



Staffs Moorlands Performance & Customer Feedback Report: 2020/21 (Q2)

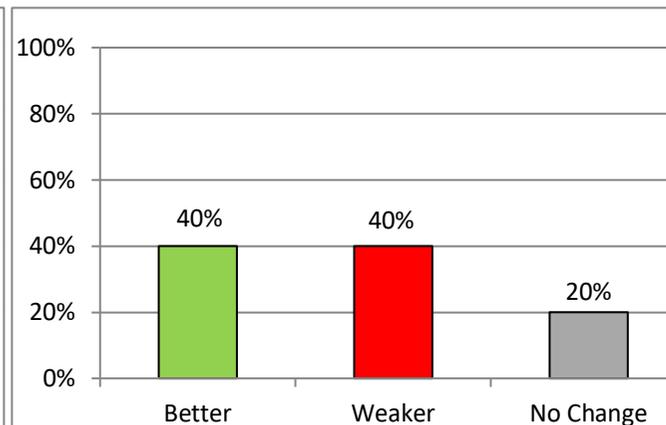
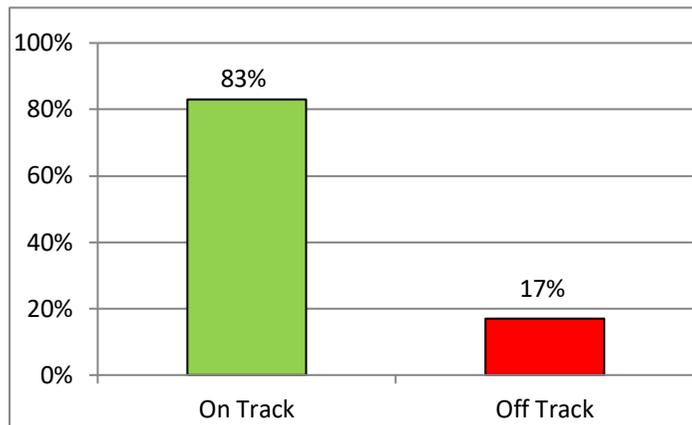
Staffordshire Moorlands Q2 Summary

The following report provides Councillors with an overview of performance at Staffs Moorlands for the period April to September 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 half of 2020/21 against the monthly and quarterly measures only and reflects the revised targets agreed in response to the pandemic. The Q2 results show that 83% of all measures are currently ‘on track’ to meet target by the end of the year and 60% of measures are performing equal to or better than last year’s Q2 result. 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 status of these projects / actions.



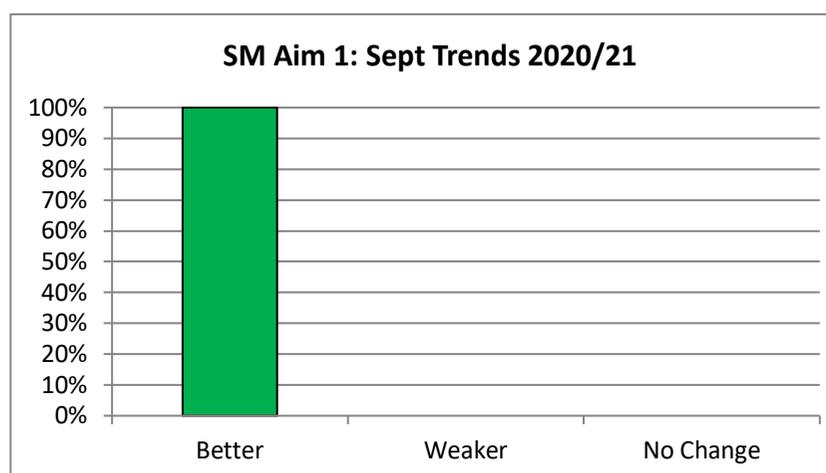
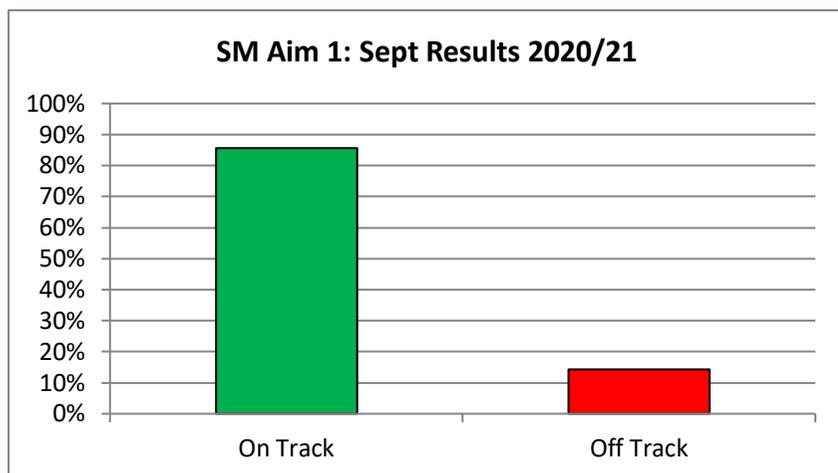
	Off Track
	In danger of going off Track
	On Track
	Not yet started / Decision awaited
	Complete / Closed

Customer Feedback Overview

There has been a 40% reduction in complaints during the first half of 2020/21 compared to last year and there have been no repeat complaints. Performance in handing complaints in 10 days is 1% beneath target at a respectable 96%. Further information about any lessons learned is included in the report.



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



Overall performance is very strong against aim one with only one 'off track' measure at SMDC – the proportion of homelessness applications opened at the prevention rather than relief duty stage. However, settled accommodation rates have improved significantly. The trend shows that all measures, where comparable, are performing better than last year.

Celebrating Success:

At the end of Q2, the following performance indicators are outstripping their targets:

- ✓ settled accommodation outcomes from homelessness prevention and relief duties
- ✓ processing benefit new claims and change of circs
- ✓ temporary accommodation placements

2019-2023 Corporate Plan Priority Actions – Progress Highlights

Priority Actions	Status	Commentary – September
Develop a strategy for further development of affordable and specialist housing		This project is similar to the Ascent project, we will look at the options to supply affordable housing: Homes England has a new funding opportunity.
Complete the review of the CCTV system and implement the agreed recommendations		The upgrade of the control room has started. A progress meeting was arranged with the contractor at the end of September. Should start replacing the cameras this month.
Develop and implement an indoor leisure facilities improvement plan focused on improving the health and well-being of residents		Stage 2 project documentation supplied. Consultancy spec is out to tender, deadline is 2.10.20. Evaluation and meetings scheduled to occur in October.
Develop and implement an outdoor leisure facilities improvement plan focused around the 'sports village' concept		The suggested project list has been shared with Senior Management. Projects are all at third party locations therefore progress with each will be linked to the facility owner/clubs' aspirations.
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/Cabinet. Also, an information digest report will be sent to members. A meeting has been held with comms to start on the corporate narrative and select key individuals to take part
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		<p>Next steps:</p> <ul style="list-style-type: none"> • Undertake scoping work including review of current data/statistics, review of Sport England, Active Derbyshire and SASSOT's strategy position, engage stakeholders/partners • Formulate draft strategy for circulation/comments • Member review/approvals

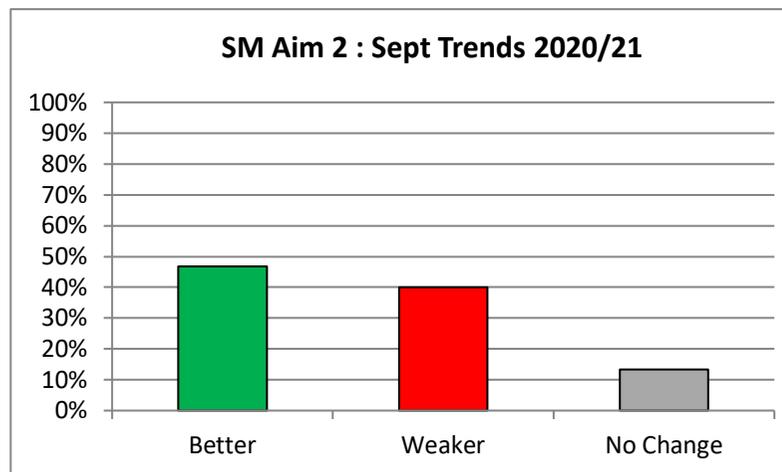
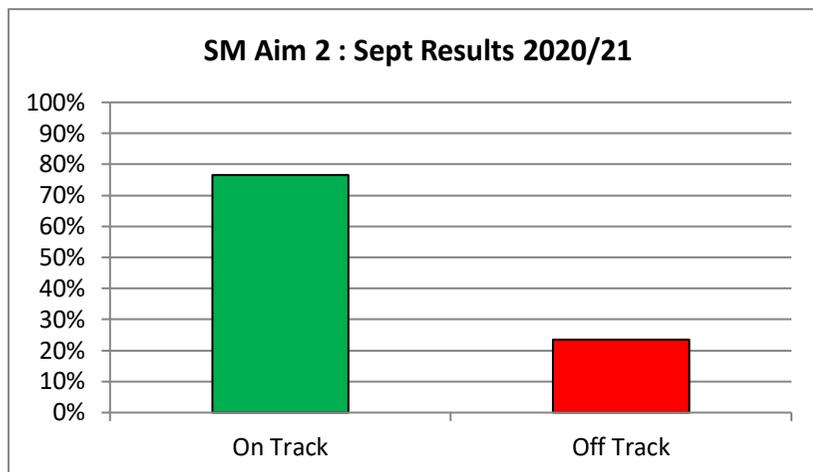
	Individual project updates within the action: Active Communities Plan - This plan was ready to be launched in March 2020 but put on hold due to the closure of leisure centres. Parkwood's outreach staff not due to be brought back until the end of October so at present it is unclear when this will recommence and whether the focus of the plan is still appropriate/realistic.
Continuing Influencing actions	
Ensuring effective health provision particularly for the elderly	A special meeting of the Council's Health O&S Panel was held on 22nd July 2020. Cllr Alan White (SCC Cabinet Member for Health & Wellbeing) and Dr Richard Harland provided members with a presentation on the Covid-19 Local Outbreak Control Plan. Following the presentation members had the opportunity to ask questions and make comments. The next meeting of the Panel is scheduled to take place on 14th Oct 2020, at which representatives from the Midlands Partnership NHS Foundation Trust and the North Staffordshire CCG will be in attendance to provide an update on Covid-19 and Community Hospitals. At the request of a councillor, the Panel will also consider an item on Public Health Initiatives (Drugs and Alcohol Overview) from Tony Bullock, Staffordshire County Council.
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



Staffs Moorlands remains 'off track' for sundry debt collection rates despite a reduction in the target. There has been a significant increase in audit recommendations implementation, but FOI response times remain down. The amended targets for council tax and business rates collection have brought the Q2 results back on track although weaker than last year.

Celebrating Success:

At the end of Q2, the following performance indicators are outstripping their targets:

- ✓ sickness absence
- ✓ IT systems and network availability
- ✓ repeat complaints
- ✓ social media followers
- ✓ procurement activity on the forward plan
- ✓ customer interactions and portal accounts
- ✓ invoice processing,

2019-2023 Corporate Plan Priority Actions – Progress Highlights

Priority Actions	Status	Commentary – September
Develop and implement a plan to identify new and innovative ways of generating income		<p>Individual project updates within the action:</p> <p>3.1 Advertising/Sponsorship- need to look at the work already done and review timescales. We are unlikely to be able to focus on this until later in the year. Priority focus being to review current income levels / prospects for the MTFP period. On hold.</p> <p>3.2 Fees & Charges- Work on 2021/22 fees and charges to commence Oct in preparation for formal presentation in Feb.</p> <p>3.3 Empty properties- The Empty Property review commenced July 2020; we will review the actions during 2020/21. The team have been issuing letters to empty properties.</p> <p>3.4 Building Control- we are awaiting information back from the Derbyshire consortium (latest financials etc); a meeting will be arranged with finance to progress this.</p> <p>3.5 Trade Waste - need to determine an approach with AES. Finance to pick this up in October after initial review of the MTFP.</p>
Continue to embed good information management practices through the ASSURED framework		<p>The IGG met on September 23rd, 2020 where the revised Terms of Reference for the Group were agreed. IAR challenge sessions were held with Assets and Democratic / Community Services and all IARs will now be stored centrally to facilitate shared access and a single master copy. A large proportion of the IGG action plan is now complete and will be refocused on the remaining actions</p>
Refresh and implement the Asset Management Plan, including a review of public estate, and ensure adequate facilities management arrangements are in place		<p>Individual project updates within the plan:</p> <p>14.1 Asset Management Plan- Further training being undertaken with CIPFA to deliver AMP. Once the database is complete, a policy / strategy will be created.</p> <p>14.2 Capital program- New R/A/G status programme in place to aid quick reporting</p> <p>14.4 Land Disposal strategy- Programme reviewed as part of Aug MTFP reintegration.</p> <p>14.5 Norse Contract Options FMA – Norse to work up business case. Meeting undertaken 22/23 September to set scene. Visits to Essex to be arranged. Potential scope of the project to be agreed</p> <p>14.5.1 Facilities Management Arrangements- Awaiting budget review from Vertas. DCC still undertaking works.</p>
Develop an Access to Services Strategy to ensure that Council services are accessible to all		<p>Process for the Access to Services Strategy completed and released to Information Digest.</p>

Priority Actions	Status	Commentary – September
<p>Implement the Council’s Efficiency and Rationalisation Programme (This will focus on several projects including procurement, income generation, trading, advertising, and sponsorship, etc.)</p>		<p>To be reviewed in light of COVID-19 as part of the review of the MTFP – Will be reviewed every year. Individual project updates within the action:</p> <p>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. An early review will be undertaken as part of the MTFP update - to be presented to September Committee cycle</p> <p>2.3 Hybrid mail- This will be complete once fully rolled out, SD and Rents now being picked up. We are now entering into a 2-year contract with PSL following roll out of the pilot in 2017/18. ‘high volume’ Service Areas are now live on Hybrid Mail; this equates to approx. 80% of our outgoing mail. 273,019 items of mail were posted in 2019/20. 30% posted via Hybrid Mail, making savings of £10,548. We predict the use of Hybrid Mail for 2020/21 increases to 60%. We continue to roll this out across services, Customer Services training taking place, completion Oct 2020.</p>
<p>Develop a new Organisational Development Strategy to ensure effective workforce development</p>		<p>Information Digest has been completed and circulated to members. The strategy will identify several projects for delivery. Camburg have met with AMT and we are aiming to get this finalised for the next committee meeting.</p>
<p>Develop a new procurement strategy with a focus on spending money locally</p>		<p>New strategy to go to Cabinet/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.</p> <p>Draft Procurement Strategy Discussion Paper presented to Cabinet ALT and feedback provided. Based on this, there are some further amendments / information to include prior to release. Briefing note presented to SMDC Climate Change working group for comment.</p>
<p>Develop a new ICT strategy to enhance and support the delivery of services</p>		<p>A report is going to ALT/Cabinet. Also, an information digest report will be sent to members. Socitm review commenced. Individual project updates within the strategy:</p> <p>2.2 Meetings AV equipment- On hold due to COVID-19.</p> <p>2.3 ILAP/Assure - reached testing stage but the software is not ready, on hold until IIAP is fit for purpose</p> <p>2.4 Civica Pay- Project board has met, migration to commence May 2021.</p> <p>2.5 Civica Open Revenues- Cabinet approval granted, project board set up and PID under development.</p> <p>2.6 Env Health/Licencing- no roadmap for flare implementation, collective needs to be completed first.</p>

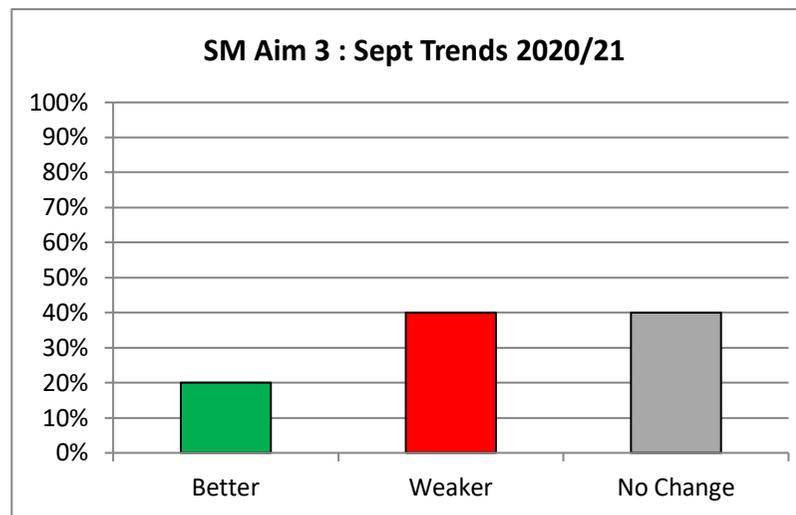
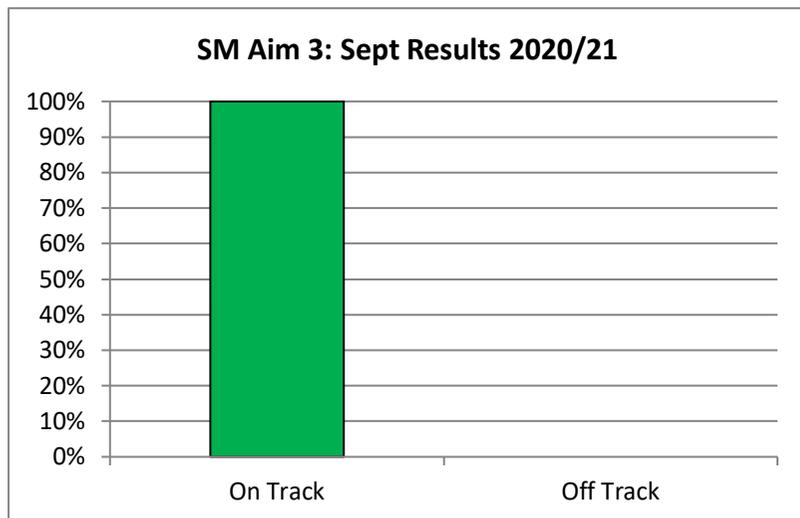
Priority Actions	Status	Commentary – September
		<p>2.7 Asset Management-Concerto: PC pilot study is up and running, timeline for completion is the end of this year. Training planned for the full team, go live is planned for Jan 2021.</p> <p>2.8 Collective- delayed due to COVID-19 19, resources to be allocated and will get back on track as soon as possible. The data cleanse exercise has progressed slowly but should be signed off in the coming weeks. A test data migration exercise is complete, and this will be tested in September. We are aiming for a go live date March/April 2021. Work is underway with the developers re the intuitive web forms and our web provider have developed a solution for displaying the calendars online. Vehicle installs at HP have taken place and the training approach for users in the office and drivers has been agreed. Further work required on the trade collections; this has been agreed. A new timeline has been created and we await a response from Bartec.</p> <p>2.9 Committee Management- looking at production of the forward plan and the quality of reports. Training to be implemented.</p> <p>2.10 ICT upgrade- M365 is ongoing, Teams has been made a priority and is nearing completion, 131 users are now enabled on a corporate device. RDSW10- super users are testing the main systems, live staff migrations will commence 24/08 and will be handled by the NPS onsite team. IT requirements are being evaluated to enable a more agile approach between home/office working. The intention is to evaluate our IT requirement needs using the outcomes of the staff IT / homeworking survey and the deliverables from PLA1</p> <p>Reinstating Services work & Positive Legacy workstreams, where new ways of working are being considered, (e.g. laptops/docking stations etc). When Northgate have a clear idea what route we want to take with hardware, they will cost that solution for us.</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 September 2020 and 100% of major planning applications have been determined on time.

Celebrating Success:

At the end of Q2 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 – September
Support the development of Cornhill and improved rail links		10.1 Cornhill development (East): Business case to be submitted. 10.2 Cornhill development (West): Full planning approval for site already granted. 10.3 Rail projects- We have appointed project management consultants (Jonathan Cornes Associates) to facilitate the project delivery.
Support the development of the former Churnet Works site in Leek		No update
Develop and implement plans to extend the public market operations		Tender specification issued for Leek Market Hall improvements - expected start date Nov 2020. Note being prepared for market operation options.
Adopt a new Local Plan		Action Completed. The Staffordshire Moorlands Local Plan was adopted by full council in September 2020.
Develop a master plan for bringing redundant mills back into us		Work has been conducted in this area previously and a review of this work will take place initially. We also need to identify what has been empty long term and understand the reasons.
Implement the Council's growth strategy to bring about the regeneration of towns and rural communities		Individual project updates within the strategy: 6.8 Biddulph Wharf Rd masterplan- additional budget support may be required 6.9 Investment & Acquisition strategy- To be reviewed. 6.10 Cheadle town centre masterplan - Final Masterplan Options Appraisal report received, SMDC Cabinet to approve next steps. Provisional dates agreed for meeting of new Cheadle town centre project - delivery board to be supported by a stakeholder panel. Project being considered for submission to OPE bid (round 8). To be discussed with SCC.
Develop a Tourism Strategy to maximise the positive impact to our communities		Not yet commenced.
Influencing Actions		
Support the Churnet Valley Railway with their plans to bring trains back to Leek		Heritage Rail Link: External funding secured at 80% intervention level from The European Agriculture Fund for Rural Development (EARDF) with CVR responsible for match/funding for the remaining element. Appointed project management consultants (Jonathan Cornes Associates) to facilitate project delivery.
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.

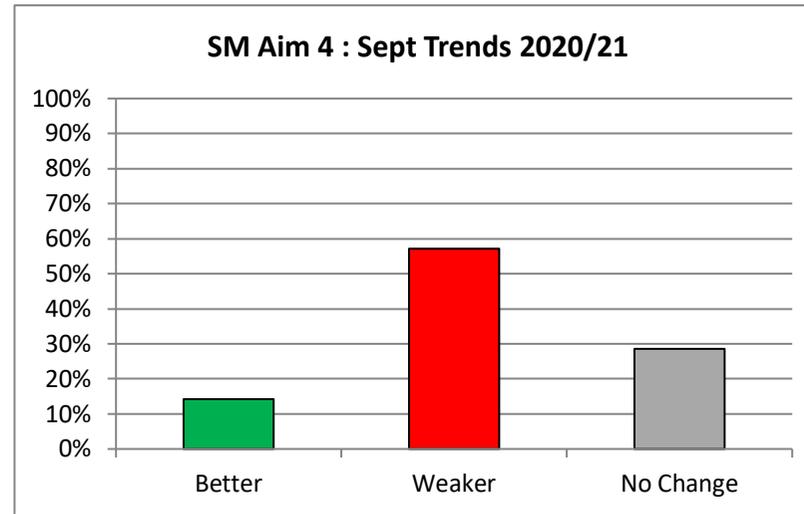
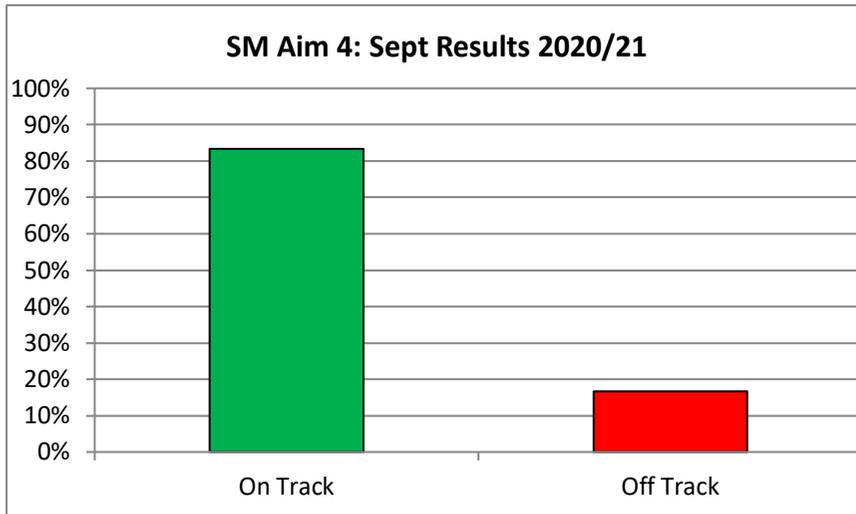
➤ Improve access and traffic flows to our town centre

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



The council has just one 'off track' measure at the end of Q2: the kg of residual waste. We measure this quarterly using estimates until the tonnages are confirmed but the amounts collected during lockdown were higher than the previous year. Fly tipping is now a contextual measure but the 2020/21 data reveals significant increases compared to last year, which is believed to be an issue nationally and is being addressed through a comms strategy in addition to ongoing enforcement activity.

Celebrating Success:

At the end of Q2, 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 – September
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 Phase 3 (streets and ground maintenance) transfer completed 1st April 2020. Awaiting return of IT equipment. Closure/lessons learnt report has been provided. Project completed.
Identify and implement an approach to reduce the cost of country parks		SOTCC have not progressed the freehold transfer of Wetley Moor to SMDC having not obtained member approval to date. In addition, they have not provided an up to date position regarding the tenancy situation without which SWT are not prepared to progress the transfer. The project has stalled as Officers are unable to obtain a response from SOTCC about timeframes for such to occur, despite ongoing attempts.
Develop a plan to improve Brough Park and John Hall Gardens		Brough Park Improvement plan- Four tenders were received for the new play area, the designs were disappointing. As a result, we are going back to the suppliers who bid asking them to revisit the designs. Early signs are that they will improve on this.
Develop a climate change strategy & an action plan of response to a declared climate emergency		Plans to be produced by the end of the year. Ongoing projects will come out of this piece of work. Procurement paper taken to Staffs Moorlands.
Review the Council's waste and recycling arrangements to increase recycling and to respond to the emerging national strategy		On hold- Await consultation and communications from the Government. Individual projects within the action: 14.1/14.2 COVID-19 has delayed central Gov't progress, expectations not expected to be known until 2021 14.2 TEEP has not started.
Review the Environmental Enforcement Policy in order to take steps to further reduce environmental crime		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		Individual project updates within the strategy: 15.1 Parking strategy -Specification of requirement has been issued and fee proposal received. Contract being prepared

Priority Actions	Status	Commentary – September
		15.3 Pay & Display machines - Initial scoping meeting held with procurement to recap where we are and put into context for the new project manager.
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 regarding 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

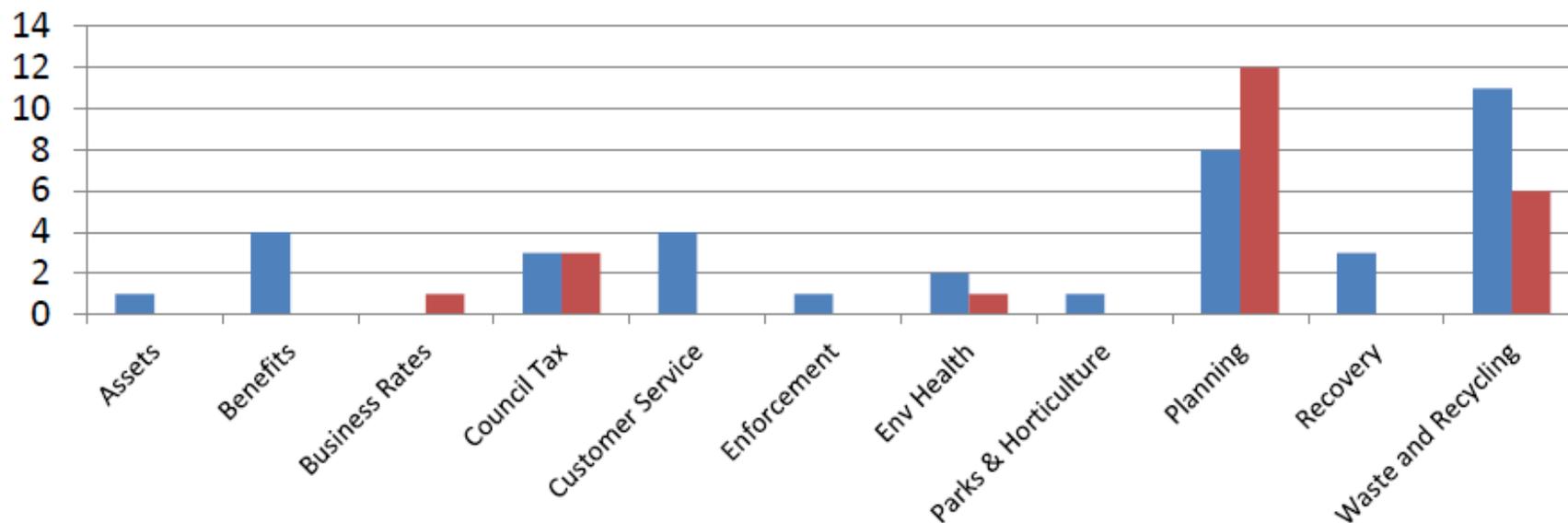
The Council has identified, assessed, and is mitigating the following strategic risks under Aim Four:

- 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 23 stage one complaints across 5 service areas during the period April to September 2020. This is a decrease compared to the same period last year when we received 38 complaints. Planning received the greatest proportion with 12 complaints (52%). Details are shown in the graph below:

■ Q2 2019-20 ■ Q2 2020-21



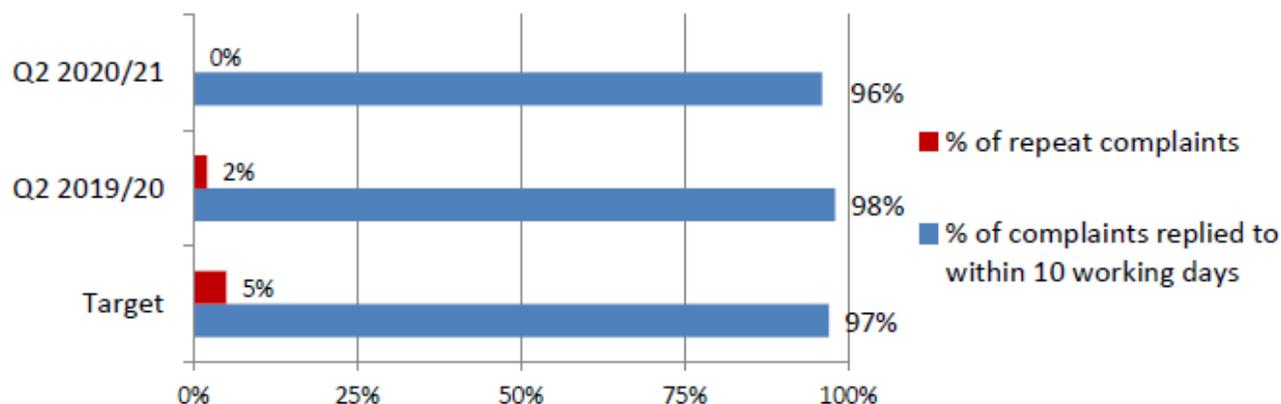
Stage 2 Complaints

5 complaints were dealt with at stage 2 in Q2:

Service	Complaint	Outcome
Stage 2		
Planning 2020/21-0121	Consultation Park View Cheadle	Ongoing
Planning 2020/21-0174	Grange Road Biddulph	Not upheld: accepted no fault
Planning 2020/21-0247	Developer Application Form	Ongoing
Council Tax 2020/21-0248	Post to wrong address	Not upheld: accepted no fault
Arboriculture 2020/21-078	Delay with TPO	Upheld: accepted at fault

Performance

The table below shows the current performance together with the performance for the same period last year. 96% of complaints have been responded to within 10 days and there have been no repeat complaints :



Outcomes for Q2:

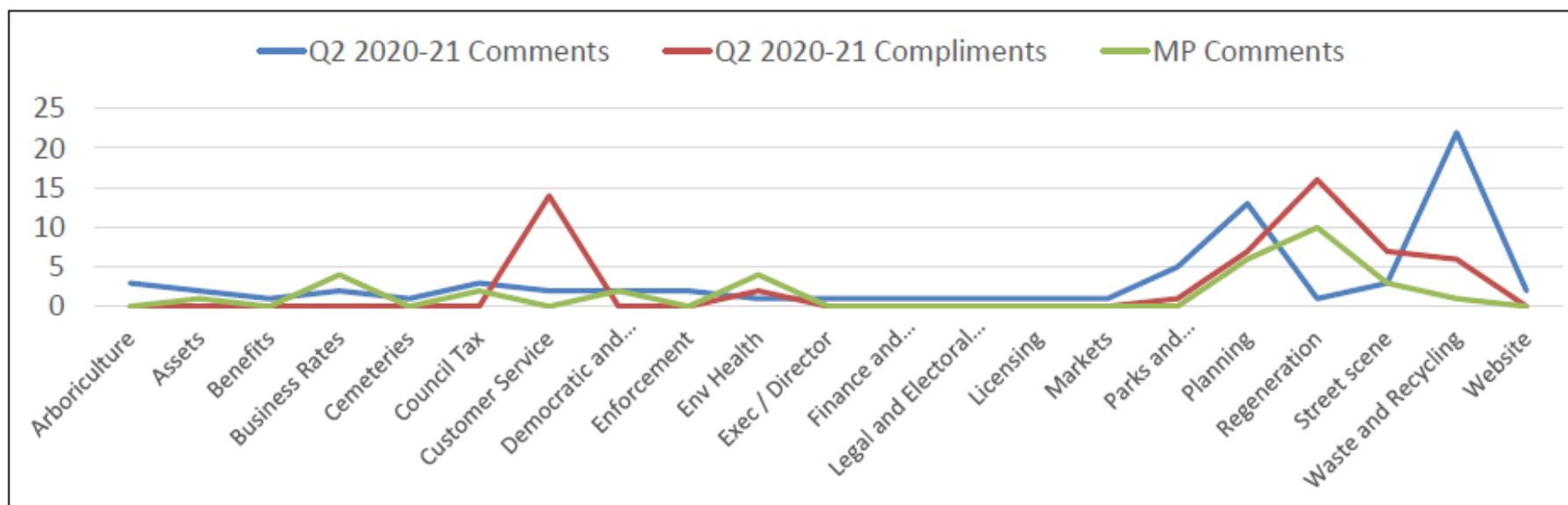
None

Repeat issues for Q2:

None

Ombudsman Decisions. The Council received no Local Government Ombudsman decisions in Quarter 2.

Compliments and Comments The Council has also captured 70 comments, 33 MP comments and 53 compliments through its feedback system during the period Apr to September 2020:



Areas for Improvement: September 2020

Measure of Success (PI)	Aim / Objective	Service Lead	Target 2020/21	Result September 2020	Head of Service Commentary (reasons for performance / SMART actions to improve)
% of initial homelessness applications opened at the prevention and relief duty stages	Aim 1: Increased supply of good quality affordable homes	Head of Housing	60% prevention	45% prevention 55% relief	We are seeing a higher number of presentations at relief stage due to relationships and sofa surfing arrangements breaking down, however settled accommodation rates have improved significantly.
Collection rates: Sundry Debt (value of SD over 60 days)	Aim 2: Effective use of financial and other resources to ensure value for money	Head of Revenues and Benefits	Match 2019/20	£101,700.27	Collection rates have been affected by the impact of COVID-19.
% of Internal Audit recommendations implemented within timescale (snapshot at end of each quarter)		Head of Internal Audit	92%	74.12%	The usual audit recommendation follow-up process was suspended during April-June but has been slowly reintroduced from July with performance improving.
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 and Elections	95%	74.72% 192/264	Response timescales have been affected by the impact of COVID-19.
Complaint handling: % dealt with within 10 working days		Head of Customer Services	97%	96%	1 complaint responded to outside of the 10 working days (11 days), as we have received a low number of complaints overall this affects the % year to date target.

Measure of Success (PI)	Aim / Objective	Service Lead	Target 2020/21	Result September 2020	Head of Service Commentary (reasons for performance / SMART actions to improve)
KG's of residual waste per household.	Effective recycling and waste management	Head of Service Commissioning	385kg	210.08kg	Q2 results are estimated as disposal tonnage data is not yet available from SCC, similarly, recycling tonnage data for September is awaited from our contractors. Tonnages collected during lockdown in Q1 were 835 tonnes higher than during the same months last year, which will have an impact on our results in 2020-21.

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](#).