



Staffs Moorlands Performance & Customer Feedback Report: 2020/21 (Q1)

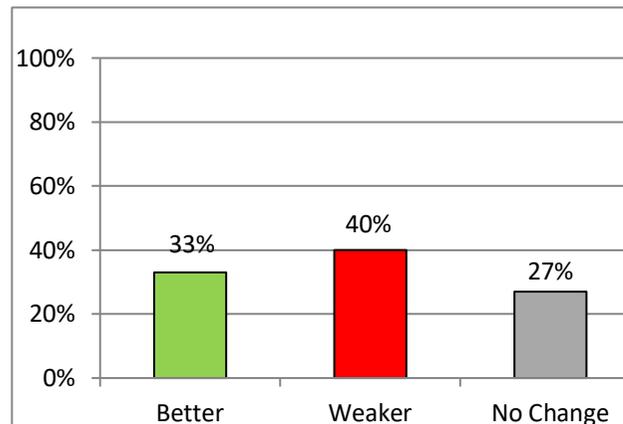
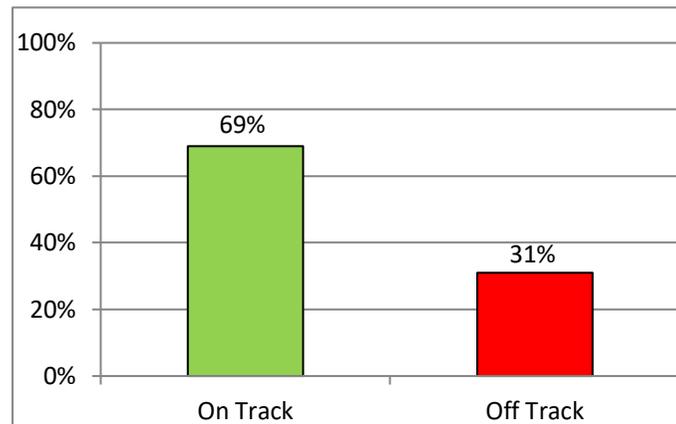
Staffordshire Moorlands Q1 Summary

The following report provides Councillors with an overview of performance at Staffs Moorlands for the period April to June 2020 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 131 'monthly', 'quarterly', and 'annual only' reported performance measures at Staffs Moorlands (27 more than last year). The chart below shows the results for the first quarter of 2020/21, which are 2% lower than last year with 69% of all targets on track and a 3% increase in trend with a third of all measures performing better than 2019 despite the obvious effect of coronavirus on performance. 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.



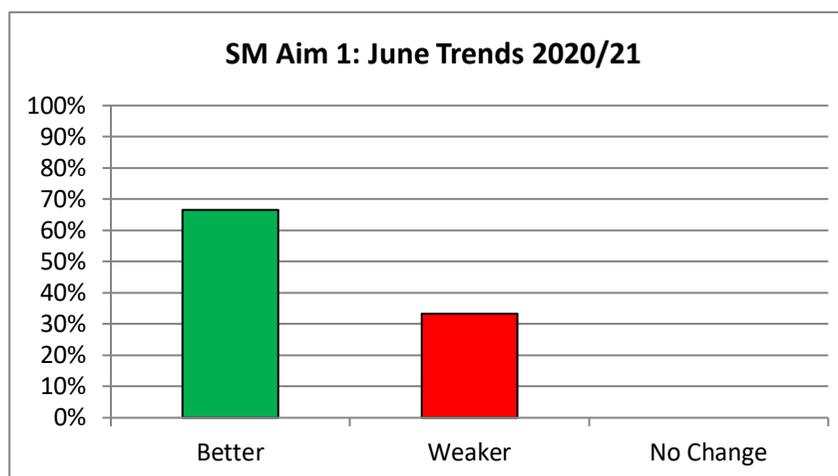
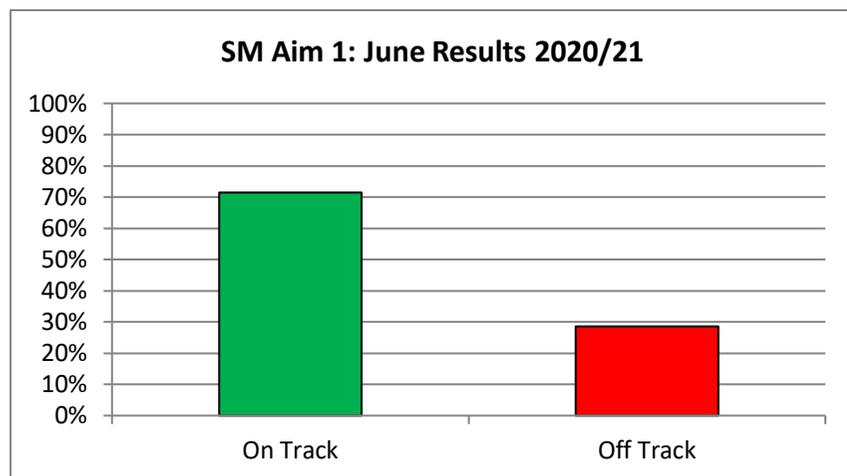
	Off Track
	In danger of going off Track
	On Track
	Not yet started / Decision awaited
	Complete / Closed

Customer Feedback Overview

There has been a 50% reduction in complaints during the first quarter of 2020/21 compared to last year and both repeat complaints and performance in handing complaints in 10 days are well 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



The 'off track' measures under Aim One include several homelessness indicators concerning the council's response to the duties of prevention and relief and the use of temporary accommodation. The impact of covid-19 can be seen in these results with increased numbers of presentations from the 'everyone in' initiative to address rough sleeping. It should be noted however, that the number of placements in temporary accommodation has reduced significantly since May; down from 15 to just 2, none of whom are classed as family placements.

Celebrating Success:

At the end of Quarter One the following performance indicators are outstripping their targets:

- ✓ settled accommodation outcomes for prevention (100%) and relief duties
- ✓ processing benefit new claims and change of circs

2019-2023 Corporate Plan Priority Actions – Progress Highlights

Priority Actions	Status	Commentary – June
Develop a strategy for further development of affordable and specialist housing		Continuing to review the options for the future of Ascent. No update for Q1
Complete the review of the CCTV system and implement the agreed recommendations		Once access to Ecclesfold is granted the installation can be completed and the replacement of the cameras in SMDC can commence.
Develop and implement an indoor leisure facilities improvement plan focused on improving the health and well-being of residents		Consultancy work to look at the future plan is going out to Framework, looking to appoint in the next few weeks.
Develop and implement an outdoor leisure facilities improvement plan focused around the 'sports village' concept		Leek Town FC 3G project emerging, cabinet report to be drafted requesting capital funds. We need to identify the actual output required for the Sports Village - Head of Service to liaise with Portfolio Holder.
Develop a Private Sector Housing Strategy to improve conditions for homeowners and private tenants		The strategy is being produced and will incorporate links with the Climate Change agenda
Refresh the Council's Communication Strategy in order to ensure that there is a more effective dialogue with residents		A report is going to ALT/Exec/Cabinet. Also, an information digest report will be sent to members.
Review the Council's community safety arrangements in order to maintain strong partnerships with community groups		Review of CSS at both Councils to be completed by April 2021 along with proposals for the future
Review the Sport and Physical Activity Strategy in order to integrate communities and sports clubs into the delivery of its objectives		Pending following the impact of Covid 19, refresh will be undertaken in current financial year.

Continuing Influencing actions

Joint- HP: Maintaining the provision of accessible health and social care
SM: Ensuring effective health provision particularly for the elderly

Staffordshire Moorlands:

The last meeting of the Health Panel took place on 12th February 2020. Tracy Bullock, CEO of Royal Stoke Hospital and Neil Carr, CEO of the Midlands Partnership NHS Trust, were in attendance and gave presentations to provide annual updates for their organisations.

At the request of the Panel, Mark Docherty Director of Clinical Commissioning and Strategic Development/Executive Nurse also attended the meeting. He gave an overview of the WMAS, explained that the Rapid Response Vehicles would be removed from the fleet by the end of March 2020 and replaced with ambulance vehicles.

Members had the opportunity to raise their concerns and ask questions. The main issue being that no consultation had taken place, and it was felt that the replacement ambulance vehicles would not be able to reach patients located in the rural areas as quickly as the Rapid Response Vehicles. Members wanted assurance that the response times to patients in the Moorlands would not reduce and had previously requested the statistical data on this.

The WMAS Officer confirmed that the decision had been made and would not be reviewed.

The Panel considered its work programme and added the following items:-

- How the Council can empower people to take responsibility of their own health and wellbeing
- Provision of defibrillators

A meeting should have taken place on 22nd April 2020 but due to Covid19 this was cancelled. A representative from the County Council was due to attend this meeting in relation to Public Health Initiatives Drugs/alcohol. This will be rescheduled when we are able to do so.

Update Q1 2020- The Health Panel have been unable to meet in Q1, however, a Special Health Scrutiny Confidential Briefing has been arranged with Staffordshire County Council in relation to the County Council's Local Outbreak Control Plan. This will be presented by Cllr Alan White (Deputy Leader of the Council and Cabinet Member for Health, Care and Wellbeing) and Dr Richard Harling (Director of Health and Care).

New Influencing Actions – The following actions are 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.

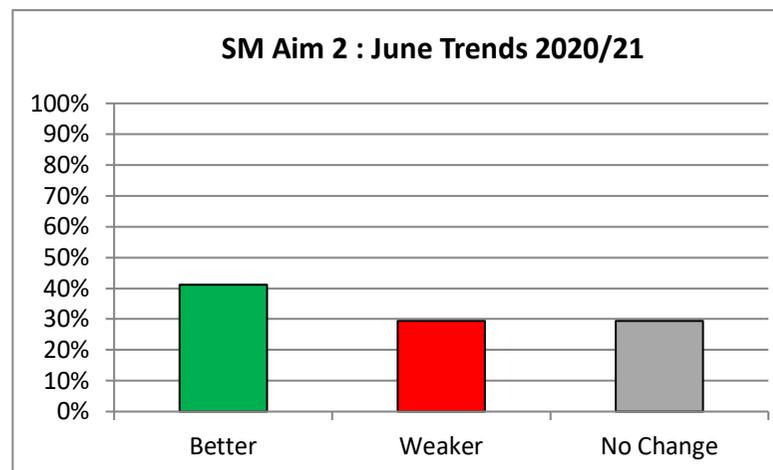
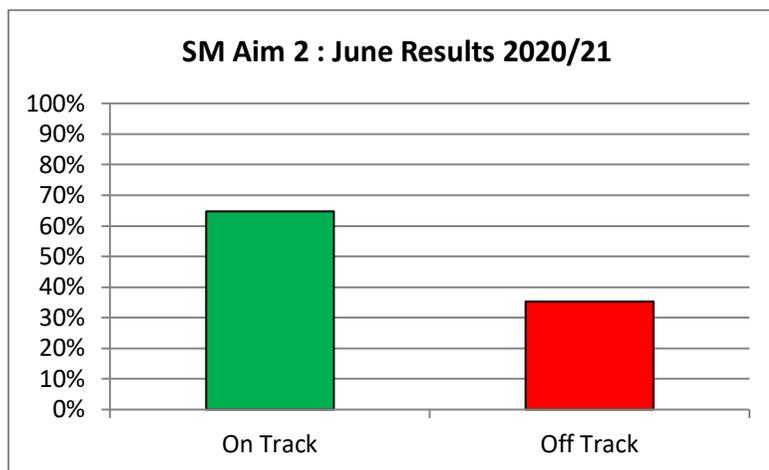
- Combating illegal money lenders such as loan sharks
- Reducing crime, the fear of crime and ASB

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



A number of procurement PIs measuring the new 'local' focus were unable to report in Q1 due to complications in obtaining the data and staff resources but should be in place for Q2. Staffs Moorlands is below target for business rates, council tax and sundry debt collection rates due to the financial impacts of lockdown on residents and businesses. Internal audit recommendation implementation and FOI response times have also been negatively affected by lockdown.

Celebrating Success:

At the end of Quarter One the following performance indicators are outstripping their targets:

- ✓ complaint handling and repeat complaints
- ✓ sickness absence
- ✓ invoice processing
- ✓ IT systems and network availability
- ✓ social media followers
- ✓ procurement activity on the forward plan

2019-2023 Corporate Plan Priority Actions – Progress Highlights

Priority Actions	Status	Commentary – June
Develop and implement a plan to identify new and innovative ways of generating income		Individual project updates within the action: 3.1 Advertising/Sponsorship- need to look at the work already done and review timescales 3.2 Fees & Charges- annual budget 3.3 Empty properties -Empty property review being conducted. Next Empty Property review commencing July 2020. Review actions from Empty Property Strategy during 2020/21 3.4 Building Control- meeting to be held 3.5 Trade Waste- need to determine an approach with AES
Continue to embed good information management practices through the ASSURED framework		The programme of Information Asset Register challenge sessions which commenced in 2019 will re-commence in September. Animated Privacy Notices under development for the website. ICT and Info Security Policy reviewed and waiting for Trades Union consideration.
Refresh and implement the Asset Management Plan, including a review of public estate, and ensure adequate facilities management arrangements are in place		Individual project updates within the plan: 14.1 Asset Management Plan- No update for Q1 14.2 Capital programme - Ongoing with numerous sites 14.4 Land Disposal strategy- we have a significant plan for land disposal. Facilities Management is being looked at in conjunction with Housing Repairs. 14.5 Facilities Management Arrangements - regularise the arrangement with DCC
Develop an Access to Services Strategy to ensure that Council services are accessible to all		The project will overlap with the IT/Digital strategy, a meeting has taken place with Transformation. Work is currently taking place to produce the outline. Once approved, the action plan for delivery will be over the next 3 to 4 years
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.)		Individual project updates within the action: 2.2 Refresh Efficiency & Rationalisation programme- Within the medium-term financial plan. Possible upfront funding required to implement the programme. The initial review is to be presented in September 2020, the formal review as part of MTFP for March 2021 2.3 Hybrid mail- This will be complete once fully rolled out, Sundry Debts and Rents now being picked up
Develop a new Organisational Development Strategy to ensure HP: effective workforce development and use of apprenticeships SM: that our workforce is developed effectively		Information Digest being created. The strategy will identify several projects for delivery

Priority Actions	Status	Commentary – June
Develop a new procurement strategy with a focus on spending money locally		New strategy to go to Cabinet/Exec/ALT, information digest report to go to all members. Formal strategy to be presented in the autumn, which will result in an action plan over the next 3 to 4 yrs.
Develop a new ICT strategy to enhance and support the delivery of services		<p>A report is going to ALT/Exec/Cabinet. Also, an information digest report will be sent to members. Individual project updates within the strategy:</p> <p>2.2 meetings AV equipment-no update</p> <p>2.3 IPAP/Assure- reached testing stage but the software is not ready, on hold until IIAP is fit for purpose</p> <p>2.4 Civica Pay- ready to go, resources and timescales for implementation before year end.</p> <p>2.5 Civica Open Revenues- briefing note being developed for the customer portal</p> <p>2.6 Env Health/Licencing- no roadmap for flare implementation, collective needs to be completed first</p> <p>2.7 Asset Management-Concerto: PC pilot study is up and running, timeline for completion is the end of this year. Training planned for the full team, go live date is planned for 1st Jan 2021</p> <p>2.8 Collective- delayed due to Covid 19, resources to be allocated and will get back on track as soon as possible</p> <p>2.9 Committee Management- looking at production of the forward plan and the quality of reports.</p> <p>2.10 ICT upgrade- M365 is ongoing, Teams has been rolled out to all Heads of Service and Councillors, P1's to be completed in the coming weeks. RDSW10- super users are testing the main systems.</p>

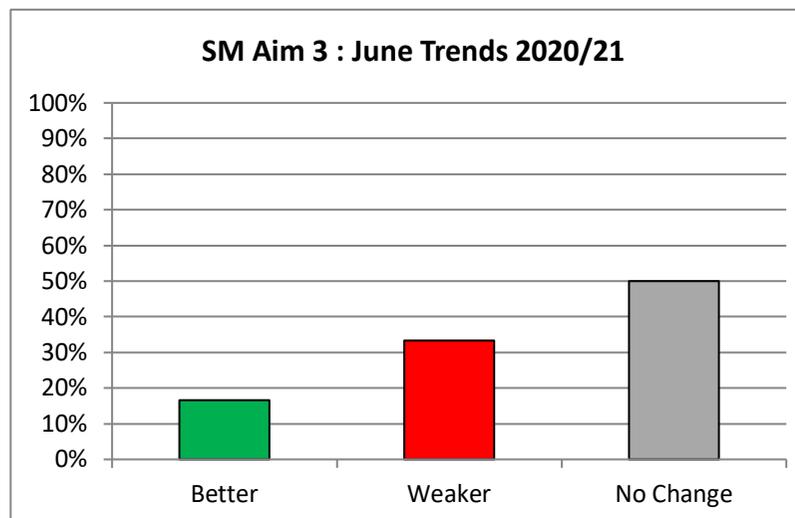
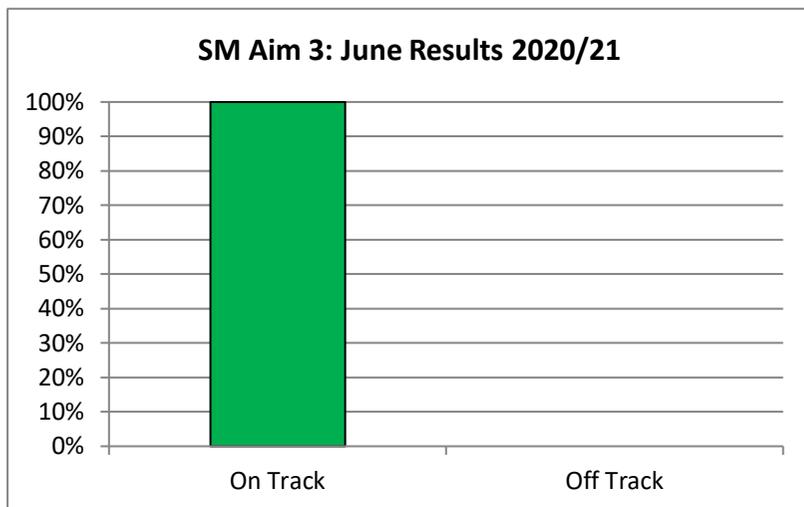
Managing our strategic risks

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 has a perfect record under Aim Three with all targets currently ‘on track’ as at the end of June 2020 and 100% of major planning applications have been determined on time.

Celebrating Success:

At the end of Quarter One the following performance indicators are outstripping their targets:

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

2019-2023 Corporate Plan Priority Actions – Progress Highlights

Priority Actions	Status	Commentary – June
Support the development of Cornhill and improved rail links		Individual project updates within the action: 10.1 Cornhill development project- The bid to LEP has failed, reviewing finance and looking at employment units 10.2 Rail projects
Support the development of the former Churnet Works site in Leek		The project will be restarted - new business case to be produced.
Develop and implement plans to extend the public market operations		AES will take over stall logistics from 1st August. The report for Leek market hall is complete and ready for service delivery at the end of July
Adopt a new Local Plan		Individual project updates within the action: 4.2 Adopted Local Plan- The delivery plan is ready once this has been adopted 4.3 Green Infrastructure Strategy- Cllr Porter is presenting at Defra in September, the Council has written to Defra. A briefing note is required for AMT.
Develop a master plan for bringing redundant mills back into us		A master plan is required, the plan will be looked at regularly and needs to be revisited. A desk top review will be conducted.
Implement the Council's growth strategy to bring about the regeneration of towns and rural communities		Individual project updates within the strategy: - Biddulph Wharf Rd masterplan - Application has been receive - Investment & Acquisition strategy- Blythe Vale/ Local Plan Housing delivery plan - Cheadle town centre masterplan - Report going to cabinet on 4th August
Develop a Tourism Strategy to maximise the positive impact to our communities		On hold due to Covid
Influencing Actions		
Support the Churnet Valley Railway with their plans to bring trains back to Leek		Heritage Rail Link: EAFRD EOI for tourism infrastructure was successful and invited to full application. Planning permission has been granted for the track-bed. Heads of Terms and Agreement to lease for transfer of SMDC land to Churnet Valley Railway (CVR) is agreed. An initial construction phase was identified which was not dependant on legal transfer or outcome of engineering tenders. A funding application to Moorlands Partnership Board was made to support this work with match funding from CVR. This application was approved, and work has already commenced on this phase. The European Agriculture Fund for Rural Development (EARDF) has awarded £1,427,906.83 to the CVR for the Heritage Railway Infrastructure project to 'Re-connect Leek' to the rail network.

New Influencing Actions – The following actions are 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.

➤ Expand the Growth Deal Partnership to provide inward investment

➤ Provide bus services which connect our villages with our three market towns for services, shopping and leisure.

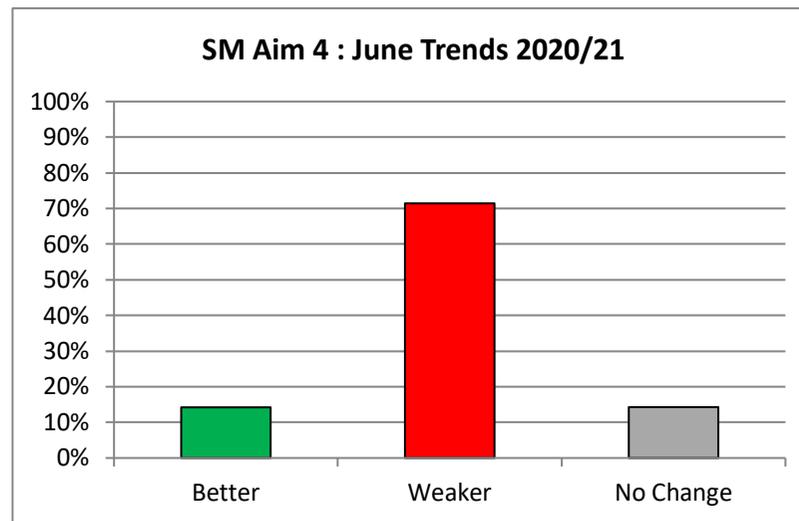
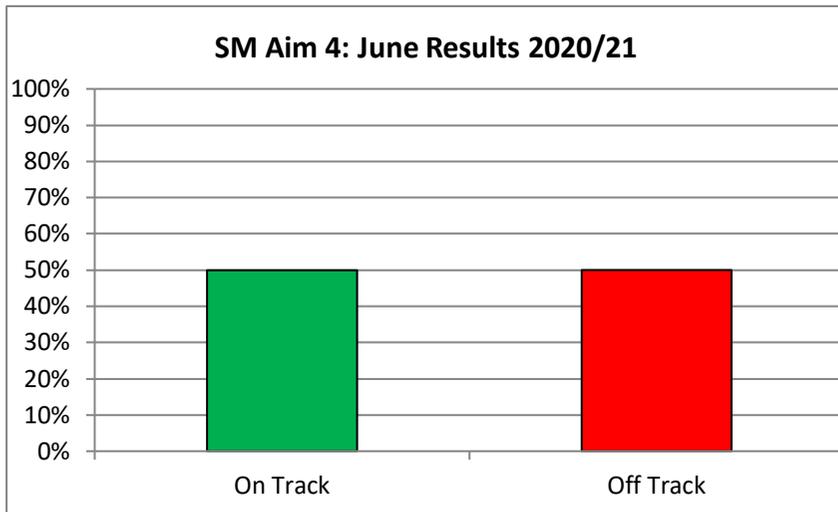
➤ Improve access and traffic flows to our town centre

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

Aim 4: Protect and Improve the Environment



As the graphic above shows, performance is balanced at the end of quarter one with three measures on track and three measures off track at this point. Of the three off track measures two are a result of lockdown restrictions with no access to premises to carry out routine environmental health inspections. The food team is now back up and operational. Fly tipping became a contextual measure during the last framework review but the June data reveals significant increases compared to last year, which is attributed to the closure of local recycling centres during lockdown.

Celebrating Success:

At the end of Quarter One the following performance indicators are outstripping their targets:

- ✓ missed bins
- ✓ paper consumption
- ✓ estimated recycling rates

2019-2023 Corporate Plan Priority Actions – Progress Highlights

Priority Actions	Status	Commentary – June
Successfully deliver Phase 3 of the transfer of services to Alliance Environmental Services Ltd, to deliver waste, streets and ground maintenance services on behalf of the Council in order to achieve improved performance and value for money outcomes.	Completed	COMPLETED Phase 3 (streets and ground maintenance) transfer completed 1st April 2020. Awaiting return of IT equipment and closure report.
Identify and implement an approach to reduce the cost of country parks	On Hold	No further movement at present, Acting Chief Executive to speak to SOT
Develop a plan to improve Brough Park and John Hall Gardens	On Track	Individual project updates within the plan: 12.4 Brough Park Improvement plan- The improvement plan has been done, the budget provision is in place and we can commence with the procurement process 12.5 Tean Road, Cheadle Improvement plan- Awaiting Cheadle Town Council decisions on next steps.
Develop a climate change strategy and an action plan of response to a declared climate emergency	On Track	Plans to be produced by the end of the year. Ongoing projects will come out of this piece of work.
Review the Council's waste and recycling arrangements to increase recycling and to respond to the emerging national strategy	On Track	Individual projects within the action: 14.1/14.2 Covid has delayed central Gov't progress, expectations not expected to be known until 2021 14.2 TEEP has not started, simplified assessment will be completed in the coming months.
Review the Environmental Enforcement Policy in order to take steps to further reduce environmental crime	On Track	Policies to be reviewed and updated in the next 12 months
Develop a new Parking Strategy to ensure that our car parks meet the needs of residents and visitors	On Track	Individual project updates within the strategy: 15.1 We are seeking contractor quotes. A full review is required, we also need to resurrect the review of pay and display machines. Free parking has been agreed during August and we will track footfall. 15.2 Parking strategy being reviewed, no update for Q1

Priority Actions	Status	Commentary – June
Influencing Actions		
Provide waste and recycling centres across the district		SMDC are part of the wider Staffordshire Waste partnership which has regularly meetings both at Officer and member level. This ensures we can influence any decisions being taken at a county level in regards to provision of such centres by SCC
The provision of accessible on street parking		Staffordshire parking board has ceased to meet during the current COVID-19 Crisis. Last attendance was at the last board, December 2019.

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)

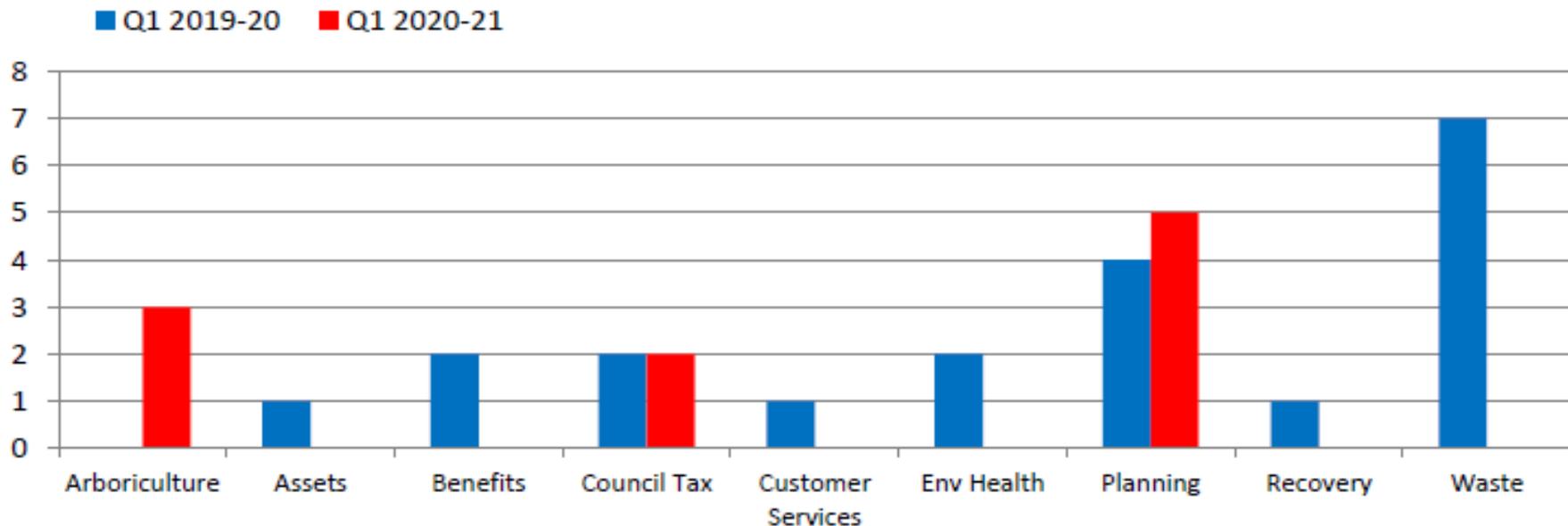
Customer Feedback Complaints

The Council closed a total of 10 stage one complaints across 3 service areas during the period April to June 2020. This is a decrease compared to the same period last year when we received 20 complaints. Planning received the greatest proportion with 5 complaints (50%). Details are shown in the graph below:

Stage 2 Complaints

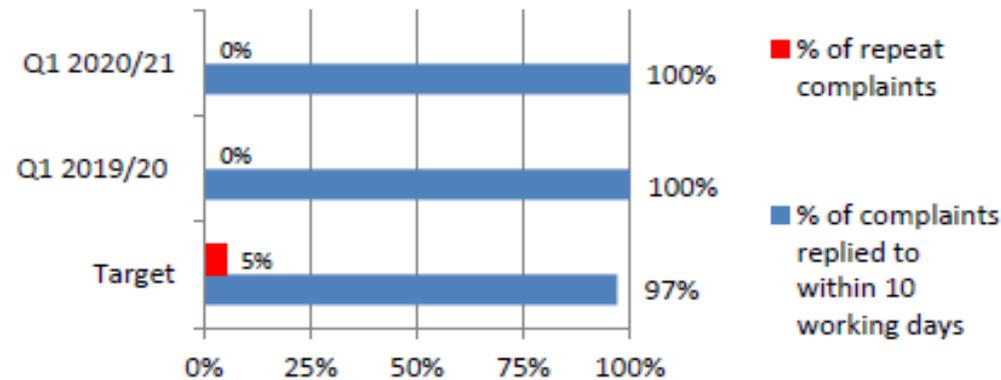
2 complaints were dealt with at stage 2 in Q1:

Service	Complaint	Outcome
Stage 2		
Enforcement 2019/20-0404	WG Tankers site Winkhill	Not upheld: accepted no fault
Planning 2020/21-094	Caverswall Castle	Not upheld: accepted no fault



Performance

The table below shows the current performance together with the performance for the same period last year. 100% of complaints have been responded to within 10 days and there have been no repeat complaints :

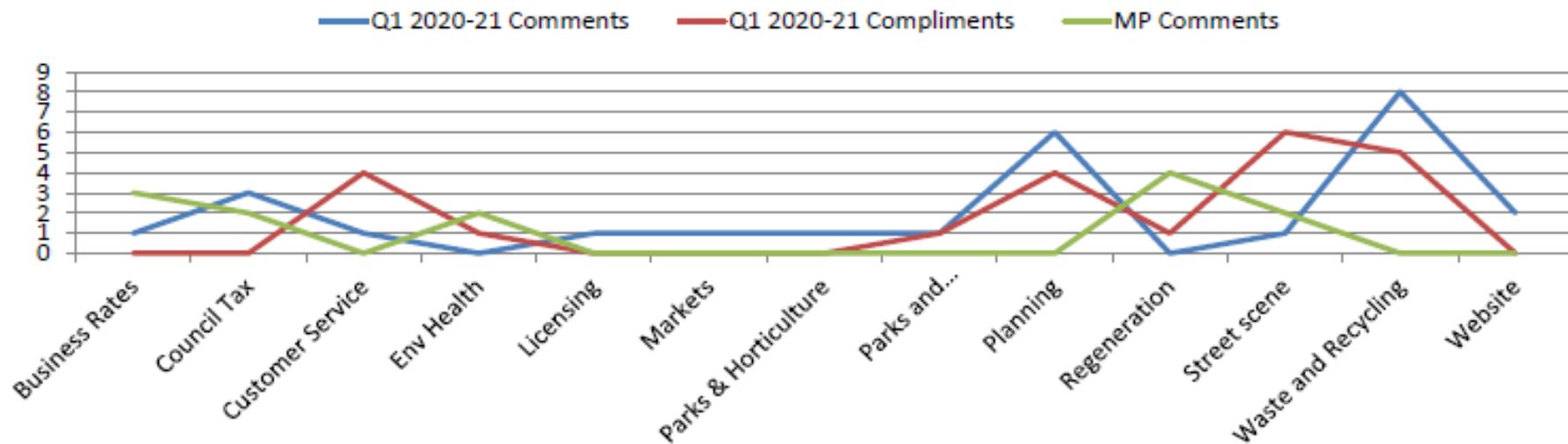


Key Outcomes: Following feedback received, signs will now be erected in car parks regarding the use of BBQ's. Social media will also be updated.



Repeat issues for Q1: None

Ombudsman Decisions. The Council received no Local Government Ombudsman decisions in Quarter 1.
Compliments and Comments The Council has also captured 26 comments, 13 MP comments and 22 compliments through its feedback system during the period Apr to June 2020:



Areas for Improvement: June 2020

Measure of Success (PI)	Aim / Objective	Service Lead	Target 2020/21	Result June 2020	Head of Service Commentary (reasons for performance / SMART actions to improve)
NEW: % of initial homelessness applications opened at the prevention and relief duty stages	Aim 1: Increased supply of good quality affordable homes	Head of Housing	65% prevention	43% prevention, 57% relief	Continuing impact of CV19 & the backlog from the number of cases in the homelessness initiative
NEW: Number of TA placements (including B&B made for families) placed over 6 weeks			0	2 (no families)	These are placements under the 'Everyone in' initiative
Collection rates: Business rates (% Business rates collected as a % of business rates due)	Aim 2: Effective use of financial and other resources to ensure value for money	Head of Revenues and Benefits	98.2%	22.3%	Effects of Covid on income being monitored
Collection rates: Council Tax (% Council tax collected as a % of Council tax due)			98.2%	28.76%	Effects of Covid on income being monitored
Collection rates: Sundry Debt (value of SD over 60 days)			2% improvement to 19/20	£97,394.91	Collection rates have been affected by the impact of Covid 19.

Measure of Success (PI)	Aim / Objective	Service Lead	Target 2020/21	Result June 2020	Head of Service Commentary (reasons for performance / SMART actions to improve)
Use of Contracts Register- annual contract spend as% of gross expenditure budget		Head of Finance	2% improvement to 19/20	84.00%	During the first quarter of 2020/21, the impact of COVID-19 Coronavirus pandemic caused significant disruption to the planned procurement exercises to be delivered during this period and subsequently, as a result of the situation, we experienced a rise in business critical sourcing activity which was not under formal contract. The planned activity (and including a number of pending contract awards) which were deferred prior and during this period are now being recovered and progressed for completion, which we anticipate will increase the amount of spend which is classed as 'under contract'
% of Internal Audit recommendations implemented within timescale (snapshot at end of each quarter)		Head of Internal Audit	98%	46.07%	The usual audit recommendation process was suspended during April-June due to the impact of Covid-19 but will be fully reintroduced from July 2020.
FOI requests: % responded to within statutory time frame (include numbers in commentary)	Aim 2: Ensure our services are easily available to all our residents in the appropriate channels and provided 'right first time	Head of Legal & Elections	95%	73.77% 90/122	Response timescales have been affected by the impact of Covid 19.
KG's of residual waste per household.	Aim 4: Effective recycling and waste management	Head of Service Commissioning	385kg	111.17kg (estimate)	Figures are estimated. Result at this point in 2019-20 was 85.8kg per household.

Measure of Success (PI)	Aim / Objective	Service Lead	Target 2020/21	Result June 2020	Head of Service Commentary (reasons for performance / SMART actions to improve)
% of 'high risk' premises (A-C) inspected per annum	Aim 4: Provision of high quality public amenities, clean streets and environmental health	Head of Environmental Health	100%	0.00%	There have been no physical inspections carried out since 1/04 due to Covid 19. The food team will be operational again from 20/07
% of routine permitted process premises inspected			100%	0.00%	There have been no physical inspections carried out since 1/04 due to Covid 19. The food team will be operational again from 20/07

For a full list of all performance measures and the Q1 results please visit the Performance Management page on the Intranet or click on this [link](#).