



Staffs Moorlands Performance & Customer Feedback Report: April to September 2019 (Q2)

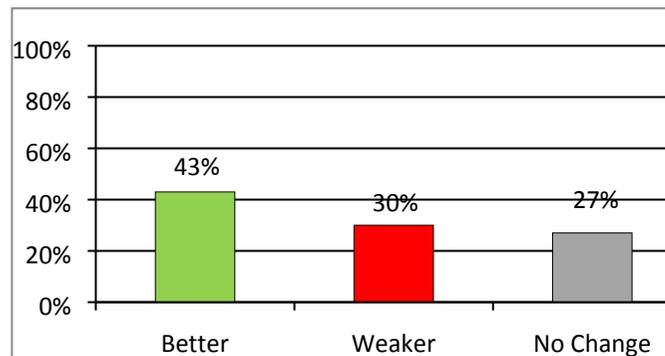
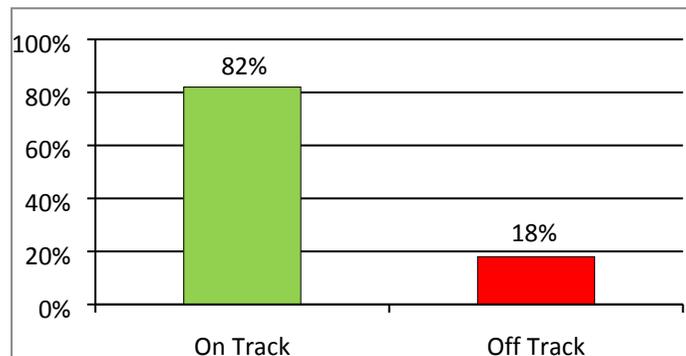
Staffordshire Moorlands Q2 Summary

The following report provides Councillors with an overview of performance at Staffs Moorlands for the period April to September 2019 in relation to the Council's corporate plan priorities and the associated performance targets and projects (NB the revised Corporate Plan is now in place and will be reflected in the performance framework from Q3). The report also provides an overview of the results from the Council's customer feedback system in terms of how we handle and learn from complaints and the level of comments and compliments.

Performance Overview

There are 104 'monthly', 'quarterly', and 'annual only' reported performance measures at Staffs Moorlands (nine fewer than last year). The chart below shows the results for the first half of 2019/20, which are 7% higher than last year with 82% on track. The actions being taken to address the 'off track' measures are detailed at the end of this report.

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



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

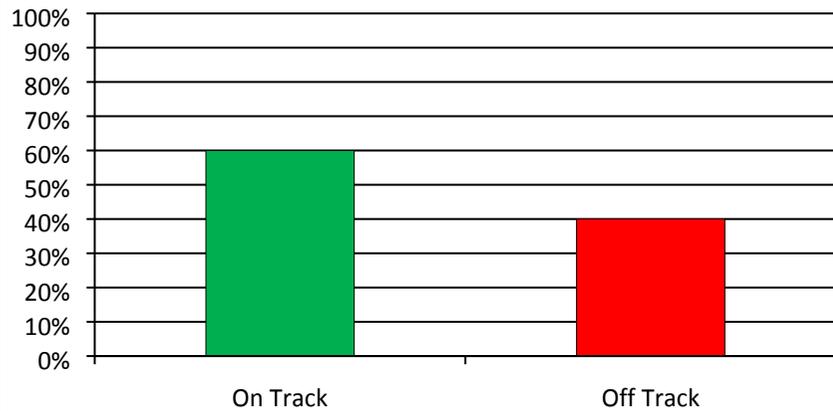
Customer Feedback Overview

There has been a 33% reduction in complaints during the first half of 2019/20 and both repeat complaints and performance in handing complaints in 10 days is ahead of target. Further information about lessons learned is included in the report.

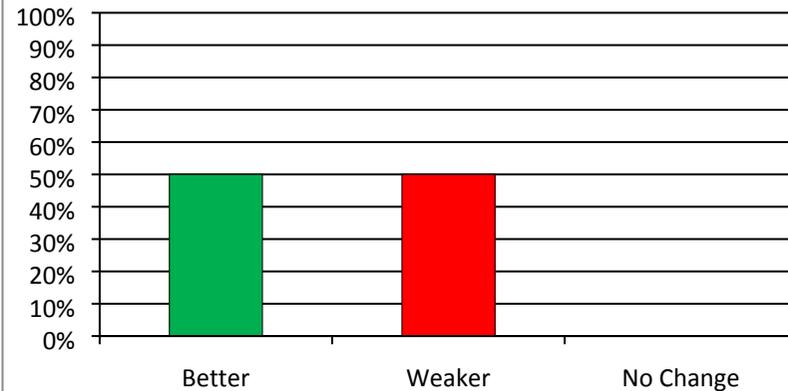
Aim 1: Help create a safer and healthier environment for our communities to live and work



SM Aim 1: September Results 2019/20



SM Aim 1: September Trends 2019/20



Under Aim One only Benefits processing (change of circs) and external funding for sports are 'off track' at this stage. Overall, progress under this aim is fairly strong with 60% of measures on track and 50% performing better than last year.

Celebrating Success:

At the end of September 2019 the following performance indicators outstripped their targets:

- ✓ processing benefit new claims
- ✓ homelessness prevention
- ✓ households in temporary accommodation

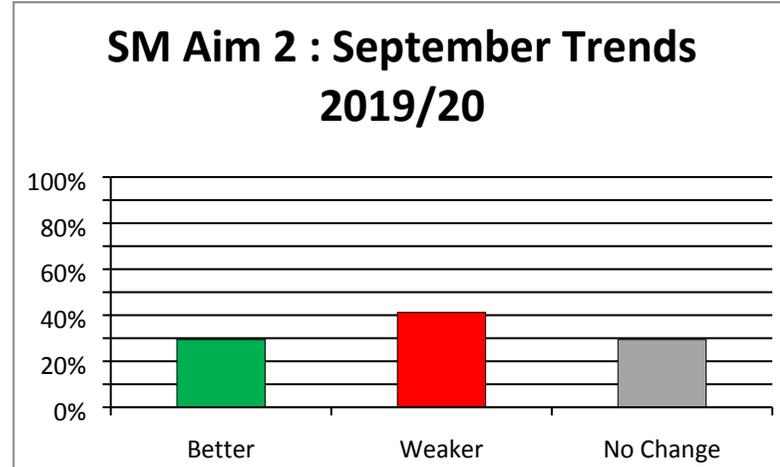
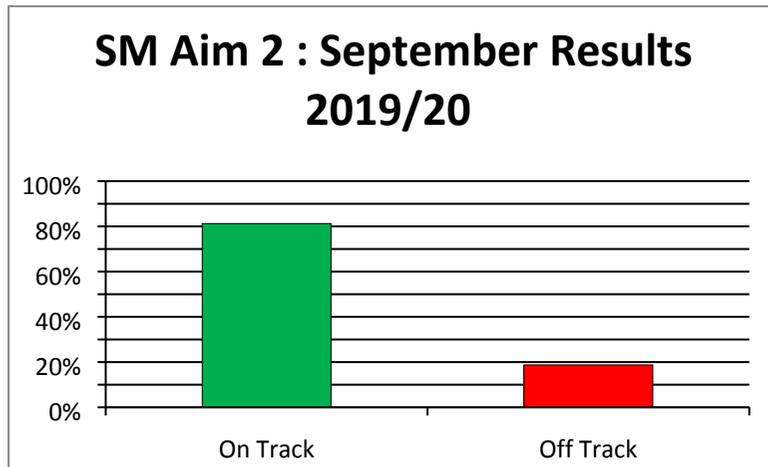
Corporate Priority Actions – Progress Highlights

Priority Action	Status	Commentary – September
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Priority Action	Status	Commentary – September
<p>Help to ensure, through the scrutiny work programme, that partner service provision, particularly health provision for the elderly, is effective</p>	<p style="background-color: green;"></p>	<p>On 17th July the panel dealt with an urgent item of business: NHS England published its annual Clinical Commissioning Group (CCG) assessment on July 11th. Out of 195 CCGs, 11 were graded as inadequate and two of these are in North Staffordshire. The panel agreed:</p> <ol style="list-style-type: none"> 1. A vote of no confidence in the Leadership Team of the CCG 2. For a letter to be sent to the Secretary of State for Health and Social Care to urge the Department to place the CCG into special measures; 3. For the Accountable Officer to be invited to attend a meeting of the Health Overview and Scrutiny Panel, to provide a copy of an action plan and explain how the organisation planned to improve the NHS England rating 4. For a full copy of the NHS England report to be requested <p>On 2nd September 2019 a special meeting of the Panel was arranged at which, Marcus Warnes – Accountable Officer, North Staffordshire Clinical Commissioning Group, was in attendance in response to the recent Annual NHS England Assessment.</p> <p>The Panel received a presentation delivered by David Pearson (Vice Chair) of the Staffordshire and Stoke on Trent Sustainability and Transformation Partnership at its meeting on 11th September 2019.</p>
<p>Implement the Council's new sport and physical activity strategy and carry out research into nil cost facility provision being achieved by other councils; in order to achieve improved health and value for money outcomes</p>	<p style="background-color: green;"></p>	<p>A meeting occurred with Sport England in early September at which our future plans were discussed. They have confirmed they will support us to develop a consultancy brief to help us identify plans for the future of key facilities; Leek and Cheadle. Further meetings are being scheduled for October to include a tour of our sites and a meeting with key colleagues across relevant service areas.</p>
<p>Complete the review of the CCTV system and implement the agreed recommendations</p>	<p style="background-color: #cccccc;"></p>	<p>Contracts have been awarded; the next stage is to obtain a timeline for the works from our successful bidder.</p>
<p>Develop a strategy for further development of affordable and specialist</p>	<p style="background-color: #cccccc;"></p>	<p>Continuing to review the options for the future of Ascent.</p>

Priority Action	Status	Commentary – September
housing		

Aim 2: Meet financial challenges and provide value for money



The Council is 'off track' for aspects of procurement activity and FOI request response times are down. However, the vast majority of PIs under aim two are on track.

Celebrating Success:

At the end of September 2019 the following performance indicators outstripped their targets:

- ✓ twitter and Facebook followers
- ✓ complaint handling and repeat issues
- ✓ internal audit recommendations implemented
- ✓ IT systems and network availability

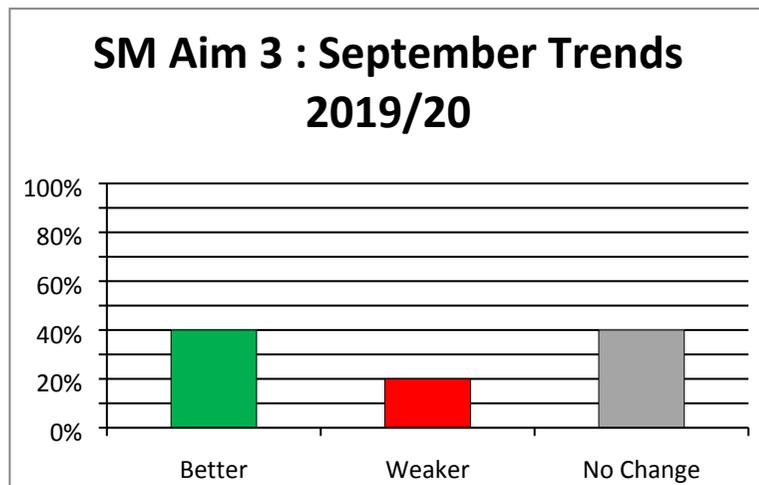
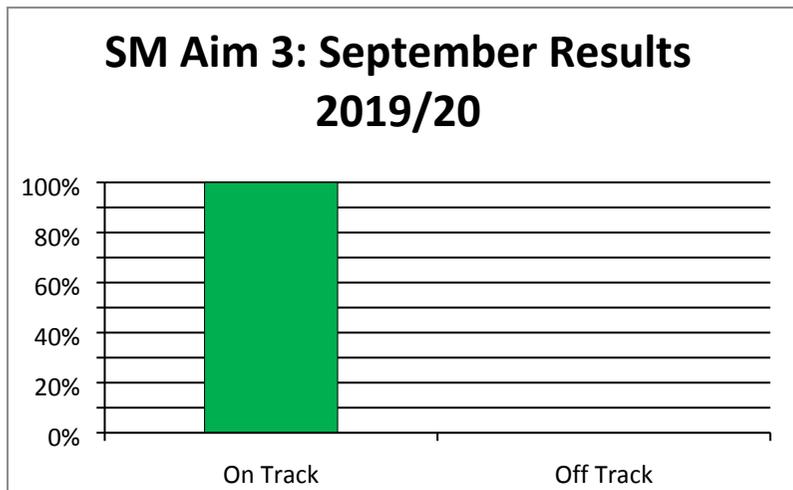
Corporate Priority Actions – Progress Highlights

Priority Action	Status	Commentary – September
Deliver the Channel Shift Programme		<p>The Digital Strategy is currently under review. We are awaiting a new contact at SOCITM</p> <p>E billing: Civica OPEN Access extended whilst ongoing work is taking place with IEG4. A meeting took place in August and work is ongoing.</p> <p>IEG4 portal- project board to be resurrected. Process review to be carried out re Revs & Bens.</p> <p>Environmental reporting app- this was looked at as part of the CGI review. To be included in the new digital programme going forward, work to be prioritized.</p>
Continue to embed good information management practices through the ASSURED framework		<p>The GDPR action plan, which now includes the recent audit actions, is on track. Progress is monitored through the Information Governance Group.</p> <p>The online GDPR training package has been rolled out across the organisation, further in depth training will be arranged for relevant staff.</p> <p>Information Asset Registers have been reviewed and re-issued to Managers to outline gaps and inconsistencies, along with a Managers checklist formulated by the DPO. A programme of challenge sessions have been compiled and will commence in October where managers will be invited to attend Information Governance Group to review their registers. Work is ongoing with suppliers to ensure adequate GDPR clauses are in place.</p>
Develop and implement a plan to identify new and innovative ways of generating income		<p>Fees and charges- Next review for 2019/20 budget setting/MTFP. Cash up against efficiency target to be undertaken during 2019/20.</p> <p>Advertising/Sponsorship - A new policy is to be written and adopted. The project team has been identified; the first meeting took place In Sept 2019.</p> <p>Affordable Housing - Continuing to review options for the future of Ascent.</p> <p>Empty Homes-The empty property working group has scheduled quarterly meetings to review actions/ progress contributing to the Empty Property Strategy:</p> <p>Annual Council Tax review to inform New Homes Bonus allocation is ongoing, with letters sent to empty property owners and property inspections pending. Initial feedback from period 2-31.8.19; 50% return rate, with 80 SM occupied properties identified. After this exercise, a questionnaire survey shall be sent to empty property owners. Analysis of responses will identify why properties remain empty and what action/ assistance would help to effectively bring properties back into use.</p> <p>The EPIC purchase and repair scheme operating across Staffordshire Moorlands has</p>

Priority Action	Status	Commentary – September
		brought four empty properties back into use to date. EPIC assisting with ongoing identified property.
Refresh and implement the Asset Management Plan, including a review of public estate, and ensure adequate facilities management arrangements are in place		Facilities Management: An agreement to extend has been made with DCC with 3 months notice. The Asset Management Plan is pending the implementation of the new Asset Management system. Head of Assets is producing a report for the Executive Director and is working through a business case as the next stage.



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



The Council has performed exceptionally well against Aim Three with all PIs on track at the close of Q2.

Celebrating Success:

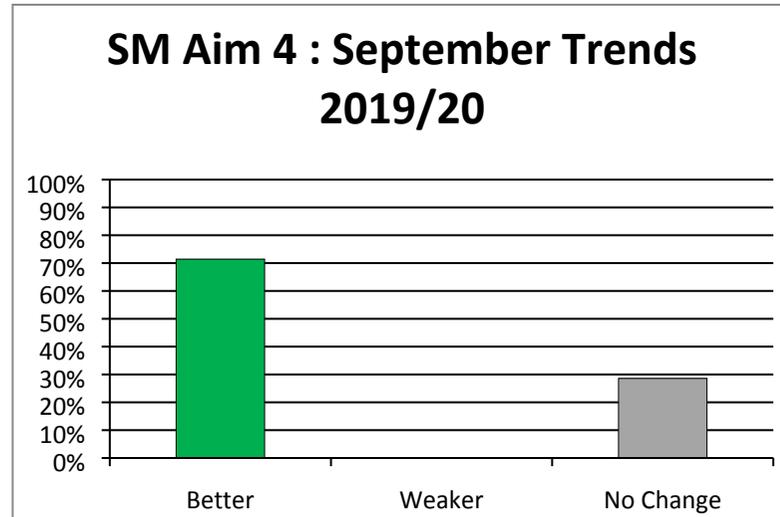
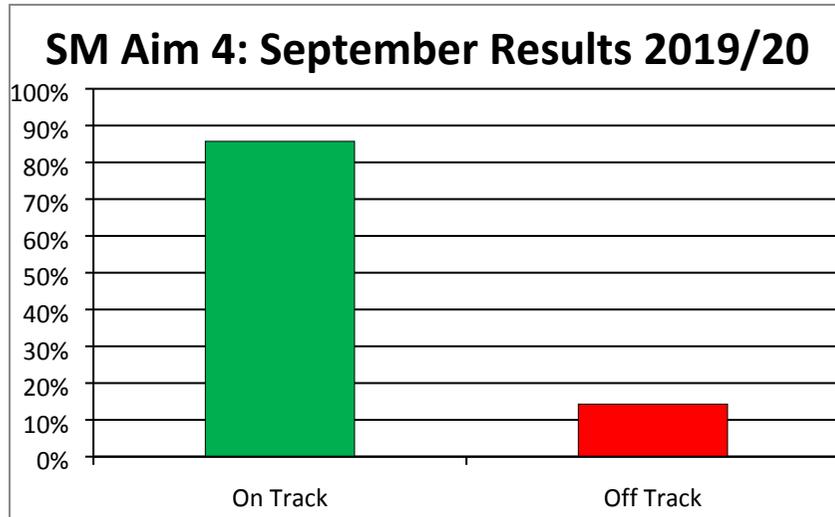
At the end of September 2019 the following performance indicators outstripped their targets:

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

Corporate Priority Actions – Progress Highlights

Priority Action	Status	Commentary - September
Implement the town deal in Biddulph in partnership with Biddulph Town Council		A report outlining the summary of stage 1 findings and recommended next steps is ready to go to Committee and will be presented to members in October.
Develop and implement plans to extend the public market operations		A report has been prepared for the changes to Leek market practices ready for the November committee. The market programme has been prepared and costed and a report for funding will be included in the committee meeting. A tender specification for CityB services has been issued.
Support the development of Cornhill and improved rail links		Casey Group preparing business case to support application to Homes England. A meeting took place at the end of September.
Develop a master plan for the Leek Mill Quarter		The Leek Mill Quarter masterplan is not being commissioned at present as the sale of the Social Services building and the new ownership of London Mill means that the private sector will lead on this.
Support the development of the former Churnet Works site in Leek		New industrial units: Sainsbury's site (Churnet works). There are discussions with the developer regarding the freehold price and the timescale has slipped due to the on-going negotiations. The planning application will not be submitted by the developer until the price has been agreed. If the price can be agreed within budget tolerance for capital purchase, formal decision to approve purchase will be required. Revised offer received and being considered.
Adoption of the Local Plan		The Inspector has now indicated that following the approval by the Council Assembly of the alternative approach to safeguarding land in Biddulph the Local Plan is able to proceed immediately to a consultation on the main modifications. This consultation will take place in September

Aim 4: Protect and Improve the Environment

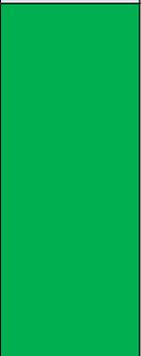
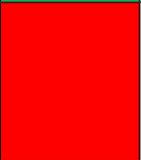
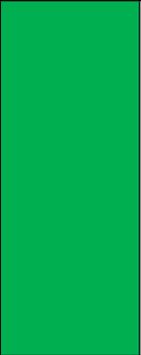


Aim Four also has strong performances with just fly-tipping incidents currently 'off track' and a high proportion of measures performing better than last year.

Celebrating Success:

At the end of September 2019 the following performance indicators outstripped their targets:

- ✓ % household waste sent for recycling (estimated)
- ✓ missed bins

Priority Action	Status	Commentary – September
<p>Successfully deliver Phase 3 of the transfer of services to Alliance Environmental Services Ltd, our new joint venture company, to deliver waste, streets and ground maintenance services on behalf of the Council in order to achieve improved performance and value for money outcomes.</p>		<p>Phase 3 (streets and ground maintenance) go live date is still to be confirmed but is expected to be Spring 2020. An internal AES project board meeting took place at the end of September.</p>
<p>Identify and implement an approach to reduce the cost of country parks</p>		<p>The project has stalled as officers have been unable to obtain a response to a number of issues in regards to the tenancy situation without which SWT are not prepared to progress the transfer. Exec Director for Transformation to contact SOTCC.</p>
<p>Develop a plan to improve Brough Park with Heritage Lottery Fund support</p>		<p>A meeting to discuss the lease for John Hall Gardens occurred on the 5th September with Officers from Assets and Service Commissioning, Rethink, Grow Moorlands etc. Since this time Rethink have received confirmation that their commission has been extended until 30th September 2020. A further meeting was diarised for early November. It's likely we can scale back some of the works previously suggested. Our aim remains to provide one report to members detailing our aspirations for the whole park and linking in the John Hall Gardens lease. Head of Service to arrange meeting with Councillors.</p>
<p>Reduce the Council's energy consumption and associated costs (through the Asset Management Plan)</p>		<p>The Asset Management Plan is pending the implementation of the new Asset Management system. Head of Assets is producing a report for the Executive Director and is working through a business case as the next stage.</p>

Customer Feedback Complaints

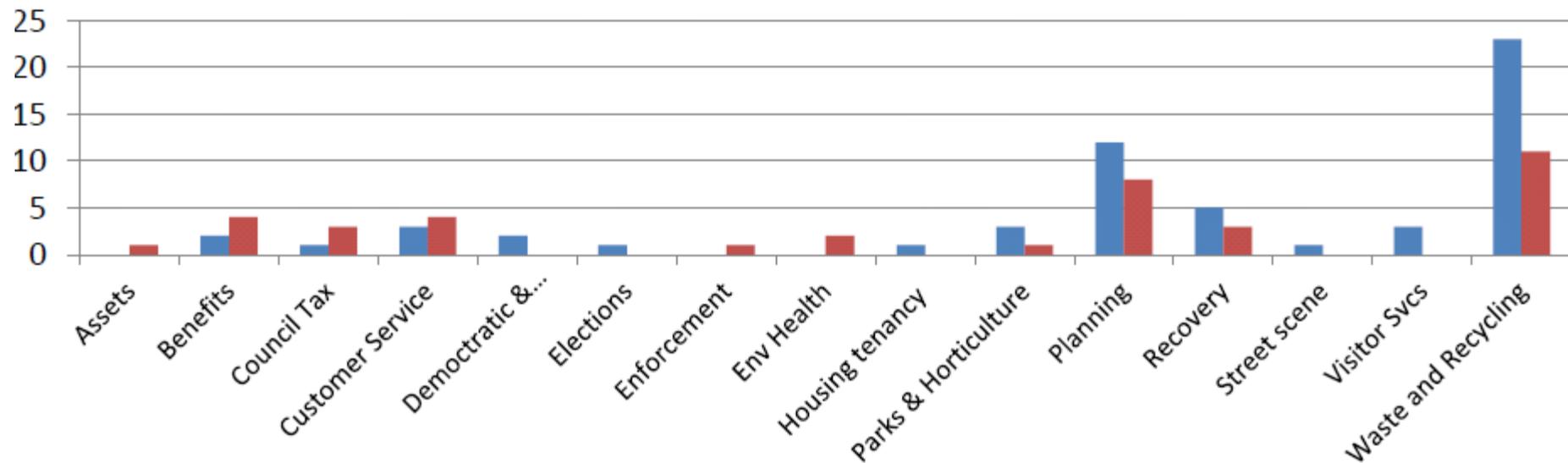
The Council received and closed a total of 38 stage one complaints across 10 service areas during the period April to September 2019. This is a decrease compared to the same period last year when we received 57 complaints. Waste received the greatest proportion with 11 complaints (29%). Details are shown in the graph below:

Stage 2 Complaints

4 complaints were dealt with at stage 2 in Q2:

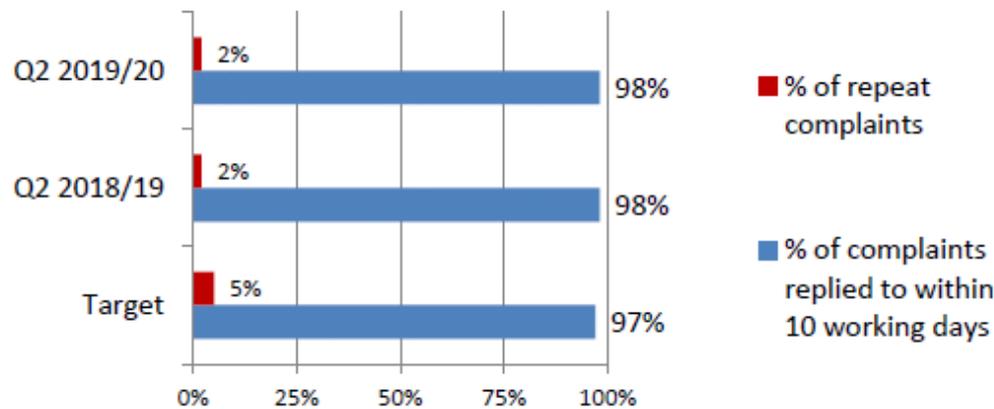
Service	Complaint	Outcome
Stage 2		
Planning 0105	Transport statement	Not upheld: accepted no fault
Recovery 0130	Discrimination	Partially Upheld : accepted some responsibility
Building Control 0160	Application	Ongoing
Enforcement 065	Land contamination	Not upheld: accepted no fault

■ Q2 2018-19 ■ Q2 2019-20



Performance

The table below shows the current performance together with the performance for the same period last year. Both are within target

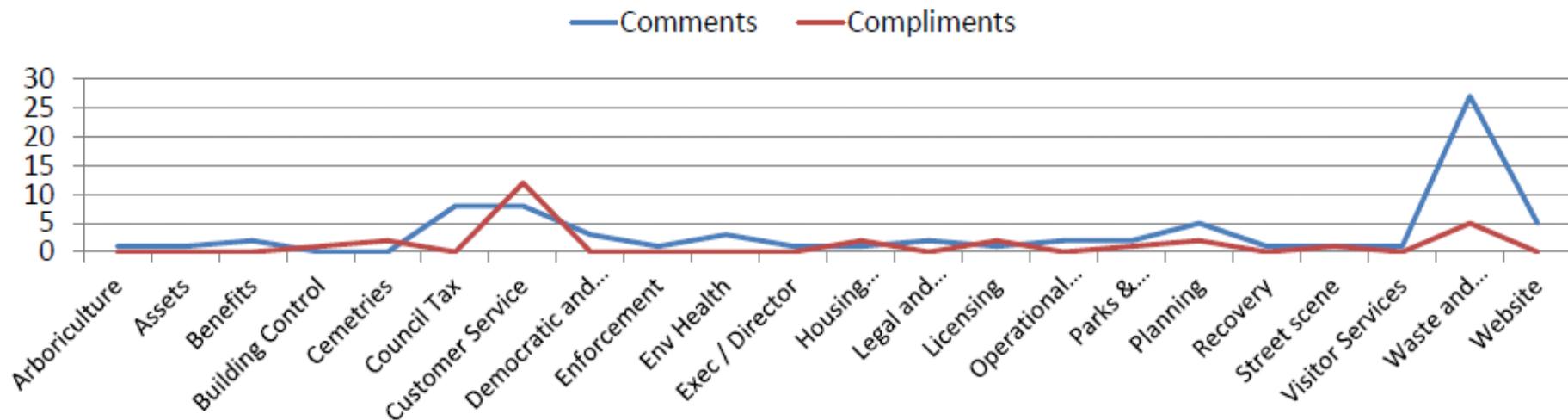


Key Outcomes: Missed assisted collection- AES have contacted the resident and apologised and are going to monitor the collections so that it does not re occur.

Repeat issues for Q2: Staff Conduct

Ombudsman Decisions. The Council received 1 Local Government Ombudsman decisions in Quarter 2: Case 2019/20-018- closed after initial enquiries: out of jurisdiction.

Compliments and Comments The Council has also captured 76 comments and 28 compliments through its feedback system during the period Apr to September 2019:



Areas for Improvement: September 2019

Measure of Success (PI)	Aim / Objective	Service Lead	Target 2019/20	Result September 2019	Service Manager Commentary (reasons for performance / SMART actions to improve)
Housing Benefits Processing: Time taken to process changes of circumstance	Aim 1: Increased supply of good quality affordable homes	Assistant Chief Executive	7 days	14.07 days	Automation software that has been introduced coupled with a reduction in staff absences will enable the off track figures for change of circumstance cases to reduce.
Level of external funding awarded to support the physical activity and sport strategy	Aim 1: Provision of sports facilities and leisure opportunities focused upon improving health	Head of Service Commissioning	33% success rate. Minimum £60k	£2500	We supported a Boxing Club in Leek to access SASSOT satellite clubs funding for £2,200, the remainder was a small grant from the same organisation to the boxing club and Leek tennis club. We are also working on long term project where external funding will be required; Leek Town 3G project and Ball Haye FC project for example.
Use of Contracts Register: annual contract spend as % of gross expenditure budget	Aim 2: Effective use of financial and other resources to ensure value for money	Head of Finance	2% improvement to 18/19	81%	The Procurement team continue to support service areas to address off contract spend arrangements with suppliers, we have a number of projects currently in progress which form wider reviews of service delivery, for example, Print rationalisation and Advertising (Public Notices). We will continue to deliver procurement activity to formalise contracts to achieve target by the end of 19/20.
FOI requests: % responded to within statutory time frame	Aim 2: Ensure our services are easily available to all our residents in the appropriate channels and provided 'right first time'	Head of Legal and Elections	95%	83.9%	We are reviewing response times with service areas. We will also be reminding Managers of their responsibility to meet the guidelines around FOI response times.

Measure of Success (PI)	Aim / Objective	Service Lead	Target 2019/20	Result September 2019	Service Manager Commentary (reasons for performance / SMART actions to improve)
Number of fly tipping incidents collected by the Council (exc sec 46 waste)	Aim 4: Provision of high quality public amenities, clean streets and environmental health	Head of Service Commissioning	295	157	26 instances of fly tipping were cleared this month.
Joint Alliance Measures					
% of Procurement activity on forward plan (Joint Alliance Measure)	Aim 2: Effective use of financial and other resources to ensure value for money	Head of Finance	72%	52%	There have been a number of single source exemptions to complete reactive or urgent works / services during Q2, which could not be included on the procurement forward plan at the last service review. During Q3, scheduled reviews will be undertaken with Services to monitor current planned activity and future requirements (including 20/21 and 21/22). The forward plan will also be reviewed by Finance Business Partners after Service reviews are completed.

For a full list of all performance measures and the Q2 results please visit the Performance Management page on the Intranet or click on this [link](#).