



Civic Centre, Riverside, Stafford
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Dear Members

Cabinet

A meeting of the Cabinet will be held in the **Craddock Room, Civic Centre, Riverside, Stafford on Thursday 4 October 2018 at 6.30pm** to deal with the business as set out on the agenda.

Please note that this meeting will be recorded

Members are reminded that contact officers are shown at the top of each report and members are welcome to raise questions etc in advance of the meeting with the appropriate officer.

A.R. Well

Head of Law and Administration

CABINET - 4 OCTOBER 2018

Chairman Councillor P M M Farrington

AGENDA

- 1 Minutes of 30 August 2018 as published in Digest No 246 on 31 August 2018
- 2 Apologies
- 3 Councillors' Question Time (if any)
- 4 Proposals of the Cabinet Members (as follows):-

Page Nos

(a) **RESOURCES PORTFOLIO**

- | | | |
|------|---|---------|
| (i) | Performance Reporting 2018-2021 | 3 - 24 |
| (ii) | Council Tax and Business Rates Arrears
Submitted for Approval to Write-Off -
PART CONFIDENTIAL | 25 - 34 |

This Report is part confidential due to the inclusion of information relating to an action taken or to be taken in connection with the prevention, investigation or prosecution of crime, along with information relating to individuals. No representations have been received in respect of this matter.

Membership

Chairman Councillor P M M Farrington

- | | | |
|------------------|---|---|
| P M M Farrington | - | Leader |
| R M Smith | - | Deputy Leader and Leisure Portfolio |
| J M Pert | - | Community Portfolio |
| F A Finlay | - | Environment and Health Portfolio |
| F Beatty | - | Economic Development and Planning Portfolio |
| K S Williamson | - | Resources Portfolio |

ITEM NO 4(a)(i)

ITEM NO 4(a)(i)

Contact Officer:	Tracy Redpath
Telephone No:	01785 619195
Ward Interest:	Nil
Report Track:	Community Wellbeing 04/09/18 Resources 20/9/18 Econ Dev Plg 18/10/18 Cabinet 04/10/18
Key Decision:	No

**SUBMISSION BY COUNCILLOR K S WILLIAMSON
RESOURCES PORTFOLIO**

**CABINET
4 OCTOBER 2018
Performance Reporting 2018-21**

1 Purpose of Report

1.1 To provide an update to members regarding performance reporting for 2018 - 2021.

2 Proposal of Cabinet Member

2.1 That the information be noted.

3 Key Issues and Reasons for Recommendation

3.1 The Council's corporate business plan details three new business objectives in respect of:

- Economic Development and Planning
- Community Wellbeing
- Financial Sustainability and Resilience

3.2 The performance reporting arrangements have been reviewed and revised to support the new business plan and to provide the opportunity for the scrutiny process to be more effective and robust. The clearer design of the information is in response to feedback from members and should provide clarity in terms of determining what progress has been made against the business objectives.

4 Relationship to Business Objectives

4.1 Performance reporting interlinks with all corporate business objectives.

5 Report Detail

5.1 The corporate business plan is the main strategic plan of the authority. It sets the direction over the next three years and outlines the main business objectives and areas of focus.

5.2 The plan is a high level plan that enables the authority to define its success, in terms of the delivery of outcomes, and prioritises those activities that will help to achieve those outcomes. It provides a focus to all of our staff so that they know and aware of what they should be working on and what to prioritise.

5.3 As part of the business planning process it has been necessary to review and revise the performance reporting arrangements to ensure that they are fit for purpose. The performance update report has been simplified and now encompasses three distinct elements which are:

- Performance at a glance
- Narrative update against business objectives
- Improvement report

The improvement report will be able to provide members with some reassurance that issues of performance are being addressed and the actions that are being taken to improve the situation.

5.4 The new performance reporting arrangements are being implemented for quarter one and will run for the full 12 months, after which a short review will take place with all scrutiny committees.

6 Implications

6.1 Financial	There are no financial implications associated with this report
Legal	Not applicable
Human Resources	Not applicable
Human Rights Act	Not applicable
Data Protection	Not applicable
Risk Management	Not applicable















6.2 Community Impact Assessment Recommendations	The Borough Council considers the effect of its actions on all sections of our community and has addressed all of the following Equality Strands in the production of this report, as appropriate:- Age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, sexual orientation.
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Previous Consideration

- 1 Community Wellbeing Scrutiny Committee - 4 September 2018 - Minute No CWB15/18
- 2 Resources Scrutiny Committee - 20 September 2018 - Minute No RSC12/18

Background Papers - Corporate Business and Partnerships

Performance at a Glance

No	Indicator	Responsible Officer	Is good high or low?	Q1 Actual	Q1 Target	Q1 Performance	Year end forecast	Year end target	Direction of Travel
LI 3	Section 106 agreements completed prior to determination deadline	Michelle Smith	H	100	100		100%	100%	
LI 8	% of additional visits to Stafford town centre measured on footfall counters	Robert Gatensbury	H	40	10		15	10	
LI 9	Stafford Retail premises occupancy rates %	Robert Gatensbury	H	82.50	85.60		84	85.6	
LI 10	Stone Retail premises occupancy rates %	Robert Gatensbury	H	93.20	92		94	92	
LI 11	Number of new businesses located in Stafford	Robert Gatensbury	H	3	2		10	10	
LI 13	Number of new businesses in Stone and rural areas	Robert Gatensbury	H	2	1		6	5	
LI 15	Number of new developments in accordance with the adopted Design Supplementary Planning Document (SPD)	Michelle Smith	H	12	12		100%	100%	

No	Indicator	Responsible Officer	Is good high or low?	Q1 Actual	Q1 Target	Q1 Performance	Year end forecast	Year end target	Direction of Travel
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End of year 2017-18 performance reports for LI1 and LI2

LI 1	Number of houses built per year	Alex Yendole	H	863	600	😊	600	600	😊
LI2	Number of affordable houses built per year	Alex Yendole	H	219	210	😐	210	210	😊

Performance direction of travel - Key

Exceptional



On Track
















Below what it should be



Narrative Updates

Ref	Key Deliverable	RO	End Date	Q1 Performance status	Commentary/Action
1.1.1	Complete five year land supply statement in order to direct investment in housing June 2018 then annually	Amanda Holland	July 2018	☹️	5 year land supply document now in place.
1.1.2	Complete housing and economic evidence base to inform Local Plan policy by July 2019	Alex Yendole	October 2018	☹️	Tender brief agreed for the Economic and Housing Development Needs Assessment to launch evidence based work in July 2018. Local implications of Draft National Planning Policy Framework considered.
1.1.3	Improve and maintain performance of planning and local economy teams from April 2018 for 3 years	Michelle Smith	October 2018	☹️	Performance is published based on a rolling 2 year snapshot. As at 30/06/18 performance is as follows: 80.5% of Major Applications processed on time 90.5 of Non-major Applications processed on time
1.1.4	Unlock sites for housing development to commence April 2018 for 3 years	Amanda Holland	March 2021	☹️	A number of sites are under-review for self-build with further work to undertake.
1.1.5	Production of a built sports facilities strategy in line with the local plan review	Alex Yendole	March 2021	☹️	The work to complete Sport Facilities and Playing Pitch Strategy evidence base has begun and an inception meeting was held in June 2018.
1.2.1	Develop a new economic growth strategy and action plan	Robert Gatensbury	October 2018	☹️	Initial work to draft the Strategy is being undertaken.
1.2.2	Delivery of Stafford Station Gateway	Robert Gatensbury	December 2019	☹️	SCC completed the purchase of the Northern Gateway site (former St Gobain land) to enable Stafford Western Access route as well as commercial and residential redevelopment. Discussions have taken place with landowners in the Gateway which will help to deliver the vision for the redevelopment of the area
1.2.3	Support the development of key projects proposed as part of the HS2 investment	Michelle Smith	Post March 2021	☹️	The Council is working in partnership with the County Council to progress the Station Gateway Masterplan with work currently focussing on the delivery of the southern area of the site.
1.2.4	Provide support for Stafford Western Access Route from April 2018 for duration of the plan	Robert Gatensbury	March 2021	☹️	A public inquiry for the acquisition of land to deliver the Stafford Western Access Route took place between 25th and 27th June.
1.3.1	Develop a Visitor Economy Strategy and Action Plan	Robert Gatensbury	January 2019	☹️	A project brief and funding bid has been prepared for further consideration

Ref	Key Deliverable	RO	End Date	Q1 Performance status	Commentary/Action
1.3.2	Support the delivery of annual Ironman event between 2018-2020	Tara Hollingsworth	June 2018		The event was successfully delivered on 10th June with teamwork from various Council departments. Recorded footfall was 19,541. Increased sales was reported by retailers and an extra 300 cars used the Waterfront Car Park.
1.4.1	Deliver the Town Centre development programme	Robert Gatensbury	February 2019		Preparatory work to provide the Eastgate Masterplan has been undertaken. Information Boards in the town centres of Stafford and Stone have been refurbished. Stafford Town Centre Partnership are undertaking a members survey on future priorities which will feed into a new vision and business plan.
1.4.2	Enhance parking offer in Stafford and Stone	Michelle Smith	April 2019		A new Parking Strategy will be drafted for consultation once the Economic Growth Strategy is in place.
1.4.3	Monitoring provision and management of high profile events run by Freedom Leisure as part of the Leisure and Cultural Partnership project for example the Stafford Half Marathon and the Christmas Lights	Mark Thornewill	March 2021		The Half Marathon and Stafford Fun Run was rearranged from March to April due to snow. Despite the postponement the Half Marathon still attracted 2304 participants and the Fun Run 811.
1.4.4	Maximise the opportunities of the restored Victoria Park for events in the Town Centre	Mark Thornewill			Reported activity against this business objective will commence when restoration has been completed.
1.4.5	Promote and maximise the use of Stafford and Stone Town Centres by utilising market demonstration areas and consent streets	Robert Simpson	March 2021		A successful Cheese and Ale Festival ran in Stafford town centre during June. The annual Ironman event was a high success for the town and the farmers markets continue to be run in Stone attracting a huge amount of visitors.
1.4.6	Ensure that Town Centres are clean, tidy and attractive	Phil Bates	March 2021		<p>346 inspections were carried out in the period with the following results:</p> <ul style="list-style-type: none"> Streets Cleansing achieving 96% Grade B or better Grounds Maintenance achieving 90% Grade B or better <p>Survey was carried out by the Customer Contact Centre with residents who called in specifically for Streetscene related issues.</p> <p>Response from 185 residents was 98% positive in the range of 'satisfactory to excellent' regarding the cleanliness of the town centres.</p>

Ref	Key Deliverable	RO	End Date	Q1 Performance status	Commentary/Action
1.4.7	Provision of new, accessible and safe taxi ranks	Robert Simpson	March 2021		The final construction plans for the refurbished taxi rank on Waterfront Way adjacent to the new cinema have been submitted and agreed. The work on the rank is due to be completed before the end of July 2018, in advance of the new cinema opening. A new CCTV camera has also been provided as part of a planning condition for the development.
1.5.1	Working with the Staffordshire Growth Hub, Make It Stoke on Trent, Staffordshire Investment Agency and Stafford Enterprise to support businesses to grow	Robert Gatensbury	March 2021		20 businesses have been provided with support with regard to inward investment and expansion, funding inquiries and business support. 47 inward investment inquiries were received using the online "Tractivity" search facility on the Council website in the quarter.
1.6.1	Embed high quality design into Planning Policy to ensure that Stafford is an attractive place that people want to live in, promoting healthy lifestyles and supporting future investment	Alex Yendole	December 2021		In April 2018 the Design Supplementary Planning Document (SPD) was adopted and published. A Scoping the Issues Report has been produced, including a section on high quality design, for consultation in Summer 2018.
1.7.1	Revise and refresh the Local Plan	Alex Yendole	December 2021		First stage of Issues & Options: Scoping and Issues Report and Settlement Assessment methodology, including profiles, agreed for consultation in Summer 2018. Initial work progressing on strategic infrastructure assessment for Local Plan including New Settlement. Local implications of Draft National Planning Policy Framework assessed.
1.7.2	Develop and implement new Open Space Strategy	Michelle Smith	November 2021		This work complements the progression of the new Local Plan. Completion is currently scheduled for November 2018.
1.8.1	Deliver agreed programme of development	Michelle Smith	December 2019		An inception meeting has taken place for the delivery of an integrated Sport and Playing Pitch Strategy . A consultation exercise is running until 6 August on the concept designs for the Charnley Road play area. First stage consultation on the Holmcroft play facilities (to determine local priorities) closed at the end of June.
1.8.2	Creation of a new leisure centre at Westbridge Park and formulate plans for the development of a high quality park including play provision	Mark Thornewill	December 2018		Construction of the new leisure centre continues in line with programme. Initial consultation for play park provision completed.

Performance direction of travel - Key

Exceptional



On Track



Below what it should be


















Improvement Report

No	Measure Detail	RO	Quarterly Target Status	Forecast year end status	Context for current performance	Improvement Actions Taken	Intervention/Review




Community Wellbeing Scrutiny Committee

Performance at a glance












No	Indicator	RO	Is good high or low?	Q1 Actual	Q1 Target	Q1 Performance	Year end forecast	Year end target	Direction of Travel
LI17	% of enviro-crime complaints dealt with promptly and no longer than 72 hours after receipt	Robert Simpson	H	94.02	100.00	On target	95	95	
LI18	% reduction in fly tipping reported	Robert Simpson	H	28.36	30	On target	28	20	
LI19	No of residents who think the town centres are clean and tidy	Phil Gammon	H	98.00	90	On target	90.00	90	
LI21	% of volunteers reporting an improvement in personal health and wellbeing	Anna Nevin	H	67.00	75	Below target	75	75	
LI22	% of businesses compliant with legislation under the food hygiene rating system	Robert Simpson	H	94.81	90	Above target	95	90	
LI23	% of taxis in a satisfactory condition when inspected as part of a licensing compliance condition on inspections	Robert Simpson	H	100.00	90	Above target	98	90	
LI24	% of programmed health and safety inspections of businesses carried out when due	Robert Simpson	H	0.00	100	Below target	100	100	
LI26	No of energy efficiency measures installed	Anna Nevin	H	5.00	15	Below target	75	65	
LI25	No of empty homes brought back into use	Anna Nevin	H	0.00	0	On target	10	10	
LI27	No of households given advice on energy efficiency	Anna Nevin	H	16.00	20	Below target	100	100	
LI28	No of homeless preventions	Anna Nevin	H	289.00	125	Above target	1100	500	
LI29	No of vulnerable households supported into accommodation	Anna Nevin	H	12.00	12	On track	50	50	

LI30	No of disabled facility grants completed	Anna Nevin	H	0	10	Below target	15	100	
LI31	KGS of residual household waste collected per household	Phil Gammon	L	106.58	102	On track	105	102	
LI32	% of household waste sent for reuse, recycling and composting	Phil Gammon	H	58.91	60	On track	52	60	

Performance direction of travel - Key














- Exceptional 
- On Track 
- Below what it should be 

Q1

Ref	Key Deliverable	RO	End Date	Performance status	Commentary/Action
2.1.1	Investigate appropriate Enviro-Crime complaints within 72 hours of receipt	Julie Wallace	March 2021		172 reports dealt with in the quarter; 163 within the time frame
2.1.2	To implement education campaigns to highlight the effects of fly tipping and the penalties for those caught	Julie Wallace	March 2021		4 school assemblies have been undertaken
2.1.3	To retain Green Flag status for all existing sites and gain recognition for appropriate other sites	Phil Gammon	March 2021		Green flag status achieved for Crematorium and Eccleshall Road cemetery
2.1.4	Implement the Litter Campaign project plan as well as keep the streets and parks clean and attractive for everyone to enjoy	Phil Bates Robert Simpson	March 2021		346 LAMS inspection conducted in the quarter. Street cleansing achieved 96% Grade B or better; Grounds maintenance achieved 90% Grade B or better. Mini launch of litter campaign due to take place on 6th July in Eccleshall; pupils from 4 schools in the borough designing
2.1.5	Monitor the air quality of the Borough to ensure a healthy air environment for our future	Robert Simpson	March 2021		Findings of the 2018 Air Quality Annual Status demonstrated that air quality standards are complied with.
2.1.6	Refresh Streetscene strategy to ensure it is focused on retaining high quality environments in neighbourhoods, parks and Town Centres	Phil Gammon	December 2021		Initial review of current strategy completed and areas for amendment highlighted.
2.1.7	Ensuring high quality delivery of Waste, Street Cleansing, Pest Control, Grounds Maintenance, Parks Management, Trees and Plants that contribute to developing and maintaining high quality attractive environments	Phil Bates	March 2021		APSE benchmarking - collation of data for 2017-2018 submission is currently underway for Street Cleansing, Grounds Maintenance and Bereavement Services. Deadline for submission is 3rd August.
2.1.8	Encourage households to increase recycling and minimise residual waste because this will be good for the environment and will reduce collection and disposal costs	Becky Martin	March 2019		A new two year calendar has been issued to all residents by Veolia to commence 2nd July 2018
2.1.9	Review suitability of existing depot and develop investment proposals to ensure depot is fit for purpose and allows the service to meet its full potential	Phil Gammon	March 2019		Initial proposals have been costed and developed. These include investment in the site to improve operational logistics, advance employee working conditions and opportunity to reduce operating costs.
2.2.1	Continue to formulate the HLF project to restore Victoria Park	Mark Thornewill	March 2020		5 contractors invited to tender, site visits for contractors has taken place and 1 of the 5 contractors has withdrawn. Job description for the HLF funded Community Engagement Events Officer has been developed.
2.3.1	To implement the Community Awards for 2018	Tracy Redpath	November 2021		Internal project team was set up and timeline agreed for delivering the 2018 award scheme. Lessons learnt from previous year have been considered and the award criteria, guidance notes and promotional materials have been updated. The awards were launched on 4 June











Community Wellbeing Scrutiny

Narrative Update against business objectives

2.3.2	To implement and co ordinate Stafford in the World	Ella Smith	May 2021		Stafford in the World took place on 26th May. Event was larger than last year with 23 organisations participating. The Department for International Trade and School of Health and Social Care attended the event with and provided attendees with the opportunity to find out more
2.3.3	To oversee the small grants scheme for Stafford Borough	Tracy Redpath	September 2021		14 applications were received and 8 were successful in attaining funding.
2.3.4	Support the implementation of volunteer led supported schemes to help improve Health and Wellbeing	Anna Nevin	March 2021		Joint working facilitated between all of the foodbanks in Stafford identified acation to improve coordination and cooperation. Referral pathways for community connectors being developed.
2.3.5	Support community groups who wish to undertake litter picks	Phil Bates	March 2021		5 community groups in the borough who are active in supporting litter picks in their areas. McDonalds will be getting involved and aim to conduct two litter picks per year.
2.3.6	Support existing and identify new Friends Groups for suitable locations	Phil Bates	March 2021		4 Friends Groups supported during the period and 1 identified as a potential new Friends Group.
2.4.1	To ensure all Council employees and elected members have an informed understanding of health and wellbeing and can understand the impact their role has on health and wellbeing	Anna Nevin	July 2019		Workplace health offer is currently being explored.
2.4.2	Demonstrate that health related impacts are assessed in all new/revised policies and strategies, in consultation with relevant health, wellbeing and community partners	Anna Nevin/Wiki Ashcroft	December 2021		Introduction session to Health in All policies presented to Stafford and Surrounds Health and Wellbeing Group and the approach was fully endorsed. Multi-agency partnership session conducted for the New Local Plan.
2.4.3	Evaluate, measure the impact and review learning from the Health in all Policies approach	Anna Nevin	March 2020		Warmer Homes Stafford performance outcomes have been revised to provide a greater focus on health and wellbeing.
2.5.1	To Ensure that policies and codes of practice for the construction and operation of HS2 through the Borough adequately protect residents from adverse environmental effects	Robert Simpson	Awaiting Bill to be passed by parliament		Council has participated in the petitioning regarding HS2.
2.5.2	Monitoring of HS2 construction works to ensure approved policies and codes of practice has been implemented	Robert Simpson	Awaiting Bill to be passed by parliament		Nothing to report this quarter
2.5.3	Monitoring of construction works associated with M6 Smart Motorways	Robert Simpson	March 2021		Methods and mitigation for a number of activities involved during the construction have been agreed including, demolition of bridges, piling, verge clearance and work on the central reservation. Communication strategies have been agreed.
2.6.1	Co-ordinate the community wellbeing working group	Anna Nevin	September 2018		Group has met 3 times this years and a survey has been undertaken to establish a consensus on future objectives.
2.6.2	Develop and implement a common methodology for measuring wellbeing in communities and wellbeing outcomes across all service areas and partner efforts	Anna Nevin	March 2019		National models for measuring wellbeing in communities are being explored to identify practical local indicators that can be evaluated to inform plans and decisions.










Community Wellbeing Scrutiny

Narrative Update against business objectives

2.6.3	Deliver Cannock Chase SAC projects	Alex Yendole	March 2021		Stage 1 of the Car User Strategy and Site User Strategy have been completed. Visitor and education engagement work is progressing and a footpath audit is being undertaken.
2.6.4	Dementia Friends action plan is adopted	Anna Nevin	March 2019		Action plan to make the council a Dementia Friendly council has been agreed and training dates for staff and members have been planned.
2.7.1	Support partners to set up initiatives to enhance the Health and Wellbeing of residents	Anna Nevin	April 2021		Parkrun work is on target. New committee for Walking for Health has been elected and an action plan is now in place.
2.8.1	To assist in the operational delivery of, and lead on, the implementation of specific initiatives in respect of domestic abuse; anti-social behaviour, criminal exploitation, substance misuse and mental health	Tracy Redpath	March 2021		The council has been awarded a full allocation of Locality Deal funding from the Police and Crime Commissioner for the fourth consecutive year. Staffordshire Women's Aid has been commissioned to provide preventative sessions in schools focused on healthy relationships. 33 additional days of support for children and young people waiting to access specialist domestic abuse outreach support have been funded. A tender document for drugs, alcohol and mental health prevention and early intervention has been produced and it is envisaged that an award will take place during the next reporting quarter. The Right Stuff Boxing has been commissioned to deliver a service to work with young people at risk of being exploited.
2.8.2	To ensure the that the authority adheres to its statutory responsibility in respect of the Prevent duty and is represented on county-wide groups	Tracy Redpath	March 2021		The borough will form part of a pilot that is being developed regionally in relation to Regional Multi-Agency Centre approach.
2.8.3	To continue to review procedures and processes in respect of anti-social behaviour and to develop and utilise statutory enforcement powers effectively in order to reduce the number of incidents that occur	Tracy Redpath	March 2021		The anti-social behaviour policy has been revised during the reporting period and will be submitted to Cabinet for approval. 2 community protection notice warnings have been issued to parents of young people who have been causing disorder with the town centre with pedal cycles. This action has seen a reduction of this type of anti-social behaviour in the town centre.
2.8.4	To investigate, monitor and evaluate anti-social behaviour incidents as per the statutory duty	Vic Cooper	March 2021		16 cases of anti-social behaviour have been report to the council in this quarter. A community trigger was activated via the council for one of these cases and a further community protection notice warning issued.
2.8.5	To ensure that the weekly multi-agency HUB operates effectively and efficiently and delivers good outcomes for individuals and families	Vic Cooper	March 2021		The terms of reference for the HUB have been revised in line with the new requirements around GDPR and have been issued to partners for signature. There have been approximately 120 referrals made by agencies to the HUB in this reporting quarter.
2.8.6	To ensure that the authority adheres to its statutory safeguarding duties	Viki Ashcroft	March 2021		Annual report has been completed and submitted to the Staffordshire Safeguarding Childrens Board. 1 Safeguarding referral has been received during the reporting quarter.
2.8.7	To ensure that the authority adheres to its statutory duty in respect of domestic homicide reviews	Tracy Redpath	March 2021		There is currently a domestic homicide review underway in the Borough. Two review meetings have been held.

Community Wellbeing Scrutiny

Narrative Update against business objectives

2.8.8	To support the arrangements for the Safer Neighbourhood Panel to ensure that there is transparency in relation to activities commissioned to reduce crime and anti-social behaviour in the Borough	Ella Smith	March 2021		2 areas of scrutiny have been identified by the Staffordshire Office of the Police and Crime Commissioner for the panels to scrutinise. In this reporting period the panel have received training in these areas in order to carry out the scrutiny effectively. The panel has recruited one new member and there are now 10 individuals on the Stafford panel.
2.8.9	Ensure parking and CCTV services are maintained following expiry of the current contracts	Robert Simpson	April 2019		Existing contracts have now been extended until 31st March 2019. Timetable for the procurement of the new contracts has been agreed and specification documents are currently being developed.
2.9.1	To work towards all businesses being compliant with environmental regulations	Robert Simpson	March 2021		A programme of inspection has been produced and is now being implemented.
2.9.2	Support Town Centre Partnership and Pub Watches and Traders Forum to keep businesses informed of relevant legislation and to assist businesses to comply	Robert Simpson	March 2021		Advice on legislative changes, the interpretation of law and best practice has been offered to the forums by officers of the council.
2.9.3	Review Licencing policy as this will ensure business compliance with the Licencing Act	Julie Wallace	March 2021		Following further investigation the policy does not need reviewing until 2020, therefore, this objective will be removed.
2.9.4	Organise taxi forums	Julie Wallace	March 2021		4 taxi forums have been organised for the forthcoming year.
2.10.1	Provide a comprehensive housing options service to prevent homelessness and support people into sustainable accommodation	Jane Millington	March 2021		The Homelessness Reduction Act came into force at the beginning of April. The team has carried out a high level of prevention work which has been supported by the Community Matron and Tenancy Sustainment Officer.
2.10.2	Ensure sufficient, well managed provision of Gypsy and Traveller Accommodation	Anna Nevin	March 2020		A programme of works for the refurbishment of Glover Street has been produced.
2.10.3	Ensure good housing standards in the private sector	Anna Nevin	March 2021		There are new licensing rules for Houses in Multiple Occupation (HMO) which will come into force in October 2018. Advice and awareness sessions are being delivered.

Improvement report

Q1




No	Measure Detail	RO	Quarterly Target Status	Forecast year end status	Context for current performance	Improvement Actions Taken	Intervention/Review
LI21	% volunteers reporting an improvement in personal health and wellbeing	Anna Nevin	75	75	Although the target was missed, no one reported their health and wellbeing was actually worse. The remaining 33% of volunteers reported their health had remained the same.	Further training will be carried out with walk leaders to give them wider skills, for example, around dementia friends. The community connector programme is in its infancy and as the individuals are better able to assist more people it is anticipated they will have better personal health and wellbeing.	N/A
LI24	% of programmed health and safety inspections of businesses carried out when due	Robert Simpson	100	100	Target not met this quarter due to Environmental Health Officer vacancy.	N/A	Vacancy has been advertised and the recruitment process began?
LI26	No of energy efficiency measures installed	Anna Nevin	15	75	This is below target due to the long spell of warm weather	There has been an increase in funding available for the installation of energy efficiency measures and this will be promoted to residents	N/A
LI27	No of households given advice on energy efficiency	Anna Nevin	20	100	This is below target due to the long spell of warm weather	The warmer homes website will be promoted to all residents and work is ongoing to prepare for the winter	N/A
LI30	No of disabled facility grants completed	Anna Nevin	10	10	There have been some issues with the handover of the new contract to Millbrook which are being addressed. Performance targets for Millbrook should see time taken to deliver disabled facilities grants reduced in the future.	Referrals to Millbrook should come through the SCC Front Door, this wasn't operational for the first quarter, but staff recruitment and training will see this working in Q2. Arrangements in Q2 will be put in place to ensure the backlog of cases handed to Millbrook are triaged, so they are able to focus on the cases requiring a DEG.	N/A

**Resources Scrutiny
Quarter 1**









Performance at a Glance

No	Indicator		Is good high or low?	Q1 Actual	Q1 Target	Q1 Performance	Year end forecast	Year end target	Direction of Travel
LI33	% of calls abandoned	Robert Simpson	L	4.40	5.00		5.00	5.00	
LI34	% of resident satisfaction with our customer contact centre	Robert Simpson	H	97.00	80.00		95.00	80.00	
LI37	% of compliance with the delivery of key outcomes and key performance targets within individual contracts	Stephanie Heath	H	75.00	95.00		95.00	95.00	
LI38	Days taken to process Housing Benefit/Council Tax new claims and change events	Rob Wolfe	L	9.09	10.00		8.5	10.0	
LI39	Days taken to process new HB/CT Claims	Rob Wolfe	L	22.9	20.0		20.4	20.0	
LI40	Days taken to process new HB/CT change of circumstances	Rob Wolfe	L	7.4	9.0		7.0	9.0	
LBV12	Sickness rates	Neville Raby	L	1.63	1.75		7.00	7.00	

Performance direction of travel - Key

- Exceptional 
- On Track 
- Below what it should be 









Narrative update

Ref	Performance Measure	RO	End Date	Q1 Performance status	Q1 Commentary/Action
3.1.1 Financial Management and Resources					
3.1.1.1	Ensure the relative needs and resources of the authority are considered as part of the Local Government Finance settlement and that Government funding is maximised wherever possible	Emma Fullager	October 2018		Ongoing responses to the Consultations on Fair Funding/Business Rates retention. Components of New Homes Bonus are subject to monthly review.
3.1.1.2	A balanced budget, without the use of reserves is set for the duration of the Medium Term Financial Plan	Emma Fullagher	November 2018		Medium Term financial plan to be updated to reflect outturn for 2017/18 and cost drivers/Demand changes for first quarter of 2018/19.
3.1.1.3	Increase in income generated by the service through Fees and Charges in line with the recommendations made as part of the annual budget process	Emma Fullagher	January 2019		Fees and charges to be considered in Quarter 3.
3.1.1.4	Increase in revenue and capital receipts in order to protect front line services	Michelle Smith	March 2021		Areas of Council owned land that could serve an alternative use and result in a capital receipt have been identified and progressed through the Cabinet process.
3.1.2 Service transformation and review					
3.1.2.1	Implement a rolling programme of service reviews to ensure that resources are aligned to business objective and are operating as efficiently as they can be	Tracy Redpath	March 2021		Discussions regarding service reviews will commence during quarter two. This is to ensure that recommendations arising from the Corporate Peer Challenge are taken into consideration as part of this process.
3.1.2.2	Manage and co-ordinate the Authority Peer Review in order to provide an objective view of the plans that we have put in place	Tracy Redpath	September 2021		The Corporate Peer Challenge took place on 25 th July for a 3 day period. An internal peer team was set up and supported the process. Staff and member briefings were held and updates provided on the relevant web pages. It is anticipated that the Council should be in receipt of a final report by September.
3.1.3 Accommodation and Assets					
3.1.3.1	Support the accommodation rationalisation, including One Public Estate (OPE)	Tracy Redpath	March 2021		The Council was successful in attaining £60k from round 6 of the One Public Estate (OPE) Programme. This money is being utilised on a wider piece of work that is focused on master-planning in the Eastgate area, as per the requirements of the funding.
3.1.5 Strategic Partnerships					
3.1.5.1	Support the implementation of Staffordshire County Council's District Place Based Approach (PBA) in order to mitigate the impact of service reductions and to improve multi-agency working	Tracy Redpath	March 2021		During this reporting period the working group has agreed governance and terms of reference, held a showcase event, identified Highfields and Doxey as the first two working areas, and carried out a scoping exercise of the services currently available to those communities.








Resources Scrutiny
Quarter 1

Ref	Performance Measure	RO	End Date	Q1 Performance status	Q1 Commentary/Action
3.1.6 Shared Services Commissioning					
3.1.6.1	Undertake a joint review into the best model/s for delivering environmental services in Cannock and Stafford, including the possibility of extending shared services between them	Neville Raby	October 2018	☹️	<p>A joint independent options appraisal was commissioned by both Stafford Borough and Cannock Chase Councils of Environmental Services including Environmental Health, Streetscene, Grounds Maintenance, Parks and Open Spaces, Trees, Cemeteries etc. The review will consider all of the options for Environmental Services, not solely the shared service model. The primary aims of the review are to maintain resilience in service delivery and deliver savings.</p> <p>The review commenced in early May 2018 and the first stage is due to complete at the end of September with reports to each Councils Cabinets outlining options for consideration.</p>
3.1.7 Systems and Processes					
3.1.7.1	Review IT strategy and processes to enable agile working to support changes in workstyle and how we use our accommodation to improve efficiency and reduce costs	Peter Kendrick	March 2021	☹️	Progress made with the upgrade of the phone system. Information is being gathered to update the Technology Policies with reference to the General Data Protection Regulations (GDPR). New computer based training system installed.
3.1.7.2	Support the specification, procurement and installations of new systems and data security	Peter Kendrick	September 2018	☹️	The main firewall has been replaced. The new one has additional capabilities
3.1.8 Constitution and Governance					
3.1.8.1	Design and implement and programme of member training and development	Jane Peat	May 2019	☹️	The target for this reporting period was to implement and facilitate a member development working group which was achieved. Further meetings have been scheduled which will support the formulation of a programme of member training and development.
3.1.8.2	General Data Protection Regulations (GDPR)	Ian Curran	September 2018	☹️	<p>Data Audits of all current Council processing activities have been conducted by the Information Manager (through a shared service arrangement with Cannock Chase District Council).</p> <p>Privacy Notices have been amended to comply with GDPR and published on the Councils website.</p> <p>A revised Data Protection Policy was approved by Cabinet. On-line training module on Data Protection and Cyber-Security has been rolled out to all staff.</p>
3.2.1 Customer Relationship Management (CRM) and Telephony					




**Resources Scrutiny
Quarter 1**

Ref	Performance Measure	RO	End Date	Q1 Performance status	Q1 Commentary/Action
3.2.1.1	Procure and implement a new Contact Centre Telephony system to enable a consistent approach to call handling	Sue Pote	March 2019		The specification has been written in conjunction with Cannock Chase District Council along with the Procurement Officer at Staffordshire County Council. A Framework has been identified. A direct award should be made by August.
3.2.1.2	Influence and support the procurement of a customer portal to replace existing CRM system. Consider what CRM system is needed for SBC	Sue Pote	March 2019		The Council is currently moving all service requests off Lagan to Abavus in the interim whilst we look to procure a new CRM system. A soft market testing process has commenced with a view to go out to full tender in January 2019.
3.2.2	Digital by Design				
3.2.2.1	Drive and support the implementation of digital by design	Sue Pote	March 2019		An initial project plan has been prepared to map out all Service Requests with service areas. This is designed to streamline and make services digital where possible which will provide customers with more choice in how they wish to access our Services.
3.2.2.2	Implement Customer Access Strategy	Sue Pote	March 2021		Work is currently underway and a Project Plan has been drawn up and will be shared with Leadership Team in August.
3.2.2.3	Influence and support the review, redesign and implementation of a new reception hub	Tracy Redpath	March 2021		This is linked to the One Public Estate and the wider Eastgate development. A number of multi agency meetings have taken place and discussions are taking place to progress this further
3.2.2.4	Specify and incorporate latest digital technology within car parking and CCTV contract	Robert Simpson	March 2019		The specifications for the contract are presently being written and will ensure they incorporate the requirement for innovation
3.2.2.5	Design and use new web based electronic forms	Sue Pote	March 2019		This work is in scope with the Project Plan to deliver the Access Strategy. The current forms will be reviewed and standardised and new forms will be created to enable customers to have more digital access to our services.
3.2.2.6	Complete digital transformation for development	Michelle Smith	March 2020		This project has two main strands - one relating to the procurement of IT, the other looking at how existing procedures can be reviewed and improved to support digital transformation. The scope of the procurement has been agreed with the Development Manager and a project team meeting is scheduled to scope the procedural and cultural changes.

**Resources Scrutiny
Quarter 1**

Ref	Performance Measure	RO	End Date	Q1 Performance status	Q1 Commentary/Action
3.2.2.7	Encourage and support our residents following the introduction of Universal Credits	Rob Wolfe	March 2019		Benefit staff are able to help Universal Credit (UC) claimants if they are having difficulty in making on-line applications or in managing their household budgets. Demand for this service has been slow due to the low numbers of UC claimants in the area at this time. The full universal credit service will start to roll out in Stafford from November, when numbers are expected to start to increase gradually. At this time, we are working with landlords, Housing associations and other partners to help to prepare for the increased impact later in the year.
3.3.1	Develop customer service standards to inform development of Corporate Customer Charter	Sue Pote	March 2019		An initial benchmarking exercise has been done to review best practice with other similar Local Authorities. Next steps will be to work with the Communication Manager on engaging with our residents for their feedback on our standards of delivery.
3.3.2	Devise and implement a comprehensive customer satisfaction system	Sue Pote	March 2019		A mapping exercise is currently underway to determine what is currently in place.
3.3.3	Support the review and implementation of a new system for receiving, analysing, responding and learning from complaints	Alistair Welch	March 2019		An Initial meeting has been held with officers involved to initiate the project.
3.4.1	Comprehensive and accurate contracts register in place	Stephanie Heath	August 2018		During quarter one we have worked to collate and refresh the current contract register. A summary report will be provided as to the current contract position including any areas of potential risk.
3.4.2	Ensure robust Contracts Guidance Framework is in place for all current and future contracts	Stephanie Heath	October 2018		We are currently developing a Corporate Contract Management Framework that will provide guidance and support to service areas undertaking contract management of commissioned services.
3.4.3	Supporting the commissioning of future contracts and contract renewals	Stephanie Heath	March 2021		Contract register in place to ensure that we are not out of contract and that re-tender or extension (as appropriate) of the service is being undertaken. Where applicable support is being provided to Managers who are currently procuring services.

Performance direction of travel - Key

- Exceptional 
- On Track 
- Below what it should be 

Q1 Improvement report

Improvement Report

No	Measure Detail	RO	Quarterly Target Status	Forecast year end status	Context for current performance	Improvement Actions Taken	Intervention/Review
LI37	% compliance with the delivery of key outcomes and key performance targets within individual contracts	Stephanie Heath	95	95	<p>The KPI's within the Veolia contract are currently under review as it has been agreed that the targets included within the contract do not reflect actual activity and are in the process of being revised - once revised to reflect accurate baseline performance is expected to improve</p> <p>KPI's and Information requirements have been agreed for the Freedom Contract and are being varied into the Contract to begin reporting from Quarter 3 – October 2018. Quarter 3 and 4 data will be used to agree baseline.</p>	<p>Development of corporate contract management function through the following actions will support the improvement of this indicator – by providing a clear framework for how contracts are managed through performance monitoring, challenging poor performance and using where appropriate contract levers to manage and improve underperformance.</p> <ul style="list-style-type: none"> • Corporate contracts intranet site • Corporate contracts register to identify and monitor all SBC contracts £500 and over. • Contract Management Audit to review how contract management is undertaken within SBC to inform development of Contract Management Framework. – planned for September 2018 • SBC Contract Management Policy Statement and Framework. • Training programme for contract management within SBC services. 	Monthly review actions to ensure progress of delivery against agreed actions.
LI39	Days taken to process new HB/CTB Claims	Rob Wolfe	20.0	20.0	Cumulative performance for the first 3 months of the year was outside of target. This results from a slow start to the year, during our busiest period.	Performance through June was improved and our processing times by the end of June had achieved better than target. We fully expect our performance over the course of the year to be better than target.	N/A

ITEM NO 4(a)(ii)

ITEM NO 4(a)(ii)

Contact Officer:	Bob Kean
Telephone No:	01785 619241
Ward Interest:	Nil
Report Track:	Cabinet 04/10/2018 (Only)
Key Decision:	No

**SUBMISSION BY COUNCILLOR K S WILLIAMSON
RESOURCES PORTFOLIO**

<p>CABINET 4 OCTOBER 2018 Council Tax and Business Rates Arrears Submitted for Approval to Write Off</p>

1 Purpose of Report

1.1 To approve the write-off of arrears listed in the **CONFIDENTIAL APPENDIX**.

2 Proposal of Cabinet Member

2.1 That the arrears listed in the **CONFIDENTIAL APPENDIX** be written off.

3 Key Issues and Reasons for Recommendation
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3.1 In accordance with the Scheme of Delegation, this report relates only to the writing off of debts in excess of £2,500 that cannot be legally recovered.

4 Relationship to Corporate Priorities

4.1 Not Applicable

5 Report Detail

5.1 The normal course of action has been pursued, namely, bills, reminders and final notices issued and, where appropriate, summonses issued, liability orders obtained and passed to Bailiffs for collection and trace. Trace procedures have been followed, which include checking with our internal Council systems, using the Locating Council Tax Absconders (LOCTA), a Local Authority data sharing system, to check for forwarding addresses at other Local Authorities, visits to the last known address by the Council's Property Inspector and use of external tracing agents. Despite these best efforts of Council Tax and Business Rates staff, and/or bailiffs, the debtors cannot be traced and no further action can be taken.

6 Implications	
6.1 Financial	<p>Under the Business Rates Retention Scheme, business rates write offs will no longer be offset against the National Non-Domestic Rating Pool. Write offs will now form part of the costs of collection of business rates. The Business Rates write offs in this report are 13 cases totalling £169,746.48. This represents 0.32% of the outstanding collectable debit as at 1 April 2018.</p> <p>Council Tax write offs are losses to the Collection Fund and, as such, form part of the cost of collection incurred by this Council. The Council Tax write-offs on this report are 2 case totalling £8,345.25. This represents 0.01% of the outstanding collectable debit as at the 1 April 2018.</p> <p>The cost of collecting the debts has been considered as part of the decision to put them forward for write off. If further information does come forward about the whereabouts of any of the individual debtors the Council will pursue recovery action.</p>
Legal	Cabinet are asked to write off the debts as they are considered to be irrecoverable for the reasons given in the appendices. The debts remain legally due to the Council and should the circumstances causing the write off in any particular case, subsequently change, recovery action may be recommenced.
Human Resources	There are no Human Resources implications relating to this report.
Human Rights Act	There are no Human Rights implications relating to this report.
Data Protection	The appendices to this report contain personal information and are therefore not published.
Risk Management	The risk issues contained in this report are not strategic and therefore should not be included in the Strategic Risk Register.
6.2 Community Impact Assessment Recommendations	The Borough Council considers the effect of its actions on all sections of our community and has addressed all of the following Equality Strands in

	the production of this report, as appropriate:- Age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, sexual orientation.
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Previous Consideration - Nil

Background Papers - Nil