



Civic Centre, Riverside, Stafford
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**Please Note
Start Time.**

Dear Members

Cabinet

A meeting of the Cabinet will be held in the **Craddock Room, Civic Centre, Riverside, Stafford on Wednesday 12 June 2019 at 4.00pm** 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 handwritten signature in black ink, appearing to read "I. Curran".

Interim Head of Law and Administration

CABINET - 12 JUNE 2019

Chair - Councillor P M M Farrington

AGENDA

- 1 Minutes of 4 April 2019 as published in Digest No 254 on 5 April 2019.
- 2 Apologies
- 3 Councillors' Question Time (if any)
- 4 Proposals of the Cabinet Members (as follows):-

	Page Nos
(a) RESOURCES PORTFOLIO	
(i) Corporate Business Plan Year 2 Delivery 2019-20	4 - 44
(ii) Performance Reporting 2018-21 - Resources Scrutiny Committee	45 - 54
(iii) Performance Reporting 2018-21 - Economic Development and Planning Scrutiny Committee	55 - 62
(iv) Performance Reporting 2018-21 - Community Wellbeing Scrutiny Committee	63 - 76
(v) End of Year Performance Report 2018-19	77 - 88
(vi) Risk Management Report	89 - 118
(b) COMMUNITY PORTFOLIO	
(i) Temporary Accommodation - Additional Leased Units	119 - 124
(ii) Empty Homes Strategy and Release of Funding	125 - 141
(c) ECONOMIC DEVELOPMENT AND PLANNING PORTFOLIO	
(i) Plan for Stafford Borough - Biodiversity and Development Draft Supplementary Planning Document	142 - 145
(ii) Gypsy and Traveller Site Acquisition - Delegated Authority - CONFIDENTIAL	146 - 149

This Report is confidential due to the inclusion of information relating to the financial or business affairs of any particular person (including the authority holding the information). No representations have been received in respect of this matter.

Membership

Chair - Councillor P M M Farrington

- | | | |
|------------------|---|---|
| P M M Farrington | - | Leader |
| R M Smith | - | Deputy Leader and Resources Portfolio |
| J M Pert | - | Community and Health Portfolio |
| J K Price | - | Environment Portfolio |
| F Beatty | - | Economic Development and Planning Portfolio |
| C V Trowbridge | - | Leisure Portfolio |

ITEM NO 4(a)(i)

ITEM NO 4(a)(i)

Contact Officer:	Tracy Redpath
Telephone No:	01785 619195
Ward Interest:	Nil
Report Track:	Cabinet 12/06/19 (Only)
Key Decision:	Yes

**SUBMISSION BY COUNCILLOR R M SMITH
RESOURCES PORTFOLIO**

**CABINET
12 JUNE 2019
Corporate Business Plan Year 2 Delivery 2019- 2020**

1 Purpose of Report

- 1.1 To consider and agree the corporate business objective action plans for year 2 delivery 2019-2020.

2 Proposal of Cabinet Member

- 2.1 That the plans be agreed and implemented.

3 Key Issues and Reasons for Recommendation

- 3.1 The Corporate Business Plan was implemented in April 2018 and focuses on three business objectives in respect of:
- Economic Development and Planning
 - Community Wellbeing
 - Financial Sustainability and Resilience
- 3.2 The plan has run for a full twelve months and performance has been reported to scrutiny on a quarterly basis. In addition to this an end of year performance report has been produced that highlights the outcomes that have been achieved against each business objectives.
- 3.3 The delivery plans have now been updated to enable officers to focus on year 2 delivery of the plans and agreement is sought from members that the plans can now be implemented and performance reported in accordance with the timescales set out in the plans.

4 Relationship to Business Objectives

- 4.1 The Corporate Business Plan is the main strategic driver for the authority and sets the direction of travel proposed until March 2021.

5 Report Detail

- 5.1 The corporate business plan is the main strategic plan of the authority. It sets the direction of travel until March 2021 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 The plan has been a catalyst for a more joined up way of working which has enabled the Council to align resources in order to maximise our strategic success for the future.
- 5.4 Year 1 delivery of the plan has highlighted a number of outcomes that have been achieved so far against the delivery plans and this has been reported to scrutiny committee throughout the year. In addition to this an end of year report has been completed and has been submitted to cabinet and scrutiny.
- 5.5 The delivery plans for year 2 are contained in the appendix and agreement is sought to approve these for implementation. It is expected that quarter 1 performance will be reported to cabinet and scrutiny from July 2019.

6 Implications

6.1 Financial	The proposed corporate business plan is in line with the medium term financial plan of the authority
Legal	Nil
Human Resources	Nil
Human Rights Act	Nil
Data Protection	Nil
Risk Management	There are a number of elements within the plan that appear in the Council's Strategic Risk Register – with appropriate mitigating actions to downgrade risk scores.

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:-
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	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 - Corporate Business and Partnerships



Delivery Plan for Business Objective 1 2018 - 2021

To deliver sustainable economic and housing growth to provide income and jobs

Year 2 Delivery

Introduction

The new Corporate Business Plan focuses on growth, wellbeing and financial sustainability over the next three years delivered by the organisation as 'one team' working together. Development are the strategic lead for business objective one and the service works with colleagues in the wider organisation to deliver sustained economic growth that delivers high quality housing and employment for our communities by shaping places that people want to live and work in. Underpinning all of this is a focus on the health and wellbeing of all of our residents and leading on a 'health in all policies' approach to service delivery.

Several of the physical growth projects within this plan are heavily reliant on external funding bids which are currently awaiting decision. Often our role is as a facilitator, bringing together stakeholders, starting the conversations and providing a catalyst for development. This is as well as establishing and creating new projects to help deliver the wider Corporate Business Plan objectives which will also require appropriate resource.

There is a diverse range of skills and specialisms within the organisation, and due to the dynamic nature of the work delivered and the ever changing legislative landscape, it is important to have the right people involved at the right time and this requires constant review and more detailed project management. Rather than working as separate service areas, over the last 12 months the organisation has moved to a more collaborative approach by matching skills and capacity to projects. This build flexibility and resilience and it provides opportunities for learning and development for our staff.

All of the actions contained within this delivery plan are performance managed and reported to Senior Leadership Team, Cabinet and Development Scrutiny Committee.

Ref	We will:	Performance Indicators (Reported to Scrutiny)	Annual Target	Outcome	Resources Budgets/ Sources of funding	
1.1	To facilitate the delivery of 500 new homes in the Borough per year including 210 affordable homes (Strategic Lead: Head of Development)	Number of houses built per year Number of affordable houses built per year	500 (Annual) AY 210 (Annual) AY	This will meet the housing needs of the Borough and boost growth in the economy	Staff time New Burdens Fund / Local Plan budgets	
Ref	Actions	Milestone	Timescale	Owner	Links to other actions	Working with
1.1.1	Complete five year land supply statement in order to direct investment in housing June 2018 then annually	1. Data extract 2. Site visits complete 3. Publication of statement	April 2019 April 2019 June 2019	Forward Planning Officer	Development Management	Forward Planning
1.1.2	Continue to supply affordable housing working with Registered Providers and Homes England	1. Work with Registered Providers /Homes England 2. Facilitate small scale sustainable development to provide self and custom build plots 3. Secure grant funding to release otherwise unviable sites		Health and Housing Manager		Forward Planning Development Management Housing Registered Providers, Homes England
1.1.3	Improve and maintain performance of development management and local land charges from April 2018 for 3 years	1. 20% performance improvement on planning application rankings on national league tables maintained thereafter 2. Negotiate and complete S106 agreements prior to determination deadline 3. 90% of all local land and property searches completed within 10 working days 4. Delivery of specialist design training for elected members and staff	From June 2017 to Quarter 3 2019 Every quarter October 2019	Development Manager Strategic Business Manager		Development Management Planning Support Land Charges Legal Services

Ref	We will:	Performance Indicators (Reported to Scrutiny)	Target Frequency of reporting	Outcome	Resources Budgets/ Sources of funding	
1.2	Support the development of key projects and infrastructure proposals that will deliver economic growth and investment for the Borough (Strategic Lead: Head of Development)	% Compliance with individual Project Plans Quarterly through Project Planning updates and Performance Narrative Reports		Development and infrastructure that will facilitate and deliver housing and economic growth Making HS2 work for the Borough by capitalising on opportunities 3,750 jobs created focussing on key growth sectors	Local Plan budget: Economic Development budget	
Ref	Actions	Milestones	Timescales	Owner	Links to other actions	Working with
1.2.1	Delivery of the Stafford Town Centre Strategic Framework	1. Appoint consultancy support 2. Completion of Framework 3. Identify subsequent workstreams	1. June 2019 2. December 2019 3. January 2020	Head of Development	1.2.1	Development Management Economic Development Housing and Health Forward Planning Stafford Growth, Regeneration and Infrastructure Partnership Staffordshire County Council External consultants
1.2.2	Delivery of the Stafford Station Gateway	1. Completion of commercial land strategy work 2. Revised project plan to be agreed Further milestones to be provided as the project progresses	1. June 2019 2. July 2019	Strategic Business Manager	1.2.1	Development HS2 Homes England Staffordshire County Council

Ref	Actions	Milestones	Timescales	Owner	Links to other actions	Working with
1.2.3	Supporting the development of Meecebrook Garden Community	Development of programme governance, programme management and technical studies requirements Further detail to be provided as the programme progresses	Performance updates from Quarter 2 2019	Head of Development	1.4	Ministry of Housing, Communities and Local Government (MHCLG) Department for Transport External partners Staffordshire County Council LEP Defence Infrastructure Organisation Highways England Constellation Partnership
1.2.4	Provide support for Stafford Western Access Route From April 2018 for duration of the plan	Deliver outline planning permission for Burleyfields	Performance updates from Quarter 2 2019	Development Manager		Staffordshire County Council Legal Services
1.2.5	Strategic car parking in Stafford and Stone Phase 1	1. Develop draft Car Park Strategy for consultation	December 2019 December 2019 (this is dependent on the adoption of the Economic Growth Strategy)	Strategic Business Manager		Development Property Services SCC Operations Communications
1.2.6	Provide new leisure and recreation facilities	1. Implement new planning obligations management process 2. Delivery of new Charnley Road play facilities 3. Delivery of new Holmcroft Play facilities 4. Deliver Cannock Chase SAC projects	June 2019 December 2019 September 2020	Strategic Business Manager		Development Consultants and partners.
1.2.7	Source and develop new Gypsy and Traveller sites	Milestones to be agreed	Timescales agreed once milestones are set	Health and Housing Manager/ Forward Planning Manager	2.7.2	Housing Options Property Services Development Management Forward Planning

Ref	We will:	Performance Indicators (Reported to Scrutiny)	Target	Outcome	Resources Budgets/ Sources of funding - Cost Centre Staff time	
1.3	<p>Generate economic and sustainable growth for the long term prosperity of our residents, visitors and businesses by delivering the New Economic Growth Strategy for the Borough</p> <p>(Strategic Lead: Head of Development)</p> <p>NB: Please note that milestones are subject to change and further development as the Economic Growth Strategy is progressed with partners</p>	<p>Increase the number of staying trips</p> <p>Increase tourism related employment</p> <p>Increase in the value of the Borough's visitor economy</p> <p>Number of additional visits to Stafford town centre measured on footfall counters</p> <p>Stafford Retail premises occupancy rates</p> <p>Stone Retail Premises occupancy rate</p>	<p>0.5% (1,132 stays)</p> <p>1% (39 jobs)</p> <p>3% (£6.5 million)</p> <p>10% increased footfall</p> <p>6% increase</p> <p>Reported quarterly</p>	<p>To be the strongest growing economy in the region by 2025</p> <p>Stafford growing as a sub-regional centre as a quality place to live, work and visit.</p> <p>Supporting small and medium businesses in our town centres</p> <p>Promotes cultural activity and identity</p>	ED budget	
Ref	Actions	Milestones	Timescales	Owner	Links to other actions	Working with
1.3.1	Enable new and existing businesses to grow and build confidence in Stafford as a hub of productivity	<p>1. Work with the Staffordshire Growth Hub, Make It Stoke-on-Trent and Staffordshire investment agency and Stafford Enterprise to support businesses to grow</p> <p>More detailed milestones to follow once the Economic Growth Strategy is finalised with partners</p>	Determined once the Economic Growth Strategy has been approved	Economic Development Manager	1.1 1..2 2.5	<p>Visit Stafford Destination Management Partnership Freedom Leisure Planning Delivery Economic Development Make it Stoke-on-Trent and Staffordshire Investment Agency Staffordshire Growth Hub Stafford Enterprise</p>

Ref	Actions	Milestones	Timescales	Owner	Links to other actions	Working with
1.3.2	Promote our visitor economy to demonstrate the offer in the Borough	<ol style="list-style-type: none"> 1. Launch Visitor Economy Strategy develop and programme of events and campaigns 2. Support the delivery of an annual Ironman Event between 2018-2020 3. Bidding into the Future High Streets Fund 4. Develop Brand Stafford 5. Expand work opportunities 	Determined once the Economic Growth Strategy has been approved	Economic Development Manager	1.1 1..2 2.5	
1.3.3	Unlock economic opportunities in our rural areas	<ol style="list-style-type: none"> 1. Gigabit broadband voucher promoted to small businesses and local communities 2. Develop opportunities for young people in rural areas 3. Target specific business advice and funding opportunities at rural businesses 	Determined once the Economic Growth Strategy has been approved	Economic Development Manager	1.1 1..2 2.5	Rural Enterprise Programme Board Local businesses and communities
1.3.4	Develop access to lifelong learning to create a local workforce with specialist skills that can respond to growth ambitions	<ol style="list-style-type: none"> 1. Continue to support the Future Leaders Programme at Stafford College 2. Deliver a local careers hub 	Determined once the Economic Growth Strategy has been approved	Economic Development Manager	1.1 1..2 2.5	Careers Enterprise Company Stafford College

Ref	We will:	Performance Indicators (Reported to Scrutiny)	Target Frequency of Reporting	Outcome	Resources Budgets/ Sources of funding	
1.4	Develop a new Local Plan that reflects our Corporate ambitions for growth (Strategic Lead: Head of Development)	Completion of Issues and Options stage by March 2020	Quarterly narrative update	Delivery of high quality, sustainable places that improve the health, wellbeing and resilience of our communities. All new development and design is encouraged to achieve the highest standard	Local Plan budget	
Ref	Actions	Milestones	Timescales	Owner	Links to other actions	Working with
1.4.1	Revise and refresh the Local Plan	1. Identify the appropriate sites for future development for housing, employment and open space 2. Complete the Town Centre Capacity Assessment 3. Complete the Economic and Housing Development Need Assessment	Adoption of new Local Plan (2021/22) TBC TBC	Planning Policy Manager	1.4	Development Management Economic Development Housing Operations Corporate Business & Partnerships
1.4.3	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	1. Complete Conservation Area Assessments 2. Roll out design training for members and staff	May 2018 December 2018 July 2019 February 2020	Planning Policy Manager		Development Management Planning Delivery Health Housing SCC Landscape team External consultants

Ref	We will:	Performance Indicators	Target Frequency of Reporting	Outcome	Resources Budgets/ Sources of funding	
1.5	Develop Blue and green infrastructure and public realm (Strategic Lead: Head of Development)	Amount of employment land approved in the plan period Area of open space to new houses approved	Average of 8 hectares of employment land annually 30.81m ² of open space per new house approved on larger sites	Delivering growth for the Borough Attractive, diverse spaces that encourage healthy living and community engagement More open space for people to enjoy	Local Plan budget	
Ref	Actions	Milestones	Timescales	Owner	Links to other actions	Working with
1.5.1	Develop and implement new Open Space Strategies	1. Adoption of playing pitch and built sports facilities strategy 2. Adoption of allotments strategy 3. Adoption of play strategy	TBC	Head of Development	1.3 1.4	
1.5.2	Stafford Brooks Project	1. Secure funding	TBC	Head of Development	1.3 1.4	

Ref	We will:	Performance Indicators (Reported to Scrutiny)	Target	Outcome	Resources Budgets/ Sources of funding	
1.6	<p>Continue to mitigate any disruption that HS2 will have on our communities whilst maximising the economic, material and social benefits for our economy</p> <p>(Strategic Lead: Head of Development)</p>	Narrative updates only at this stage		To mitigate any disruption that HS2 will have on our communities during the construction phase.	£ Staff time	
Ref	Actions	Timescale	Milestones	Owner	Links to other actions	Working with
1.6.1	To ensure that policies and codes of practice for the construction and operation of HS2 through the Borough adequately protect residents in terms of compensation, and mitigate any adverse environmental affects and protect biodiversity	Satisfactory development of policies and codes of practice by HS2 Ltd.	Awaiting Bill to be passed by Parliament	<p>Strategic Business Manager</p> <p>Development Manager</p> <p>Head of Operations</p>	1.1 1.2 1.3 1.4 1.5	HS2 Ltd and nominated contractors Internal Project Board
1.6.2	Monitoring of HS2 construction works to ensure approved policies and codes of practice has been implemented	Monitoring procedures in place	Awaiting Bill to be passed by Parliament	Head of Operations	1.1 1.2 1.3 1.4 1.5	HS2 Ltd and nominated contractors



Delivery Plan for Objective 2 - 2018 – 2021

To improve the quality of life of local people by providing a safe, clean, attractive place to live and work and encouraging people to be engaged in developing strong communities that promote health and wellbeing.

Year 2 Delivery

Introduction

The new Corporate Business Plan focuses on growth, wellbeing and financial sustainability over the next three years delivered by the organisation as 'one team' working together. Business objective two is delivered collaboratively between Corporate Business and Partnerships, Development and Operations who are identified as strategic leads for actions contained within this delivery plan. All service areas work with colleagues in the wider organisation to deliver safe and attractive environments and places to live, work and visit. A large part of this delivery plan focuses on building capacity within our communities and supporting the voluntary sector wherever we can.

Several of the projects within this plan rely upon external funding from the Police and Crime Commissioner and some will also require capital investments. Our role is not as principal funding body but as a facilitator, bringing together stakeholders, starting the conversations and providing a catalyst for future development in our Borough.

There is a diverse range of skills and specialisms within the organisation, and due to the dynamic nature of the work delivered and the ever changing legislative landscape, it is important to have the right people involved at the right time and this requires constant review and more detailed project management. Rather than working as separate service areas, over the last 12 months the organisation has moved to a more collaborative approach by matching skills and capacity to projects. This builds flexibility and resilience and provides opportunities for learning and development for our staff.

All of the actions contained within this delivery plan are performance managed and reported to Senior Leadership Team, Cabinet and Community Wellbeing Scrutiny Committee.

Ref	We will:	Performance Indicators	Target	Outcome	Resources Budgets/ Sources of funding
2.1	Keep the streets and parks clean and attractive for everyone to enjoy (Strategic Lead: Head of Operations)	No of Enviro-crime complaints dealt with promptly and no longer than 72 hours after receipt No of sites with green flag status No of residents who think the town centres are clean and tidy (%) Retention of good air quality measurement for the Borough Kgs Residual Household Waste Collected per household % of household waste sent for reuse, recycling and composting	100% 6 90% Meeting the standards set by DEFRA Satisfy joint waste management board recycling target of 55% by 2020	People will have a better quality of life and health because the streets, parks and open spaces will be kept clean and tidy and safe from issues such as fly tipping, litter, dog fouling and pests.	Potential capital bid for equipment to carry out continuous monitoring of air quality

Ref	Actions	Milestones	Timescale	Owner	Links to other actions	Working with
2.1.1	Investigate appropriate enviro crime complaints within 72 hours of receipt	% of complaints reported meeting target	From April 2018 for duration of the plan	Customer Service Group Manager		Neighbourhood Services Staffordshire Police Staffordshire Fire & Rescue service Environment agency Private landlords
		Drafting of environmental notice Prosecution of criminal offences in magistrates	From April 2018 for duration of the plan	Legal Services Manager		Enforcement Officers/Planning Committee Investigating officers

Ref	Actions	Milestones	Timescale	Owner	Links to other actions	Working with
2.1.2	Deliver high quality Neighbourhood Services to ensure that town centres, parks and open spaces are clean, tidy, and attractive	<p>Compliance levels with service standards and legislation</p> <p>Compliance with ISO9001: 2015 Quality Management System</p> <p>Land Audit Management System standards</p> <p>Annual National Performance Benchmarking</p> <p>Customer satisfaction survey carried out, excellence rating of at least 90%</p> <p>Number of sites with and retaining Green Flag status</p> <p>% of residents who think the town centre is clean and tidy as determined by quarterly surveys</p> <p>Number of businesses signed up to the Keep the Borough clean charter – reported quarterly</p> <p>Community groups who wish to undertake litter picks are supported</p> <p>Support existing Friends Groups for suitable locations</p>	From April 2018 for duration of the plan	Neighbourhood Services Group Manager		<p>Neighbourhood Services</p> <p>Communications</p> <p>Schools Resident Groups</p> <p>Friends Groups</p> <p>Local businesses</p> <p>Residents Groups</p> <p>Volunteers Customer Services</p>
2.1.3	Monitor the air quality of the Borough to ensure a healthy air environment for our future	<p>Compliance with air quality standards</p> <p>Monitoring data to be submitted to Defra by the end of June in each of the 3 years</p>	From April 2018 for duration of the plan	Customer Services Group Manager Environmental Protection Lead		<p>Local businesses and internal council services and Contracted services</p> <p>Developers</p> <p>Staffordshire County Council and Highways Agency</p> <p>DEFRA</p> <p>HS2 Ltd</p>

Ref	Actions	Milestones	Timescale	Owner	Links to other actions	Working with
2.1.4	Monitoring of construction works associated with major infrastructure eg M6 Smart Motorways and HS2	Increased intelligence from more sampling stations No of complaints No of pollution incidents No of non-compliances with approved method statement	From April 2018 for duration of the plan	Customer Services Group Manager		Highways England and nominated contractors
2.1.5	Encourage households to increase recycling and minimise residual waste because this will be good for the environment and reduce collection and disposal costs	Continue to develop communication and educational plan Meet aspirational target of 55% recycling by 2020 and less than 434kg residual waste per household Improve quality of recycling materials to less than 8% contamination DEFRA Resources and Waste Management Strategy – ensure that the authority complies with consultation on new waste strategy	From April 2018 for duration of the plan	Neighbourhood Services Group Manager		Partners including Veolia Service users Residents Groups Businesses Volunteers Education establishments Corporate Business & Partnerships
2.2.6	Provision of new, accessible and safe taxi ranks.	Identification and provision of new ranks.	From April 2018 for duration of the plan	Customer Services Group Manager		Corporate Business Team Staffordshire County Council, Staffordshire Police, Taxi Trade and Local Businesses including Town Centre Partnership, Voluntary.

Ref	We will:	Performance Indicators	Target	Outcome	Resources Budgets/ Sources of funding	
2.2	Invest £2.5 million in Victoria Park (Strategic Lead: Head of Operations)	Narrative performance updates		The Heritage Lottery Fund project for Victoria Park will enhance the current facilities and create a much better space for everyone to enjoy	HLF Grant SBC Contribution Staff time Capital bid required potentially for Tenterbanks	
Ref	Actions	Milestones	Timescale	Owner	Links to other actions	Working with
2.2.1	Deliver the HLF project to restore Victoria Park	Recruitment of Community Engagement Events Officer Completion of development works Development of events plan to maximise opportunities in restored events plan Park re-open to the public Maintain/repair park	From April 2018 to May 2020	Victoria Park Development Coordinator Property Services Manager Neighbourhood Services Group Manager		Neighbourhood services Property services HLF Internal and external stakeholders including Project Board and Staffordshire County Council

Ref	We will:	Performance Indicators (Reported to Scrutiny)	Target	Outcome	Resources Budgets/ Sources of funding	
2.3	<p>Encourage volunteering to assist with the health and wellbeing of our communities</p> <p>(Strategic Leads: Corporate Business and Partnerships Manager Head of Operations Head of Development)</p>	Narrative performance updates		<p>Voluntary and Community Sector supported to deliver services</p> <p>Communities actively involved in supporting health and wellbeing and keeping areas of the Borough clean and tidy</p>	£ Staff time	
Ref	Actions	Milestones	Timescale	Owner	Links to other actions	Working with
2.3.1	To implement the Community Awards for 2019	<p>Steering group set up</p> <p>Judging criteria, categories revised and published</p> <p>All literature and website revised and published</p> <p>Identification of potential applicants</p> <p>Support the organisation of the event</p>	April – November each year	<p>Corporate Business and Partnerships Manager</p> <p>Neighbourhood Services Group Manager</p> <p>Business Support Assistant</p>		<p>Operations – Streetscene; Customer Services</p> <p>Development – Housing and Health</p> <p>Community and Resident Groups</p> <p>Local businesses</p> <p>Schools</p>

Ref	Actions	Milestones	Timescale	Owner	Links to other actions	Working with
2.3.2	To implement and co-ordinate Stafford in the World	Event Management Plan reviewed and implemented Communications plan implemented	February – May each year	Business Support Assistant		Elected Members Schools; Voluntary Sector Groups Highways; Stafford FM; Operations – Streetscene and indoor markets
2.3.3	To oversee the Small Grants Scheme for the Borough	X2 rounds of community grants set up Attendance at meetings Judging/awards set up	Rounds open to groups during September and February each year	Principal Corporate Business and Partnerships Officer Business Support Assistant		All community groups Community foundation Elected Members
2.3.4	Support the implementation of volunteer led and supported schemes to help improve Health and Wellbeing	Explore new ways of working through Homelessness Reduction Act Evaluate the Community Connectors project and establish sustainability Develop relationship with Support Staffordshire/SCVYS to maximise uptake of their services by community groups/ ongoing	Ongoing Ongoing September 2019 Ongoing	Public Health Development Officer		Housing Options Voluntary & third sector organisations

Ref	We will:	Performance Indicators (Reported to Scrutiny)	Target	Outcome	Resources Budgets/ Sources of funding	
2.4	<p>Support and promote community wellbeing to all of our residents</p> <p>(Strategic Leads: Head of Development and Head of Operations)</p>	Narrative performance updates		<p>People being as healthy, safe and living as independently as they can be.</p> <p>Residents are supported to take responsibility for their own wellbeing and lifestyle</p> <p>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</p>	£ Staff time	
Ref	Actions	Milestones	Timescale	Owner	Links to other actions	Working with
2.4.1	Support partners to set up initiatives to enhance the Health and Wellbeing of residents	Continue to support Parkrun Stafford Workplace health offer formulated Health Champions and groups in place	From April 2018 for duration of the plan	Public Health Development Officer		Health and Housing team Communications Freedom Leisure Community and Voluntary Groups

Ref	Actions	Milestones	Timescale	Owner	Links to other actions	Working with
2.4.2	Support the co-ordination of high profile events in the Borough, for example those run by Freedom Leisure as part of the Leisure and Cultural Partnership project	Events such as the Shakespear Festival, Stafford Half Marathon, Christmas lights switch on, Stafford 10k and the Pancake race are successful year on year determined by footfall; participation and positive media	From April 2018 for duration of the plan	Contract and Procurement Manager Property Services		Freedom Leisure
2.4.3	Promote and maximise the use of Stafford and Stone Town Centres by utilising market demonstration areas and consent streets.	Grub Club Half term school events Farmers markets Wednesday markets - Makers Markets Determined by footfall ; participation and positive media	From April 2018 for duration of the plan	Customer Services Group Manager		HLF Freedom Leisure Development and other local partners including Friends of Victoria Park and Stafford College. Internal Project Board

Ref	We will:	Performance Indicators	Target	Outcome	Resources Budgets/ Sources of funding
2.5	Work with partners to maintain the Borough as a safe place (Strategic Lead: Corporate Business and Partnerships Manager)	L134 Overall reported crime in in the Borough L136 Reported incidents of domestic abuse L137 Reported incidents of ASB % of positive outcomes achieved for individuals Re-Solv project No of pupils receiving preventative sessions and utilising the website	6500 p.a. 2000 p.a. 3000 p.a. 95% Baseline to be established	Crime levels and reoffending rates in the Borough are in line or below the national average Requirements against the Prevent duty have been determined and delivered Prevention and early intervention help identified and offered to victims of crime and ASB Our town centres are safe and welcoming places to be during the day and night-time.	1350: 3616 - £22,530 3619 - £72,046.25 (PCC) 361 - £12,060 (Space) £5,000 – Development to support Sanctuary Staff time

Ref	Actions	Milestones	Timescale	Owner	Links to other actions	Working with
2.5.1	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	Activities commissioned as per recommendations in Strategic Assessment, PCC evaluation x1 completed and progress reported	Commences April through to March annually – as determined by allocation of funding from the Staffordshire Commissioner	Principal Corporate Business and Partnerships Manager Community Safety Lead		Police; Fire; Health; Entrust; Staffordshire Women's Aid; Schools; ADS; Right Stuff; CACH Voluntary sector and faith groups
2.5.2	To ensure that the authority adheres to its statutory responsibility in respect of the Prevent duty	Delivery plan in place, monitoring and evaluation processes set up and implemented Training and awareness rolled out across authority	From April 2018 for duration of the plan	Principal Corporate Business and Partnerships Officer Corporate Business and Partnerships Officer		Countywide Prevent Group All service areas Partners Elected Members

Ref	Actions	Milestones	Timescale	Owner	Links to other actions	Working with
2.5.3	To continue to utilise procedures and processes in respect of anti-social behaviour in order to reduce the number of incidents that occur	<p>ASB campaigns formulated, implemented, monitored and evaluated</p> <p>Phase 2 of Public Space Protection Orders agreed and Implemented</p> <p>Processes set up and implemented & on-going review of investigations in place, monitored on ECINs</p>	From April 2018 for duration of the plan	<p>Community Safety Lead</p> <p>Partnerships Officer</p>		<p>Residents; Police; Partnership HUB</p> <p>Legal Services</p> <p>Communications</p>
2.5.6	To ensure that the authority adheres to its statutory safeguarding duties, including domestic homicide reviews	<p>Section 11 Audit completed and all recommendations implemented</p> <p>Training and awareness rolled out to elected members and staff</p> <p>Taxi drivers, and operators have achieved level 1 safeguarding</p> <p>Recommendations arising from domestic homicide reviews are implemented</p> <p>Partner agency action plans have been formulated and progress is monitored and reported</p>	From April 2018 for duration of the plan	<p>Principal Corporate Business and Partnerships Officer</p> <p>Corporate Business and Partnerships Officer</p>		<p>All service areas but primarily with HR and Operations</p> <p>Staffordshire Safeguarding Childrens Board</p> <p>Staffordshire and Stoke on Trent Adult Safeguarding Partnership Board</p> <p>Taxi drivers, owners and operators</p> <p>Police</p> <p>Immigration</p> <p>Neighbouring local authorities</p>

Ref	We will:	Performance Indicators	Target	Outcome	Resources Budgets/ Sources of funding	
2.6	<p>Businesses operating in the borough comply with health and safety and food hygiene legislation</p> <p>(Strategic Lead: Head of Operations)</p>	No of businesses broadly compliant with legislation under the food hygiene rating scheme % of programmed health and safety inspections of businesses carried out when due	90% 100%	Businesses will be operating in a safe way	Staff time	
Ref	Actions	Milestones	Timescale	Owner	Links to other actions	Working with
2.6.1	To work towards all businesses are compliant with environmental regulations	<p>Businesses are programmed to be inspected on the annual risk rating programme for Food Safety and Health and Safety.</p> <p>Production of annual risk rating programme for food safety and health and safety</p> <p>Proportionate enforcement action taken</p> <p>Prosecution of criminal offences in magistrates Defence of Appeals in magistrates</p>	From April 2018 for duration of the plan	<p>Customer Services Group Manager</p> <p>Legal Services Manger</p>		<p>Businesses, Food Standards Agency HSE</p> <p>Trading Standards</p> <p>Business owners and operators,</p> <p>Staffordshire Police</p> <p>Staffordshire and Stoke-on-Trent Fire and Rescue Service</p> <p>Investigating Officers;</p> <p>Enforcement Officers/Licensing Officers/Licensing Sub-committee</p>

Ref	Actions	Milestones	Timescale	Owner	Links to other actions	Working with
2.6.2	Support businesses and partnership forums to keep them informed of relevant legislation and to assist businesses to comply	Identify key themes within their plans where contribution can be made by the Service area. Support joint initiatives	From April 2018 for duration of the plan	Customer Services Group Manager		Town Centre Partnerships Pub Watches Traders Forum
2.6.4	Organise taxi forums	Calendar produced for taxi forums throughout the year Taxi forums organised	From April 2018 for duration of the plan	Licensing Officer		Taxi drivers, owners and operators

Ref	We will:	Performance Indicators	Target	Outcome	Resources Budgets/ Sources of funding	
2.7	Work towards everyone having access to safe and suitable accommodation (Strategic Lead: Head of Development)	50 Empty Homes brought back into use – long term interventions narrative on long term empty homes No of Energy Efficiency measures installed No of households given advice on energy efficiency % of homeless cases resolved through prevention % of homeless cases resolved through relief No of vulnerable households supported into accommodation change to include narrative re length of tenancy sustained and community matron work No of DFGs completed	10 75 100 500 p.a. 50 p.a. 45 prevention 55 relief 100	Our residents feel safe and able to live independently in their own homes.	Private Sector Housing Assistance budget 4830 Local Plan budget 0912 3450 (£25k) Glover Street capital bid budget Land Acquisition Capital bid budget (£150k)	
Ref	Actions	Milestones	Timescale	Owner	Links to other actions	Working with
2.7.1	Provide a comprehensive housing options service to prevent homelessness and support people into sustainable accommodation - review	Embed the legislation of Homeless Reduction Act in the service, review processes, procedures and policies in line with the new requirements Meet MHCLG requirements for drawing down year 2 funding for Housing First	TBC	Health and Housing Manager	2.5	Housing Options Housing Standards

Ref	Actions	Milestones	Timescale	Owner	Links to other actions	Working with
		<p>Review effectiveness of Housing First and if appropriate explore opportunities for continuation funding</p> <p>Review effectiveness of housing register arrangements</p> <p>Review effectiveness of Private Rented Sector toolkit</p> <p>Ensure provision of Supported Accommodation is maintained and appropriate</p> <p>Provide targeted and effective tenancy support to prevent homelessness and support most vulnerable into accommodation</p> <p>Ensure the service is equipped for the roll out of Universal Credit.</p> <p>Adopt the homelessness and rough sleeper strategy and allocations policy</p>	<p>TBC</p> <p>TBC</p> <p>May 2019 – April 2020</p> <p>Ongoing</p> <p>Ongoing</p> <p>November 2019</p>	Health and Housing Manager	2.5 3.1	
2.7.2	Ensure sufficient, well managed provision of Gypsy and Traveller Accommodation	<p>Progress Glover Street refurbishment</p> <p>Implement the allocations policy to fill vacant pitches at Glover Street in partnership with the site manager</p>	<p>Pending planning approval</p> <p>Subject to refurbishment</p>	Health and Housing Manager	1.2	<p>Housing Options</p> <p>Property Services</p> <p>Development Management</p> <p>Forward Planning</p> <p>Glover Street Site Manager</p>

Ref	Actions	Milestones	Timescale	Owner	Links to other actions	Working with
2.7.3	Ensure good housing standards are delivered in the private sector	<p>Raise awareness of new legislation and extend HMO licensing in line with new requirements</p> <p>Test the findings of the stock condition survey with a view to developing a programme to reduce Category 1 Hazards</p> <p>Promote Warmer Homes Stafford and apply for further funding to roll out energy efficiency measures in the Borough</p> <p>Support vulnerable households to remain living independently at home by providing timely and appropriate Disabled Facilities Grants</p>	<p>Ongoing</p> <p>September 2019</p> <p>September 2019</p> <p>From April 2018 for duration of the plan</p>	Health and Housing Manager	1.1 2.5	Health and housing



Delivery Plan for Business Objective 3 2018 - 2021

To be a well-run, financially sustainable and ambitious organisation, responsive to the needs of our customers and communities and focussed on delivering our objectives.

Year 2 Delivery

Introduction

The new Corporate Business Plan focuses on growth, wellbeing and financial sustainability over the next three years delivered by the organisation as 'one team' working together. Business objective three is delivered collaboratively between the organisation as a whole with the Chief Executive being identified as strategic lead on most of the workstreams. This delivery plan contains priorities that are critical to the efficient and effective running of the organisation and play a key part in its success. This delivery plan encompasses some important projects such as One Public Estate which could potentially impact on the way in which we operate as an organisation in the future.

Several of the projects within this plan rely upon external funding and some will also require some capital investments. Our role is not as principal funding body but as a facilitator, bringing together stakeholders, starting the conversations and providing a catalyst for future development in our Borough.

There is a diverse range of skills and specialisms within the organisation, but due to the dynamic nature of the work delivered and the ever changing legislative landscape, it is important to make sure that we have the right people involved at the right time and this requires constant review and more detailed project management. Rather than working as separate service areas, over the last 12 months the organisation has moved to a more collaborative approach by matching skills and capacity to projects. This build flexibility and resilience it provides opportunities for learning and development for our staff. All of the actions contained within this delivery plan are performance managed and reported to Senior Leadership Team, Cabinet and Resources Scrutiny Committee.

Ref	We will:	Performance Indicators	Target	Outcome	Resources Budgets/ Sources of funding	
3.1	<p>Use our resources in the most effective and efficient way to maximise income and reduce cost</p> <p>(Strategic Lead: Chief Executive and Leadership Team)</p>	<p>Days taken to process Housing Benefit/Council Tax new claims and change events</p> <p>Days taken to process new HB/CT Claims</p> <p>Days taken to process new HB/CT change of circumstances</p> <p>Sickness rates</p>		<p>Balanced budget without the use of reserves as an outcome</p> <p>Provide a clear and transparent process for monitoring & managing performance, identifying individuals for succession planning, engaging & developing the workforce</p> <p>Reduce the cost of the Civic Centre to the Council by sharing the building with other organisations</p>	Staff time	
Ref	Actions	Milestones	Timescale	Owner	Links to other actions	Working with
3.1.1	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.	<p>Pilot Business Rates in 2019/20 subject to the conditions of the scheme , and willingness of other partners</p> <p>The Government will be issuing various Consultations both Principles and Technical In relation to</p> <ul style="list-style-type: none"> Fair Funding : Relative Needs Relative Resources transitional arrangements 75% Business Rates Retention <p>New system being implemented in 2020/21</p>	<p>Awaiting full timetable from Ministry of Housing and Local Government</p> <p>From April 2018 for duration of the plan</p>	Chief Accountant		<p>All Staffordshire and stoke on Trent local authorities</p> <p>Leadership Team</p> <p>Elected Members</p> <p>Other Staffordshire Authorities</p> <p>District Councils Network</p>

Ref	Actions	Milestones	Timescale	Owners	Links to other actions	Working with
3.1.2	Improve services	<p>A balanced budget, without the use of reserves is set for the duration of the Medium Term Financial Plan</p> <p>Adhering to Capital/Revenue/Invest to Save growth bid processes.</p> <p>Undertake light tough service reviews</p> <p>Complete the Environmental services review</p> <p>Undertake review with CCDC of current shared services</p> <p>Complete the review of Bereavement Services</p> <p>Car Parks – permits</p>	<p>From April 2018 for duration of plan</p> <p>Financial Plan approved November 2019</p>	Leadership Team	CTP	<p>Financial Managers, Consultants (to be appointed)</p> <p>Benchmarking Clubs (e.g APSE)Private sector providers and suppliers</p> <p>Cannock Chase District Council, County Council Procurement</p>
3.1.3	Increase in income generated by the authority through trading activities and fees and charges	<p>Review of income generating processes completed</p> <p>Identification of new income streams, maintain existing income (e.g consultancy, assisting with license applications, operational services)</p> <p>Increase revenue and capital receipts in order to protect front line services</p>	From April 2018 for duration of the plan	Leadership Team	CTP	<p>Financial Managers, Consultants (to be appointed)</p> <p>Benchmarking Clubs (e.g APSE)Private sector providers and suppliers</p> <p>Cannock Chase District Council, County Council Procurement</p>

Ref	Actions	Milestones	Timescale	Owners	Links to other actions	Working with
3.1.4	Enable those residents who need to contact the Revenues and Benefits Services to be able to do so on-line.	<p>Make all forms relating to address changes and Council Tax discounts available electronically</p> <p>Make all forms relating to Benefit applications and changes available electronically</p> <p>Make all forms relating to Business Rates address changes and reduction applications, available electronically</p>	<p>30 September 2019</p> <p>31 December 2019</p> <p>31 March 2020</p>	Local Taxation and Benefits Manager		Claimants, DWP and landlords
3.1.5	Support the accommodation rationalisation	<p>New tenants agreed for vacant RBS premises</p> <p>Plans to rationalise first floor accommodation commenced</p> <p>Plans to review and redesign reception commenced</p> <p>Initial review of Riverway Nursery completed</p>	<p>July 2019</p> <p>July 2019</p> <p>September 2019</p>	Corporate Business and Partnerships Manager	<p>CTP</p> <p>3.1.2</p> <p>3.1.6</p>	Chief Executive; Elected Members; Development Finance Property Services All staff SCC; Probation; HE; Police;
3.1.6	Conduct a comprehensive review of all assets including land ownership and maintenance	<p>Comprehensive review of all assets completed</p> <p>Land ownership and maintenance reviewed</p> <p>Report to LT to determine way forward submitted</p>	March 2020	Head of Operations Head of Development		
3.1.7	Implement the recommendations from the Corporate Peer Challenge (CPC)	<p>Business plans encompass recommendations from CPC</p> <p>Follow up visit from LGA organised</p>	<p>June 2019</p> <p>December 2019</p>	Corporate Business and Partnerships Manager		All Service Areas Elected Members Strategic Partners Local Government Association

Ref	Actions	Milestones	Timescale	Owners	Links to other actions	Working with
3.1.8	Support the implementation of Staffordshire County Council's District Place Based Approach in order to mitigate the impact of service reductions and to improve multi-agency partnership working	Place based pilot approaches implemented in Doxey and Highfields	From April 2018 for duration of the plan	Community Safety Lead		Police; Fire; Faith Groups; Voluntary Sector providers; Registered Social Landlords; Schools; SCC; Parish Councils Development – Health and Housing Operations – Customer Services
3.1.9	Develop a Corporate Organisational Development Strategy	Organisational Structure and Values and Behaviours reviewed; Management Competency and Behaviours reviewed Job descriptions and person specs reviewed and updated Learning and Development Policy reviewed Employee Wellbeing Strategy formulated Agile Working Policy formulated Flexible Working Policy reviewed and updated Staff engaged in how we will achieve smarter ways of working	April 2019 – March 2020	Head of HR	ODP 1-12 CTP	All service areas

Ref	Actions	Milestones	Timescale	Owners	Links to other actions	Working with
3.1.11	Review Technology Policies and processes to enable agile working to support changes in workstyle and how we use our accommodation to improve efficiency and reduce costs	Policies reviewed Profile of the workforce established to determine their needs for agile working. Package of tools designed to support each profile. Set of work tools created to match the category of staff. Available tools set is reviewed Wi-Fi available with speeds in excess of 10Mbit. AV upgraded in meeting rooms Webcasting evaluated	July 2020	Head of Technology Project Manager ICT Services Manager	Smart Working Business Case See 3.2.1	All service areas
3.1.12	Support the specification, procurement and installations of new systems and data security	Data sharing improved through the reorganisation of map data. Corporate mapping system introduced Technology Policies updated to reflect the new cyber threats and the new working methods Staff training provided for cyber security and the new policies.	July 2020	Head of Technology Project Manager ICT Services Manager	Smart Working Business Case	All service areas
3.1.13	Support Members to be effective community leaders and representatives	Member induction programme implemented Scrutiny Committees are developed further Members supported on outside bodies	June 2019 March 2020 Ongoing	Interim Head of Law and Administration Scrutiny Officer	CTP 2	Elected Members All service areas

Ref	We will:	Performance Indicators	Target	Outcome	Resources Budgets/ Sources of funding	
3.2	Introduce additional ways for our customers to access our services (Strategic Lead: Head of Operations)	% resident satisfaction with our customer contact centre % satisfaction with web page and its contents % of customer services that have an associated webpage % of customer services that have an associated webform	98% 70% 50% 50%	Customers have more of a choice how they access and utilise our services Customers are satisfied with our services	£ Staff time	
Ref	Actions	Milestones	Timescale	Owner	Links to other actions	Working with
3.2.1	Review and revise Customer Access Strategy	Customer service standards developed to inform the development of a Corporate Customer Charter. Review of the customer access strategy scheduled New web based electronic forms designed and implemented	From April 2018 for duration of the plan	Customer Services Group Manager Customer Services Manager		All council services, specifically IT, and Communications (e.g. Social media)
3.2.2	Maintain good levels of customer satisfaction with our services	Devise and implement a comprehensive customer satisfaction system Support the review and implementation of a new system for receiving, analysing, responding and learning from complaints.	From March 2019	Customer Services Manager Corporate Business and Partnerships Manager Interim Head of Law and Administration	See 3.2.1	All service areas Customers Contractors Benchmarking groups (e.g. APSE)

Ref	Actions	Milestones	Timescale	Owner	Links to other actions	Working with
3.2.3	Procure and implement a new Contact Centre Telephony system to enable a consistent approach to call handling	Specification of the new CRM written. New system procured. Evaluation, implementation; Webchat available on a webpage	April 2018 – July 2019	Customer Services Group Manager Head of Technology Customer Services Manager		Cannock Chase District Council, Technology, Staffordshire County Council Providers Other internal colleagues (e.g Finance and Legal)
3.2.4	Influence and support the procurement of a customer contact tools to replace existing CRM system and consider what systems are needed for SBC	Determine needs and influencing the specification Support the procurement strategy Evaluation and implementation of the new systems	August 2019 - July 2020	Customer Services Group Manager Customer Services Manager	See 3.2.1	Cannock Chase District Council, Technology, Staffordshire County Council Providers Other internal colleagues (e.g Finance and Legal)
3.2.5	Drive and support the implementation of digital by design	Re-engineer and process map all service areas. All services to review process map and design new electronic forms. Implementation and integration of new electronic forms	From April 2018 for duration of the plan	Customer Services Group Manager Customer Services Manager		All service areas, specifically Technology

Ref	We will:	Performance Indicators (Reported to Scrutiny)	Target	Outcome	Resources Budgets/ Sources of funding	
3.3	Ensure those services provided on behalf of the Council by other organisations have effective contract management and procurement process in place (Strategic Lead: Head of Operations)	Performance via narrative updates		Robust contract management processes are in place for those services provided to the council by other organisations. Levels of service delivery are maintained regardless of provider		
Ref	Actions	Milestones	Timescale	Owner	Links to other actions	Working with
3.1.1	Manage key corporate contracts to agreed service level specifications and standards; identify and manage risks that may arise through the operation of the contract and implement robust financial and operational controls.	Review of existing Council contracts completed Contract framework and plan for monitoring and reporting compliance, performance and value for money implemented Contract cycles and variations monitored and risks identified and highlighted Annual audit of the financial viability of contracted services completed	From June 2019	Contract and Procurement Manager		All service areas Contractors All client leads/managers
3.1.2	Review other Council expenditure on external providers to ensure compliance with procurement regulations	Regular reviews conducted and areas of improvement/risk identified Opportunities to rationalise spend or improve quality of provision identified	From June 2019	Contract and Procurement Manager		

3.1.3	Develop a contract management and procurement training package	Training deliver to elected members and staff	From June 2019	Contract Services and Procurement Manager		All Client leads/managers
3.1.4	Specify and incorporate latest innovation within key corporate contracts	Determining needs and the specification Develop the procurement strategy Evaluation of new system	From June 2019	Contract Services and Procurement Manager		Staffordshire County Council, Providers Other internal colleagues (e.g Finance and Legal)

ITEM NO 4(a)(ii)

ITEM NO 4(a)(ii)

Contact Officer:	Tracy Redpath
Telephone No:	01785 619195
Ward Interest:	Nil
Report Track:	Cabinet 12/06/19 Resources Scrutiny Committee 25/07/19
Key Decision:	No

**SUBMISSION BY COUNCILLOR R M SMITH
RESOURCES PORTFOLIO**

<p>CABINET 12 JUNE 2019 Performance Reporting 2018-21</p>
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1 Purpose of Report

- 1.1 To provide an update to members regarding performance reporting for Quarter 4 2018 – 2021 for **Resources Scrutiny Committee**.

2 Proposal of Cabinet Member

- 2.1 That the information be noted.

3 Key Issues and Reasons for Recommendation

- 3.1 The Council's Performance Report for Quarter 4 highlights the following:

(a) Performance at a glance:

- No target is below what it should be,
- 5 targets are reported as being exceptional
- 1 target is reported as being on track

(b) Narrative updates:

- No measure is below what it should be
- 1 measure is reported as being exceptional
- 23 measures are reported as being on track

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 the council now reports on the following:
- Performance at a glance
 - Narrative update against business objectives
 - Improvement report

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

- 5.4 Quarter 4 Performance Report highlights the following:

(a) Performance at a glance since quarter 3:

Targets reported as exceptional:

- LI33 % of calls abandoned achieved an actual of 3.2% against a target of 5%
- LI34 100% of residents are satisfied with our customer contact centre
- LI38 Days taken to process Housing Benefit/Council Tax new claims and change events has achieved 7.7 days
- LI39 Days taken to process new HB/CT Claims has achieved 16.7 Days - Target 20 Days
- LI40 Days taken to process new HB/CT change in circumstances has achieved 7.3 Days against a target of 9 Days

Target on Track

- LBV12 Sickness Rates is recorded as 7.55% for this quarter

There were no targets reported below what they should be.

6 Implications

6.1 Financial	There are no financial implications associated with this report
Legal	Nil
Human Resources	Nil
Human Rights Act	Nil
Data Protection	Nil
Risk Management	Nil

6.2 Community Impact Assessment Recommendations	<p>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:-</p> <p>Age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, sexual orientation.</p>
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Previous Consideration - Nil


Background Papers - File available in Corporate Business and Partnerships
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Resources Scrutiny

Performance at a Glance







No	Indicator	RO	Is good high or low?	Q1			Q2			Q3			Q4			Year end forecast	Year end target	Direction of Travel
				Q1 Actual	Q1 Target	Q1 Performance	Q2 Actual	Q2 Target	Q2 Performance	Q3 Actual	Q3 Target	Q3 Performance	Q4 Actual	Q4 Target	Q4 Performance			
LI33	% of calls abandoned	Sue Pote	L	4.40%	5.00%	☹️	8.90%	5.00%	☹️	2.50%	5.00%	😊	3.20%	5.00%	😊	5.00%	5.00%	☹️
LI34	% of resident satisfaction with our customer contact centre	Sue Pote	H	97.00%	80.00%	😊	95.70%	80.00%	😊	97.40%	80.00%	😊	100.00%	80.00%	😊	95.00%	80.00%	😊
LI38	Days taken to process Housing Benefit/Council Tax new claims and change events	Rob Wolfe	L	9.09	10.00	☹️	8.3	10.00	😊	8.3	10.00	😊	7.7	10.00	😊	8.1	10.0	😊
LI39	Days taken to process new HB/CT Claims	Rob Wolfe	L	22.9	20.0	☹️	17.7	20	😊	14	20	😊	16.7	20	😊	16.8	20.0	😊
LI40	Days taken to process new HB/CT change of circumstances	Rob Wolfe	L	7.4	9.0	😊	7	9	😊	7.7	9	😊	7.3	9	😊	7.3	9.0	😊
LBV12	Sickness rates	Neville Raby	L	1.63	1.75	😊	3.94	3.5	☹️	6.07	5.25	☹️	7.55	7	☹️	7.55	7.00	☹️

Performance direction of travel - Key

- Exceptional 
- On Track 
- Below what it should be 




Narrative updates

Q4

Ref	Performance Measure	RO	End Date	Q4 Performance Status	Q4 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 Fullagar	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 Fullagar	November 2018		Council approved a balanced budget at its meeting of the 29 January 2019. A surplus exists in 2019-20 and 2020-21, however a transfer from Working Balances could be required in 2021-22 if the changes to New Homes Bonus and Business Rates Retention prove unfavourable.
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 Fullagar	January 2019		Fees and charges agreed by Council 20 November 2018 were implemented with effect from 1 January 2019.
3.1.1.4	Increase in revenue and capital receipts in order to protect front line services	Michelle Smith	March 2021		The review of Council owned land is being aligned with other strategic projects such as Self and Custom Build to ensure a joined up approach to future land use
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		This is currently being progressed by Leadership Team as part of the wider organisational transformation agenda.
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		This is currently being progressed by Leadership Team as part of the wider organisational transformation agenda.






Narrative updates

Q4

Ref	Performance Measure	RO	End Date	Q4 Performance Status	Q4 Commentary/Action
3.1.3 Accommodation and Assets					
3.1.3.1	Support the accommodation rationalisation, including One Public Estate (OPE)	Tracy Redpath	March 2021		Master planning for the Eastgate area is still underway and The masterplan proposes a phased redevelopment/repurposing of the existing buildings and a project team is now focusing on delivery of the scheme moving forwards.
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		PBA work is focused on our two most deprived areas, Doxey and Highfields, and work with the voluntary sector is being consolidated to invest good providers and to grow other voluntary sector providers and networks to enhance the offer to families. The main priority for this work is focused upon emotional wellbeing and the provision of support to children of all ages, parents and carers.
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		Stage One final report completed. Awaiting consideration by Leadership Team and recommendations to progress to Cabinet.
3.1.7 Systems and Processes					






Narrative updates

Q4

Ref	Performance Measure	RO	End Date	Q4 Performance Status	Q4 Commentary/Action
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		Work is being done to ensure the replacement antivirus software and webfiltering system matches the proposed policies.
3.1.7.2	Support the specification, procurement and installations of new systems and data security	Peter Kendrick	September 2018		Work on supplying the new dual firewalls with dual inputs for additional resilience.
3.1.8 Constitution and Governance					
3.1.8.1	Design and implement a programme of member training and development	Jane Peat	May 2019		The Briefing Programme is completed and published. The next Meeting of the Working Group to take forward continued development of Members will be convened after the election.
3.1.8.2	General Data Protection Regulations (GDPR)	Ian Curran	September 2018		Ongoing advice and support being provided by shared Information Manager across the Council.
3.2.1 Customer Relationship Management (CRM) and Telephony					
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		An initiation project board meeting has been held with the service provider Netcall to determine high level implementation requirements and timelines for the build, the user acceptance testing and the training, and a provisional go live date of w/c 17th June.





Narrative updates

Q4

Ref	Performance Measure	RO	End Date	Q4 Performance Status	Q4 Commentary/Action
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		A meeting has been scheduled by our I.T Project Manager for the end of April which includes all key personnel from the Authority This is to discuss requirements for the replacement CRM.
3.2.2 Digital by Design					
3.2.2.1	Drive and support the implementation of digital by design	Sue Pote	March 2019		There are a number of projects which are being formed that fall under the transformation umbrella which will support our digital by design agenda. For example, the process for issuing and payment of additional brown bins.
3.2.2.2	Implement Customer Access Strategy	Sue Pote	March 2021		Various project groups have been identified to deliver our transformation programme, including a project group for the procurement of a digital platform which will enable us to deliver the requirements set out in the Access Strategy.
3.2.2.3	Influence and support the review, redesign and implementation of a new reception hub	Tracy Redpath	March 2021		A number of partner meetings and conference calls have taken place during the last reporting quarter to talk about potential relocation into the civic centre. This work is on-going and will continue throughout the next reporting period.
3.2.2.4	Specify and incorporate latest digital technology within car parking and CCTV contract	Robert Simpson	March 2019		The specifications of the winning bids for both the car parking contract and CCTV contract have included comprehensive and innovative ideas within their bids. Monthly contract meetings will now support the implementation.



Narrative updates

Q4

Ref	Performance Measure	RO	End Date	Q4 Performance Status	Q4 Commentary/Action
3.2.2.5	Design and use new web based electronic forms	Sue Pote	March 2019		Online forms will be developed in line with delivery of the Access Strategy and Transformation programme of work. They will support the Channel Shift programme of work, to allow customers to self serve where possible and will integrate with back office systems to avoid re-keying of information where possible.
3.2.2.6	Complete digital transformation for development	Michelle Smith	March 2020		Following procurement advice from Staffordshire county Council in December 2018 we await the commencement of a new procurement framework in April 2019.
3.2.2.7	Encourage and support our residents following the introduction of Universal Credits	Rob Wolfe	March 2019		<p>We continued to provide support for residents following the introduction of the Full Universal Credit service in November, until responsibility passed to Citizens Advice on 1 April.</p> <p>We also continued to liaise with Citizens Advice to facilitate a successful handover of this service from April 2019.</p>
3.3.1	Develop customer service standards to inform development of Corporate Customer Charter	Sue Pote	March 2019		The draft Organisational Development Plan outlines organisational values and behaviours and a overarching Customer Charter will be drawn up and consulted on as part of the transformation programme.

Narrative updates

Q4

Ref	Performance Measure	RO	End Date	Q4 Performance Status	Q4 Commentary/Action
3.3.2	Devise and implement a comprehensive customer satisfaction system	Sue Pote	March 2019		There are pockets of satisfaction surveys being completed in the Authority but not in all Service Areas. We are looking to open up more access channels and automate satisfaction surveys across all of the channels and use the satisfaction data to improve the services we provide.
3.3.3	Support the review and implementation of a new system for receiving, analysing, responding and learning from complaints	Alistair Welch	March 2019		A New Complaints procedure has been approved for implementation.

Performance direction of travel - Key

Exceptional



On Track



Below what it should be



ITEM NO 4(a)(iii)

ITEM NO 4(a)(iii)

Contact Officer:	Tracy Redpath
Telephone No:	01785 619195
Ward Interest:	Nil
Report Track:	Cabinet 12/06/19 and Economic Development and Planning Scrutiny 27/06/19
Key Decision:	No

**SUBMISSION BY COUNCILLOR R M SMITH
RESOURCES PORTFOLIO**

<p>CABINET 12 JUNE 2019 Performance Reporting 2018-21</p>
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1 Purpose of Report

- 1.1 To provide an update to members regarding performance reporting for Quarter 4 2018 - 2021 for **Economic Development and Planning Scrutiny Committee**.

2 Proposal of Cabinet Member

- 2.1 That the information be noted.

3 Key Issues and Reasons for Recommendation
--

- 3.1 The Council's Performance Report for Quarter 4, which includes Annual Indicators, are highlighted as follows:
- (a) Performance at a glance:
- No targets quarterly or annual are below what they should be
 - 6 quarterly and 5 annual targets have reported as being on track
 - 1 quarterly and 1 annual target have reported as being exceptional
- (b) Narrative updates:
- 1 measure is reported as being exceptional
 - 23 measures reported as being on track
 - No measure is below what it should be

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 the council now reports on the following:

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

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

5.4 Quarter 4 Performance Report highlights the following:-

(a) Performance at a glance:

Targets on track:

Quarterly Performance Indicators:

- LI3 100 % of Section 106 agreements have been completed prior to determination deadline
- LI9 Stafford Retail premises occupancy rates is 89.7% against a target of 85.6%
- LI10 Stone Retail premises occupancy rates is 95% against a target of 92%
- LI11 There has been 3 new businesses located in Stafford
- LI13 There has been 3 new businesses in Stone and Rural areas
- LI15 There has been 18 new developments in accordance with the adopted Design Supplementary Planning Document (SPD)

Annual Performance Indicator:

- LI5 Increase the number of staying trips - Actual 1% - Target 1%
- LI6 Increase tourism related employment - Actual 2% - Target 1%

- LI12 Number of new businesses surviving 2 years is recorded at 75% against a target of 70%
- LI14 Number of expanded businesses is 17 for this year
- LI17 12 hectares of employment land has been approved this year

Targets reported as exceptional are:

Quarterly Performance Indicators:

- LI8 % of additional visits to Stafford town centre measured on football counters for this quarter is 73.5%

Annual Performance Indicators:

- LI4 There has been 2000 jobs created this year

Narrative are summarised as:-

- 1 measure is reported as exceptional
- 23 measures reported as being on track
- No measures are reported as being below what they should be.

6	Implications
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6.1	Financial	There are no financial implications associated with this report
	Legal	Nil
	Human Resources	Nil
	Human Rights Act	Nil
	Data Protection	Nil
	Risk Management	Nil

6.2	Community Impact Assessment Recommendations	<p>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:-</p> <p>Age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, sexual orientation.</p>
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Previous Consideration - Nil




Background Papers - File available in Corporate Business and Partnerships
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Performance at a Glance

Q4

No	Indicator	Responsible Officer	Is good high or low?	Q1 Actual	Q1 Target	Q1 Performance	Q2 Actual	Q2 Target	Q2 Performance	Q3 Actual	Q3 Target	Q3 Performance	Q4 Actual	Q4 Target	Q4 Performance	Year end forecast	Year end target	Direction of Travel
LI3	% Section 106 agreements completed prior to determination deadline	Michelle Smith	H	100.00%	100.00%	☹️	100.00%	100.00%	☹️	100.00%	100.00%	☹️	100.00%	100.00%	☹️	100.00%	100.00%	☹️
LI 8	% of additional visits to Stafford town centre measured on footfall counters	Robert Gatensbury	H	40.00%	10.00%	😊	16.00%	10.00%	😊	18.50%	10.00%	😊	73.50%	10.00%	😊	15.00%	10.00%	😊
LI 9	Stafford Retail premises occupancy rates %	Robert Gatensbury	H	82.50%	85.60%	☹️	83.00%	85.60%	☹️	89.70%	85.60%	☹️	89.70%	85.60%	☹️	84.00%	85.60%	☹️
LI 10	Stone Retail premises occupancy rates %	Robert Gatensbury	H	93.20%	92.00%	☹️	93.20%	92.00%	☹️	96.40%	92.00%	☹️	95.00%	92.00%	☹️	94.00%	92.00%	😊
LI 11	Number of new businesses located in Stafford	Robert Gatensbury	H	3	2	☹️	4	2	😊	2	3	☹️	3	3	☹️	10	10	☹️
LI 13	Number of new businesses in Stone and rural areas	Robert Gatensbury	H	2	1	☹️	3	1	😊	2	1	😊	3	2	☹️	6	5	☹️
LI 15	Number of new developments in accordance with the adopted Design Supplementary Planning Document (SPD)	Michelle Smith	H	12	12	☹️	2	2	☹️	18	18	☹️	18	18	☹️	100%	100%	☹️
LI 1	Number of houses built per year (Annual)	Alex Yendole	H	863	600	😊										600	600	☹️
LI2	Number of affordable houses built per year (Annual)	Alex Yendole	H	219	210	☹️										210	210	😊

Performance direction of travel - Key

- Exceptional 
- On Track 
- Below what it should be 

Q4 Performance - Annual Indicators

No	Indicator	RO	Is high good or low	Q4 Actual	Q4 Target	Performance
L14	Number of jobs created	Robert Gatensbury	H	2000	1250	😊
L15	Increase the number of staying trips	Robert Gatensbury	H	1%	1%	😐
L16	Increase tourism related employment	Robert Gatensbury	H	2%	1%	😐
L112	Number of new businesses surviving 2 years	Robert Gatensbury	H	75%	70%	😐
L114	Number of expanded businesses	Robert Gatensbury	H	17	15	😐
L117	Amount of employment land approved annually	Alex Yendole	H	12 hectares	8 hectares	😐

Exceptional



On Track



Below what it should be



Economic Development and Planning Scrutiny Committee Report

Narrative Updates

Q4

Ref	Key Deliverable	RO	End Date	Q4 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 in place. Site visits underway for 2019 document.
1.1.2	Complete housing and economic evidence base to inform Local Plan policy by July 2019	Alex Yendole	July 2019	☹️	Call for Sites submissions welcomed. Consultants completed business survey. Government confirmed standard methodology and progressing Economic & Housing Development Needs Assessment.
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 31/03/2019 performance is as follows:- 92.8% of Major Applications processed on time (up from 92.2% last quarter) 95.3% of Non-Major Applications processed on time (up from 94.1% last quarter).
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	☹️	Consultants completed Draft Sport Facilities and Playing Pitch Strategies, with Local Housing Need figure to be used for projects implementation.
1.2.1	Develop a new economic growth strategy and action plan	Robert Gatensbury	March 2019	☹️	Public consultation on the draft strategy will take place between April and June 2019.
1.2.3	Support the development of key projects proposed as part of the HS2 investment	Michelle Smith	Post March 2021	☹️	Regular project team meetings are in place and individual workstreams are progressing on track
1.2.4	Provide support for Stafford Western Access Route from April 2018 for duration of the plan	Robert Gatensbury	March 2021	☹️	Staffordshire County Council Cabinet will consider award of construction contract on 17 April 2019, with contract beginning on 10 June 2019
1.3.1	Develop a Visitor Economy Strategy and Action Plan	Robert Gatensbury	January 2019	☹️	Work stream now being reported as part of the Economic Growth Strategy (1.2.1.)
1.3.2	Support the delivery of annual Ironman event between 2018-2020	Tara Hollingsworth	June 2018	☹️	The contract has been signed and exchanged. The full route has been finalised and the Value in Kind schedule (VIK) is starting to be implemented.
1.4.1	Deliver the Town Centre development programme	Robert Gatensbury	February 2019	☹️	The Borough Council submitted an Expression of Interest application for the Future High Street Fund to the Government for Stafford Town Centre. A decision on this is expected in the Summer 2019.
1.4.2	Enhance parking offer in Stafford and Stone	Michelle Smith	April 2019	☹️	The Parking Strategy will be drafted for consultation once the Economic Growth Strategy is in place. Consultation on the Economic Growth Strategy begins April 2019.

Narrative Updates

Q4

Ref	Key Deliverable	RO	End Date	Q4 Performance status	Commentary/Action
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	☹️	Stafford Pancake Race, Tuesday 5 March 2019 The 14th annual Stafford Pancake Race took place on Shrove Tuesday at the beginning of March. A total of 20 teams registered for free to take part with 18 taking part on the day, compared to 12 teams in 2018 and the most teams we have had participating. The teams competing for the 'Best Flippers in Town' award included 1 Signal regiment, Freedom Leisure's Walking Netball Team, TK Maxx, Stafford Chamber of Commerce, Stafford Railway Building Society and 12 other local businesses and organisations. This entertaining, fun event attracted town centre visitors who were passing by and supporters of the teams entered; the footfall on this date was up 7% on the previous Tuesday/non- event day to 16,435. Local media coverage included Signal 1 doing a Facebook live video and coverage in the Express and Star newspaper and on their website as well as individuals and organisations sharing the event on Facebook. Stafford Half Marathon and Fun Run, Sunday 17 March 2019. 2019 saw the Stafford Half Marathon event celebrating its 35th birthday, with just under 3,700 entries. On race day a total of 2,828 finished the 13.1 mile course starting and finishing in the town centre, compared to 2,304 in April 2018. The half marathon participants were 36% female and 64% male with 40 being the average age; the youngest was 17 and the oldest 77. The largest group of runners came from the Staffordshire locality, followed by the West Midlands and Shropshire with over 1000 runners coming from all over the UK with 3 from Southern Ireland. In addition to half marathon runners there were 600 fun runners signed up for the mile long run around the town centre; this is free for borough school children to enter and many of the fun runners were in fancy dress. Over 140 volunteers support this community event. The footfall in the town centre on Sunday 17 March was up by 140% on the previous Sunday to 19,341, being the second busiest day of the week after Saturday; the peak hour of the week was 12.00 on Sunday 17 March 2019 with a footfall of 4,663 during the event. Just under 10% of the runners raise money for charity; 1.5% of event visitors stayed in local hotels overnight and a further 4% with friends locally. Approximately half of all the participants spent money in Stafford in addition to their entry fee on eating out and shopping with an estimated economic impact of £43k. In addition to this the friends and family members spectating with a longer dwell time in the town centre area will have made a further positive economic impact on race day.
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	☹️	The Grub Club commenced again on the second Thursday of the month following a break for Christmas. Farmers Markets continued in Stafford and Stone, and are advertised using new branded banners. The Wednesday Market continues on a weekly basis, and the Makers Market draws shoppers to the north end of town. The Stafford half Marathon increased footfall in the town; and a successful pancake relay was staged.
1.4.6	Ensure that Town Centres are clean, tidy and attractive	Phil Bates	March 2021	😊	547 inspections were carried out in the period with the following results: -Street Cleansing achieving 98% Grade B or better -Grounds Maintenance achieving 93% Grade B or better Survey was carried out by the Customer Contact Centre with residents who called in specifically for Streetscene issues. Response from 263 residents was 98% positive in the range of 'satisfactory to excellent' regarding the cleanliness of the town centres. (Excellent 77 (29%) - Good 142 (54%) - Satisfactory 40 (15%) - Poor 4 (2%))
1.4.7	Provision of new, accessible and safe taxi ranks	Robert Simpson	March 2021	☹️	Discussions continue with Staffordshire County Council Highways on suitable locations for further taxi ranks.
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	☹️	18 businesses have been supported following inquiries with the Economic Development Team. This has led to private investment of £295,667 and grant funding of £50,000. 55 online property inquiries were made on the Stafford Borough Council's website during the quarter.

Narrative Updates

Q4

Ref	Key Deliverable	RO	End Date	Q4 Performance status	Commentary/Action
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	☹️	Design Supplementary Planning Document (SPD) adopted and being used in planning application decision-making. Future policy area through the New Local Plan.
1.7.1	Revise and refresh the Local Plan	Alex Yendole	December 2021	☹️	On-going evidence based work progressing. Government announced funding support for Meecebrook garden community. Barlaston Neighbourhood Plan (NP) Examiner's Report received and progressing to Referendum. Stone NP Submission completed and currently being Examined.
1.7.2	Develop and implement new Open Space Strategy	Michelle Smith	November 2021	☹️	This project has now been linked with the Green Infrastructure Review which is already underway. It will therefore be progressed for inclusion in the consultation on the Local Plan Issues and Options in September 2019.
1.8.1	Deliver agreed programme of development	Michelle Smith	December 2019	☹️	Contractors are currently being appointed for the Charnley Road scheme and the on site works are scheduled for completion by the end of 2019. Detailed consultation on the Holmcroft scheme is currently underway ahead of development contractor procurement during winter 2019/20.
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	April 2019	☹️	Construction of the new leisure centre completed. Building handover has taken place and the building is now open to the public.

Performance direction of travel - Key

Exceptional



On Track



Below what it should be



ITEM NO 4(a)(iv)

ITEM NO 4(a)(iv)

Contact Officer:	Tracy Redpath
Telephone No:	01785 619195
Ward Interest:	Nil
Report Track:	Cabinet 12/06/19 and Community Wellbeing Scrutiny Committee 09/07/19
Key Decision:	No

**SUBMISSION BY COUNCILLOR R M SMITH
RESOURCES PORTFOLIO**

<p>CABINET 12 JUNE 2019 Performance Reporting 2018-21</p>
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1 Purpose of Report

- 1.1 To provide an update to members regarding performance reporting for Quarter 4 2018 – 2021 for **Community Wellbeing Scrutiny Committee**

2 Proposal of Cabinet Member

- 2.1 That the information be noted.

3 Key Issues and Reasons for Recommendation
--

- 3.1 The Council's Performance Report for Quarter 4 highlights the following:

- (a) Performance at a glance:
- 5 quarterly and no annual target is below what it should be, which are accompanied with improvement reports
 - 4 quarterly and 6 annual targets are reported as being on track
 - 4 quarterly and 3 targets are reported as being exceptional
- (b) Narrative updates:
- 18 measures reported as being exceptional
 - 24 measures reported as being on track
 - No measures are below what it should be

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 the council now reports on the following:

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

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

5.4 Quarter 4 Quarterly Performance Report highlights the following:

(a) Performance at a glance:

Targets below what they should be and have reduced since quarter 3 are:

Quarterly Performance Indicators:

- LI21 100% of businesses are compliant with legislation under the food hygiene rating system
- LI24 % of programmed health and safety inspections of businesses carried out when due - Actual 0% - Target 0%
- LI26 No of energy efficiency measures installed actual has increased since Q3 by 6, but still below target for the quarter
- LI29 No of vulnerable households supported into accommodation actual has increased since Q3 by 3, but is still below target for the quarter of 13
- LI30 No of disabled facility grants completed actual has increased since Q3 by 3, but still below the target for the quarter which is 40
- LI32 % of household waste sent for reuse, recycling and composting – has decreased since Q3 by 3.97% and is still below a target of 60% for the quarter

Targets on track

Quarterly Performance Indicators:

- LI17 94.6% of enviro-crime complaints have been dealt with promptly and no longer than 72 hours after receipt
- LI22 100% of businesses are compliant with legislation under the food hygiene rating system
- LI31 106.58 KGS of residual household waste has been collected per household

Annual Performance Indicators:

- LI41 4 sites have green flag status
- LI43 52 entries were received for the Community Awards
- LI44 8 new and revised policies have been assessed for health and community impacts
- LI50 100% of Stafford Borough Council Elected Members have had the opportunity to become Dementia Friends
- LI53 There have been 2180 reported incidents of domestic abuse
- LI54 There have been 3509 reported incidents of ASB

Targets reported as exceptional are:

Quarterly Performance Indicators:

- LI19 % of residents who think the town centres are clean and tidy - Actual 98% – Target 90%
- LI25 24 empty homes have been brought back into use, against a target of 5
- LI27 30 households have been given advice on energy efficiency
- LI28 There have been 155 homeless preventions this quarter

Annual Performance Indicators:

- LI49 63% of Stafford Borough employees have participated in Dementia awareness raising
- LI52 Overall reported incidents of crime in the Borough has reduced from 8308 to 6783
- LI56 No of pupils receiving preventative sessions has been 592

Narrative are summarised as:-

- 18 measures reported as being exceptional
- 24 measures reported as being on track
- No measures are below what it should be

-

6 Implications

6.1 Financial	There are no financial implications associated with this report
Legal	Nil
Human Resources	Nil
Human Rights Act	Nil
Data Protection	Nil
Risk Management	Nil

6.2 Community Impact Assessment Recommendations	<p>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:-</p> <p>Age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, sexual orientation.</p>
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Previous Consideration - Nil

Background Papers - Corporate Business and Partnerships
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Performance at a Glance

No	Indicator	RO	Is good high or low?	Q1			Q2			Q3			Q4			Year end forecast	Year end target	Direction of Travel
				Q1 Actual	Q1 Target	Q1 Performance	Q2 Actual	Q2 Target	Q2 Performance	Q3 Actual	Q3 Target	Q3 Performance	Q4 Actual	Q4 Target	Q4 Performance			
LI17	% of enviro-crime complaints dealt with promptly and no longer than 72 hours after receipt	Robert Simpson	H	94.02%	100.00%	☹️	94.05%	100.00%	☹️	89.94%	100.00%	☹️	94.67%	100.00%	☹️	95.00%	95.00%	☹️
LI19	No of residents who think the town centres are clean and tidy	Phil Gammon	H	98.00	90	☹️	98	90	😊	98	90	😊	98	90	😊	90	90	☹️
LI21	% of volunteers reporting an improvement in personal health and wellbeing	Anna Nevin	H	67.00%	75.00%	☹️	70.00%	75.00%	☹️	69.00%	75.00%	☹️	N/A	75.00%	☹️	68.67%	75.00%	☹️
LI22	% of businesses compliant with legislation under the food hygiene rating system	Robert Simpson	H	94.81%	90.00%	😊	96.30%	90.00%	😊	96.75%	90.00%	😊	100.00%	100.00%	☹️	100.00%	100.00%	☹️
LI24	% of programmed health and safety inspections of businesses carried out when due	Robert Simpson	H	0.00%	100.00%	☹️	100.00%	100.00%	☹️	100.00%	100.00%	☹️	0.00%	0.00%	☹️	0.00%	0.00%	😊
LI25	No of empty homes brought back into use	Anna Nevin	H	0.00	0	☹️	1	0	😊	0	5	☹️	24	5	😊	25	10	😊
LI26	No of energy efficiency measures installed	Anna Nevin	H	5.00	15	☹️	8	10	☹️	2	25	☹️	8	25	☹️	23	65	☹️
LI27	No of households given advice on energy efficiency	Anna Nevin	H	16.00	20	☹️	34	20	😊	38	30	😊	30	30	😊	118	100	😊
LI28	No of homeless preventions	Anna Nevin	H	289.00	125	😊	113	125	☹️	178	125	😊	155	125	😊	735	500	😊
LI29	No of vulnerable households supported into accommodation	Anna Nevin	H	12.00	12	☹️	13	13	☹️	7	12	☹️	10	13	☹️	42	50	☹️
LI30	No of disabled facility grants completed	Anna Nevin	H	0	10	☹️	25	20	😊	28	30	☹️	31	40	☹️	84	100	☹️
LI31	KGS of residual household waste collected per household	Phil Gammon	L	106.58	102	☹️	106.58	102	☹️	106.58	102	☹️	106.58	102	☹️	105	102	☹️
LI32	% of household waste sent for reuse, recycling and composting	Phil Gammon	H	58.91%	60.00%	☹️	51.89%	60.00%	☹️	49.83%	60.00%	☹️	45.86%	60.00%	☹️	52.00%	60.00%	☹️

Performance direction of travel - Key







- Exceptional 
- On Track 
- Below what it should be 

Q4 Performance - Annual Indicators

No	Indicator	RO	Is high good or low?	Q4 Actual	Q4 Target	Performance
LI41	No of sites with green flag status	Phil Gammon	H	4	4	☹️
LI43	No of entries in the Community Awards	Ella Smith	H	52	50	☹️
LI44	No of new and revised policies that are assessed for health and community impacts	Viki Ashcroft	H	8	4	☹️
LI48	% of Stafford Borough Council employees having the opportunity to become Dementia Friends	Anna Nevin	H	100%	100%	☹️
LI49	% of Stafford Borough employees participating in Dementia awareness raising	Anna Nevin	H	63%	50%	😊
LI50	% of Stafford Borough Council Elected Members having the opportunity to become Dementia Friends	Anna Nevin	H	100%	100%	☹️
LI52	Overall reported crime in the Borough	Vic Cooper	L	6783	8308	😊
LI53	Reported incidents of domestic abuse	Vic Cooper	H	2180	936	☹️
LI54	Reported incidents of ASB	Vic Cooper	L	3509	3585	☹️
LI56	No of pupils receiving preventative sessions	Vic Cooper	H	592	200	😊









Improvement report

Q4 Quarterly Performance

No	Measure Detail	RO	Performance	Q4 Actual	Q4 Target	Context for current performance	Improvement Actions Taken	Intervention/Review
L121	% of volunteers reporting an improvement in personal health and wellbeing	Anna Nevin		N/A	75.00%	Part of the work we are doing is to promote sustainability and independence of volunteer led activities. As a result the volunteers who contributed to this indicator have decided not to continue monitoring this indicator.	This indicator is being reviewed for the next year of reporting. A member of the volunteers has taken over monitoring of the groups and we will work closely with this individual to develop the new method of reporting.	
L126	No of energy efficiency measures installed	Anna Nevin		8	25	ECO3 (Energy Company Obligation) has continued to be slow nationally as a result of low funding rates, this is reflected in the low number of measures installed. We are continuing to identify alternative funding avenues and continue to support clients with top-up grants. There are 22 potential jobs currently being assessed which if progressed will be reflected in figures for 2019/2020.	The council continues to work with Warmer Homes Stafford to promote the service. Stafford are part of a wider programme in partnership with the County Council and Eon to install first time central heating systems, and increase the number of properties connected to gas. This will be promoted in 2019/20 with the objective of seeing a significant rise in installations, which will have a positive impact on health outcomes.	
L129	No of vulnerable households supported into accommodation	Anna Nevin		10	13	This is a composite indicator identifying how many vulnerable households are supported into accommodation by the Community Matron, Housing First scheme and the Tenancy Sustainment Officer. In addition to the 10 supported into accommodation, a total of 40 vulnerable individuals with multiple needs were being supported in Q4, on a one to one basis to sustain their accommodation.	This indicator is under review to better capture the breadth of work offered. Some quarters there will be a greater focus on assisting people into accommodation, other quarters a focus will be on sustaining that accommodation - it depends on the presenting caseloads. The new reporting will take this into consideration.	
L130	No of disabled facility grants completed	Anna Nevin		31	40	The number of Disabled Facilities Grants delivered has continued to increase in Q4 and Millbrook Healthcare have a strong pipeline of works for 2019/2020.	The end of Quarter 4 ties in with the end of the first year of the new provider delivering the service. In the handover of the contract, there was an initial period of slow delivery. However, the number of completed jobs has continued to increase each quarter and there are a high number of forthcoming jobs.	
L132	% of household waste sent for reuse, recycling and composting	Phil Gammon		45.86	60	Reduced garden waste in winter months.	Continue to promote use of recycling and garden waste bins. Working with contractor to identify unauthorised additional residual waste bins and remove.	To be reviewed in next quarter
Annual PI								
L153	Reported incidents of domestic abuse	Vic Cooper		2180	936	Domestic Abuse is an under reported crime, with much abuse being hidden. A considerable amount of work has been carried out over the past 12 months to raise awareness and to encourage more victims of domestic abuse to report this to the police. An increase in the number of reported incidents is seen as a positive as it indicates that victims are not suffering in silence and have confidence to report.		







Narrative Updates

Q4

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		244 reports have been dealt with in the quarter, 231 have been within 72 hours of receipt equating to 94.67%
2.1.2	To implement education campaigns to highlight the effects of fly tipping and the penalties for those caught	Julie Wallace	March 2021		During the reporting quarter 1 further Educational talk was undertaken at Manor Hill First School, Stone
2.1.3	To retain Green Flag status for all existing sites and gain recognition for appropriate other sites	Phil Gammon	March 2021		The Management Plans for Victoria Park and Stone Cemetery were submitted in accordance with the required deadline. The Management Plans for Stonefield Park, Tixall Road Crematorium and Eccleshall Road Cemetery are being updated in preparation for submission in January 2020. A new Management Plan for Wildwood Park is also being compiled for submission in January 2020
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	March 2021		547 Land Audit Management System (LAMS) inspections were carried out in the period - Streets Cleansing achieving 98% Grade B or better: Grounds Maintenance achieving 93% Grade B or better
2.1.5	Monitor the air quality of the Borough to ensure a healthy air environment for our future	Robert Simpson	March 2021		Monitoring of sites in the Borough has continued without any concern being raised. Additional monitoring sites are being evaluated and a new monitoring site has been introduced in Sandon. Evaluation of continuous monitoring equipment is being undertaken before its purchase.
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		The review of the current strategy is on hold pending the outcome of the Environmental Services Review.
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 - The Council was shortlisted for 3 awards unfortunately we did not win - Land Audit Management System (LAMS) – attended a working group and contributed towards quality standard measures which are used across the country (reported outputs also used by DEFRA on their web based dashboard) - Waste - providing a consultation response to the Resources and Waste Strategy, which is a national strategy
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		Continue to promote recycling. Identified weekly properties to introduce alternative recycling services to. Identify properties with unauthorised additional residual waste bins and remove.








Narrative Updates

Q4

Ref	Key Deliverable	RO	End Date	Performance Status	Commentary/Action
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		The review of the depot facilities will be included as part of the Corporate Transformation Agenda for 2019/2020.
2.2.1	Continue to formulate the HLF project to restore Victoria Park	Mark Thornewill	March 2020		Planning consent has been received for the revised scheme. Following the Value Engineering exercise the project is now within budget. Notice to award contract made to contractor. Joint Contracts Tribunal (JCT) Standard Building Contract is being finalised prior to mobilisation on site.
2.3.1	To implement the Community Awards for 2018	Tracy Redpath	November 2021		Feedback sessions have been held with the previous years judges and sponsors to see what worked well and what can be improved on for this year. The Community Awards group have met twice in this quarter to begin preparations for this years awards. The venue has been booked for 2019.
2.3.2	To implement and co ordinate Stafford in the World	Ella Smith	May 2021		Stafford in the World 2019 will take place on 25 May 2019 in the Market Square Stafford. Stafford in the World was launched in January, the closing date for exhibitors and performers is 12 April. We have received 22 applications for exhibitors and four applications for performances.
2.3.3	To oversee the small grants scheme for Stafford Borough	Tracy Redpath	September 2021		There were 13 applications made into the 2nd round of the small grants scheme and the panel are currently judging the applications.
2.3.4	Support the implementation of volunteer led supported schemes to help improve Health and Wellbeing	Anna Nevin	March 2021		There has been no Health and Wellbeing Community Support Officer in post during Q4. However, following recruitment, a new Officer will be joining the Housing team in April 2019. During Q4, Stafford Parkrun had 3,613 participants, supported by 414 volunteers. There are currently 4 active Community Connectors who have supported 45 individuals. There are also currently 43 Active Volunteer Walk Leaders. Funding from the Big Lottery has been secured to develop a new project with Stafford and Rural Homes called 'Stepping Stones'. The aim of the project is to improve access to local activities and support services through developing and improving volunteer-led car schemes and walking buses.







Narrative Updates

Q4

Ref	Key Deliverable	RO	End Date	Performance Status	Commentary/Action
2.3.5	Support community groups who wish to undertake litter picks	Phil Bates	March 2021		Providing ongoing support to groups (Wombles, Stone and Walton Against Plastic Pollution (SWAPP) etc) and individuals who are getting involved with the Keep Britain Tidy - Great British Spring Clean event (22nd March to 23rd April) - a number of groups across the borough have carried out litter picks, including Forton, Yarnfield, Kingston Hill, Holmcroft, Baswich and Wildwood - over 100 bags of litter have been collected to date.
2.3.6	Support existing and identify new Friends Groups for suitable locations	Phil Bates	March 2021		3 Friends Groups supported during the period, they are Friends of Stafford Cemeteries, Friends of Victoria Park and Friends of Stonefield Park.
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		During Q4, 8 Officers have been supported on a 1:1 basis to help them understand the impact that their role has on Health and Wellbeing. Throughout 2018/19, 148 Council employees attended Dementia Friends Training. This is 63% of the total workforce. 67 of these are frontline staff, such as: Enforcement Officers, Contact Centre staff, StreetScene and crematorium staff.
2.4.2	Demonstrate that health related impacts are assessed in all new/updated policies and strategies, in consultation with relevant health, wellbeing and community partners	Anna Nevin	December 2021		11 documents have been assessed for health relevant impacts and to see if additional positive health outcomes could be achieved. An example of this is the ongoing work on bring Empty Homes back into use; a process was introduced for monitoring how vulnerable people were supported and how to capture wider wellbeing impacts of bringing empty properties back into use.
2.4.3	Evaluate, measure the impact and review learning from the Health in all Policies approach	Anna Nevin	March 2020		The District Public Health Officer continues to work with: Human Resources to develop the new Employee Health and Wellbeing Strategy; Housing colleagues when there have been new policies developed and; Forward Planning Colleagues to inform the Review of the Local Plan.
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 John Holmes	Awaiting Bill to be passed by parliament		Officers from the Operations Service commented on the consultation to the second "Additional Provision" (AP2), and Statement of Environmental Standards (SES2) amendments
2.5.2	Monitoring of HS2 construction works to ensure approved policies and codes of practice has been implemented	Robert Simpson John Holmes	Awaiting Bill to be passed by parliament		Preparation work undertaken by HS2 monitored without any adverse effect or complaints





Narrative Updates

Q4

Ref	Key Deliverable	RO	End Date	Performance Status	Commentary/Action
2.5.3	Monitoring of construction works associated with M6 Smart Motorways	Robert Simpson	March 2021		Highway England advised Keir on the method of demolition of the Rainbow Bridge at Burton Manor supported by officers of the Council who provided advice on how to mitigate against any complaints from noise or dust. The bridge was demolished ahead of time without the Council receiving any complaints.
2.6.1	Co-ordinate the community wellbeing working group	Anna Nevin	September 2018		The Community Wellbeing Working Group agreed to stop holding meetings in Summer 2018 and now operate as a consultation mailing list.
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		A 'Health in All We Do' Approach has been adopted which is being embedded across the authority. We are looking to understand the impact of the work through case studies and local indicators recognising there isn't a generic monitoring framework that can capture all interventions.
2.6.3	Deliver Cannock Chase SAC projects	Alex Yendole	March 2021		Draft Strategy reports supported by evidence base, visitor survey and mapping completed for Car User Strategy and Site User Strategy. More than 1 year of car park monitoring completed, definitive SAC footpath audit completed and education engagement with support for Staffordshire Wildlife Trust hub, including consultant appointed to deliver web-site
2.6.4	Dementia Friends action plan is adopted	Anna Nevin	March 2019		Throughout 2018/19, 9 Dementia Friends Sessions have been offered to staff, with 148 Council employees attending - 63% of staff. The sessions were offered at various times, days and locations - including Streetscene and the Crematorium - to make them as accessible as possible to all staff. A 'walk through' of Stafford Indoor Market was organised to assist with the design process of planned refurbishments. Following the visit, an action plan was developed to make the Market more dementia friendly, including clearer signage, colour coding and de cluttering the notice board.
2.7.1	Support partners to set up initiatives to enhance the Health and Wellbeing of residents	Anna Nevin	April 2021		£4,705 funding has been secured to develop the Walking for Health programme, and £8,786 funding has been secured for the Litterhero Community Project. A further £30,589 of Big Lottery funding has been secured to develop a new project 'Stepping Stones' which is a partnership with Stafford and Rural Homes. The aim of the project is to improve access to local activities and support services through developing and improving volunteer-led car schemes and walking buses.









Narrative Updates

Q4

Ref	Key Deliverable	RO	End Date	Performance Status	Commentary/Action
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		During 2018/18 the Community Safety Partnership received £96,055 from the Staffordshire Commissioner to commission activities that support the reduction of crime, anti-social behaviour, domestic abuse, criminal exploitation, substance use and mental health. The following organisations were commissioned to deliver a broad range of activity: ReSolv; Staffordshire Women's Aid; Right Stuff Boxing and Entrust. Work is underway to compile the end of year report that is a requirement of the funding and this will be reported to scrutiny in July.
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 continues to meet its statutory responsibility in respect of the prevent duty. Over the past 6 months 60 individuals have attended Prevent training delivered by the Coporate Business and Partnerships Team
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 partnerships team continue to work with the police on a joint ASB plan to enable both parties to utilise more of the Anti-social behaviour powers available to them. Further training has been delivered to partners to further their knowledge of ASB powers.
2.8.4	To investigate, monitor and evaluate anti-social behaviour incidents as per the statutory duty	Vic Cooper	March 2021		SBC have been working closely with the police this month regarding youth ASB within Stafford Town Centre and surrounding areas. This has taken priority due to the amount of complaints that the borough council and police have received, including the activation of a Community Trigger from a town centre business. As the case involved a large number of young people between the ages of 12-17, an amount of joint working has also been conducted with the Youth Offending Service, Youth Offending Teams and Families First (Social Care). Work is also ongoing in order to offer parenting support as well as diversionary activities for the young people involved. The police and council identified 36 young people as being members of this group through operations and by reviewing CCTV footage. After a number of police operations and partnership meetings: 21 Community Protection Warnings and 9 Community Protection Notices were served on group members or on the parents of the young person if they are under age of 16. In addition to this case, there have been 22 reports of anti social behaviour made to Stafford Borough Council. After conducting investigations: 6 Community Protection Warnings, 3 Community Protection Notices and 2 Fixed Penalty Notices were served on individuals with Stafford Borough.



Narrative Updates

Q4

Ref	Key Deliverable	RO	End Date	Performance Status	Commentary/Action
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		There continues to be good attendance at the Vulnerabilities Hub meetings. Other partners have also now started attending since the beginning of this quarter including representatives from the Family Intervention Project (Families First) and the Youth Offending Service. There have been approximately 100 referrals made by agencies into the HUB in this reporting period.
2.8.6	To ensure that the authority adheres to its statutory safeguarding duties	Viki Ashcroft	March 2021		The Council's Safeguarding Team have delivered Level 1 Safeguarding awareness training to 8 individuals during January 2019. Adult Safeguarding audit has been completed and submitted to the Staffordshire and Stoke on Trent Adult Safeguarding Partnership Board. 10 Adult Safeguarding referrals have been received during the reporting quarter which related to vulnerability concerns.
2.8.7	To ensure that the authority adheres to its statutory duty in respect of domestic homicide reviews	Tracy Redpath	March 2021		There have not been any domestic homicide reviews reported this period.
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		Stafford in the World 2019 will take place on 25 May 2019 in the Market Square Stafford. Stafford in the World was launched in January, the closing date for exhibitors and performers is 12 April. We have received 22 applications for exhibitors and four applications for performances.
2.8.9	Ensure parking and CCTV services are maintained following expiry of the current contracts	Robert Simpson	April 2019		Mobilisation meetings with ACPOA the new contractor for car parking management and monitoring took place weekly throughout the quarter. The new contract started on the 1st April seamlessly without any issues. The existing Contractor for CCTV monitoring- Enigma successfully retendered for the contract which also commenced on the 1st April. Internal audit reviews of the two contracts revealed no concerns.
2.9.1	To work towards all businesses being compliant with environmental regulations	Robert Simpson	March 2021		100% of food, and health and safety interventions that were due in the quarter have been undertaken. Relevant education and enforcement interventions have been taken including the serving of Improvement Notices and the preparation of files for prosecutions.
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		Officers have attended all meetings that have been held and given advice and information in order to support compliance. Working group meetings have been attended for this year's Cheese and Ale festival to give advise on statutory responsibilities.
2.9.4	Organise taxi forums	Julie Wallace	March 2021		Taxi forums have been arranged for 2019, 22 May, 11 September & 11 December

Narrative Updates

Q4

Ref	Key Deliverable	RO	End Date	Performance Status	Commentary/Action
2.10.1	Provide a comprehensive housing options service to prevent homelessness and support people into sustainable accommodation	Jane Millington	March 2021		The Housing Options Service have been targeting support to the most vulnerable people in the Borough including rough sleepers and have managed to house some of the most entrenched rough sleepers into long term sustainable accommodation with support. Rough sleeper numbers have remained consistently low this quarter. The team continually liaise with Housing Associations, statutory and voluntary sector partners to ensure the best possible outcomes for clients.
2.10.3	Ensure good housing standards in the private sector	Anna Nevin	March 2021		Lead Officer and Housing Standards Officers took post in January and February respectively. Significant progress has been made in addressing a backlog of HMO licence applications made before January. Service request demand reflected normal seasonal variation and is expected to reduce in Q1 of the 2019-2020 financial year.

Performance direction of travel - Key

Exceptional



On Track



Below what it should be



ITEM NO 4(a)(v)**ITEM NO 4(a)(v)**

Contact Officer:	Tracy Redpath
Telephone No:	01785 619195
Ward Interest:	Nil
Report Track:	Cabinet 12/06/19 and all Scrutiny Committees
Key Decision:	No

**SUBMISSION BY COUNCILLOR R M SMITH
RESOURCES PORTFOLIO**

**CABINET
12 JUNE 2019
End of Year Performance Report 2018-19**

1 Purpose of Report

- 1.1 To provide an update to members regarding the end of year performance reporting for 2018 – 2019 as set out in the Corporate Business Plan.

2 Proposal of Cabinet Member

- 2.1 That the information in the attached report be noted and that agreement be given to produce an annual end of year report to be submitted to all scrutiny Committees.

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. This report provides members with a detailed overview of the outcomes that have been achieved against the three corporate 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 the performance reporting arrangements have been reviewed to ensure that they are fit for purpose. This report provides members with a detailed overview of the outcomes achieved against all of the business objectives. This is the first time that the information has been presented in this way and agreement is given to produce an annual end of year performance report that is published on line and submitted to all scrutiny committees.

5.4 There has been a huge amount of progress that has been made over the past twelve months and some of the highlights are:

Business Objective 1: Delivering sustainable economic and housing growth to provide income and jobs

- Delivered a multi-million pound leisure and retail facility at Westbridge Park in Stone
- Built 863 new dwellings against a target of 600
- Build 219 affordable homes against a target of 210
- Processed 92.8% of major planning applications on time
- Processed 95.3% of non-major planning applications on time
- Supported 84 businesses which has resulted in private investment of £497,667 and grant funding of £460,000

Business Objective 2: Improving the quality of life of local people by providing a safe, clean, attractive place to live and work and encouraging people to be engaged in developing strong communities that promote health and wellbeing.

- Dealt with 93.5% of enviro-crime complaints within 72 hours
- Conducted 1503 Land Audit Management System inspections for street cleansing and grounds maintenance
- Collected 106.58 KGS of residual household waste per household and recycled, reused and composted 51.62% of household waste
- Provided financial support to the voluntary sector in excess of £128,000

- Provided grants to 27 small local groups
- Launched the Stafford parkrun and attracted 3808 participants to date
- Provided members and staff with Dementia Friends training
- Attained £96,000 Locality Deal funding to commission activities that have supported 76 children and young people affected by domestic and sexual abuse; implemented 26 sanctuaries that has allowed victims of domestic abuse to remain in their own home
- Implemented a website for schools to support young people, parent and carers with preventative and early help support on a range of issues
- Commissioned Re-Solv to provide support for substance use and mental health which has delivered sessions and outreach support to over 500 young people and direct 1:1 support to 27 young people
- Undertaken 100% of food, health and safety interventions
- Provided 735 homelessness preventions and brought back 25 empty homes into use

Being a well run, financially sustainable and ambitious organisation

- Delivered a balanced budget
- Refreshed the governance around the Local Strategic Partnership
- Commenced a programme of organisational transformation
- Attained 97.36% satisfaction rate with our customer services

5.5 Business objective plans have now been refreshed to focus activity on delivery for year two and the first quarter will be reported to members in July 2019.

6 Implications	
6.1 Financial	There are no financial implications associated with this report
Legal	Nil
Human Resources	Nil
Human Rights Act	Nil
Data Protection	Nil
Risk Management	Nil
6.2 Recommendations from the Community Impact Assessment	<p>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:-</p> <p>Age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, sexual orientation.</p>
Previous Consideration - Nil	
Background Papers - Corporate Business and Partnerships	

End of year 2018-19 performance report for Cabinet

This report contains the progress made against the delivery of the Corporate Business Plan that was implemented in April 2018

The Corporate Business Plan has been in place for 12 months and this report is to update cabinet on the progress made so far against the business objectives.

Business Objective 1: To deliver sustainable economic and housing growth to provide income and jobs

We will	Progress made
<p>Deliver 600 new homes in the Borough per year including 210 affordable homes</p>	<ul style="list-style-type: none"> • 5 year land supply document in place and preparations under way for 2019 document • Strategic Housing Land Availability Assessment published. Processing Call for Sites on-going. Consultants completed new build householder survey and progressing Economic & Housing Development Needs Assessment for Spring 2019, subject to Government consultation on local housing need methodology • Performance of the planning team has improved and is as follows: 92.8% of Major Applications processed on time 95.3% of Non-major Applications processed on time A number of site for housing development are under review for self-build with further work to be undertaken • Work has progressed with Sport Facilities and Playing Pitch Strategy studies with Stage 1 finalised, full projects due for completion by March 2019 subject to confirmation of Local Housing Need figure
<p>Support the development of key projects and infrastructure proposals that will deliver economic growth and investment for the Borough</p>	<ul style="list-style-type: none"> • Draft economic development strategy has been jointly formulated with partners and is due for public consultation in the Spring – this will encompass the visitor economy strategy and action plan. • Stafford Station Gateway - Commercial and Land Strategy advice due March 2019. Burleyfields housing area hybrid planning resolution made in December 2018. Work stream will be reported as part of the Stafford Town Centre Strategic Framework. • Key project proposed as part of the HS2 investment – regular team meetings in place and the land strategy advice should be concluded by Q4. Work is moving to the delivery phase of the SWAR with SCC taking possession of the plots of land required at Madford Retail Park in April 2019, main works commence June.
<p>Grow the visitor economy in the Borough</p>	<ul style="list-style-type: none"> • The contract has been received from Ironman (IM) and alterations are currently being made. Information on residents associations is with IM for them to contact. First SBC IM meeting has taken place, as has the first IM SAG.

<p>Support vibrant town centres in Stafford and Stone</p>	<ul style="list-style-type: none"> • Over 2000 jobs have been created in the Borough during the last 12 months and 75% of new businesses survive 2 years or more. • Eastgate Masterplan completed, Northern Town Centre and Station Gateway studies nearing completion. Work being taken forward as part of a comprehensive development framework for the Town Centre. • The Parking Strategy will be drafted for consultation once the Economic Growth Strategy is in place. • The Borough Council submitted an Expression of Interest application for the Future High Street Fund to the Government for Stafford Town Centre. A decision on this is expected in the Summer 2019. • A number of activities have taken place throughout the year including a successful Ironman; Stafford's Big Switch On Show; Pancake Race; Stafford Half Marathon and 10K. Footfall in the town centre during this period has increased with the largest footfall being recorded for the half marathon (an increase of 140%). • Over the Christmas period there was a total of 44 performances held at the Gatehouse theatre with 15626 tickets issued. • A Grub Club has been introduced on the second Thursday of each month and has proved to be very successful. • 1503 inspections have been carried out during the last 12 months with the following results averaging: Streets Cleansing achieving 98% Grade B or better Grounds Maintenance achieving 95% Grade B or better Survey was carried out by the Customer Contact Centre with residents who called in specifically for Streetscene related issues. Response from 959 residents was 98% positive in the range of 'satisfactory to excellent' regarding the cleanliness of the town centres. • A new taxi rank has been designated in Clark Street Stafford and discussions with the trade, Police and Staffordshire Highways continues on the provision of additional ranks. Existing ranks have benefited from improved way marking signs and information boards.
<p>Support new businesses and help existing businesses to expand</p>	<ul style="list-style-type: none"> • 84 businesses have been supported following inquiries with the Economic Development Team. This has led to private investment of £497,667 and grant funding of £460,000. 212 online property inquiries were made on the SBC website during the quarter.
<p>Encourage all new development and design to achieve the highest standard</p>	<ul style="list-style-type: none"> • Design Supplementary Planning Document (SPD) adopted and being used in planning application decision-making. Future policy area through the New Local Plan
<p>Identify the appropriate sites for future development for housing, employment and open space</p>	<ul style="list-style-type: none"> • Revision of the Local Plan - Statement of Community Involvement adopted on 20 November 2018, Brownfield Land Register published and Authority Monitoring Report finalised. On-going evidence based work progressing alongside Neighbourhood Plans. • Open Space Strategy - This project has now been linked with the Green Infrastructure Review which is already under way, it will be progressed for inclusion in the consultation on the Local Plan Issues/Options in September 2019.

Provide new leisure and recreation facilities	<ul style="list-style-type: none">• Contractors are being appointed for the Charnley Road scheme and on site works are scheduled for completion by the end of 2019.• Detailed consultation for the Holmcroft scheme is under way ahead of development contractor procurement during the Winter 2019/20.• Construction of the new leisure centre has now completed and has opened to the public. Second phase of consultation for play park provision completed. Masterplan developed.
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Business Objective 2: 93.5% of

We will	Progress made
<p>Keep the streets and parks clean and attractive for everyone to enjoy</p>	<ul style="list-style-type: none"> • Enviro-crime complaints - 760 reports dealt with in the quarter, 711 within the time frame. 93.5% • 10 Educational campaigns to raise awareness of the effects of fly tipping have been carried out to date. • The Management Plans for Victoria Park and Stone Cemetery were submitted in accordance with the required deadline. The Management Plans for Stonefield Park, Tixall Road Crematorium and Eccleshall Road Cemetery are being updated in preparation for submission in January 2020. • 1503 Land Audit Management System (LAMS) inspections were carried out in the period - Streets Cleansing achieving 98% Grade B or better: Grounds Maintenance achieving 95% Grade B or better. • Monitoring continues to be undertaken at the monitoring sites in the Borough which will inform the 2019 Air Quality Annual Status. A project is currently under way with representatives of the University of the Third Age (U3A) on monitoring air quality around a sample number of schools in the Borough. • Environmental Services review is on-going • APSE Benchmarking - external validation of submissions were completed in November 2018 for Street Cleansing, Grounds Maintenance and Bereavement Services - all 3 service areas were shortlisted for awards in the Best Performer category at the APSE National Performance Networks Awards which were held in Blackpool in December. • Contamination campaigns still being promoted to ensure good quality recycling and on average over the 12 month period, 51.62% of household waste is sent for reuse, recycling and composting. • 106.58 KGS of residual household waste has been collected per household.
<p>Invest £2.5 million in Victoria Park</p>	<ul style="list-style-type: none"> • Planning consent has been received for the revised scheme. Following the Value Engineering exercise the project is now within budget. Notice to award contract made to contractor. Joint Contracts Tribunal (JCT) Standard Building Contract is being finalised prior to mobilisation on site
<p>Encourage volunteering to assist with the health and wellbeing of our communities</p>	<p>The Council has invested a significant amount of time in supporting the voluntary sector over the past 12 months.</p> <ul style="list-style-type: none"> • Voluntary sector provided with in excess of £128K financial support via Service Level Agreements • Community Awards was very successful with over 50 organisations entering • Stafford in the World event held last May was the largest event held so far and was very successful • The Small Grants scheme awarded 14 grants to groups around the Borough in market square on 24th November. A total of 13 applications have been received into the 2nd round. • Stafford parkrun was launched on 8th December, and has had 3808 participants to date. This activity has been supported by 505 volunteers and the project is now fully sustainable and led by a volunteer core team. There are 4 active Community Connectors who have supported 45 individuals. There are currently 43 Active Volunteer Walk Leaders and Walking for Health now has a new elected chair and core team and is fully independent from the local

	<p>authority.</p> <ul style="list-style-type: none"> • 9 community groups in the borough were active in supporting litter picks in their areas over the past 6 months. • 15 Friends Groups supported
Develop ‘Health in All Policies’ approach with our partners to ensure that the health of local people is paramount in everything we do	<ul style="list-style-type: none"> • 52 members of staff and 13 elected members have now been trained as Dementia Friends. • A second workshop was held in Q3 to explore ways the Council’s new Local Plan could impact on the health and wellbeing of residents. This included representatives of service providers and organisations who support our communities. The workshop explored what was required in relation to housing, open spaces, health and education facilities, access to jobs and connectivity, 30 members of the Community and Voluntary Sector attended. • Work has started with colleagues in Development Management on current planning applications with the District Public Health Officer providing specialist health and wellbeing advice where appropriate. • Health related impacts have been assessed on the following documents; Green/Blue Infrastructure Assessment/Strategy, Biodiversity Supplementary Planning Guidance, Economic Growth Strategy, Allotment Strategy. The Community Wellbeing Partnership also have a standing agenda item to discuss documents with a wider group.
Continue to mitigate any disruption that HS2 will have on our communities whilst maximising the benefits for our economy	<ul style="list-style-type: none"> • The Council is awaiting the Bill to be passed by parliament and in the interim has been consulted on and has commented on proposed investigation works which are pre construction phase. • The Council was consulted on additional works to remove concrete columns and foundations associated with the M6 bridge removal at Cresswell. Recommendations and conditions were given to the contractor. The work has been successfully completed without complaint. Additionally, consultation and monitoring is on-going in connection with verge treatments, again this is being carried out without complaint.
Support and promote community wellbeing to all of our residents	<ul style="list-style-type: none"> • A Health in All We Do Approach has been adopted which is being embedded across the different Council service areas. • The Community Wellbeing Working Group has reviewed their purpose and priorities and agreed that they found value in sharing information between organisations. Rather than meeting on a regular basis the group would keep in touch electronically and meet if there were specific issues to discuss. The group were invited to attend the Healthy Local Plan workshop in November and are part of stakeholder consultation that is carried out. • Evidence based report, visitor survey and mapping completed for Car User Strategy and Site User Strategy. Full year of car park monitoring completed, on-going footpath audit and education engagement, including consultant appointed to deliver web-site • Stafford Borough Council has now been officially recognised as ‘working towards becoming dementia friendly’ and the Council is now a formal local member of the Dementia Action Alliance as agreed by Alzheimers Society and included on their website. 148 members of staff have attended Dementia Friends Sessions.

<p>Encourage and support our residents to take responsibility for their own wellbeing and lifestyle</p>	<ul style="list-style-type: none"> • £4,705 funding has been secured to develop the Walking for Health programme, and £8,786 funding has been secured for the Litterhero Community Project. A further £30,589 of Big Lottery funding has been secured to develop a new project 'Stepping Stones' which is a partnership with Stafford and Rural Homes. The aim of the project is to improve access to local activities and support services through developing and improving volunteer-led car schemes and walking buses. All initiatives are focused upon working in partnership with the wider community to improve overall health and wellbeing.
<p>Work with partners to maintain the Borough as a safe place</p>	<p>The Council were allocated £96,055 Locality Deal Fund from the Commissioner's Office to implement initiatives that reduce crime and disorder in the Borough. The focus of the work is prevention and early help support targeting identified hot spot areas in the Borough and facilitating information, advice and guidance. A number of projects have been commissioned:</p> <ul style="list-style-type: none"> • Re-solv are now well under way with the community based outreach model. Literature is being produced to equip parents with the tools to be able to discuss drugs, alcohol and mental health with their children. The supporting schools website is live in all high schools. Workshops and networking sessions have been planned for teachers and agencies to update them with the upcoming change in PHSE and signpost to the organisations that can help with the prevention and early intervention of our priorities. The Right Stuff Boxing Project continues to take referrals for young people at risk of exclusion, plans are being put together to expand this project. • 420 referrals received at the HUB • The borough continues to meet its statutory responsibility in respect of the prevent duty. 60 individuals have attended a presentation by the Corporate Business & Partnerships Team around the Prevent Duty for Local Authorities. • The partnerships team are working with the police on a joint ASB plan to enable better use of Anti-social behaviour powers. Through utilising ASB enforcement powers, a closure order has been secured this quarter and evidence has been submitted to support a Criminal Behaviour Order. Training has been delivered to PCSO's to further their knowledge of ASB powers. • 47 new cases of anti-social behaviour have been reported directly to the council this period. Joint investigations with the police have resulted in a closure order and the issuing of 50 Community Protection Notice Warnings (CPNW) for ASB. A further 28 CPN's have been issued and 2 Community Triggers Activated. • Case studies have been presented to the Community Wellbeing Partnership to assist with determining referral pathways for our most vulnerable residents that do not meet statutory thresholds. Approximately 5 partners at the hub have been given Ecins training and have been updated on services from Re-solv around the community model for Mental Health and Substance misuse. • Safeguarding Team has delivered awareness training L1 Safeguarding to 52 individuals and 11 Adult Safeguarding referrals has been received during the past 6 months. • Stafford Safer Neighbourhood panel – The Commissioner has taken the decision to take on the control of all the SNP's in the County and this will be implemented from April 2019. • The CCTV Contract and Car Parking Management Contract have been successfully awarded.

<p>Businesses operating in the borough comply with health and safety and food hygiene legislation</p>	<ul style="list-style-type: none"> • 100% of food, and health and safety interventions have been undertaken in the past 2 quarters. Relevant education and enforcement interventions have been taken including the serving of Improvement Notices and the preparation of files for prosecutions. • Officers have attended TCP and Pub Watches to provide information, advice and guidance on relevant legislation • Taxi Forums have been arranged for 2019, 27 February, 22 May, 11 September & 11 December.
<p>Work towards everyone having access to safe and suitable accommodation</p>	<ul style="list-style-type: none"> • The Housing Options Team has embedded the changes associated with the Homeless Reduction Act following additional training and workshops. Officers are taking a proactive approach to early intervention and this is reflected by the increased number of homeless preventions, which over the year has amounted to 735. 25 Empty Homes have been brought back to use and 42 vulnerable households have been supported into accommodation. • 118 households have been given advice on energy efficiency. • Work is progressing in terms of provision of Gypsy and Traveller Accommodation • As a result of the new legislation on licensing Houses of Multiple Occupation (HMOs) 52 new applications were received and processed either prior to or at the start of October. Service requests increased over quarter 3 due to changes in the weather (seasonally expected). The Private Landlord Forum was held in November 2018 and was attended by 42 delegates; this is run as a partnership between the Council and the National Landlords Association.

Business Objective 3: To be a well-run, financially sustainable and ambitious organisation, responsive to the needs of our customers and communities and focussed on delivering our objectives.

We will	Progress made
<p>Use our resources in the most effective and efficient way</p>	<p>Financial Management: Ongoing responses to the Consultations on Fair Funding/Business Rates retention. Components of New Homes Bonus are subject to monthly review. Council approved a balanced budget at its meeting of the 29 January 2019. A surplus exists in 2019-20 and 2020-21, however a transfer from Working Balances could be required in 2021-22 if the changes to New Homes Bonus and Business Rates Retention prove unfavourable. The review of Council owned land is being aligned with other strategic projects such as Self and Custom Build to ensure a joined up approach to future land use.</p> <p>Service Transformation: Service reviews currently being considered at LT. Authority delivered a successful Peer Challenge in July and is implementing actions identified against the recommendations made.</p> <p>Accommodation and Assets: Redevelopment of vacant RBS premises under way and proposals for 1st floor transformation being developed. Masterplanning for Eastgate areas of the town centre is on-going.</p> <p>Strategic Partnerships: The Local Strategic Partnership governance structure has been completely revised and a new structure has been implemented.</p> <p>Shared Services Commissioning: Review of Environmental Services has taken place but work still needs to progress</p> <p>Systems and processes: The telephony firewall has been replaced and the review of the IT strategy is still be completed.</p> <p>Constitution and Governance: Member Induction and Training Programme has been formulated and will be implemented in May. An awareness session for members on GDPR has been held.</p>

<p>Introduce additional ways for our customers to access our services</p>	<p>Customer Relationship Management: The procurement is now complete and the contract has been awarded to Netcall. A Project Board has been set up for the implementation across both SBC and CCDC. There is a twelve week lead in time however this will take us to April which is an extremely busy time as this is annual billing for C/tax and May elections. We are looking to implement the new telephony in June.</p> <p>Digital by Design: Work has commenced in terms of supporting the implementation of this to support the proposals for agile/flexible working and accommodation transformation. The Customer Access Strategy will be reviewed as part of this process.</p>
<p>Maintain good levels of resident satisfaction with our services</p>	<p>Work is under way to develop customer service standards that will inform the development of a Corporate Customer Charter and Customer Satisfaction System. A new complaints procedure has been agreed and is being implemented. 3.20% of calls are abandoned and 97.36% of residents are satisfied with our customer contact centre.</p>
<p>Have robust contract management processes in place for those services provided to the Council by other organisations</p>	<p>Comprehensive contract register is now in place which is accompanied by a robust contract guidance framework which is supported by information, advice and guidance contained on the intranet.</p>

ITEM NO 4(a)(vi)

ITEM NO 4(a)(vi)

Contact Officer:	Stephen Baddeley
Telephone No:	01543 464415
Ward Interest:	Nil
Report Track:	Audit and Accounts 11/06/19 Cabinet 12/06/19
Key Decision:	No

**SUBMISSION BY COUNCILLOR R M SMITH
RESOURCES PORTFOLIO**

<p>CABINET 12 JUNE 2019 Risk Management Report</p>

1 Purpose of Report

1.1 To set out details of the Council's Strategic Risk Register as at 1 April 2019.

2 Proposal of Cabinet Member

2.1 That Cabinet approves the Strategic Risk Register and considers the progress made in the identification and management of the strategic risks.

3 Key Issues and Reasons for Recommendation

3.1 All Strategic Risks and associated action plans have been reviewed and the Council's current risk profile is summarised in the table below:-

Risk Category	Number of Risks at 30 Sept 2018	Number of Risks at 1 Apr 2019
RED	1	1
AMBER	7	8
GREEN	0	0
TOTAL	8	9

4 Relationship to Corporate Priorities

4.1 This report supports the Council's Corporate Priorities as follows:-

- (a) Risk management is a systematic process by which key business risks/opportunities are identified, prioritised and controlled so as to contribute towards the achievement of the Council's aims and objectives.
- (b) The strategic risks set out in the Appendices have been categorised against the Council's priorities.

5 Report Detail

5.1 The Accounts and Audit Regulations 2015 state that:-

"A relevant body must ensure that it has a sound system of internal control which:-

- (a) facilitates the effective exercise of its functions and the achievement of its aims and objectives;
- (b) ensures that the financial and operational management of the authority is effective; and
- (c) includes effective arrangements for the management of risk."

5.2 Risk can be defined as uncertainty of outcome (whether positive opportunity or negative threat). Risk is ever present and some amount of risk-taking is inevitable if the council is to achieve its objectives. The aim of risk management is to ensure that the council makes cost-effective use of a risk process that has a series of well defined steps to support better decision making through good understanding of risks and their likely impact.

Management of Strategic Risks/Opportunities

5.3 The Council's approach to risk management (including its risk appetite) has been reviewed and the revised policy and strategy was reported to the Audit Committee for endorsement at the March 2016 meeting and to Cabinet for approval at the May meeting.

5.4 Central to the risk management process is the identification, prioritisation and management of strategic risks/opportunities. Strategic Risks are those that have a significant impact on the Council's ability to deliver its Corporate Plan Objectives Strategic risks/opportunities have been identified and prioritised, action plans are in place for their effective management and delivery of the action plans is monitored. A summary of the Council's strategic risk register as at 1 April 2019 is attached as **APPENDIX 1**.

5.5 The risk summary illustrates the risks/opportunities using the “traffic light” method ie:-

- RED risk score 12 and above (action plan required to reduce risk and/or regular monitoring)
- AMBER risk score 5 to 10 (action plan required to reduce risk)
- GREEN risk score below 5 (risk tolerable, no action plan required)

5.6 The number of strategic risks has increased from 8 to 9 as a decision has been taken to split risk 40 (Failure to deliver Phase 1 of the Stone Leisure Strategy on time and within agreed budget and subsequent failure to develop and deliver Phase 2 of the strategy) into 2 separate risks so that we can manage Phase 1 and Phase 2 risks separately and to recognise the fact Phase 1 will be complete whilst risks for Phase 2 may remain ongoing.

5.7 All risks have controls in place and these controls have seen a reduction from the Gross Risk to a net risk score. The net risk scores for all risks remain as last reported to the committee. Management have an ongoing programme of actions to manage the risks and all risks have seen some progress in delivering these action plans however the progress in implementing the actions since October 2018 has not led to a revision of the net risk score for any of the risks.

5.8 A progress update for those actions due up to March 2019 is included in the full strategic risk register attached at **APPENDIX 2**. This includes an ‘Overall Progress Summary’ for each risk.

6 Implications

6.1	Financial	Nil
	Legal	Nil
	Human Resources	Nil
	Human Rights Act	Nil
	Data Protection	Nil
	Risk Management	As set out in report and Appendices

6.2	Community Impact Assessment Recommendations	<p>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:-</p> <p>Age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, sexual orientation.</p>
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Previous Consideration - Nil

Background Papers - File available in Internal Audit and Risk Section
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Summary - Strategic Risk Register as at 1 April 2019

Risk No.	Risk Description	Risk Impact / Consequences	Risk Date	Gross Risk Score	Sept 2018	April 2019	Direction of Travel over period reported
RED RISKS							
39	Viability / Funding of Stafford Borough Council as a result of public expenditure reductions and changes to Government's funding regime	The Council may not be able to maintain the current level of services or is no longer sustainable as an organisation	2014	20 (Red)	12 (Red)	12 (Red)	↔
AMBER RISKS							
34	Impact of Benefit Reform (e.g. Introduction of Universal Credit)	This could lead to an increase in claimants not being able to sustain their housing tenancy leading to an increase in homelessness.	2013	12 (Red)	9 (Amber)	9 (Amber)	↔
35	The failure to manage the changes to town centres as a result of changing trends away from shopping to leisure, living and working office use	This could lead to a reduction in investment from new and existing businesses into the area and a reduction in business rates income	2013	12 (Red)	9 (Amber)	9 (Amber)	↔
38a	Failure to realise and facilitate the expected economic growth and prosperity for Stafford and Stone associated with the development of HS2	This could lead to the delayed delivery of key regeneration projects such as Stafford Gateway and impact on future investment into the area	2014	15 (Red)	10 (Amber)	10 (Amber)	↔
38b	Failure to minimise the impact on the environment from the construction and operation of HS2	This could result in a reduction in the air quality, excessive noise/vibration from the construction activities which may have an impact on people's health and wellbeing	2014	15 (Red)	10 (Amber)	10 (Amber)	↔

Risk No.	Risk Description	Risk Impact / Consequences	Risk Date	Gross Risk Score	Sept 2018	April 2019	Direction of Travel over period reported
40a	Failure to deliver phase 1 of the Stone Leisure Strategy on time and within agreed budget.	This could affect the Council's ability to deliver its Health and Wellbeing agenda, which may impact on people's health.	2016	20 (Red)	10 (Amber)	10 (Amber)	↔
40b	Failure to deliver phase 2 of the Stone Leisure Strategy on time and within agreed budget.	This could affect the Council's ability to deliver its Health and Wellbeing agenda, which may impact on people's health.	2016	20 (Red)	10 (Amber)	10 (Amber)	↔
43	Failure to repel or recover from cyber-attack including targeted ransomware, malware and DDoS attacks	This could result in the Council not being able to deliver services	2017	20 (Red)	9 (Amber)	9 (Amber)	↔
44	Insufficient Capacity/Resilience to deliver the priorities contained in the Corporate Business Plan	This could result in projects being delayed or not delivered. There is also a risk to employees' health & wellbeing through stress.	2018	12 (Red)	9 (Amber)	9 (Amber)	↔
GREEN RISKS							
	There are no current Green Risks						
DELETED RISKS							
	No risks have been deleted						

↓ Risk has decreased

↔ Risk level unchanged

↑ Risk has increased

STRATEGIC RISK REGISTER

APPENDIX 2

Ref No: 34	Risk: Impact of Benefit Reform (eg Introduction of Universal Credit)		
Risk Owner: Head of Finance		Cabinet Member: Resources TBC	
Gross Risk Score (ie without controls)	Likelihood: 4	Impact: 3	Total Score: 12 - RED
Residual/Net Risk Score (ie with controls in place)	Likelihood: 3	Impact: 3	Total Score 9 - AMBER

Actions Planned	Timescale/Person Responsible	Progress/Comments
Monitor impact of Benefit Reform to identify areas of concern	Quarterly, Local Taxation & Benefits Manager	An on-going monitoring routine is in place.
Identifying number of additional people falling into arrears with Council Tax payments and/or not claiming Council Tax Reduction.	Quarterly, Local Taxation & Benefits Manager	This forms part of the overall monitoring and any considerable difference would generate a review of the local scheme.
Review LCTR Scheme in partnership with Staffordshire authorities with a view to streamlining the application, assessment and award processes	Completion of review by 31 March 2020	Agreement in principle amongst Staffs authorities, to undertake review

Overall Progress Summary: The full impact of benefit reform cannot be determined until the phased introduction of Universal Credits. The impacts of existing reforms continue to be monitored.

Ref No: 34	Risk: Impact of Benefit Reform (eg Introduction of Universal Credit)
<p>Consequences Of Risk:</p> <ul style="list-style-type: none"> • Increased demand for services (additional workload, pressure on service delivery, additional resourcing etc.) • Reduced DWP funding • Increase in arrears on Council Tax • Affects Housing Association tenancies 	
<p>Links to Corporate Business Plan – Objective 2:</p> <ul style="list-style-type: none"> • To improve the quality of life of local people by providing a safe, clean, attractive place to live and work and encouraging people to be engaged in developing strong communities that promote health and wellbeing 	
<p>Key Controls in Place:</p> <ul style="list-style-type: none"> • Monitoring impact of localisation of Council Tax Support • Monitor increasing UC claim load and reducing HB caseload and align resources accordingly. • Liaison with DWP on implementation timetable for Universal Credits (Full Service commenced November 2018) • Liaison with Housing Providers, Advice agencies etc about support available to landlord and tenants. • Liaison with other LAs, ahead of us on the implementation timeline. • Discretionary Housing Payment Policy refreshed December 2018. • Budget advice available, via Citizens Advice for affected residents to better manage their budgets set up 	

STRATEGIC RISK REGISTER

APPENDIX 2

Ref No: 35	Risk: The failure to manage the changes to town centres as a result of changing trends away from shopping to leisure, living and working office use		
Risk Owner: Head of Development		Cabinet Member: Economic Development & Prosperity	
Gross Risk Score (ie without controls)	Likelihood: 4	Impact: 3	Total Score: 12 - RED
Residual/Net Risk Score (ie with controls in place)	Likelihood: 3	Impact: 3	Total Score 9 - AMBER

Actions Planned	Timescale/Person Responsible	Progress/Comments
Targeted actions identified from vacancy monitoring	Quarterly/Economic Development Officer (Town Centres)	Business support and advice being provided to owners and landlords of vacant properties to encourage new investment and uses.
Maintain active dialogue with land and property owners, agents and new investors to town centres	On-going/ Economic Development Officer (Town Centres)	New development opportunities arising in Stafford town centre
New Action: Progress bids for funding to support town centre responding to challenges faced by retail e.g. Future High Street Fund	Head of Development Ongoing	Future High Streets fund bid submitted March 2019 Other bidding opportunities aligned with vision for town centres being monitored
New Action: secure support from partners organisations such as SOT and Staffs Chamber and FSB and European and other funds for town centre businesses	Ongoing Economic Development Officer (town centres)	

STRATEGIC RISK REGISTER

APPENDIX 2

Actions Planned	Timescale/Person Responsible	Progress/Comments
Stafford Town Centre Strategic Development Framework to be produced to integrate outputs from the Eastgate Masterplan, the Northern Town Centre Property, Land and Commercial Strategy and the Station Gateway masterplan into a comprehensive framework for the ongoing regeneration of Stafford Town Centre and to include comprehensive approach to car parking between SBC and SCC - Stafford	Head of Development – Q3 2019/20	Brief agreed April 2019 Out to tender April/May 2019 Completion December 2019
Station Gateway implementation plan to be developed providing a comprehensive approach to delivery of this project.	Q2/ Head of Development	Completion of commercial and Land Strategy Advice being prepared by June 2019. Housing development underway on central section of the Gateway. Implementation plan to be finalised Q2 2019/20
Eastgate Masterplan approved	Q4 2018/19/ Strategic Business Manager	Complete – reported to Cabinet Briefing. Outputs to be incorporated into Stafford Town Centre Strategic Framework
Northern Town Centre Property, Land and Commercial Strategy advice approved - Stafford	Q4/Economic Development Officer (Town Centres)	Work completed March 2019. Outputs to be incorporated into Stafford Town Centre Strategic Framework

Overall Progress Summary:

All of the above actions are as captured in the Development Delivery Plan and the new Corporate Plan which is performance monitored on a monthly basis to identify any developing trends. Over a longer period of time this will build in greater resilience in responding to market changes.

<p>Ref No: 35</p>	<p>Risk: The failure to manage the changes to town centres as a result of changing trends away from shopping to leisure, living and working office use</p>
<p>Consequences Of Risk:</p> <ul style="list-style-type: none"> • Increase in vacant business units in Stafford and Stone • Reduced business rates generation • Reputational damage and subsequent impact on footfall and tourism offer • Reduced investment from new and existing businesses into the area 	
<p>Links to Corporate Business Plan – Objective 1:</p> <ul style="list-style-type: none"> • To deliver sustainable economic and housing growth to provide income and jobs. 	
<p>Key Controls in Place:</p> <ul style="list-style-type: none"> • Vacancy rates monitored quarterly • Ongoing support in Stafford via the Town Centre Partnership which has a new Chair Business rate reduction scheme launched 2017 for northern end of Stafford Town Centre [REVIEW] • Exploring new development opportunity areas in Stafford around the Station Gateway, Northern end of Town and South eastern end of the town centre and development of an integrated Stafford Town Centre Strategic Framework to direct new investment • MIPIM Conference attended in March 2017, 2018 and 2019 which has generated investment interest in the Borough. • Constellation Partnership Growth Strategy has been developed together with central government to deliver Stafford Gateway and Garden Settlement. • Stone Traders Association set up and Economic Development Officer (Town Centres) supporting work of Association and developing events programme. • Business database in place to improve market intelligence 	

STRATEGIC RISK REGISTER

APPENDIX 2

Ref No: 38a	Risk: Failure to realise and facilitate the expected economic growth and prosperity for Stafford and Stone associated with the development of HS2		
Risk Owner: Head of Development		Cabinet Member: Economic Development & Prosperity	
Gross Risk Score (ie without controls)	Likelihood: 3	Impact: 5	Total Score: 15 - RED
Residual/Net Risk Score (ie with controls in place)	Likelihood: 2	Impact: 5	Total Score 10 - AMBER

Actions Planned	Timescale/Person Responsible	Progress/Comments
Station Gateway implementation plan to be developed providing a comprehensive approach to delivery of this project.	Q2 2019/20 Head of Development	Completion of commercial and Land Strategy Advice being prepared by May 2019. Housing development underway on central section of the Gateway. Implementation plan to be finalised Q2 2019/20
Government petitioned and ongoing discussions with various Central Government departments. Additional Provisions 2 to Hybrid Bill were published in February 2019 along with a supplementary environmental statement which has provided further opportunity for discussions with HS2	Ongoing/ Head of Development	Ongoing dialogue with HS2 on AP2 and supplementary environmental statement.
Development of new Garden Settlement governance arrangements and programme plan to oversee this potential new development on the back of HS2.	Q1 2019/20	Project details being developed with Partners to progress this. Government announced Stafford successful in securing £750,000 funding to support the development of the Garden community proposal with the support of Homes England

Overall Progress Summary: Station Gateway Masterplan project implementation plan will be developed. The development of a new Garden Settlement is gaining momentum and has secured MHCLG garden communities funding.

STRATEGIC RISK REGISTER

APPENDIX 2

<p>Ref No: 38a</p>	<p>Risk: Failure to realise and facilitate the expected economic growth and prosperity for Stafford and Stone associated with the development of HS2</p>
<p>Consequences Of Risk:</p> <ul style="list-style-type: none"> • Failure to deliver future investment into the area • Delayed delivery of key regeneration projects such as Stafford Gateway • Loss of potential business rate and council tax generation • Failure of Constellation Partnership and reputational damage 	
<p>Links to Corporate Business Plan – Objective 1:</p> <ul style="list-style-type: none"> • To deliver sustainable economic and housing growth to provide income and jobs 	
<p>Key Controls in Place:</p> <ul style="list-style-type: none"> • Lead officer nominated • Key stakeholder in the Constellation Partnership which aims to deliver 100,000 new homes and 120,000 new jobs as a consequence of the HS2 development • Petition process to ensure HS2 understands and delivers the wider economic benefits for the Borough. • Ongoing partnership development with central government departments and local and regional stakeholders to deliver a new Garden Settlement. • Ongoing partnership development with local, regional and national stakeholders supported by an implementation plan to deliver the Stafford Station Gateway masterplan proposals. 	

STRATEGIC RISK REGISTER

APPENDIX 2

Ref No: 38b	Risk: Failure to minimise the impact on the environment from the construction and operation of HS2		
Risk Owner: Head of Operations		Cabinet Member: Environment & Health	
Gross Risk Score (ie without controls)	Likelihood: 3	Impact: 5	Total Score: 15 - RED
Residual/Net Risk Score (ie with controls in place)	Likelihood: 2	Impact: 5	Total Score 10 - AMBER

Actions Planned	Timescale/Person Responsible	Progress/Comments
Continued participation in HS2 Noise, Air Quality and land contamination Forums	Ongoing Customer Services Group Manager	Using information gathered at the forums, the Service contributed to the Council's petitioning document: Petition No. HS2-P2A-000152
Look to establish a SBC HS2 project Board	HS2 Lead / Head of Operations	Close working between the Council's Development Manager and the Customer Services Group Manager has enabled better co-ordination on the issues that needed to be petitioned on.
Monitor any preparation work being carried out by HS2 contractors	QTR3+4 2018/19 Customer Services Group Manager	Preparation work undertaken by HS2 monitored without any adverse effect or complaints.
Respond to second "Additional Provision" (AP2), and Statement of Environmental Standards (SES2) amendments from the original hybrid bill that was considered by the House of Commons Select Committee in July 2018.	QTR4 2018/19 Customer Services Group Manager	Officers from the Operations Service commented on the consultation to the second "Additional Provision" (AP2), and Statement of Environmental Standards (SES2) amendments

STRATEGIC RISK REGISTER

APPENDIX 2

Actions Planned	Timescale/Person Responsible	Progress/Comments
Continued participation in HS2 Noise, Air Quality and land contamination Forums	Ongoing Customer Services Group Manager	To ensure officers and elected members are updated on any changes to the scheme
Monitor any preparation work being carried out by HS2 contractors	Ongoing Customer Services Group Manager	To ensure that works are carried out according to any conditions and that any complaints are minimised
Watching brief on the House of Commons Select Committee (Spring 2019), House of Lords Select Committee (Summer 2019) and publication of Royal Assent (end of 2019)	QTRS 1,2 and 3 2019/20 Customer Services Group Manager	To ensure officers and elected members are updated on any changes to the scheme

Overall Progress Summary: Information obtained by officer’s participation in HS2 working groups to address noise, environmental, air quality and planning elements of the route alignment, during construction and subsequent operation, has assisted them in providing an input into the Council’s petitioning document. Continued liaison between the Council’s Development Manager and Customer Services Group Manager has enabled better shared understanding of the issues/risks; and the use of appropriate mechanisms to try and address the areas of concern.

Whilst the hybrid bill has been progressing through Parliament, officers have been providing information to support the Council’s petitioning.

Officers provided the Development Manager with a response to the consultation on the second “Additional Provision” (AP2), and Statement of Environmental Standards (SES2) amendments.

Ref No: 38b	Risk: Failure to minimise the impact on the environment from the construction and operation of HS2
<p>Consequences Of Risk:</p> <ul style="list-style-type: none"> • A reduction in the air quality from the construction activities. This could arise directly from the construction sites and indirectly from changes in the volume, composition, and location of traffic on the highway network. • Excessive levels of Noise and vibration from construction and operation activities could lead to a significant effect on the residential amenity to domestic premises close to the proposed line. • The negative effects associated with the off-site disposal to landfill of solid waste that will be generated by the construction and operation of the proposed scheme. • The adverse effect of contaminant mobilisation. 	
<p>Links to Corporate Business Plan – Objective 2:</p> <ul style="list-style-type: none"> • To improve the quality of life of local people by providing a safe, clean, attractive place to live and work and encouraging people to be engaged in developing strong communities that promote health and wellbeing 	
<p>Key Controls in Place:</p> <ul style="list-style-type: none"> • Lead officer nominated • Close working relationship with Staffordshire County Council and other District Council’s in Staffordshire on the route • Partnership in forums and working groups to maintain influence with major construction leads – Arup 	

STRATEGIC RISK REGISTER

APPENDIX 2

Ref No: 39	Risk: Medium Term Viability / funding of Stafford Borough Council as a result of public expenditure reductions and changes to Government’s funding regime		
Risk Owner: Head of Finance		Cabinet Member: Resources	
Gross Risk Score (ie without controls)	Likelihood: 4	Impact: 5	Total Score: 20 - RED
Residual/Net Risk Score (ie with controls in place)	Likelihood: 4	Impact: 3	Total Score 12 - RED

Actions Planned	Timescale/Person Responsible	Progress/Comments
Responding to Government proposed legislation in relation to key funding regimes	On-going, Head of Financial Management	<p>Work streams of MHCLG/LGA and CIPFA in relation to 75% Business Rates Schemes and pilot areas to be monitored</p> <p>Detailed responses to be submitted in relation to self -sufficient local government, 75% business rates retention and fair funding review as more technical detail becomes available</p> <p>Responses submitted in relation to:</p> <ul style="list-style-type: none"> Business rates - dealing with the financial risks of appeals (June 2018) Local Government Finance Settlement 2019/20 : Technical Consultation (September 2018) Relative Needs and Resources (February 2019) Business Rates Reform (February '19)

As at 01/04/2019

STRATEGIC RISK REGISTER

APPENDIX 2

Actions Planned	Timescale/Person Responsible	Progress/Comments
Review criteria for 2019/20 Business Rates Pilot and subject to approval of partners submit application	Complete	Application to pilot 75% Business Rates Retention in 2019/20 on behalf of the Staffordshire and Stoke on Trent proposed Business Rates Pool/Pilot was successful. SBC to benefit by app £1m in 2019/20
Determine impact of Government proposals for key funding regime	On-going as information becomes available, Head of Financial Management	In Progress
Review impact of Implemented Savings Strands (as contained in Efficiency Statement)	All / Ongoing	
<p>Delivery Plan for Business Objectives of Corporate Plan</p> <ul style="list-style-type: none"> • To deliver sustainable economic and housing growth to provide income and jobs • To improve the quality of life of local people by providing a safe, clean, attractive place to live and work and encouraging people to be engaged in developing strong communities that promote health and wellbeing. • To be a well-run, financially sustainable and ambitious organisation, responsive to the needs of our customers and communities and focussed on delivering our objectives. <p>to be agreed and implemented</p>	Chief Executive / Q2	Delivery Plan in place and Control Framework in place via Corporate Business Flow process

STRATEGIC RISK REGISTER

APPENDIX 2

Actions Planned	Timescale/Person Responsible	Progress/Comments
Implement a rolling programme of service reviews to ensure that resources are aligned to business objectives and are operating as efficiently as they can be	Corporate Business and Partnerships Manager / Q3	Draft report received re joint review into the best model/s for delivering, including the possibility of extending shared services, for environmental services in Cannock and Stafford, Review of all other services to be undertaken
Refresh Budget Strategy to identify alternative scenarios in relation to external funding sources	Head of Financial Management / Q3	Refreshed Financial Plan reported to Cabinet/Council November 2018

Overall Progress Summary: The Council continues to progress the areas within its direct control with balanced budgets set for 2019/20 and 2020/21. A potentially balanced budget, based upon the current Local Government Finance Regime exists for 2021/22, however the key risks and uncertainty relate to the fundamental changes to Government Funding that take place in 2020/21 (implementation of 75% Business Rates Retention; Fair Funding and Business Rates Reset) whereas ongoing uncertainty exists in relation to the longevity of the New Homes Bonus grant scheme. A potential deficit of £0.645 million exists in 2021/22 , assuming that NHB is replaced and at this stage no grant is received from any new scheme, whereas the deficit could also increase/reduce based upon the methodology for resetting existing business rates growth

Details are unlikely to become clear before the Autumn of 2019 and hence Budget strategies need to be developed reflecting the various scenarios and efficiency savings implemented as soon as practically possible.

STRATEGIC RISK REGISTER

APPENDIX 2

Ref No: 39	Risk: Medium Term Viability / funding of Stafford Borough Council as a result of public expenditure reductions and changes to Government’s funding regime
<p>Consequences Of Risk:</p> <ul style="list-style-type: none"> • Unable to provide desired levels of service • Council size becomes too small to sustain a viable organisation 	
<p>Links to Corporate Business Plan – Objective 3</p> <ul style="list-style-type: none"> • To be a well-run, financially sustainable and ambitious organisation, responsive to the needs of our customers and communities and focussed on delivering our objectives 	
<p>Key Controls in Place:</p> <ul style="list-style-type: none"> • Medium term financial plan in place • Annual Financial Plan and Medium Term Financial Strategy to 2021/22 in place • The Revenue Budget for 2019/20 and indicative budgets for 2020/21 and 2021/22 are balanced (via transfer from balances in 2021/22. However the funding regime post 2019/20 is yet to be determined • Reliance on New Homes Bonus is reduced on an annual basis. • Comprehensive Service Review being undertaken to re-align resources to Corporate Plan • Corporate Budget Monitoring • Evaluation of consultations on changes to government funding regimes 	

STRATEGIC RISK REGISTER

APPENDIX 2

Ref No: 40a	Risk: Failure to deliver phase 1 of the Stone Leisure Strategy on time and within agreed budget.		
Risk Owner: Head of Operations		Cabinet Member: Leisure	
Gross Risk Score (ie without controls)	Likelihood: 4	Impact: 5	Total Score: 20 - RED
Residual/Net Risk Score (ie with controls in place)	Likelihood: 2	Impact: 5	Total Score: 10 - AMBER

Actions Planned	Timescale/Person Responsible	Progress/Comments
Monthly reviews of the phase 1 project timescale and costs by the Principals Group. Regular Project Board meetings to oversee strategic implementation	Monthly/ Chief Executive and Cultural Services Manager	On track
Contract delivery ref phase 1 being monitored bi-weekly to ensure construction deadlines are met.	Bi-Weekly/ Cultural Services Manager and Property Services Manager	On track
A brief has been prepared for the decommissioning of the Alleyne's swimming pool. Detailed proposals will be developed following the commissioning of building and M&E surveys. Revised cost estimate being prepared by Mace.	Q3 / Cultural Services manager	Cost estimate expected July 2019.

Overall Progress Summary:
 Construction of new leisure centre completed, centre opened 5 April. Consultation on future play, events and leisure in stone completed and Masterplan for Westbridge Park developed. Some work still to complete at Westbridge Park but most of Phase 1 has been delivered.

STRATEGIC RISK REGISTER

APPENDIX 2

Ref No: 40a	Risk: Failure to deliver phase 1 of the Stone Leisure Strategy on time and within agreed budget
Phase 1 – New Leisure Centre completed. Decommissioning of Alleyne’s Swimming Pool – Revised cost plan due April 2019 – Board to agree approach once received	
Links to Corporate Business Plan – Objective 2	
<ul style="list-style-type: none">• To improve the quality of life of local people by providing a safe, clean, attractive place to live and work and encouraging people to be engaged in developing strong communities that promote health and wellbeing.	
Key Controls in Place:	
<ul style="list-style-type: none">• Phase 1 construction of new leisure centre completed	

STRATEGIC RISK REGISTER

APPENDIX 2

Ref No: 40b	Risk: Failure to deliver phase 2 of the Stone Leisure Strategy on time and within agreed budget.		
Risk Owner: Head of Operations		Cabinet Member: Leisure	
Gross Risk Score (ie without controls)	Likelihood: 4	Impact: 5	Total Score: 20 - RED
Residual/Net Risk Score (ie with controls in place)	Likelihood: 2	Impact: 5	Total Score: 10 - AMBER

Actions Planned	Timescale/Person Responsible	Progress/Comments
A detailed consultation exercise has been completed on the future play and leisure needs for Stone and a Masterplan for Westbridge Park developed for consideration by the Stone Leisure Strategy Board.	Q2 / Cultural Services manager and Planning Obligations Monitoring and Implementation Officer	On track
Following development of the Masterplan for Westbridge Park detailed designs and a funding strategy to be developed for phase 2 of the Stone Leisure Strategy.	Q4 / Cultural Services manager and Planning Obligations Monitoring and Implementation Officer	Waiting for outcome of Planning Application on part of the Tilling Drive site.
Detailed mapping of S106 funding availability to support project completed.	Q3 / Head of Development	Completed
Sale of Tilling Drive progressing, subject to completion, this will provide funds towards phase 2 of the strategy and for compensatory playing field provision.	Q3 / Head of Development	Planning Application by developer submitted. Compensatory playing field provision being finalised to mitigate for objection to the Planning Application by Sport England.
Procurement of playing pitch strategy completed and work commenced. Due to be completed by summer 2019.	Q2 2019 / Head of Development	On track

As at 01/04/2019

Overall Progress Summary:

Sale of Tilling Drive approved by Cabinet, Planning Application by developer submitted, Compensatory playing field provision being finalised to mitigate for objection to the Planning Application by Sport England.

Ref No: 40b	Risk: Failure to deliver phase 2 of the Stone Leisure Strategy on time and within agreed budget.
<p>Phase 2 of strategy</p> <p>Consequences Of Risk:</p> <ul style="list-style-type: none"> • Additional funding needed to complete the project is not forthcoming • Reputational damage • Impact on delivery of Health and Wellbeing agenda. • Unable to deliver corporate plan objectives 	
<p>Links to Corporate Business Plan – Objective 2:</p> <ul style="list-style-type: none"> • To improve the quality of life of local people by providing a safe, clean, attractive place to live and work and encouraging people to be engaged in developing strong communities that promote health and wellbeing. 	
<p>Key Controls in Place:</p> <p>Phase 2</p> <ul style="list-style-type: none"> • Programme Board in operation which manages financial and legal controls • Dedicated Project Manager overseeing relevant milestones • Project Plan • Professional experts brought in (Consultants) • A detailed consultation exercise has been completed on the future play and leisure needs for Stone and a Masterplan for Westbridge Park developed. Work on detailed designs and funding strategy to commence. Sale of Tilling Drive approved by Cabinet, Planning Application by developer submitted, Compensatory playing field provision being finalised to mitigate for objection to the Planning Application by Sport England. 	

STRATEGIC RISK REGISTER

APPENDIX 2

Ref No: 43	Risk: Failure to repel or recover from cyber-attack including targeted ransomware, malware and DDoS attacks		
Risk Owner: Head of Technology		Cabinet Member: Resources	
Gross Risk Score (ie without controls)	Likelihood: 4	Impact: 5	Total Score: 20 - RED
Residual/Net Risk Score (ie with controls in place)	Likelihood: 3	Impact: 3	Total Score 9 -AMBER

Actions Planned	Timescale/Person Responsible	Progress/Comments
Information Risk Management- Continuous review and work on our information risk management regime	Ongoing/ Head of Technology	Policies under review. Some elements will be dealt these will be reviewed
Monitoring – External and Internal checks. Threat and vulnerability assessment and remediation including Annual IT Health Check by CLAS approved consultant with remedial work carried out	Ongoing/ Head of Technology	Annual Healthcheck completed in March 2019.
Application Security Assessment and Remediation action taken	Annually Head of Technology	The healthcheck will produce an action plan to feed into this.
Threat intelligence, Vulnerability management, Operational management, via internal and external monitoring.	December 2018 Head of Technology	Webfilter system is now part of the new firewalls.
Exploring options to improve security for sharing information with external partners	Ongoing Head of Technology	System procured to share data files.

Overall Progress Summary: Work has been completed and actions are in progress. However, the environment means that new risks and challenges are always developing and attacks are becoming more sophisticated.

Ref No: 43	Risk: Failure to repel or recover from cyber-attack including targeted ransomware, malware and DDoS attacks
<p>Consequences Of Risk:</p> <ul style="list-style-type: none"> • Data, Systems and Applications inaccessible • Inability to deliver Council services • Cybercrime/ Fraud/ Ransom demands/ Financial harm • Reputational damage locally and nationally • Data Loss & breach of Data Protection Act (DPA) • Financial Loss 	
<p>Links to Corporate Business Plan – Objective 3:</p> <ul style="list-style-type: none"> • To be a well-run, financially sustainable and ambitious organisation, responsive to the needs of our customers and communities and focussed on delivering our objectives 	
<p>Key Controls in Place:</p> <ul style="list-style-type: none"> • Information Risk Management Regime – Assess the risks to our information assets, effective governance structure, Leadership Team engagement with cyber risk, produce supporting information management policies. • Secure configuration – Corporate policies and processes to develop secure baseline builds • Network Security – Protection and secured perimeter of external security threats and untrusted networks • Managing user privileges – All users of ICT systems provided with privileges suitable for their role • User education and awareness – Security policies that describe acceptable and secure use of ICT assets • Incident management – Incident response and disaster recovery capabilities that address the full range of incidents that can occur • Malware prevention – Produce policies that directly address the business processes (such as email, web browsing, removable media and personally owned devices) • Monitoring – Established monitoring taking into account previous security incidents and attacks. Annual IT Health Check and penetration testing conducted by a Council of Registered Ethical Security Tester (CREST)/Communications-Electronics Security Group (CESEG) Listed Advisor Scheme (CLAS) - accredited Government Communication Headquarters (GCHQ) approved consultants. • Removable media controls – Produce removable media policies that control the use of removable media for the import and export of information • Home and mobile working – Assess the risks to all types of mobile working including remote working and develop appropriate security policies 	

STRATEGIC RISK REGISTER

APPENDIX 2

Ref No: 44	Risk: Insufficient Capacity/Resilience to deliver the priorities contained in the Corporate Business Plan		
Risk Owner: Chief Executive		Cabinet Member: Resources	
Gross Risk Score (i.e. without controls)	Likelihood: 4	Impact: 3	Total Score: 12 - RED
Residual/Net Risk Score (i.e. with controls in place)	Likelihood: 3	Impact: 3	Total Score 9 -AMBER

Actions Planned	Timescale/Person Responsible	Progress/Comments
<p>Detailed Service Delivery plans including prioritisation of projects, timescales, key milestones, performance measures and risks to completion feed into to team and individual work programmes. Performance measures and progress are regularly reported to cabinet and scrutiny committees. An end of year report on progress has been written and will be submitted to cabinet and scrutiny. The report shows good progress towards the objectives agreed by members and has not identified significant capacity issues.</p> <p>Service Delivery Plans for 2019/20 are being updated to take account of progress made and any changes resulting from government or council decisions. Cabinet will also be asked to consider a change management/ transformation programme as part of delivering objective 3 of the Business Plan. This will introduce new ways of working that will enhance our performance, reduce costs and make us a more attractive employer. This will be a substantial programme or work and will require detailed planning.</p>	<p>Leadership Team May 2020</p>	<p>This has been translated into a comprehensive business flow document that is monitored through Leadership Team and Management meetings.</p> <p>The change management programme will engage a wide range of staff in its design and implementation.</p>

STRATEGIC RISK REGISTER

APPENDIX 2

Actions Planned	Timescale/Person Responsible	Progress/Comments
<p>The recommendations of the Corporate Peer Review have been largely implemented and will be followed through to ensure that they deliver the full benefit i.e. –</p> <ul style="list-style-type: none"> • Draft Communications Strategy will be submitted to Leadership Team. • The forward plan will be maintained and actively used. • Continue to develop member training and development and review the effectiveness of the new member development programme. • A new Workforce development strategy is key to delivering the planned change management programme and a working group has been set up to lead this • The new local strategic partnership, community wellbeing partnership and economic development partnerships will develop to lead the shared working of the key public, private, voluntary and community organisations. • Follow up visit by the LGA to be organised for December 2019 for the Council to demonstrate the implementation of the recommendations highlighted above. 	<p>Leadership Team March 2020</p>	
<p>Project Management methodology to be reviewed and updated to ensure it matches the requirements of the planned actions. A successful programme of project management training has been delivered in the last year.</p>	<p>Tracy Redpath November 2019</p>	

STRATEGIC RISK REGISTER

APPENDIX 2

Actions Planned	Timescale/Person Responsible	Progress/Comments
A light touch rolling programme of service reviews to be implemented	Tracy Redpath/Bob Kean June 2020	
Corporate organisational development strategy being developed	Neville Raby March 2020	
A change management/ transformation strategy is to be submitted to cabinet with the aim to enhance our performance, reduce costs and make us a more attractive employer.	Tim Clegg/Tracy Redpath Cabinet July 2019, Delivered March 2021	

Overall Progress Summary:

Some work has been carried out but a number of actions are still to be completed. The Change Management/ Transformation programme will increase the capacity/ risk in the short to medium term, but will improve the working of the council longer term and address the capacity issues.

STRATEGIC RISK REGISTER

APPENDIX 2

Ref No: 44	Risk: Insufficient Capacity/Resilience to deliver the priorities contained in the Corporate Business Plan
<p>Consequences Of Risk:</p> <ul style="list-style-type: none"> • The Corporate plan priorities are not delivered in accordance with the desired timescale • Resources may not be effectively used 	
<p>Links to Corporate Business Plan – Objectives 1, 2 and 3:</p> <ul style="list-style-type: none"> • To deliver sustainable economic and housing growth to provide income and jobs • To improve the quality of life of local people by providing a safe, clean, attractive place to live and work and encouraging people to be engaged in developing strong communities that promote health and wellbeing • To be a well-run, financially sustainable and ambitious organisation, responsive to the needs of our customers and communities and focussed on delivering our objectives 	
<p>Key Controls in Place:</p> <ul style="list-style-type: none"> • Corporate Plan sets out main priorities and timescales, detailed delivery plans inform team and individual work programmes. • Corporate Business Planning process and MTFS • Performance and Project Management Framework and Scrutiny Process • Business Flow and reporting procedures via Leadership Team; Cabinet; Team meetings and individual 1:1 meetings • Annual Employee Review process • Change management plan drafted. 	

In accordance with the Risk Management Strategy, the green risks below are deemed to be tolerable (with existing controls in place) and will be monitored but require no further action at this time.

GREEN RISKS		
<i>Ref No:</i>	<i>Risk:</i>	<i>Score:</i>
	None at present	

ITEM NO 4(b)(i)

ITEM NO 4(b)(i)

Contact Officer:	Anna Nevin
Telephone No:	01785 619176
Ward Interest:	Nil
Report Track:	Cabinet 12/06/19 (Only)
Key Decision:	No

**SUBMISSION BY COUNCILLOR J M PERT
COMMUNITY PORTFOLIO**

**CABINET
12 JUNE 2019
Temporary Accommodation - Additional Leased Units**

1 Purpose of Report

- 1.1 To provide an update on use of Bed and Breakfast Accommodation and Temporary Leased Accommodation. To request permission to take on a further two units of Temporary Leased Accommodation with the purpose of reducing dependence on the more costly Bed and Breakfast (B&B).

2 Proposal of Cabinet Member

- 2.1 That the report be noted and approval be given for leasing a further one bed and two bed property from Stafford and Rural Homes with flexible lease arrangements, as set out in paragraph 5.15.

3 Key Issues and Reasons for Recommendation

- 3.1 In 2018/19 the total number of nights spent in B&B and Temporary Leased Accommodation increased significantly from previous years following the introduction of the Homelessness Reduction Act in April 2018.. B&B is the more costly option and it is not suitable for families with children, other than in emergencies. For these reasons it is proposed that Stafford Borough Council takes on two further units of temporary accommodation, a one bed and a two bed. There is a financial risk with this in that the Council enters into an agreement with Stafford and Rural Homes to lease the properties and then claims the costs back through Housing Benefit. If the units aren't occupied, the cost of the rent falls to the Borough Council. From reviewing data over the past year, it is suggested that this risk is minimal and, the costs of retaining the status quo are likely to be higher.

4 Relationship to Corporate Priorities

- 4.1 Provision of temporary accommodation is part of the statutory homelessness duties and supports working towards everyone having access to safe and suitable accommodation. This supports Corporate Business Objective Two: “To improve the quality of life of local people by providing a safe, clean, attractive place to live and work and encouraging people to be engaged in developing strong communities that promote health and wellbeing.”

5 Report Detail

- 5.1 Stafford Borough Council leases six units of temporary accommodation from Stafford and Rural Homes, four of which are for use by the Housing Options Team as temporary accommodation for households who are homeless. There are two two-bedroomed flats and two one-bedroomed flats. The other two properties have been specifically leased for individual cases, one is being used for a household who can't be permanently resettled at present, the other is being occupied by an individual with no resource to public funds, but significant health conditions, with the cost being met by Staffordshire County Council (and a sub-lease from the Borough to the County).
- 5.2 In April 2018 the Homeless Reduction Act came into force, this fundamentally changed homeless legislation, putting a greater focus on prevention and ensuring anyone facing homelessness could have a greater level of support to resolve their housing situation. Eligibility for access to temporary accommodation hasn't changed, the person still has to be believed to be in 'priority need' however, the Council are now seeing more people approaching the service, many who previously wouldn't have engaged, with the team finding that many are in priority need.
- 5.3 This is not unique to Stafford. In March 2019 the Local Government Association (LGA) published research which found that of the 151 Councils they had surveyed, 6 in 10 Councils were putting more households in temporary accommodation following the change in legislation and the same proportion were saying that people were spending longer periods of time in temporary accommodation. 78% of Councils said that the number of people presenting as homeless had increased because a wider range of applicants were entitled to help under the new legislation.
- 5.4 The occupancy rate of the temporary accommodation units has fluctuated over the past few years, between 2013/14 and 2015/16 it was around 55%, it rose to 70% in 2016/17 before falling to 58% in 2017/18. This year the occupancy rate has increased to 77%, rising from 51% in the first quarter as the new legislation was just starting, with the second two quarters at over 90%. The void periods haven't been due to lack of demand, they have reflected the time required to do minor repairs, clearances and getting the property ready for the next household. One of the void periods was 50 days due to the damage caused to the property.

5.5 When the leased units are occupied, households who are homeless are placed in B&B accommodation. This isn't ideal and for families, isn't suitable other than in an emergency situation; the Homeless Code of Guidance requires families to be in B&B for no more than 6 weeks. This is also a more costly option, with housing benefit not covering the full cost of the accommodation.

5.6 The table below sets out the breakdown of demand on temporary accommodation in 2018/19.

Bedroom Need	B+B			Leased Accommodation		
	Number Placed	Longest Stay (nights)	Average Stay (nights)	Number Placed	Longest Stay (nights)	Average Stay (nights)
1 Bed	50	174	38	6	155	85
2 Bed	14	121	44	2	87	49
3 Bed	0	0	0	0	0	0
4 Bed	3	49	18	4	162	51
Overall	67	174	39	12	162	67

5.7 Of those placed in temporary accommodation in 2018/19, 56 of the 79 have required one bed accommodation, 16 have required two bed and 7 have required four bed. A number of individuals have been in temporary accommodation for a significant period of time, the longest period of time being 174 days due to the individual having numerous criminal convictions and a range of very complex needs making it challenging to secure long-term accommodation.

5.8 Not only are there more people going into temporary accommodation, it is becoming more difficult to rehouse them. Of the 79 people or households placed in temporary accommodation in 2018/19, 69 have been identified as having support needs, with 29 of these being referred to the tenancy sustainment officer for intensive one to one support. This means that it can be more difficult to find long term accommodation. Significant work is undertaken while a household is in temporary accommodation to ensure all agencies provide the support required for them to be rehoused. Many of those in temporary accommodation have a history of rent arrears, often with multiple landlords; therefore the accommodation options available to them are limited.

5.9 There is a strong focus on moving households out of temporary accommodation as soon as possible, households are not left there longer than they need to be and as soon as someone is moved out of the leased accommodation the unit is filled with someone who has been accommodated in B&B or by a new household who has presented as homeless.

5.10 The following table sets out two case studies, both individuals have been in temporary accommodation in 2018/19 for significant periods of time. The purpose of these case studies is to demonstrate, that if current trends continue and there is nothing to suggest they won't, demand for temporary accommodation is likely to remain high.

Mr A	Fleeing violence, history of offending, drug addiction. Number of failed tenancies. In temporary accommodation for 155 days.
Ms B	Dual diagnosis (mental health and alcohol / drug addiction), fleeing domestic abuse, significant physical health needs, self-neglect, too high support needs for Refuge. 82 nights in temporary accommodation.

5.11 B&B accommodation is only paid for on the nights it is used, costs vary, but taking £32 per night as standard, this works out at £11,680 for the year for one room. In periods where there is higher demand for accommodation the nightly price increases, and when the usual B&Bs are full, the team are dependent on placing households in more expensive hotel accommodation. There are additional charges when damage is caused, which the team attempt to charge back to the client.

5.12 Spend on B&B has more than tripled between 2017/18 and 2018/19, rising to nearly £152,000, or, just under £100,000 when housing benefit has been recovered. Total cost for the leased accommodation in 2018/19 was £29,500. The temporary accommodation units are approximately £6,800 for a one-bed and £8,500 for a two-bed for the year including all costs. Most of the charge for the temporary accommodation units is claimed back through Housing Benefit. Going forward it is proposed that electricity and gas charges will be met by the household, rather than the Council, which is in line with permanent accommodation where the household will be paying these costs.

5.13 It isn't possible to get exact cost savings for taking on these additional two units of leased accommodation as this is dependent on many factors, however, we can estimate anticipated savings based on a number of assumptions¹. With costs included and housing benefit recovery, two additional leased units are likely to cost the authority approximately £3,700 per year. The equivalent cost of having a single person and family in B&B for the same period of time would be nearly £18,000 on current housing benefit recovery rates; therefore the saving on B&B costs if 2 additional units are taken on is likely to be in the region of £14,300.

Recommendation

5.14 Approval is sought to take on two further units of leased accommodation, one one-bed property and one two-bed property. The usage of temporary accommodation has increased and the data suggests that strongest demand is for one bed properties; however, this report is requesting that SBC takes on a further one bed and a two-bed property. The reason for this being that

¹ These assumptions include occupancy rates, housing benefit recovery, recharge for gas and electricity and B&B costs

families, who will be requiring the two bed need a route out of B&B as soon as possible and at least within 6 weeks as per the guidance by central government. If there aren't families waiting to be rehoused and needing this temporary accommodation, it can be opened up to single households.

- 5.15 Stafford and Rural Homes (SaRH) have indicated they will support this and find suitable properties as soon as SBC confirms they require the units. They are currently reviewing the lease agreements that cover the temporary accommodation and the two organisations are looking to have a more flexible arrangement whereby the number of units are agreed, but the actual properties may vary. This will enable both organisations to better manage situations as they arise. There are three examples that demonstrate this more flexible arrangement is a sensible approach. Firstly, there has been a family in B&B this year longer than the 6 week period, the reason was due to their particular needs, and neither of the two-bed units were suitable for them to move into, even for a short period of time. If there had been more flexibility in the use of our temporary accommodation, it is possible that they could have moved out of the B&B more quickly. The second situation is where SBC placed an individual with very high needs in temporary accommodation, requiring daily support from the housing options team; that individual was managing that property and building networks in the local area. Positive discussions were held with Stafford and Rural Homes where if that individual could sustain the temporary accommodation for a set period of time, then they would offer them a tenancy and SBC would take on a different unit of accommodation to make up for the one that had been taken out of usage. The final benefit of the more flexible approach is around neighbourhood management, there may be areas in the Borough where it isn't appropriate to place certain households, if there is flexibility in the units the two organisations can work closely together to respond to these situations. Use of temporary accommodation will be closely managed and if demand reduces, the units can be returned to SARH.

6	Implications
6.1 Financial	Bed and Breakfast Accommodation cost the Council £99,520 in 18-19 against a budget of £4,830 net of Housing benefit payments. The approved budget for 19-20 has increased to £29,830. There is currently no budget for the premises costs (rent, rates and utilities) for the additional temporary units proposed but these costs are expected to lower than the alternative bed and breakfast costs.
Legal	Nil
Human Resources	Nil
Human Rights Act	Nil
Data Protection	Nil
Risk Management	Nil

<p>6.2 Community Impact Assessment Recommendations</p>	<p>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:-</p> <p>Temporary accommodation is an essential safety net for those who are homeless, but not an ideal situation for households, in particular families. B&B in particular is not suitable for families and guidance states local authorities shouldn't house families in B&B for more than 6 weeks. Every effort is made to move people on as soon as possible into permanent settled accommodation, which is better for their health and wellbeing.</p> <p>There are additional health and wellbeing advantages of having people in leased accommodation as opposed to B&B. It enables households to prepare cooked meals, demonstrate they are able to hold down a successful tenancy (which improves the rehousing opportunities) and in some cases, being in leased accommodation enables access to social care services which may be difficult to obtain when in a single room in a B&B.</p> <p>Age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, sexual orientation.</p>
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Previous Consideration - Nil

Background Papers - File available in Health and Housing

ITEM NO 4(b)(ii)

ITEM NO 4(b)(ii)

Contact Officer:	Anna Nevin
Telephone No:	01785 619176
Ward Interest:	Nil
Report Track:	Cabinet 12/06/2019 (Only)
Key Decision:	No

**SUBMISSION BY COUNCILLOR J M PERT
COMMUNITY PORTFOLIO**

<p>CABINET 12 JUNE 2019 Empty Homes Strategy and Release Of Funding</p>
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1 Purpose of Report

- 1.1 To present the draft Empty Homes Strategy, request permission to consult on the draft strategy and seek agreement for the funding that has been set aside to tackle empty homes to be released in a phased approach over four financial years.

2 Proposal of Cabinet Member

- 2.1 That the Empty Homes Strategy be approved for consultation and the funding to bring empty homes back into use is released in line with the anticipated programme.

3 Key Issues and Reasons for Recommendation

- 3.1 Over the past 10 months an empty homes officer has been in post, picking up the work that stopped when the previous officer left in 2015. Significant progress has been made, but activity can not proceed now until the empty homes strategy is in place and the funding be released to carry out interventions.

4 Relationship to Corporate Priorities

- 4.1 Bringing Empty Homes back into use supports all three priorities in the Corporate Business Plan.
- To delivery sustainable economic and housing growth to provide income and jobs;

- To improve the quality of life of local people by providing a safe, clean, attractive place to live and work and encouraging people to be engaged in developing strong communities that promote health and wellbeing; and
- To be a well run, financially sustainable and ambitious organisation, responsive to the needs of our customers and communities and focussed on delivering our objectives.

5 Report Detail

- 5.1 By having an Empty Homes Strategy and a clear programme of actions and interventions, we can:-
- Improve neighbourhoods and create better environments for local communities;
 - Reduce vandalism and anti-social behaviour;
 - Improve the health and wellbeing of communities and individuals;
 - Help meet housing need by providing additional housing options for the local community;
 - Ensure best use of assets;
 - Improve housing conditions;
 - Increase New Homes Bonus (which can be reinvested into the local area);
 - Increase Council Tax income and potentially increase spend on local goods and services from the occupants of formerly empty homes;
 - Balance new build with the best use of existing stock; and
 - Increase income and capital value to home owners and reduce the costs of council tax liability.
- 5.2 In December 2017, Cabinet agreed to the creation of a fixed term post to bring empty properties back into use. In addition the Capital programme included an allocation of £210,000 to facilitate this. In July 2018 the Empty Homes Officer was appointed and work has been ongoing since then to pick up the work that had been done by the previous empty homes officer.
- 5.3 An assessment of all the empty homes in the Borough has been carried out to understand the issues and extent of the problems. This has involved risk assessing and then prioritising the properties for intervention looking at factors such as neighbour complaints, length of time empty, appearance of the property, known hazards at the property etc. This was carried out using both desktop analysis and visits to many of the properties. Mapping of all empty properties has been carried out to identify clusters and potential areas for early intervention. New processes have been put in place to track flows of empty properties on a monthly basis.
- 5.4 An empty homes strategy has been drafted, using the data available and understanding the interventions required and available to bring properties back into use. A draft of the empty homes strategy is at Appendix A and it is proposed that this should be made available for consultation with key stakeholders and partners prior to being finalised. The strategy has three objectives:

- To bring empty homes back into use using a range of advice, assistance and support;
- To use enforcement action where appropriate to bring empty homes back into use; and
- To better understand why homes are being left empty in the Borough and where possible, prevent homes from becoming empty for long periods of time.

5.5 The empty homes officer has been successful in working with home owners to bring properties back into use, through support, advice and guidance, however, as well as this supportive approach, the option of using enforcement when all other interventions have been tried is needed and for this funding is required. A momentum has been building up in this work, a forward plan of empty properties to target has been produced, the officer has an active caseload of 30 properties and funding is needed for work to continue.

5.6 The funding will be required principally for loans to owners to bring properties back into use. Where the clearance of properties and gardens is required to reduce the negative impact on surrounding areas and the owner fails to engage, this will be carried out as works in default with a charge put on the property, which is later recouped when that property is sold. Compulsory purchase of a property will be a last resort, with currently this being an option for two empty properties that the officer is dealing with. Due to the process associated with compulsorily purchasing a property and costs being recouped, a funding allocation is not required for this activity. There will also be a requirement to publicise this activity, both the reporting of empty homes, but also the products and interventions that the Council has to bring properties back into use. This will require a small revenue budget.

5.7 Given the assessment above, the full allocation of funding will not be required immediately and work has been undertaken to profile spend. Funding was approved for the empty homes officer as a full time post for two years, costing £76,940. The officer in the post works part time (25 hours), and the post is fixed term until July 2021, costing an estimated £70,150. It is proposed that this post is extended to March 2023, to enable the programme of work that has been developed to be delivered. From experience when the previous empty homes officer post was in place, the number of empty properties reduced, however rose again when they left the post. This increase in length of time for the post will require an additional resource of £35,010.

5.8 Taking into account the considerations in paragraphs 5.6 and 5.7 and the fact that spend will be determined by the take up of loans and how the owners engage with the various options available to them, the following funding request is proposed:

Year	Capital £	Revenue £	Total £	Rationale
2019/20	50,000	5,000	55,000	Loans and Advertising / Publicity
2020/21	50,000		50,000	Loans
2021/22	50,000	15,004	65,004	Loans and officer costs
2022/23	19,990	20,006	39,996	Loans and officer costs

Total	169,990	40,010	210,000	
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- 5.9 It is also envisaged that loans will be recycled, therefore, as the loan pot reduces in 2022/23, it is anticipated that repayments will increase the amount available, if there is still a need for empty homes loans at that stage.
- 5.10 The strategy proposes bringing 50 empty homes back into use each year. This will draw in New Homes Bonus to the authority. Stafford Borough Council will receive an extra £1,340 for each band D property brought back into use for a period of 4 years. Bringing 50 back into use equates to £67,000 per year, or a total of £268,000 over four years. This amount will reduce if the properties brought back into use are at a lower Council Tax band, or increase if they are higher bands. It should be noted however that the New Homes Bonus Scheme is under review and this may not apply going forward.
- 5.11 Permission is sought to consult on the strategy and for funding to be released in line with the projections in paragraph 5.8 to continue the programme of interventions.

6 Implications

6.1	Financial	The approved capital programme includes an allocation for Empty Homes of £210,000. This report is requesting the phased release of this money over four financial years, and, £40,010 of this allocation to be revenue, with the remaining £169,990 capital.
	Legal	Nil
	Human Resources	Nil
	Human Rights Act	Nil
	Data Protection	Nil
	Risk Management	Failure to bring empty homes back into use could have a negative impact on neighbourhoods and local communities, result in ongoing antisocial behaviour and vandalism; reduce the Council's ability to attract new Homes Bonus and fail to contribute to the ability to meet housing need by providing additional housing opportunities for the local community.
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.

	<p>The Empty Homes Strategy does not treat any person more or less favourably than another person, whether or not either person has any form of protected characteristic. Bringing empty homes back into use can have a positive impact on resident's health and wellbeing, reducing stress and anxiety associated with living in close proximity to an empty property. For owners there is the financial strain of owning an empty property and case studies have shown that uncertainty of what action to take can lead to stress and anxiety. Bringing empty homes back into use also removes the potential for crime, anti-social behaviour and arson which is often associated with empty properties.</p> <p>Making full use of housing stock is one element in ensuring everyone has a suitable home and isn't in the position where they are facing homelessness, or periods in temporary accommodation.</p>
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Previous Consideration - Nil

Background Papers - The Empty Homes Strategy 2019-2024 is circulated with this report.

Empty Homes Strategy

2019 - 2024

Contents

	PAGE
Introduction	3
Strategic Ambitions	4
Current Position	5
Going Forward 2019 - 2024	7
<ul style="list-style-type: none">• Objective 1: To promote the range of advice, assistance and support available to bring empty homes back into use and develop new solutions.	
<ul style="list-style-type: none">• Objective 2: To use enforcement action in bringing long term problematic empty homes back into use.	
<ul style="list-style-type: none">• Objective 3: To better understand why homes are being left empty in the Borough and where possible, prevent homes from becoming empty for long periods of time.	
Action Plan 2019 - 2024	11
Delivering the Strategy	12
Monitoring & Reviewing the Strategy	13

Introduction

Stafford Borough Council's Empty Homes Strategy sets out what the council will do, with partners, to bring homes back into use, to make best use of housing stock in the Borough and to reduce the negative impact empty homes have on surrounding homes, neighbourhoods and communities.

By having an Empty Homes Strategy and a clear programme of actions and interventions, we can:-

- Improve neighbourhoods and create better environments for local communities.
- Reduce vandalism and anti-social behaviour.
- Improve the health and wellbeing of communities and individuals.
- Help meet housing need by providing additional housing options for the local community.
- Ensure best use of assets.
- Improve housing conditions.
- Increase New Homes Bonus (which can be reinvested into the local area).
- Increase Council Tax income and potentially increase spend on local goods and services from the occupants of formerly empty homes;
- Balance new build with the best use of existing stock.
- Increase income and capital value to home owners and reduce the costs of council tax liability.

Homes are left empty for a variety of reasons and plans to bring properties back into use need to be tailored to each circumstance. This Strategy recognises there is no one simple solution to the problem of empty homes and outlines a range of options to bring properties back into use.

Strategic Ambitions

Stafford Borough Council's vision is to have 'a prosperous and attractive Borough with strong communities'.

Our Corporate Business Plan 2018 – 2021 sets out the Council's key objectives which are:-

1. To deliver sustainable economic and housing growth to provide income and jobs.
2. To improve the quality of life of local people by providing a safe, clean, attractive place to live and work, encouraging people to be engaged in developing strong communities that promote health and wellbeing.
3. To be a well-run, financially sustainable and ambitious organisation, responsive to the needs of our customers and communities and focussed on delivering our objectives.

The Council's vision and each of the three objectives are supported through this Strategy by aiming to bring 50 empty properties back into use each year and 250 in total through the lifetime of the Strategy.

To achieve these ambitions, Stafford Borough Council has invested in an Empty Homes Officer with the sole focus of bringing empty homes back into use.

Achieving our Ambitions

This Strategy will focus on three objectives in order to achieve our ambitions in bringing empty homes back into use. These are: -

1. To bring empty homes back into use using a range of advice, assistance and support.
2. To use enforcement action on bringing long term, problematic empty homes back into use.
3. To better understand why homes are being left empty in the Borough and where possible, prevent homes from becoming empty for long periods of time.

Current Position

There are two types of empty properties – those that are empty for short periods of time and problematic longer term empty properties. The short term vacant properties are re-occupied relatively quickly and are necessary for the housing market to function. These properties rarely require intervention to bring them back into use; they are generally reoccupied within six months.

Longer term problematic vacancies are properties that have remained empty for over six months and usually cause complaints from neighbours or are detrimental to the neighbourhoods; they are the focus of this strategy. The Council is keen to stop short term empty properties from becoming long term, problematic empties.

National Context

There are approximately 23,950,000 dwellings in England¹. Latest figures show that in 2017, 605,891 dwellings (2.53% of all properties) are classed as empty homes. Of these, 205,293 are long term vacant dwellings (unoccupied 6 months+). This equates to 34% of empty properties and 0.86% of all properties nationally².

The percentage of empty homes has been steadily decreasing since 2013, yet has risen again slightly in 2017. Overall, the number of homes that are long term vacant has decreased by 5% since 2013, from 216,050 to 205,293 in 2017².

Regional Context

In Staffordshire, there are approximately 379,950 dwellings¹, of which 2.67% are empty homes (10,123). Of these, 3,241 are reported as long term empty (32% of those empty; 0.85% of total dwellings). Staffordshire has a slightly higher percentage of empty homes overall than the national rate. However, from 2013 the percentage of long term empty homes in Staffordshire has decreased and fallen lower than the national average².

Local Context

There are approximately 60,580 homes in the Borough¹, of which approximately 3.16% are reported as empty. This compares unfavourably to both the regional and national averages of 2.67% and 2.53% respectively. In latest figures, 1,962 properties are listed as empty, of which 670 have been empty for more than 6 months. This equates to 1.08% of all dwellings and 34% of all empty homes in the Borough².

The number of empty homes in Stafford has increased by 16.8% since 2013, from 1,680 empty homes in 2013 to 1,962 empty homes in 2018². The proportion of the Borough's homes vacant for 6 months+ has increased by almost 5% meaning that over a third of empty properties in the area are long term unoccupied. The Council has allocated resources to address the issue of empty properties and is committed to reducing the number of long term empties.

¹ MHCLG Table 100: number of dwellings by tenure and district, England, April 2017, published 25 May 2018

² MHCLG Table 615: vacant dwellings by local authority district: England, from 2004, Oct 2018, published March 2019

Figure 1: Empty Homes as a % of all dwellings

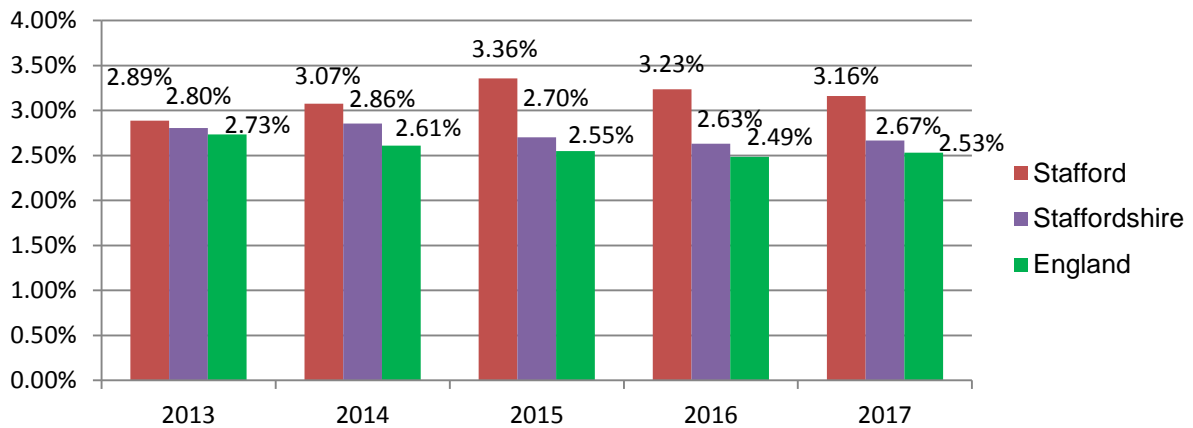


Figure 2: Number of Empty Homes in Stafford and proportion long-term vacant

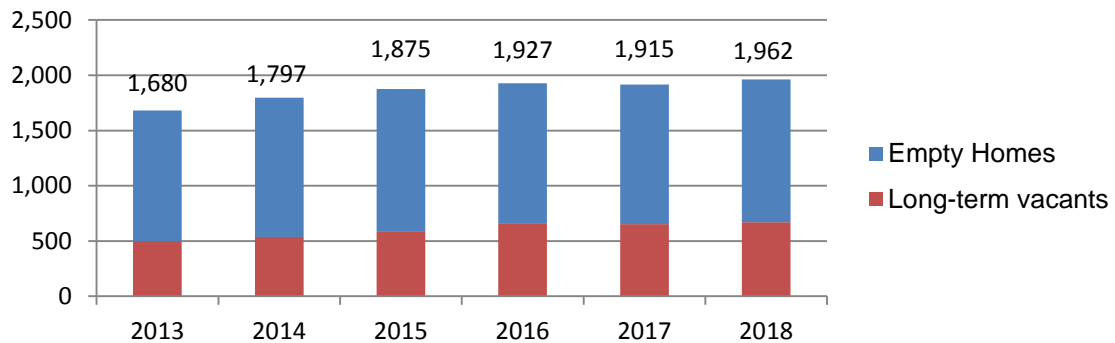


Figure 3: Long-Term Empty Properties in Stafford

Year	Number of Empty Homes for 6 months+	% all homes Long Term Empty	% of empty homes Long Term Empty	Net change in number of Long-Term Empty Homes
2013	500	0.86%	29.76%	-174
2014	538	0.92%	29.94%	+38
2015	589	1.05%	31.41%	+51
2016	661	1.11%	34.30%	+72
2017	653	1.08%	34.10%	-8
2018	670	N/A*	34.15%	+17

* At the time of reporting, 2018 statistics on number of dwellings had not been released.

Going Forwards 2019 – 2024

Stafford Borough Council wants to improve the current position and bring the percentage of empty properties more in line with the national and regional average; recognising it has no control over these wider figures, the Council has set a target of bringing at least 50 empty homes back into use each year. There will also be a focus on reducing the number of properties that have been empty for long periods of time.

The Empty Homes Officer works closely with all departments within the Council and coordinates activity around empty properties. This ensures that all relevant departments are sharing information on empty homes giving a seamless journey for the customer.

Objective 1: To bring empty homes back into use using a range of advice, assistance and support.

The Empty Homes Officer provides advice and support to home owners on a one-to-one basis and works closely with the owner to understand the reasons the property is empty. With the owner's agreement, the Officer will determine the best course of action to bring the property back into use. An advice and guidance leaflet is available for all empty home owners in the Borough to highlight what the Council can offer.

The different types of advice or assistance available are as follows:-

- Advice on selling / renting the empty property

The Empty Homes Officer can offer advice on local estate agents, lettings agents or auctioneers who can assist in the sale or letting of the property. The Empty Homes Officer can also inspect the property and assess it according to the Housing Health and Rating System. The Officer will then be able to give the necessary advice as to what the health and safety risks are and how these can be rectified.

- Develop partnership loans

The Council currently offers an interest free loan (up to £10,000) to empty home owners to enable them to complete repairs on their property so they can bring the property back into use. This loan will be reviewed to ensure it meets the needs of home owners and provides good value for money for the Council.

- Bringing properties up to a lettable standard

The Empty Homes Officer, working with the Housing Options Team will explore potential incentives to bring empty properties to a lettable standard in exchange for nomination rights to help households who may be facing homelessness.

- Provide assistance with garden or house clearances

Stafford Borough's StreetScene team can offer a garden and house clearing service for empty home owners. The service includes:- pest control, garden clearances, house clearances, graffiti removal or removing sharps / needles. The team will go out to the property and give a quote for the works. If the owner wants the work to proceed, it is

completed at a time to suit all parties. If the owner is not willing to work with the Council, then the Empty Homes Officer can arrange for the property to be cleared as 'works in default'. Once the work is completed, a charge is placed on property which will be paid when the property is sold.

- Consider Developing a Private Sector Leasing Scheme

A Private Sector Leasing Scheme is where a Council can enter into a lease with a private landlord. The Council will then use the property as an affordable decent home for local households who face homelessness.

- Consider a Tenant Finder Scheme

This scheme is to assist the owner of an empty property through the lettings process whilst providing good quality homes for local residents who need somewhere to live. The scheme will guide the empty home owner through the process of letting their property and assist with finding suitable tenants through our Housing Options Team. The Council will work with established local lettings agents and we will inspect the property to ensure that it is at a lettable standard.

- Signpost to energy efficiency partner agents

The council has a partner agency who can advise empty home owners on the available public grants that they may be eligible for, in order to bring the property up to a suitable standard.

Case Study

The empty property is in a popular rural village, it has been empty for four years and the owner has been suffering from various health issues. The property had been the family home and the owner was reluctant to sell the property and the process of dealing with it was overwhelming. The garden was severely overgrown and the house was in a poor state of repair with large amounts of rubbish throughout. There had been many complaints about its condition and the impact it was having on the local area. The Empty Homes Officer was persistent and after numerous failed appointments, finally got to meet the owner. By listening to the owners concerns, being sympathetic and understanding, the Empty Homes Officer was able to support the owner by arranging viewings and estimates by various local auctioneers and estate agents. As the owner was working with the Council, the Auction Company agreed that all fees could to be paid after the sale of the property. The property was sold at auction, has been renovated and is about to become the home of a new family.

Objective 2: To use enforcement action to bring long term, problematic empty homes back into use.

The Council has many Regulatory powers that it can utilise in order to address the impact an empty property has on neighbours and the local area. With the legislation available the Council can serve a notice on the home owner to ensure that these issues are addressed and in, turn, encourage the owner to bring the property back into use.

Where all attempts of intervention has failed or if there is an immediate risk to health or safety, the Empty Homes Officer will consider a number of enforcement options that are

available to them. These options include Compulsory Purchase Orders, Empty Dwelling Management Orders and Enforced Sale.

Compulsory Purchase Orders – Housing Act 1985 Section 17

When other attempts to work with the empty home owner has failed, the Council can compulsory purchase a property as a last resort. The Council has to prove that it is in the public interest to bring the property back into use and that they have the resources to see the CPO through. In making an application for a CPO, the Council must show what their intention for the property is and that they have made all other attempts to bring the property back into use. This is not a quick process and it can take many months to complete. The owner of a compulsory purchased property may be entitled to compensation for the loss at a level equivalent to the open market value.

Case Study of CPO

Stafford Borough Council had received numerous complaints about an empty mid terrace property which was in a poor state of repair and was creating problems for neighbouring properties because of vermin. The property had been empty for a number of years. Continued attempts were made to work with the home owners including offering the incentive of renting the property to a local registered provider. The owner was not willing to work with the Council and did not comply with any notices served. After persistent attempts over a long period of time, the Council used their enforcement powers and completed a Compulsory Purchase Order. The property was then sold at auction and bought by a private owner who is currently completing the refurbishments needed to bring the property back into use.

Empty Dwelling Management Orders (EDMOs) – Housing Act 2004

EDMOs allow local authorities to take management control of certain empty properties for initially up to 1 year (under an interim EDMO) and then up to 7 years (under a final EDMO). Under an interim EDMO the Council can only grant tenancies with the permission of the owner, but under a final EDMO the owner's consent is not required. The local authority must apply to the First Tier Tribunal (Property Chamber) for an EDMO. The Property Chamber must be satisfied that there is no reasonable prospect that the property will be reoccupied in the near future without the imposition of the EDMO and that there is an element of "nuisance" being caused by the property. The Property Chamber will take into account the interests of the community and the effect the order will have on the rights of the relevant proprietor and may have on third parties. There are, however, certain properties that are exempt from an EDMO. These include:

- Second homes
- Holiday lets
- Flats and houses normally occupied by students
- The owner is in prison
- The owner is receiving or giving care
- The owner is in the armed forces
- The relevant proprietor is temporarily residing elsewhere
- The property is on the market for sale or let

Enforced Sale – Law of Property Act 1925

A local authority has a right to sell a property where, acting under a statutory power, the Council has had to incur costs as a result of works it has taken in default. Provided such costs are capable of being deemed a charge against the property, then a power of sale

arises in favour of the Council. For example, if the owner has large council tax debts and has failed to make payments to clear these arrears then the Council can consider an Enforced Sale. It must be noted though that the owner must have debts owed to the Council which are sufficient enough to warrant enforcement action. However, before such a power can be exercised, the Council must serve a formal notice on the owner demanding payment of the monies owed. If the payment still outstands after the service of the notice, then the Council can proceed to sell the property.

Objective 3: To better understand why homes are being left empty in the Borough and where possible, prevent homes from becoming empty for long periods of time.

As well as bringing empty homes back into use, the Council wants to stop properties becoming long term empty in the first place, or reduce the time they are empty. Advice and guidance will be sent out with letters by Council Tax to empty home owners approaching the six month and two year empty date. This will open communication with empty home owners and reduce long term empties in the Borough.

Unoccupied and unfurnished properties are entitled to 6 months exemption from Council Tax, after 6 months, normal charges apply. From April 2019, legislation has enabled councils to charge an extra premium on properties unoccupied and unfurnished for more than 2 years as a way of encouraging property owners to bring them back into use. From April 2019, Stafford Borough Council will charge an additional 100% premium on these properties; therefore the charge will be 200% of normal liability.

The same legislation has enabled a 200% premium to be charged from 2020 for properties empty for between 5 and 10 years and a 300% premium to be charged from 2021 for properties empty for more than 10 years. This legislation will be fully considered by the Council and implemented as appropriate.

Action Plan 2019 - 2024

	Action	Organisation/s	Outcomes
1.	Review and revise the advice and assistance available to empty home owners.	<ul style="list-style-type: none"> • SBC • RSL's/Housing Associations • Estate agents • Lettings agents • Auctioneers 	<ul style="list-style-type: none"> • Improved offers of assistance to empty home owners. • Revised empty homes loan scheme.
2.	Explore opportunities for private sector leasing scheme, Tenant Finder Schemes and social letting.	<ul style="list-style-type: none"> • SBC • RSL's /Housing Associations • Lettings Agents 	<ul style="list-style-type: none"> • Affordable properties for homeless families in the area. • Less demand for temporary accommodation.
3.	Review the Council's Empty Homes loan.	<ul style="list-style-type: none"> • SBC 	<ul style="list-style-type: none"> • Financial assistance for empty home owners to bring property into use. • Improved assistance for empty home owners.

4.	Explore opportunities for partnership working with local registered providers.	<ul style="list-style-type: none"> • SBC • RSL's 	<ul style="list-style-type: none"> • Nomination rights for SBC's Housing Options Team. • Additional affordable properties for the local community.
5.	Develop links with internal and external agencies i.e. lettings agents.	<ul style="list-style-type: none"> • SBC • Lettings agents • Estate agents • Auction houses • House clearance companies 	<ul style="list-style-type: none"> • A seamless customer journey by partnership working with internal departments. • Possible discount incentives for empty home owners.
6.	Development of policies and procedures of enforcement options which include: Compulsory Purchase Orders, Empty Dwelling Management Orders and Enforced Sales.	<ul style="list-style-type: none"> • SBC 	<ul style="list-style-type: none"> • Clear and consistent approach when considering enforcement action. • Increase in the number of problematic empty homes brought back into use as a result of enforcement action.
7.	Development of reporting mechanisms for empty homes.	<ul style="list-style-type: none"> • SBC 	<ul style="list-style-type: none"> • Easier access for local residents to report an empty home. • Increased awareness of the service.
8.	Review mailshots to be sent to Empty Home owners when they are about to reach 6 months and 2 years empty.	<ul style="list-style-type: none"> • SBC 	<ul style="list-style-type: none"> • Increased communication with empty home owners • Possibility of 'quick wins' of bringing an empty back into use.
9.	Review of Council Tax charging rates for Empty Homes.	<ul style="list-style-type: none"> • SBC 	<ul style="list-style-type: none"> • Council tax charges encourage owners to bring properties back into use.

Delivering the Strategy

In order to deliver the Empty Homes Strategy, the Council has appointed an Empty Homes Officer to ensure that the three objectives are met, demonstrating the Council's commitment to tackling the nuisance of empty homes.

The Council has set aside funding to carry out the interventions and enforcement actions highlighted in this strategy, but the Empty Homes Officer can't do this alone; close working relationships between other departments in the Council and stakeholders in the Borough will be essential for the objectives of this strategy to be achieved.

Data Analysis

The Empty Homes Officer receives monthly data on empty properties within the Borough. The data is analysed to understand the flows of empty properties including how many become empty and how many are brought back into use. Continued analysis of this data will look at whether there are trends or issues to explore further. For example, it will highlight if

there are certain areas in the Borough that are experiencing higher levels of long term empties than others. The empty homes in Stafford Borough are mapped and will be updated biannually to identify clusters of empty properties that could lead to neighbourhood decline and also to identify whether certain owners have multiple empty properties in specific geographical locations. Each empty property is risk assessed and interventions are prioritised accordingly.

Reporting Empty Properties

The Empty Homes Officer will explore the effectiveness of creating an online reporting tool, so members of the public can report a property in real time and not have to phone, or email the Council. This will ensure that the Council is made aware of any issues quickly and will have all the relevant information at hand.

The Vulnerabilities Hub

The Empty Homes Officer will work closely with colleagues in Community Safety and the Police and will facilitate partnership working on this issue through the Vulnerabilities Hub. The Hub is a multi agency meeting which aims to prevent and reduce harm to vulnerable persons and families and reduce crime and anti-social behaviour in the borough. The agencies that attend these meetings include the police, Probation, Mental Health Team, Housing Options and local registered providers (not an exhaustive list). When it is identified that action is needed on an empty property and concerns are raised regarding possible anti social behaviour at the property, the Empty Homes Officer can work with partners through the Vulnerabilities Hub to develop multi agency solutions.

Monitoring and Reviewing the Strategy

In order for the Strategy to remain effective and relevant, it is important that it is continually monitored throughout the period of the Strategy.

Monitoring the strategy will be carried out by the following means:-

- Monthly data tracking (data received from Council Tax and analysed by the Health and Housing Team).
- Quarterly reporting to the Community and Wellbeing Scrutiny Committee.
- The detailed action plan to be monitored by the Health and Housing Team and reviewed annually to ensure it is relevant and up to date.

ITEM NO 4(c)(i)

ITEM NO 4(c)(i)

Contact Officer:	Jenny Boulton
Telephone No:	01785 619514
Ward Interest:	Nil
Report Track:	Cabinet 12/06/19 (Only)
Key Decision:	No

**SUBMISSION BY COUNCILLOR F BEATTY
ECONOMIC DEVELOPMENT AND PLANNING PORTFOLIO**

**CABINET
12 JUNE 2019
Plan for Stafford Borough -
Biodiversity & Development Draft Supplementary Planning Document**

1 Purpose of Report

- 1.1 To approve the following draft Supplementary Planning Document on Biodiversity and Development for public consultation as part of the Plan for Stafford Borough.

2 Proposal of Cabinet Member

- 2.1 That the draft Biodiversity and Development Supplementary Planning Document (attached as a [SEPARATE BOOKLET](#)) be approved for public consultation.

3 Key Issues and Reasons for Recommendation

- 3.1 Chapter 15: Conserving and enhancing the natural environment of the National Planning Policy Framework (NPPF, 2019) provides an opportunity for the Development Section to reassess the way in which we ensure biodiversity requirements are considered as part of new development. Paragraph 171 of the NPPF states:

“Plans should: distinguish between the hierarchy of international, national and locally designated sites; allocate land with the least environmental or amenity value, where consistent with other policies in this Framework; take a strategic approach to maintaining and enhancing networks of habitats and green infrastructure; and plan for the enhancement of natural capital at a catchment or landscape scale across local authority boundaries.”

- 3.2 The protection of biodiversity and geodiversity is also supposed by the policies within The Plan for Stafford Borough (2011-2031), adopted June 2014, specifically:
- N4: The Natural Environment and Green Infrastructure
 - N5: Sites of European, National and Local Nature Conservation Importance
 - N6: Cannock Chase Special Area of Conservation (SAC)
 - N7: Cannock Chase AONB
- 3.3 The reason this Draft SPD has been prepared is to provide developers with clear step-by-step guidance for working with protected species and priority species and habitats which are likely to be affected by development.
- 3.4 The Draft SPD sets out a step-by-step guide to building biodiversity into development and how development should follow the Mitigation Hierarchy set out within British Standard 42020:2013: Biodiversity – Code of Practice for planning and development, which states:
- “The overarching aims of ecological work used to inform the planning process are to minimise harm and to maximise benefits for biodiversity resulting from development. The generally accepted way of doing this, now embedded within the planning system, is to follow the “mitigation hierarchy”. This seeks as a preference to avoid impacts then to mitigate unavoidable impacts, and, as a last resort, to compensate for unavoidable residual impacts that remain after avoidance and mitigation measures.” (BS: 42020:2013, para 5.2)*
- 3.5 The Draft SPD advises on how the Council can ask for biodiversity offsetting and lists the locations these funds may be spent. Having this detail will allow Officers to progress projects quickly and efficiently.
- 3.6 SPDs are not part of the statutory development plan system and are not subject to independent examination. Nonetheless the adopted SPD carries significant weight in the decision making process. It contains important information for anyone considering development in the Borough and is a material consideration when proposals for new developments are determined by the Council.

4 Relationship to Corporate Priorities

- 4.1 From the Corporate Business Plan 2018-2021 the following Corporate Business Objectives are relevant:

Corporate Business Objective 1 *‘To deliver sustainable economic and housing growth to provide income and jobs.’*

Corporate Business Objective 2 *‘To improve the quality of life of local people by providing a safe, clean, attractive place to live and work and encouraging people to be engaged in developing strong communities that promote health and wellbeing.’*

5 Report Detail

- 5.1 Supplementary Planning Documents (SPDs) provide more detailed policy guidance to complement policies contained within the adopted Local Plan. Supplementary Planning guidance can be taken into account when making decisions on planning applications (as a material consideration) but does not carry as much weight as Local Plan policies.
- 5.2 The Council currently has 2 adopted Supplementary Planning Guidance (SPGs) namely:
- Shop Fronts and Advertisements; and
 - Design
- 5.3 The consultation stage on the Biodiversity and Development Draft Supplementary Planning Documents will last for at least 6 weeks and include the following:-
- Notify Parish Councils, Members and key stakeholders of publication of the document and provide an opportunity to make representations.
 - Copies of the document provided to all libraries and at the Civic Centre.
 - Availability to view the document and the related evidence base via the Council's web-site
 - The opportunity to make representations via the web-site, by email or on paper.
- 5.4 Following the consultation exercise Members will consider the responses received prior to adopting the Supplementary Planning Document as a material consideration for planning applications. The incumbent adopted SPDs will then be replaced and archived.

6 Implications

6.1	Financial	Nil
	Legal	Nil
	Human Resources	Nil
	Human Rights Act	Nil
	Data Protection	Nil
	Risk Management	Nil

6.2	Community Impact Assessment Recommendations	<p>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:-</p> <p>Age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, sexual orientation.</p>
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	<p>The Supplementary Planning Documents will provide key guidance on planning issues across Stafford Borough, and have been designed to be inclusive to all residents and those interested in development for the Borough.</p> <p>The Supplementary Planning Documents will be subject to a thorough consultation and engagement process to enable residents and interested parties to be involved in their preparation, including 24/7 access through the Borough Council's web-site.</p>
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Previous Consideration - Nil

Background Papers - File available in Development