



**Staffs Moorlands Performance & Customer Feedback Report: April to December 2019 (Q3)**

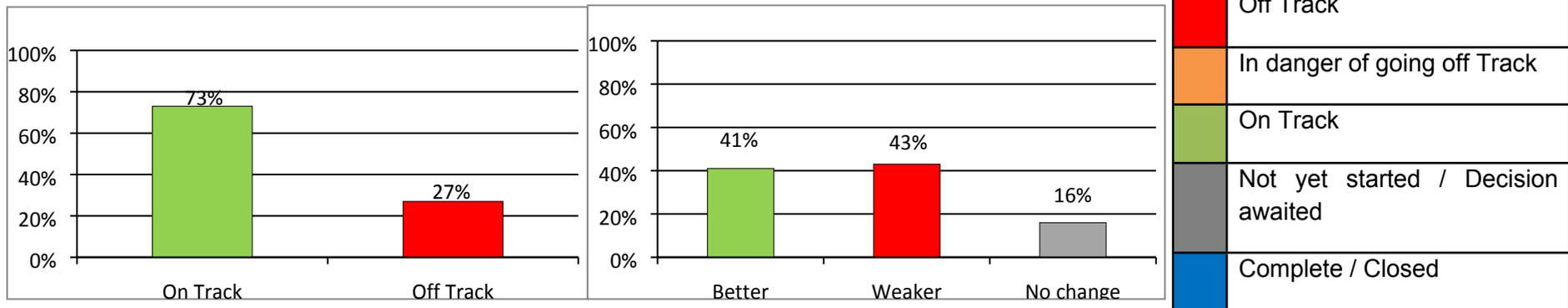
## Staffordshire Moorlands Q3 Summary

The following report provides Councillors with an overview of performance at Staffs Moorlands for the period April to December 2019 in relation to the Council's corporate plan priorities and the associated performance targets and projects. The report also provides an overview of the results from the Council's customer feedback system in terms of how we handle and learn from complaints and the level of comments and compliments.

### Performance Overview

There are 104 'monthly', 'quarterly', and 'annual only' reported performance measures at Staffs Moorlands (nine fewer than last year). The chart below shows the results from April to December 2019, which are 8% lower than last year with 73% currently 'on track'. The actions being taken to address the 'off track' measures are detailed at the end of this report.

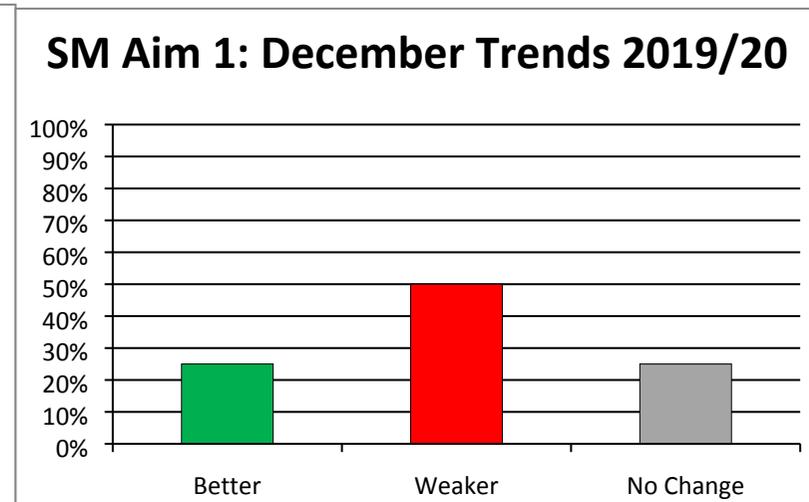
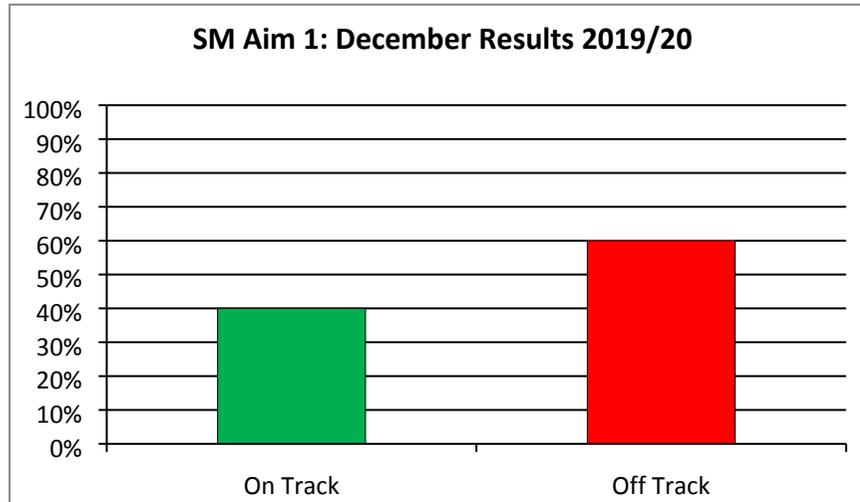
The report also provides an update on the progress of key projects that contribute to the priority actions outlined in the 2019-2023 Corporate Plan. The table below right explains the colour coding used to describe the current status of these projects / actions.



### Customer Feedback Overview

There has been a 25% reduction in complaints during the first nine months 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



There have been no changes to the council's profile under aim one. The use of temporary accommodation has risen above target although by only one case and benefits change of circs processing remains 'off track' but this figure is improving. The external sports funding target may not meet its £60k target at SMDC and stands at just £2.5k currently with further bids to be determined.

### Celebrating Success:

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

- ✓ homelessness prevention
- ✓ processing benefit new claims

## 2019-2023 Corporate Plan Priority Actions – Progress Highlights

Continuing Priority Actions	Status	Commentary – December
Develop a strategy for further development of affordable and specialist housing		Continuing to review the options for the future of Ascent.
Complete the review of the CCTV system and implement the agreed recommendations		Contractor has been selected; the next stage is to obtain a timeline for the works once the contracts have been received.
Develop and implement an ongoing leisure facilities improvement plan focused on improving the health and well-being of residents		A report was presented to the Service Delivery O & S panel in November detailing our proposed next steps in obtaining consultancy support in order to facilitate our decision making for facility improvements needed in the future. We are working with Sport England to develop a specification for this work and aim to receive tenders in early 2020. We hope to report back to members in late 2020 with the outcome of this work and the proposed next steps.
<b>Continuing Influencing actions</b>		
Ensuring effective health provision particularly for the elderly		<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. I would like to add this item to the agenda for discussion but also propose that "The Chair of SMDC Health Overview and Scrutiny Panel writes to Marcus Warnes and asks him to explain what he intends to do in order for North Staffordshire to provide the 'outstanding' practices its citizens deserve."</p> <p>The panel agreed</p> <ol style="list-style-type: none"> <li>1. A vote of no confidence in the Leadership Team of the CCG</li> <li>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;</li> <li>3. For Marcus Warnes 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</li> <li>4. For a full copy of the NHS England report to be requested</li> </ol> <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</p>

on Trent Sustainability and Transformation Partnership at its meeting on 11th September 2019

**New Priority / Influencing Actions** – The following actions are all new to the 2019-2023 Corporate Plans. The project delivery mechanism for each is being set up through the Transformation Board and updates will begin as each project launches.

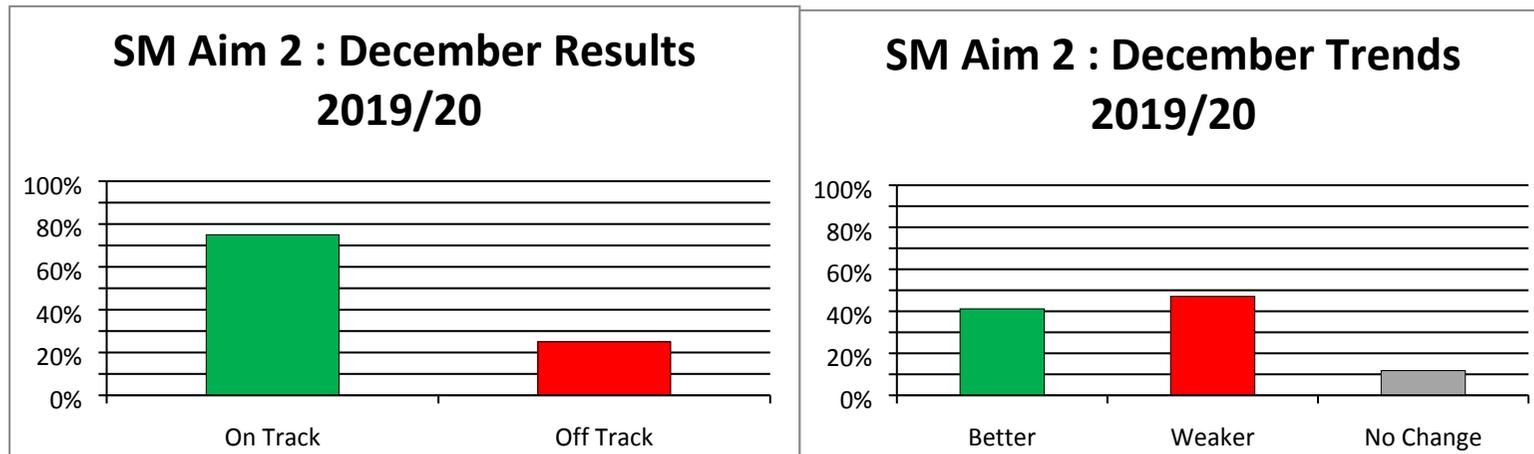
- ❖ Develop and implement an outdoor leisure facilities improvement plan focused around the 'sports village' concept
- ❖ Develop a Private Sector Housing Strategy to improve conditions for homeowners and private tenants
- ❖ Refresh the Councils Communication Strategy in order to ensure that there is a more effective dialogue with residents
- ❖ Review the Council's community safety arrangements in order to maintain strong partnerships with community groups
- ❖ Review the Sport and Physical Activity Strategy in order to integrate communities and sports clubs into the delivery of its objectives
- Combating illegal money lenders such as loan sharks
- Reducing crime, the fear of crime and ASB

## Managing our strategic risks

The Council has identified, assessed and is mitigating the following strategic risks under Aim One:

- Meeting the increased and changing demands on council services caused by demographic changes in the local population (including an aging population)
- The ability to effectively engage with our communities
- Safeguarding Children and Vulnerable Adults (meeting the legal duty)
- Influencing strategic relationships at county and regional level in support of local area objectives

## ***Aim 2: Meet financial challenges and provide value for money***



Aim two shows a small (6%) reduction at Staffs Moorlands due to increased phone contact during the December elections but face to face and web interactions are 'on track'.

### **Celebrating Success:**

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

- ✓ complaint handling and repeat issues
- ✓ internal audit recommendations implemented
- ✓ IT systems and network availability
- ✓ sickness absence

## 2019-2023 Corporate Plan Priority Actions – Progress Highlights

Continuing Priority Actions	Status	Commentary – December
Continue to embed good information management practices through the ASSURED framework		<p>The GDPR action plan, including 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 a programme of challenge sessions commenced in October where managers will be invited to attend Information Governance Group to review their registers. Work is ongoing with contractors and 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>All income generation challenge meetings have been completed, a target has been included as part of the new efficiency and rationalisation strategy 2017/18 – 20/21. Updates for various streams:</p> <p><b>Fees and charges-</b> Next review for 2019/20 budget setting/MTFP. A cash up against efficiency target to be undertaken during 2019/20. Currently finalising the fees and charges templates to be issued to services in the next few weeks. Also including statutory fees review. Focus required on car park charges.</p> <p><b>Advertising/Sponsorship</b> - A new project group has been established, a meeting took place at the beginning of November and actions and outcomes are now in place to enable the project to progress. Next meeting 17/12/19.</p> <p><b>Affordable Housing</b> - Continuing to review options for the future of Ascent.</p> <p><b>Empty Homes-</b>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 and 65 HP occupied properties identified. After this exercise, a questionnaire survey shall be sent to empty property owners starting with High Peak. 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 brought 4 empty properties back into use to date. EPIC assisting with ongoing identified property.</p> <p>11 former HPBC properties sold through right to buy have been identified as empty. This is a low proportion equivalent to 1% of all empty properties and &lt;1% of those sold through right to buy. A further report to be produced regarding buying back RTB's.</p>

Continuing Priority Actions	Status	Commentary – December
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.
<b>New Priority Actions</b> - The following actions are all new to the 2019-2023 Corporate Plans. The project delivery mechanism for each is being set up through the Transformation Board and updates will begin as each project launches.		
❖ Develop an Access to Services Strategy to ensure that Council services are accessible to all		
❖ Implement the Council's Efficiency and Rationalisation Programme (This will focus on a number of projects including procurement, income generation, trading, advertising and sponsorship, etc)		
❖ Develop a new Organisational Development Strategy to ensure that our workforce is developed effectively		
❖ Develop a new procurement strategy with a focus on spending money locally		
❖ Develop a new ICT strategy to enhance and support the delivery of services		

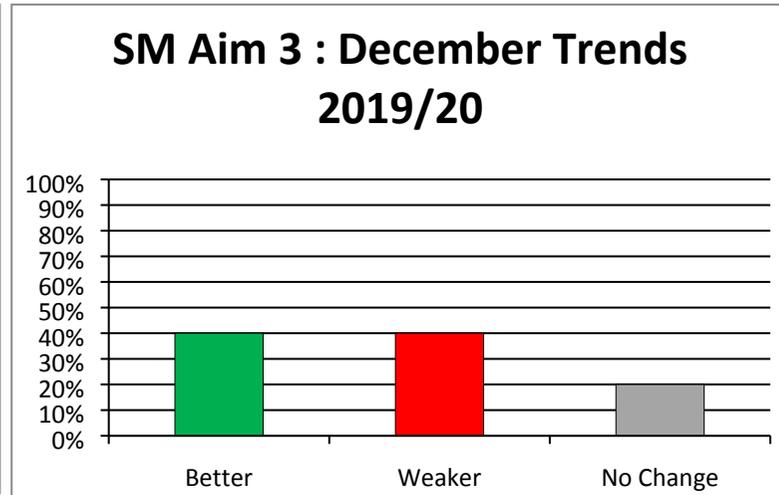
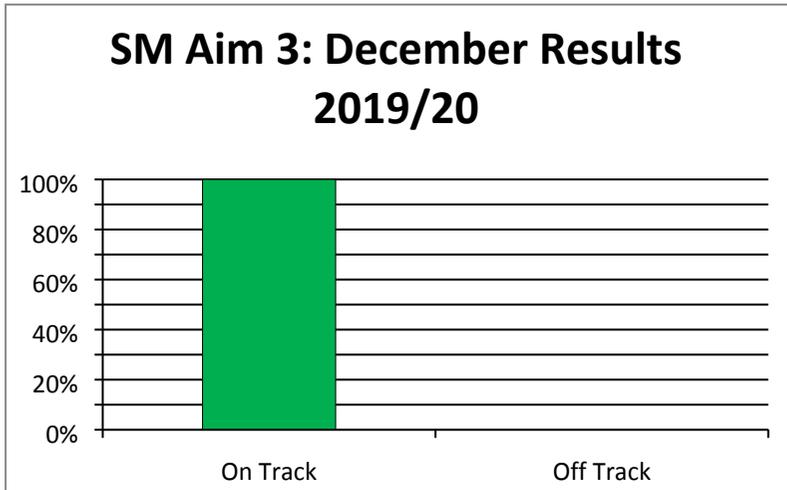
## Managing our strategic risks

The Council has identified, assessed and is mitigating the following strategic risks under Aim Two:

- Delivery of MTFP through the Efficiency and Rationalisation Strategy
- Staff resources and retention
- Effective contract management
- Effective Information Governance arrangements (breach of data protection regulations)
- Maintenance of Council's portfolio of public buildings assets
- Investment into council assets and long term planning
- Financial and Legislative impacts from world events e.g. Brexit
- Cyber risk and IT Security



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



The Council’s results remain unchanged with strong under this Aim and all Planning processing targets currently on track.

performances

#### **Celebrating Success:**

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

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

#### **Managing our strategic risks**

The Council has identified, assessed and is mitigating the following strategic risks under Aim Three:

- External funding for growth / regeneration schemes

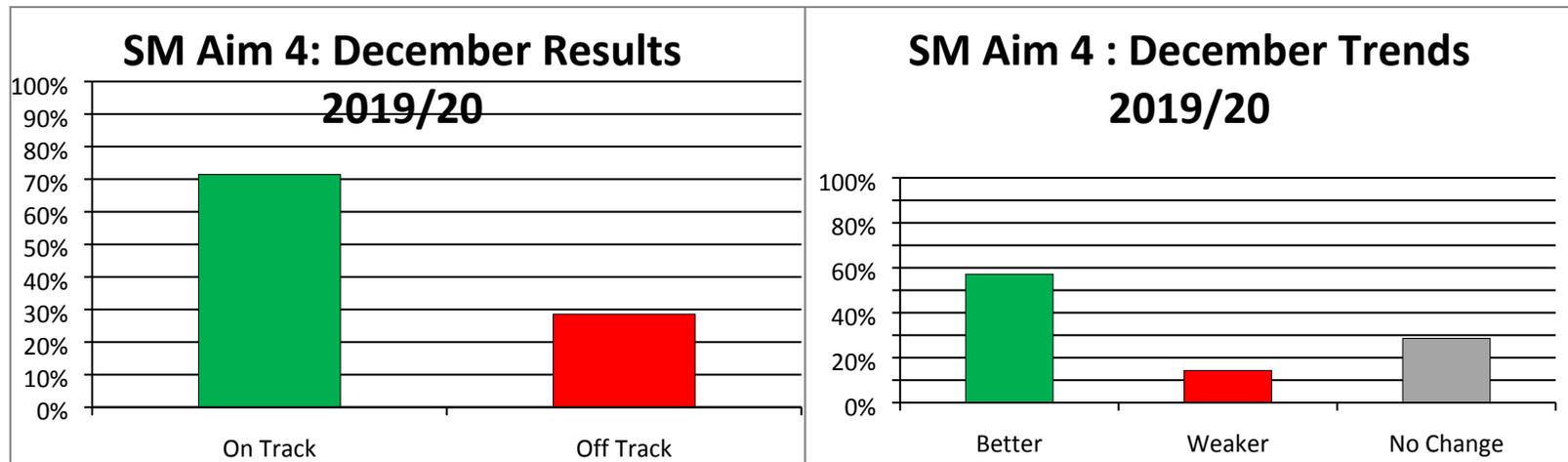
## 2019-2023 Corporate Plan Priority Actions – Progress Highlights

Continuing Priority Actions	Status	Commentary - December
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 -no responses received, need to review tender spec and options for provision of stalls.
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. An application to HE small sites fund has been prepared.
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.
Adopt a new Local Plan		The consultation on modifications to the local plan closed at the end of October. This will be issued to the inspector to see if we need to hold further hearing sessions during December. The inspector has determined that further hearings will be necessary; dates have been confirmed for early February.

**New Priority / Influencing Actions** - The following actions are all new to the 2019-2023 Corporate Plans. The project delivery mechanism for each is being set up through the Transformation Board and updates will begin as each project launches.

- ❖ Develop a master plan for bringing redundant mills back into use
- ❖ Implement the Council's growth strategy to bring about the regeneration of towns and rural communities
- ❖ Develop a Tourism Strategy to maximise the positive impact to our communities
- Expand the Growth Deal Partnership to provide inward investment
- Support the Churnet Valley Railway with their plans to bring trains back to Leek
- Provide bus services which connect our villages with our three market towns for services, shopping and leisure.
- Improve access and traffic flows to our town centre

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



Residual household waste tonnages have increased taking the measure off track, but it should be noted that these figures are still only estimates until the confirmed tonnages are received.

### **Celebrating Success:**

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

- ✓ missed bins
- ✓ paper consumption

## 2019-2023 Corporate Plan Priority Actions – Progress Highlights

Continuing Priority Actions	Status	Commentary – December
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.		Phase 3 (streets and ground maintenance) go live date is still to be confirmed but we are aiming for 1st March 2020. The last internal AES phase 3 project board meeting took place mid-October, service specification deadline is 30th November and there is a meeting scheduled soon after that on 5th December. The TUPE list is updated monthly, the monthly consultation will start in January 2020.
Identify and implement an approach to reduce the cost of country parks		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.
Develop a plan to improve Brough Park and John Hall Gardens		A meeting was held with Rethink and Grow Moorlands on 11th November to discuss John Hall gardens and their tenancy. Assets have yet to receive comments back from Rethink in regard to new heads of terms proposed in summer 2019. The commissioning contract held by Rethink has been extended to Sept 2020 and is due to go out to tender again in January for the coming three years. A further meeting has been scheduled between all parties in early February as Rethink should have a clearer picture regarding their tenancy needs by this time.
<p><b>New Priority / Influencing Actions</b> - The following actions are all new to the 2019-2023 Corporate Plans. The project delivery mechanism for each is being set up through the Transformation Board and updates will begin as each project launches.</p> <ul style="list-style-type: none"> <li>❖ Develop a climate change strategy and an action plan of response to a declared climate emergency</li> <li>❖ Review the Council's waste and recycling arrangements to increase recycling and to respond to the emerging national strategy</li> <li>❖ Review the Environmental Enforcement Policy in order to take steps to further reduce environmental crime</li> <li>❖ Develop a new Parking Strategy to ensure that our car parks meet the needs of residents and visitors</li> <li>➤ Provide waste and recycling centres across the district</li> <li>➤ The provision of accessible on street parking</li> </ul>		

## **Managing our strategic risks**

The Council has identified, assessed and is mitigating the following strategic risks under Aim Four:

- Meeting the environmental regulatory framework (e.g. air quality and waste regs)
- Energy supply (inc fuel)

### Customer Feedback

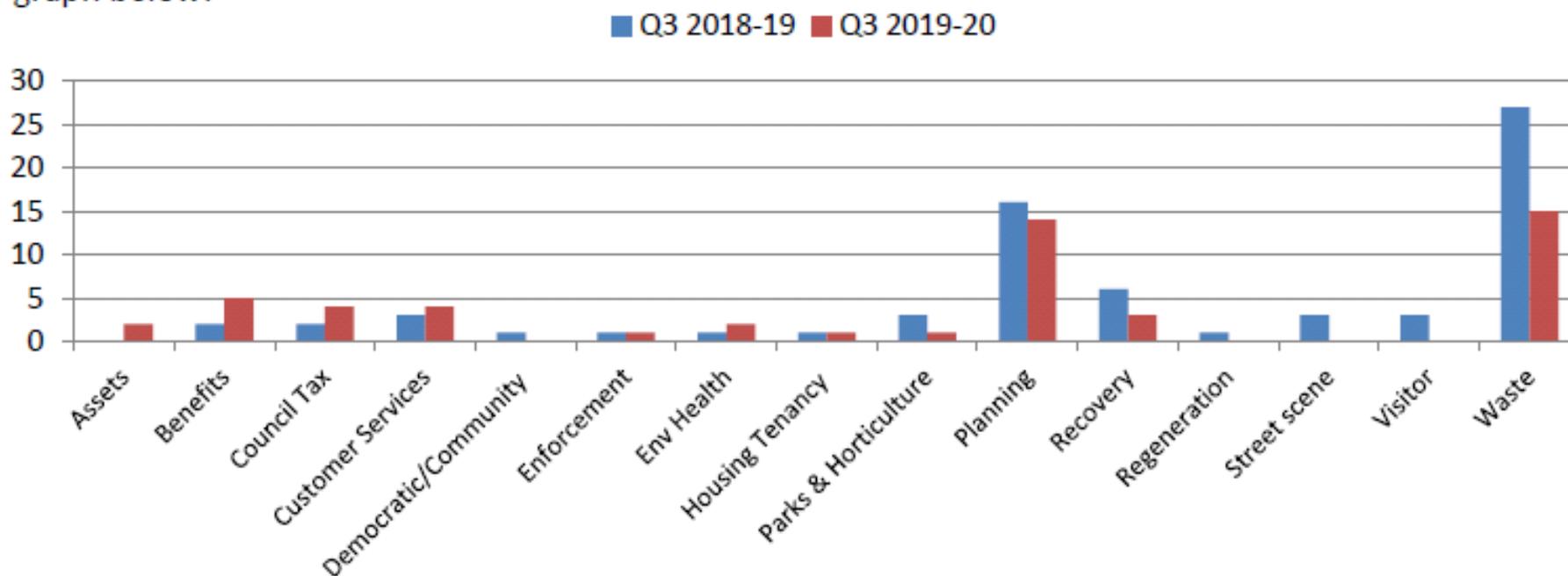
#### Complaints

The Council received and closed a total of 52 stage one complaints across 11 service areas during the period April to December 2019. This is a decrease compared to the same period last year when we received 70 complaints. Waste received the greatest proportion with 15 complaints (29%). Details are shown in the graph below:

### Stage 2 Complaints

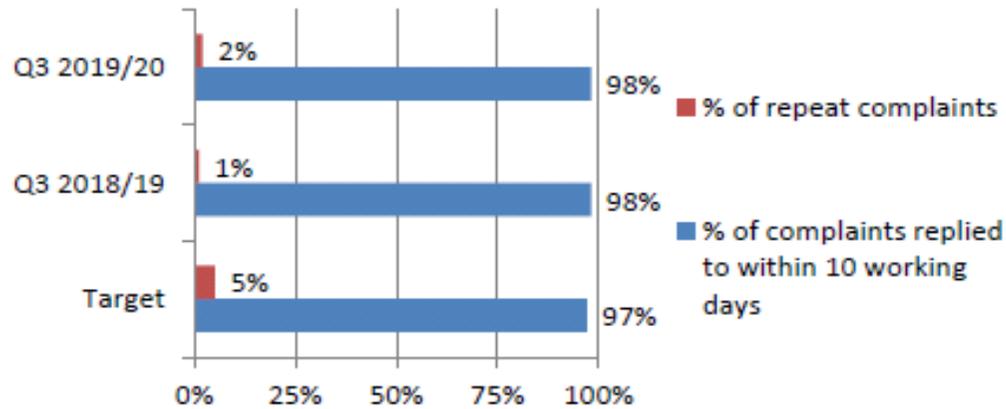
2 complaints were dealt with at stage 2 in Q3:

Service	Complaint	Outcome
<b>Stage 2</b>		
Council Tax 0208	Council Tax Summons	Partially upheld: accepted some responsibility
Planning 0251	Unhappy with response	Ongoing



### Performance

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



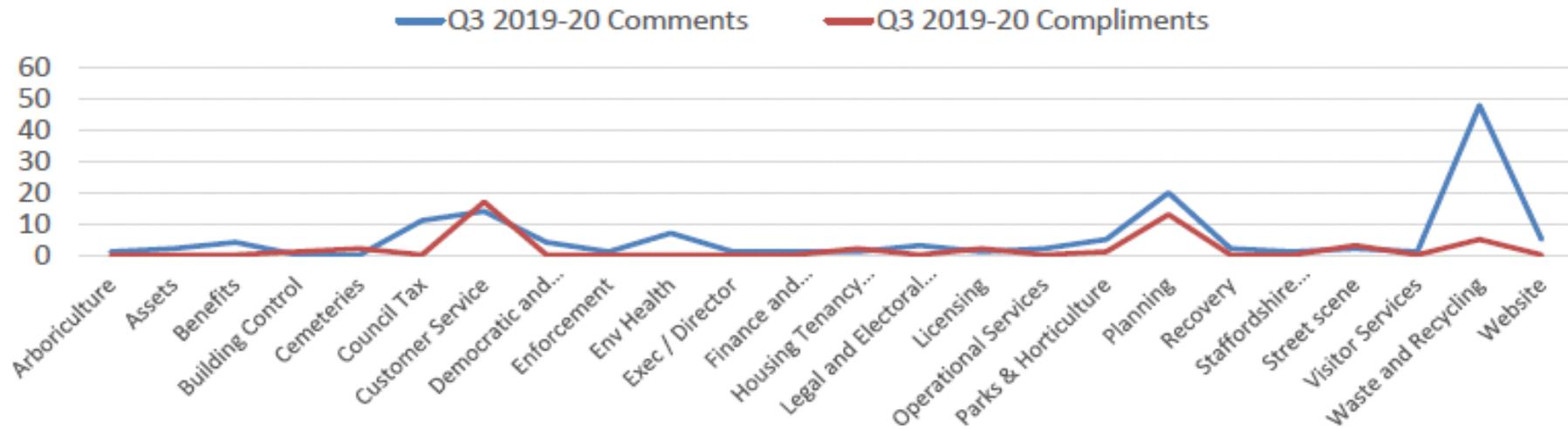
**Key Outcomes:** The reusable paper recycling bag was not being returned after collection. The situation was monitored, the bag was returned in each instance but we will continue to monitor this particular address.

**No Repeat issues for Q3**

**Ombudsman Decisions.** 2 cases were referred to the LGO in Quarter 3:

Case 2018/19-062 –Ongoing- Planning responded to LGO 02.1.20. Case 2018/19- 0512 – Closed.

**Compliments and Comments** The Council has also captured 137 comments and 46 compliments through its feedback system during the period April to December 2019:



## Areas for Improvement: December 2019

Measure of Success (PI)	Aim / Objective	Service Lead	Target 2019/20	Result December 2019	Service Manager Commentary (reasons for performance / SMART actions to improve)
<b>Staffs Moorlands</b>					
Housing Benefits Processing: Time taken to process changes of circumstance	Aim 1: Increased supply of good quality affordable homes	Assistant Chief Executive	7 days	12.86 days	This figure does remain off track but in December we processed changes in 7.81 days, despite election duties impacting upon staffing numbers.
Number of Households in temporary accommodation		Assistant Chief Executive	10	11	This PI is Off track by just one case, which given SWEP was active during December is excellent. This is supporting our current prevention rates of 97.28%
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	Currently a number of projects are in the pipeline where we are supporting organisations to apply for external funding. We expect some of these to be completed before 31st March 20 however there is a risk this target may not be met
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	84%	Procurement continue to progress the procurement forward plan to achieve higher proportion of contracted supply, service and works arrangements which has improved in this last quarter as contracts procured earlier in the year start and we should see further improvement in Q four to achieve target by end of Q four
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%	83.08%	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 December 2019	Service Manager Commentary (reasons for performance / SMART actions to improve)
No. / % of interactions: a) phone b) face to face c) web	Aim 2: Ensure our services are easily available to all our residents in the appropriate channels and provided 'right first time'	Assistant Chief Executive	a) 37% b) 23% c) 40%	a) 38% b) 21% c) 41%	Shift in performance as phones % increased due to Election calls however reduced face to face contact and increased % of self-serve
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	239	221 cleared reports this time last year vs current 239 gives the 'weaker' trend. Note the changed reporting method now catching all reports
KG's of residual waste per household.	Effective recycling and waste management	Head of Service Commissioning	365kg	289.14kg	Please note this is an estimate calculated using figures from Q3 2018/19 as data is not yet available from SCC or AES for the whole of Q3. Q3 result as a standalone is 100.13kg.
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%	63%	During Q three, Procurement undertook review meetings with Service areas to populate the forward plan for the remainder 19/20 and plan for 20/21. It is anticipated that the outcome of these reviews will result in performance improvement to achieve target by the end of Q four. It should be noted that reactive and urgent procurements cannot be eliminated but we endeavour to achieve good communication with Service areas to inform us of planned activity that they have include in their service delivery programmes

For a full list of all performance measures and the Q3 results please visit the Performance Management page on the Intranet or click on this [link](#).