be undetermined given the 56-day deadline.

### Celebrating Success:

At the close of June 2018 the following performance indicators outstripped their targets:

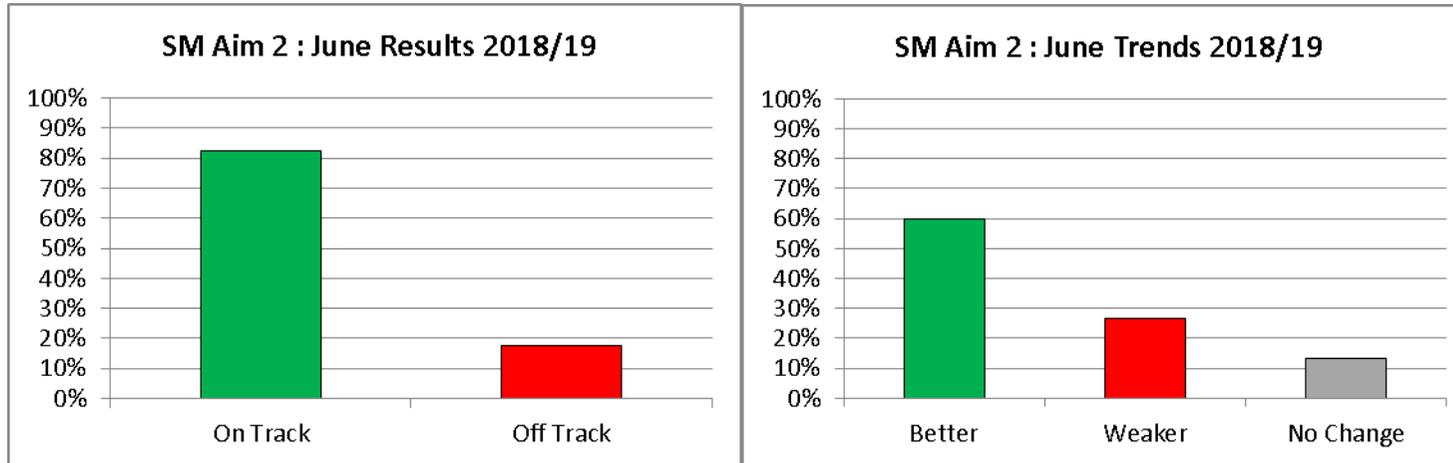
- ✓ Households in temporary accommodation

## 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><b>The Health O&amp;S Panel</b> met on the 9th May 2018 and received an annual update from Andrew Hughes, Director of Strategy, Development and Estates, North Staffordshire Combined Healthcare NHS Trust.</p> <p>The next meeting is due to be held on the 12th September. Staffordshire &amp; Stoke on Trent Partnership NHS Trust have been invited in relation to Diabetic Eye Screening and the North Staffordshire Combined Healthcare NHS Trust regarding support for children with eating disorders. Both items have been requested by members of the Panel.</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>Ensure the Council is compliant with the requirements of the new Homelessness Reduction Act</p>		<p>This action overlaps the Universal Credit roll out. Preparation is progressing well with the identified actions. Productive meetings have been held with DWP &amp; CAB partners and a project meeting was held in June.</p> <p>There has been an increase in the number of cases but the Customer Services team have been trained and are now dealing with the Home Option enquiries/inbox. A process for loss of contact for homeless applicants has been completed and is awaiting advice on some technical aspects.</p>

Priority Action	Status	Commentary – June
		<p>Budget trackers have been set up for Bed and Breakfast and other associated costs so budget spends can be tracked. A full review of Temporary Accommodation within the housing stock has been completed and converted to secure tenancies where possible.</p> <p>Work is due to commence on a pre-eviction protocol with other RSLs mid-July. SLAs are being reviewed with Citizens Advice regarding the act and monitoring requirements.</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 appointed consultants have submitted the final reports and draft recommendations for consideration. Initial comments and feedback have been provided for final amendments. Agreed in principal with members for way forward.</p> <p>Discussions with Key members from both Authorities will take place over the coming months to consider the conclusions and recommendations within the reports.</p>
<p>Complete the review of the CCTV system and implement the agreed recommendations</p>		<p>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.</p> <p>Meeting held with CCTV consultant and we are now agreeing the next phase of work to put the Councillors' preferred options into action. Following approval of the general approach by Councillors, the CCTV consultants are now preparing a further report to assist with implementation of the preferred options. We are looking to extend current contracts with service providers until March 2019 to allow time for implementation.</p>
<p>Develop a strategy for further development of affordable and specialist housing</p>		<p>A meeting was held with Your Housing in May and we are continuing to review options for the future of Ascent.</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 and 60% performing better than last year. The off track measures relate to complaint handling and planned procurement activity.

### **Celebrating Success:**

At the close of June 2018 the following performance indicators outstripped their targets:

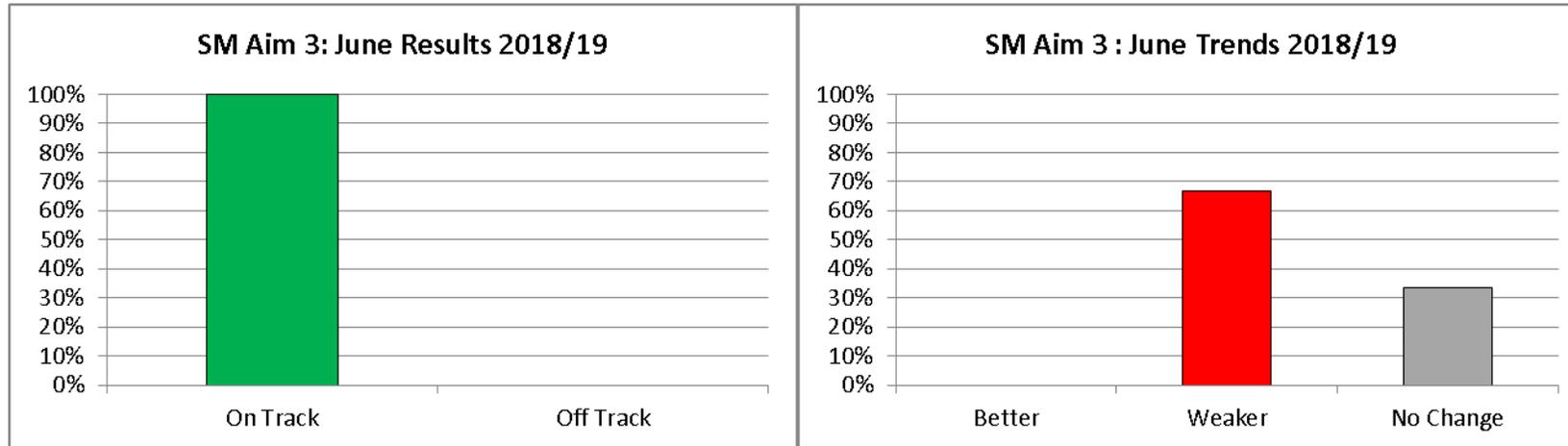
- ✓ FOI requests
- ✓ Channel shift
- ✓ Repeat complaints
- ✓ IT systems and network availability

## Corporate Priority Actions – Progress Highlights

Priority Action	Status	Commentary – June
Deliver the Channel Shift Programme		The final report from CGI has been received and the recommendations have been used to inform Phase 2. This focuses primarily on waste and recycling and enviro crime systems and processes.
Provide advice and support for residents affected by the rollout of Universal Credit across Staffordshire Moorlands in 2018 in order to help ensure a smooth transition to the new system		<p>The project action plan is on track and all actions have so far been completed within agreed timescales. We have been allocated considerable new burdens funding to assist with any costs.</p> <p>Universal Credit now in full service in Staffordshire Moorlands, Customer Services are taking enquiries and booking appointments for assisted digital support. Staffordshire Moorlands Website updated to provide Universal Credit information, forms, links, and signposting in a central location to be accessed by customers, partner agencies, councillors and staff.</p>
Continue to embed good information management practices through the ASSURED framework		<p>Updated Data Protection Policy, Document Retention Schedule, ICT Policy and E Mail Guidance have been published in the ASSURED section of the staff intranet which also contains a link to the Data Breach Reporting form on the websites. Assured framework is regularly publicised via Keeping You Informed and staff are encouraged to report data breaches. A GDPR action plan has been put in place and is being implemented. Information Asset Registers are almost complete. Progress is monitored through the Information Governance Group.</p> <p>The online training tool is up and running and has been used to roll out the ICT use and information security policy and the user awareness test. A number of training sessions have taken place to help key staff comply with the new GDPR regulations, with further sessions and online training planned for later in the year.</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. Various streams:</p> <p><b>Commercial properties-</b> Industrial units refurbishment work completed and last units due to be re-let. Agent engaged for lease renewals and rent reviews, 3 lettings have now been completed.</p> <p><b>Fees and charges -</b> Car Parking income and all inflationary increases approved at Full Council. Cash up against efficiency target to be undertaken 2018/19.</p>

		<p>Agreement made to enter West Midlands Income Assessment Efficiency Partnerships.</p> <p><b>Advertising/Sponsorship</b> - Procurement web form submitted to procure consultancy support to conduct a thorough audit of our assets and create a report for Councillors and exec detailing the potential revenue for each asset type, wider industry information and trends, as well as specific recommendations as to how best maximise revenue, whether managing a scheme in-house or via a third party supplier.</p> <p><b>Affordable housing</b> - Meeting held with Your Housing in May, continuing to review options for the future of Ascent.</p> <p><b>Empty Homes</b>- EPIC housing association have secured grant funding for investment within the Staffordshire Moorlands and SOTCC &amp; Newcastle BC areas, it is important to facilitate delivery of this funding opportunity. The programme may be extended into High Peak with approx. 10 affordable properties being brought back into use during 2018-2022. Replacement for call credit empty homes being reviewed.</p>
<p>Refresh and implement the Asset Management Plan, including a review of public estate, and ensure adequate facilities management arrangements are in place</p>		<p>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.</p>

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



The Council has all of its Planning targets on track as at the close of Quarter One, including 100% of ‘major’ applications determined on time.

#### Celebrating Success:

At the close of June 2018 the following performance indicators outstripped their targets:

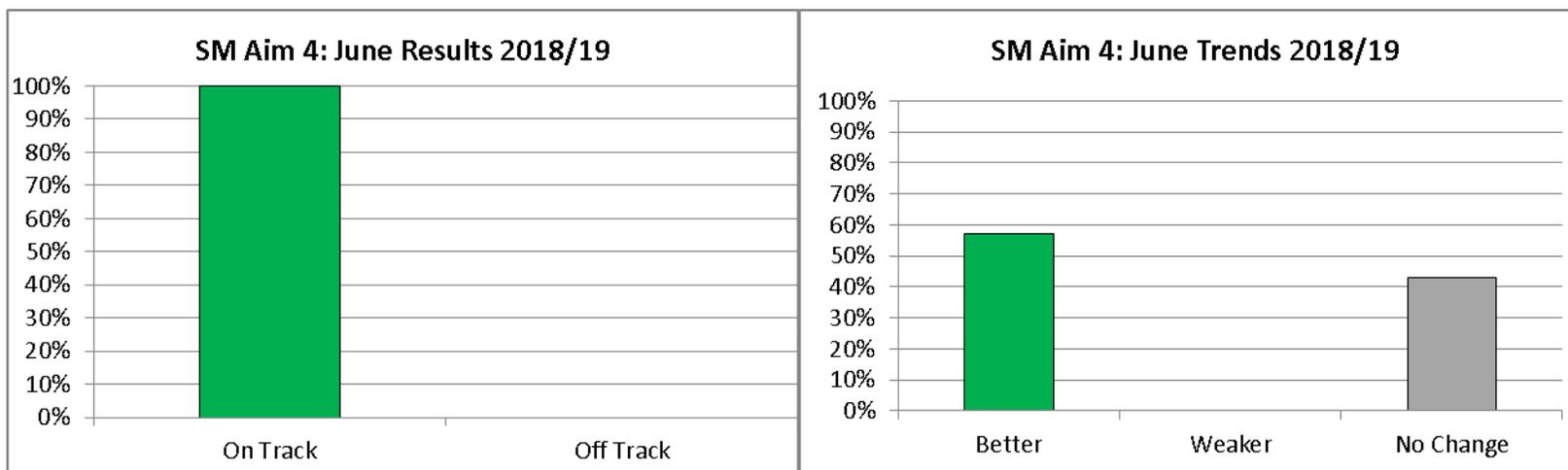
- ✓ Major, Minor and other planning applications processed on time
- ✓ Major and minor developments allowed on appeal

## 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	On Track	<p>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.</p> <p>We are committed to continuing to provide high performance and low cost and these are monitored on a monthly basis.</p>
Implement the town deal in Biddulph in partnership with Biddulph Town Council	On Track	<p>Following a report approved at the Cabinet meeting in April 2018, consultants are being procured to prepare two masterplans for Wharf Road and the Tunstall Road area. The consultants will be commissioned following the submission of the Local Plan to the planning inspectorate by the end of June 2018. The Town Council has commissioned a masterplan for the Mill triangle area.</p>
Support the development of Cornhill and improved rail links	At Risk	<p>Discussions ongoing with all stakeholders including SCC, Kier, Capita and neighbouring land owners regarding delivery of the site</p>
Develop and implement plans to extend the public market operations	On Track	<p>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 and Councillors have been updated.</p> <p>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. It continues to operate satisfactorily. The work to the Trestle Market roof was completed as planned on 10th May. Butter Market- we are waiting for the detailed programme and design works from Assets. The work is still scheduled to commence in August 18.</p>

<b>Priority Action</b>	<b>Status</b>	<b>Commentary – June</b>
Develop a master plan for the Leek Mill Quarter		Discussions ongoing with County, Police and other public sector partners as well as neighbouring land owners to consider options for comprehensive development of wider Mill Quarter site.
Support the development of the former Churnet Works site in Leek		Discussions are underway with developers to redevelop the site and include employment units as part of the mix.
Submit the Draft Local Plan to the Planning Inspector by the end of June 2018		<p>The Local Plan has been submitted to the Secretary of State who has appointed an inspector.</p> <p>A report was presented to the Cabinet in SM and the service delivery scrutiny committee regarding the implications of NPPF changes.</p>

## ***Aim 4: Protect and Improve the Environment***



The Council has another clean sheet in terms of 'on track' performance under Aim Four, and over half of all measures have improved on last year.

Celebrating Success:

At the close of June 2018 the following performance indicators outstripped their targets:

- ✓ Paper consumption
- ✓ Missed bins
- ✓ Fly-tipping incidents
- ✓ Residual household waste levels and recycling rates (estimated)

## Corporate Priority Actions – Progress Highlights

Priority Action	Status	Commentary – June
<p>Successfully deliver Phases 2 and 3 of the transfer of services to Alliance Environmental Services Ltd, our new joint venture company, to deliver waste, streets and ground maintenance services on behalf of the Council in order to achieve improved performance and value for money outcomes.</p>		<p>Phase 2 completed successfully at the beginning of July. Phase 3 project board has been arranged for late July.</p>
<p>Establish a developer open space contributions plan</p>		<p>An Open Space Audit and Playing Pitch Strategy has 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 November 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.</p>
<p>Make Improvements to the Tean Road Recreation ground in Cheadle</p>		<p>Consultation has been undertaken with the Town Council and identified the need for resurfacing and replacement fencing to three tennis courts, new sports fencing for the existing multi use games area, provision of a new concrete skate park and the addition of a new toddlers play area. The tender for the skate park provision has been issued (as combined project with Brough Park Leek) as this is being procured by SMDC. The specification for the remaining project elements is being prepared and the Town Council (as the procuring agent) will be tendering / seeking quotations over the coming months.</p>
<p>Identify and implement an approach to reduce the cost of country parks</p>		<p>A report has been presented to Service Delivery O&amp;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. Staff transfer deals will also be looked at. Stoke Council have agreed to the freehold transfer of their share of Wetley Moor Common to the Wildlife Trust. A meeting has been arranged with the Wildlife trust</p>

Priority Action	Status	Commentary – June
Develop a plan to improve Brough Park with Heritage Lottery Fund support		<p>in July to proceed and will hopefully be completed in 2018.</p> <p>Officers have met with the Heritage Lottery Fund to review the funding application process and potential options for Brough Park. Following changes in the HLF criteria, a new bid is likely to be submitted this year but with a reduced level of grant request and a focus on the natural heritage, improvements to the lake and restoring a dedicated section of the north east area of the park. Capital funding update/MTFP need to be re-assessed due to reduced lottery funding.</p> <p>The master plan proposal is within a few weeks of completion and will be tested with key stakeholders before publication in July.</p>
Reduce the Council's energy consumption and associated costs (through the Asset Management Plan)		<p>Working group established and new approach to be set up. The improvement programme will be produced prior to the MTFP in Feb 18. Work has been carried out and a report is due to be presented.</p>

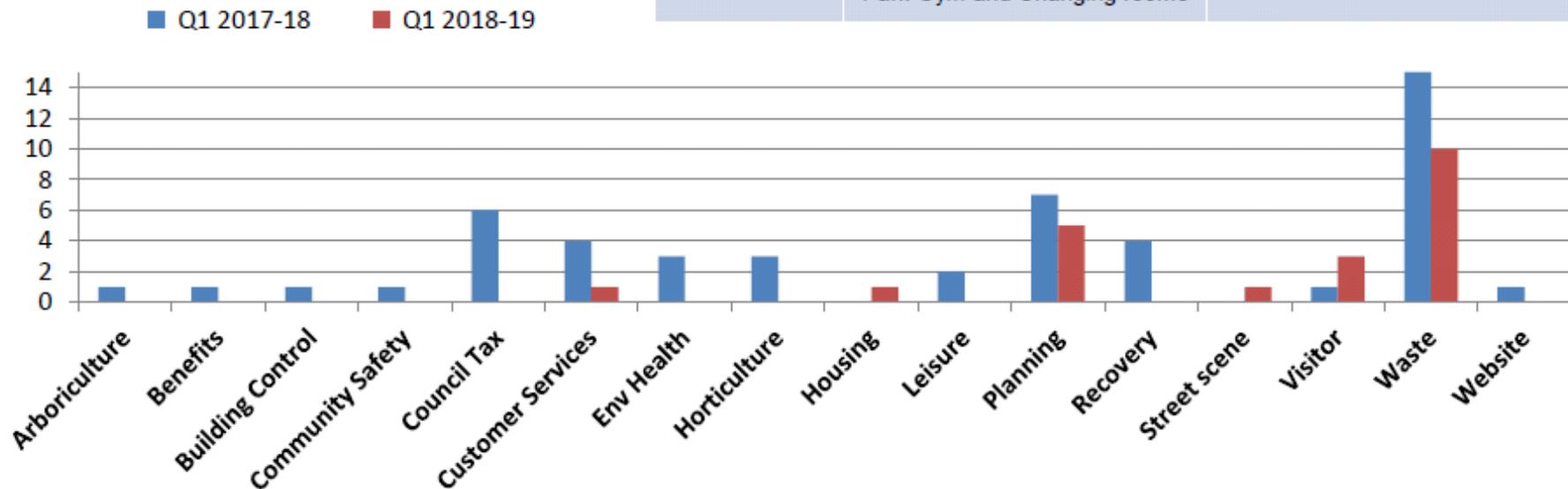
## Customer Feedback

### Complaints

The Council received a total of 21 stage one complaints across 6 service areas during the period Apr to Jun 2018.

This is a decrease compared to the same period last year when we received 51 complaints.

Waste received the greatest proportion with 10 complaints (47%). Details are shown in the graph below:



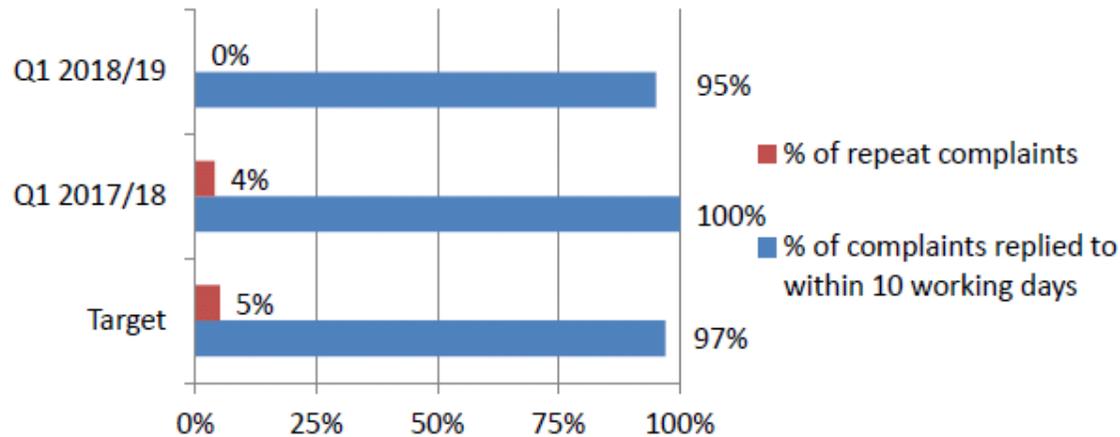
### Stage 2 & 3 Complaints

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

Service	Complaint	Outcome
<b>Stage 2</b>		
Democratic Community Services	Sharing Incorrect information with an educational body	Ongoing
Planning	Disagreement with decision for planning application	All processes followed correctly
<b>Stage 2 &amp; 3</b>		
Stage 2 & 3 Council Tax	Disagreement with decision regarding council tax on empty property	All processes followed correctly
<b>Stage 3</b>		
Leisure	Shower temperatures in Brough Park Gym and Changing rooms	All processes followed correctly

### Performance

The table below shows the current performance together with the performance for the same period last year. There have been no repeat complaints this quarter, the % replied to in 10 days has missed target.

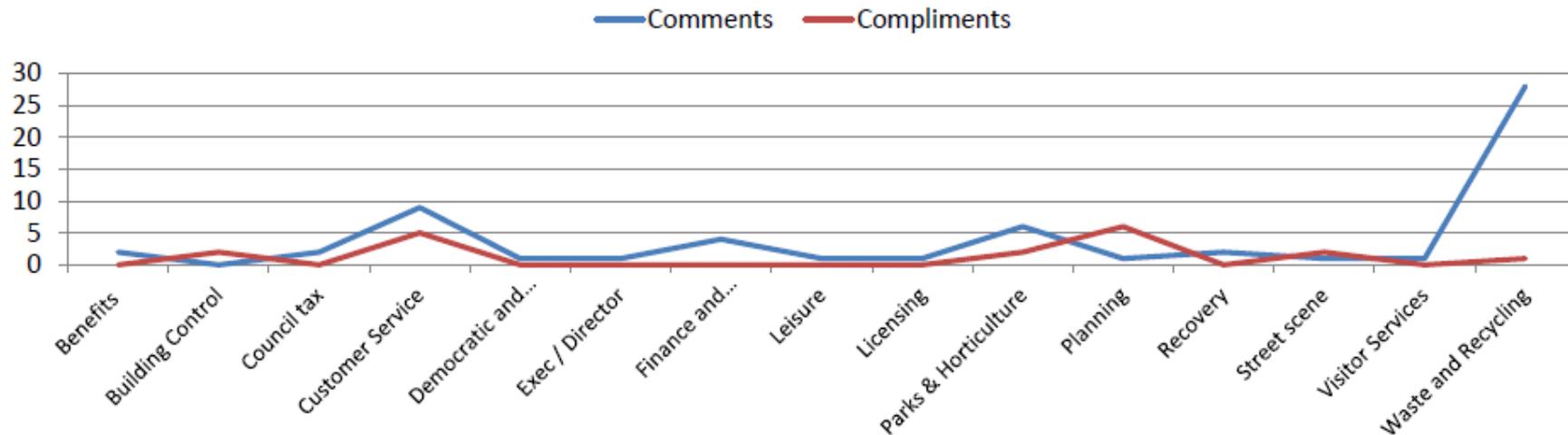


### Key Outcomes

Out of date information on website: We had previously not been provided with the new programme by Parkwood who provide this service and will ask our Contractors to ensure this information is provided in a more timely manner in future.

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

**Compliments and Comments** The Council has also captured 60 comments and 18 compliments through its feedback system this quarter:



## Areas for Improvement: June 2018

Measure of Success (PI)	Aim / Objective	Service Lead	Target 2018/19	Result June 2018	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	22.29 days	The current performance is comparable to last year. Increased workloads and issues with the portal have added time to processing.
Housing Benefits Processing: Time taken to process changes of circumstance			7 days	11.48 days	
NEW: Homelessness: % of cases prevented			65%	24.69%	Changes to process due to the new Act mean we will need to review how cases are reported. 20 cases prevented from 81 homeless presentations to date but the new 56-day deadline has not yet been reached for many of these presentations.
Level of external funding awarded to support the physical activity and sport strategy (include number of bids submitted and number won)	Aim 1: Provision of sports facilities and leisure opportunities focused upon improving health	Head of Operational Services	33% success rate. Minimum £50k	None	2 funding applications are currently being submitted: Sport England for a skate park and Derbyshire Environmental Trust for other play facilities. Further applications will be made to support physical activity programmes in priority areas (Leek North, Biddulph East etc.)
Complaint handling: % dealt with within 10 working days	Aim 2: Easily available services provided right first time	Head of Customer Services	97%	95%	Number of complaints reduced compared to this time last year. A reminder to managers to respond within the agreed number of days.

Measure of Success (PI)	Aim / Objective	Service Lead	Target 2018/19	Result June 2018	Service Manager Commentary (reasons for performance / SMART actions to improve)
% of invoices paid in line with terms of contract	Aim 2: Effective use of financial and other resources to ensure value for money	Finance and Procurement Manager	95%	95%	<p>We have had a number of issues with a Supplier quoting historic Purchase Order numbers on invoices which were still active on the system and therefore not rejected; the service area had raised new replacement POs and not closed down the historic ones. The circumstances for this were out of the control of creditors and if the supplier had conformed to the new PO then this PI would have achieved target for Q1.</p> <p>Additional info: out of 1,119 invoices 860 have been paid within 10 days Q1 (77% of the Q1 outturn).</p>
<b>Alliance Measures</b>					
% of Procurement activity on forward plan (Joint Alliance measure)	Aim 2: Effective use of financial and other resources to ensure value for money	Finance and Procurement Manager	72%	51%	<p>During Q1 there have been a large amount of Single Source awards and smaller value quotations made for Supplies and Services which were not originally identified in the Pre-Q1 consultations with Service Areas. Some of these are reactive and could not have been foreseen or planned however there is still activity that fits into lower value thresholds which previously would not have been reported on, values £2-5K. Q2 consultations with Service Managers are underway to incorporate any activity that may not have previously been identified to Procurement.</p>

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>