

# Public Document Pack



## RESOURCES OVERVIEW & SCRUTINY PANEL SUPPLEMENT AGENDA

**Date:** Wednesday, 21 September 2022

**Time:** 10.00 am

**Venue:** Council Chamber, Moorlands House, Leek

Please find below additional reports which were unavailable when the agenda was published.

### PART 1

8. 1st Quarter Financial, Procurement & Performance Review 2022/23 (**Pages 3 - 42**)

**MARK TRILLO**  
**EXECUTIVE DIRECTOR & MONITORING OFFICER**

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## STAFFORDSHIRE MOORLANDS DISTRICT COUNCIL

### Resources Overview & Scrutiny Panel

21st September 2022

<b>TITLE:</b>	<b>First Quarter Financial, Procurement and Performance Review 2022/23</b>
<b>PORTFOLIO HOLDER</b>	<b>Cllr M Worthington – Finance Portfolio</b>
<b>CONTACT OFFICERS:</b>	<b>Keith Pointon – Head of Finance Tanya Cooper – Head of OD and Transformation</b>
<b>WARDS INVOLVED:</b>	<b>Non-Specific</b>

#### Appendices Attached

- **Appendix A (2022/23) – First Quarter (Financial Report)**
- **Appendix B (2022/23) – First Quarter (Procurement Report)**
- **Appendix C (2022/23) – First Quarter (Performance Report)**
- **Appendix D (2022/23) – First Quarter (Write-Offs) CONFIDENTIAL**

#### **1. Reason for the Report**

- 1.1 The purpose of this report is to inform members of the Council's overall performance and financial position for the period ended 30th June ("First Quarter 2022/23"); and

#### **2. Recommendations**

- 2.1 It is recommended that the Committee:

- Note the First Quarter 2022/23 financial, procurement and performance position detailed in Appendices A, B and C and summarised at 3.3 of this covering report.
- Recommend for approval the write offs set out in Appendix D

#### **3. Executive Summary**

- 3.1 This report essentially summarises the Council's financial, procurement and performance position after considering service activity up to the end of the First Quarter (i.e. 30<sup>th</sup> June 2022).

3.2 Detailed analysis is provided in Appendix A (Finance), Appendix B (Procurement) and Appendix C (Performance).

3.3 The position can be summarised as follows:

Subject	Headline	Reference
Finance	<p><b>The Finance headlines for the First Quarter are:</b></p> <p><i>Performance against Budget</i></p> <ul style="list-style-type: none"> <li>At the First Quarter stage the General Fund projected outturn for 2022/23 is an overspend of £77,030</li> </ul> <p><i>Efficiency Programme</i></p> <ul style="list-style-type: none"> <li>There is no new savings target in the 2022/23 budget. It is anticipated that the shortfall in savings brought forward from 2021/22 will be delivered in the year.</li> </ul> <p><i>Capital Programme</i></p> <ul style="list-style-type: none"> <li>The revised Capital Programme budget for 2022/23 is £4.0 million including the carry forward of capital underspends from 2021/22. The projected outturn for the year at Quarter One is £4.0 million to budget.</li> </ul> <p><i>Treasury Management</i></p> <ul style="list-style-type: none"> <li>Cash investments held at 30 June 2022 totalled £24 million.</li> <li>Council borrowing at 30 June 2022 totals £11.1 million</li> <li>The Council's net interest income receipts for the year is forecast to exceed the budget by £0.165 million at the Quarter One stage.</li> </ul> <p><i>Revenue Collection</i></p> <ul style="list-style-type: none"> <li>28.88% of Council Tax was collected by 30 June 2022 compared to 29.34% for the same period last year.</li> <li>29.10% of Business Rates was collected by 30 June 2022 compared to 32.33% for the same period last year.</li> <li>At the end of the First Quarter debt that was over 60 days old was £23,180 which compares with £65,050 at 30 June 2021.</li> </ul>	Appendix A
Procurement	<p><b>The Procurement headlines for the First Quarter are:</b></p> <ul style="list-style-type: none"> <li>10 procurement activities were completed</li> <li>The Procurement forward plan included 20 procurement activities for completion in 2022/23 (either SMDC only or joint)</li> <li>At the 30 June 2022, 34% of procurement activity undertaken was on the forward plan.</li> </ul>	Appendix B
Performance	<p><b>The Performance headlines for the First Quarter are:</b></p> <ul style="list-style-type: none"> <li>74% of the key performance indicators on track</li> <li>The Council closed 15 complaints and received 63 comments and 5 compliments</li> </ul>	Appendix C

#### 4. How this Report Links to Corporate Priorities

4.1 The successful delivery of all corporate priorities is dependent upon the effective management of performance and financial resources, which is the subject of this report.

#### 5. Options and Analysis

5.1 Detailed Analysis is contained within the main body of the Report.

## **6. Implications**

6.1 Community Safety - (Crime and Disorder Act 1998)  
None.

6.2 Workforce  
None.

6.3 Equality and Diversity/Equality Impact Assessment  
This report has been prepared in accordance with the Council's Equality and Diversity policies.

6.4 Financial Considerations  
There are substantial financial considerations contained throughout the report.

6.5 Legal  
None.

6.6 Climate Change  
None.

6.7 External Consultation  
None.

6.8 Risk Assessment  
There are a number of risks to the financial position presented, which are identified and explained in the financial report attached at Appendix A.

**MARTIN OWEN**  
**Executive Director Finance and Customer Services**

**Web Links and**  
**Background Papers**

**Location**

**Contact details**

Report appendices A-C

Moorlands House

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**2022/23**

**First Quarter  
Financial  
Review**

## 1. Background and Introduction

- 1.1. In accordance with the Council's Financial Procedure Rules and recommended good practice, a quarterly financial report is presented to members. This is the first report for 2022/23.
- 1.2. The report summarises overall financial performance for 2022/23 with particular emphasis on the key sources of financial risk to the Council. Specific considerations are as follows:
  - **General Fund Revenue Account (Section 2)** – considers budgetary performance on the General Account by looking at variations in income and expenditure and the funding received by the Council.
  - **Efficiency and Rationalisation Programme (Section 3)** – considers progress in achieving the efficiency and rationalisation savings forecast for 2022/23.
  - **Alliance Environmental Services (Section 4)** – highlights the performance of the Council's Joint Venture Company providing Waste, Fleet, Street Cleansing and Grounds Maintenance services.
  - **Capital Programme (Section 5)** – provides an update to Members on progress against the Council's capital plan
  - **Treasury Management (Section 6)** – sets out the key statistics in terms of investments and borrowings;
  - **Revenue Collection (Section 7)** – considers progress-to-date in collecting the Council Tax, Business Rates and Sundry Debts.



## 2. General Fund Revenue Account

2.1. This section of the report considers the financial performance of the General Fund Revenue Account against budget by setting out variations in income and expenditure and funding received by the Council.

Service	2022/23 Budget	Projected Outturn 2022/23	Variance	Contribution to (Use of) Earmarked Reserves	Net Variance
	£	£	£	£	£
Alliance Leadership Team	51,780	50,380	(1,400)	-	(1,400)
Audit	9,940	9,940	-	-	-
ICT	713,760	713,760	-	-	-
Human Resources	52,360	52,360	-	-	-
Member Services	354,980	339,480	(15,500)	-	(15,500)
Property Services	662,690	832,690	170,000	-	170,000
Benefits	(243,160)	(243,160)	-	-	-
Planning Applications	(386,310)	(440,310)	(54,000)	-	(54,000)
Building Control	54,510	49,510	(5,000)	-	(5,000)
Customer Services	134,780	121,780	(13,000)	-	(13,000)
Legal Services	64,520	64,520	-	-	-
Electoral Services	82,790	82,790	-	16,060	16,060
Licensing and Land Charges	(210,970)	(170,970)	40,000	-	40,000
Regeneration	65,450	75,450	10,000	-	10,000
Communities and Cultural	153,830	153,830	-	-	-
Housing Strategy	24,660	24,660	-	-	-
Transformation	6,760	6,760	-	-	-
Community Safety and Enforcement	151,050	151,050	-	-	-
Finance & Procurement	133,610	133,210	(400)	-	(400)
Revenues	(303,120)	(303,120)	-	-	-
Corporate Finance*	6,540,640	6,767,700	227,060	(89,060)	138,000
Waste Collection	1,789,630	1,809,000	19,370	-	19,370
Street Scene	397,050	397,050	-	-	-
Leisure Services	186,220	187,980	1,760	(10,000)	(8,240)
Horticulture	554,620	538,390	(16,230)	(7,700)	(23,930)
Environmental Health	(24,660)	(34,660)	(10,000)	-	(10,000)
<b>Net Total of Services</b>	<b>11,017,410</b>	<b>11,370,070</b>	<b>352,660</b>	<b>(90,700)</b>	<b>261,960</b>
<b>Net Interest</b>	<b>(202,340)</b>	<b>(367,340)</b>	<b>(165,000)</b>	<b>-</b>	<b>(165,000)</b>
	<b>10,815,070</b>	<b>11,002,730</b>	<b>187,660</b>	<b>(90,700)</b>	<b>96,960</b>
<b>Funding:</b>					
- external	(9,998,840)	(10,026,470)	(27,630)	-	(27,630)
- reserves contribution to/(from)					
general contingency	98,050	98,050	-	-	-
earmarked - business rates	(906,580)	(906,580)	-	-	-
earmarked - general	(7,700)	(90,700)	(83,000)	90,700	7,700
<b>Projected (Surplus)/Deficit</b>	<b>0</b>	<b>77,030</b>	<b>77,030</b>	<b>-</b>	<b>77,030</b>

\* Staff budgets are currently budgeted within Corporate Finance.

2.2. A revenue budget of £10,792,890 was set for 2022/23. In accordance with Financial Procedure Rules, the roll forward of £22,180 in unused budgets from 2021/22 has been authorised. This was made up of:

- **Planning (£14,650)**: in respect of the development of the Local Plan in 2021/22
- **Policy (£3,330)**
- **Risk Management (£4,200)**: in respect of Member Initiative funds to applied in 2021/22.

This brings the 2022/23 budget to £10,815,070

2.3. The table above shows how this budget has been allocated to services.

2.4. The Q1 projected outturn on the General Fund Revenue Account for the year is £11,002,730. This represents a projected overspend for the year of £77,030.

2.5. There is one area of significant underspend (>£50,000):

- **Planning Applications (£54,000 underspend)** – Application fee income is projected to exceed expectations by £50,000.

2.6. There is two areas of significant overspend (>£50,000):

- **Property (£170,000 overspend)** – Impact of utility cost going up from 1<sup>st</sup> October £100,000 impact of cost of cleaning before the Norse contract starts from 4<sup>th</sup> July £70,000
- **Corporate Finance (£227,060 overspend)** – relates to shortfall on the provision in the MTFP for the 2022/23 pay award (£138,000) plus repayment of Additional Restriction Grant Funding (£89,060) further described in paragraph 2.9.

2.7. Inflationary pressures across all other services, including partner organisations, are being monitored and will be reported in future quarterly reports should these crystallise into significant overspends during the remainder of the year.

2.8. Net interest costs, as detailed in section 6, are currently expected to generate £165,000 more income than budgeted.

2.9. The level of funding anticipated for the year is £110,630 above that budgeted due to the following:

*External Funding: (£27,630)*

- Business Rates Retention (£27,630 additional funding) due to a greater levy payment saving than anticipated at budget setting through being a member of the Staffordshire Business Rates pool. This is subject to change as an element of the levy saving is dependent on all members of the pool.

*Movement of Reserves: (£83,000)*

- Additional Restriction Grant Funding of £89,060 is due to be returned to central government as this was not allocated in the various schemes in operation prior to 31<sup>st</sup> March 2022.
- Other Earmarked (net £6,060 additional contribution); These reserves exist to match available funding with future projects and activities. Often it is not possible to anticipate when eligible spend will occur and so as the year progresses services will identify projects and schemes where earmarked reserves can be applied. To date across the authority net contribution into these reserves amounts to £6,060 more than nominally anticipated at the beginning of the year.

### **3. Efficiency and Rationalisation Programme**

- 3.1. This section of the report considers the financial performance of the Council's Efficiency and Rationalisation Programme in 2022/23.
- 3.2. The current Efficiency and Rationalisation Strategy was approved by Members in February 2017 and was due to finish in 2021/22. It had the effect of both reducing expenditure and increasing income. The need to grow income is now more of a priority as the Council moves more towards being self-financing (that is, not reliant on direct government funding such as revenue support grant).
- 3.3. The strategy was developed with the underlying principles of protecting frontline service delivery. It is also intended that the strategy is a tool to enable the Council to ensure that its service spending is determined by the established priorities set out in the Corporate Plan. It focused primarily on major procurements, the asset management plan, growth, income generation and rationalisation.
- 3.4. The current strategy is now largely delivered with no new savings target in 2022/23. The shortfall in savings brought forward from 2021/22 is expected to be delivered in the course of the year.
- 3.5. A savings target of £100k has been incorporated into Year 4 of the 2022/23 MTFP approved in February. These savings, largely reflecting good housekeeping around new procurements and recommissioning and delivery is not scheduled for delivery until 2025/26. However, work is underway on a Programme to address any challenges faced by the Council in the next budget setting process.
- 3.6. The Efficiency and Rationalisation Strategy is premised on the need to both reduce expenditure and increase income. The need to grow income is now more of a priority as the Council moves more towards being self-financing. The strategy has been developed with the underlying principles of protecting frontline service delivery. It is also intended that the strategy is a tool to enable the Council to ensure that its service spending is determined by the established priorities set out in the Corporate Plan.
- 3.7. The Authority carries a longstanding reserve earmarked to support the Efficiency Strategy, which can be drawn on to offset one-off costs of delivering the efficiency programme, such as redundancy costs. The reserve

currently stands at £493,000. It has not been necessary to draw on this reserve in previous years so it remains intact to underwrite performance against future savings targets in the Efficiency Programme.

#### 4. Alliance Environmental Services

- 4.1. Alliance Environmental Services Ltd (AES) delivers waste, fleet, street cleansing and grounds maintenance services to both Staffordshire Moorlands District and High Peak Borough Councils. The Councils are shareholders of the company along with Ansa, which is a wholly owned subsidiary of Cheshire East Council.
- 4.2. AES's management fee and impact on this Council's budget is summarised below:

2022-23	£
<b>AES base management fee</b>	<b>4,566,990</b>
Efficiency Rebate	(£25,000)
Allocation of Joint Operation profit	tbc
Contract pressures/ (savings)	tbc
<b>Net total</b>	<b>4,541,990</b>

- 4.3. The AES business plan for all services being delivered to the Council during 2022/23 includes a budgeted management fee of £4,566,990. The Council will also take a share of the total AES forecast efficiency target which is repayable to the Council at the end of the year and is allocated against the management fee costs.
- 4.4. Under accounting standards, AES's financial performance is incorporated in to the Councils' single entity statements as a 'Joint Operation' as opposed to separate group accounts being reported. The profit is therefore apportioned between the two Councils and the respective services in line with the input of original budgeted resources from each department and is offset against the management fee costs.
- 4.5. AES have recognised some emerging issues at this early stage in the year, which will be built in to future forecasts as these begin to crystallise. These include: recycling income improvements, offset by new bin cost pressures and covid legacy costs as well as pay award reconciliations and the potential inflationary pressures of fuel and some contract inflation changes.

## 5. Capital Programme

- 5.1. This section of the report provides an update to members on the Council's Capital Programme.
- 5.2. The table below shows a high level (service) summary of the General Fund Capital Programme position at 30<sup>th</sup> June 2022:

	2022/23 Approved Budget	Q1 Changes (per Q4 21/22 carry forwards)	2022/23 Revised Budget	Expected Outturn 2022/23	Expected Variance 2022/23
	£	£	£	£	£
<b>Housing Standards</b>	1,500,000	21,200	1,521,200	1,521,200	-
<b>Property Services</b>	734,260	28,290	762,550	762,550	-
<b>ICT</b>	20,000	28,050	48,050	48,050	-
<b>Leisure Services</b>	50,000	27,800	77,800	77,800	-
<b>Fleet Management</b>	774,070	(82,850)	691,220	691,220	-
<b>Regeneration</b>	423,000	34,030	457,030	457,030	-
<b>Community</b>	-	200,000	200,000	200,000	-
<b>Horticulture</b>	-	182,840	182,840	182,840	-
<b>CCTV</b>	-	56,140	56,140	56,140	-
<b>Total</b>	<b>3,501,330</b>	<b>495,500</b>	<b>3,996,830</b>	<b>3,996,830</b>	-
<b>Funding:-</b>					
<b>External Contributions</b>	1,500,000	21,200	1,521,200	1,521,200	-
<b>Capital Receipts</b>	71,000	-	71,000	71,000	-
<b>Revenue Reserves</b>	-	-	-	-	-
<b>Earmarked Reserves</b>	-	-	-	-	-
<b>Borrowing</b>	1,930,330	474,300	2,404,630	2,404,630	-
<b>Total</b>	<b>3,501,330</b>	<b>495,200</b>	<b>3,996,830</b>	<b>3,996,830</b>	-

- 5.3. The 2022/23 General Fund Capital Budget was approved by Members in February 2022 as part of the Medium Term Financial Plan (£3,501,330); and then updated in the Quarter 4 2021/22 provisional outturn report (£495,200 – regarding carry forwards from 2021/22 resulting in a revised overall capital programme of £3,996,830, no changes have been made at this early forecast in the year.

## 6. Treasury Management

- 6.1. This section of the report sets out the key treasury management statistics in relation to the Council's investments and borrowings. This report comprises a high level treasury management summary. The Audit and Accounts Committee receives detailed operational updates on treasury management.

### *Investments*

- 6.2. Cash Investments held on the 30<sup>th</sup> June 2022 totalled £24million. Interest earned on these investments up to the end of the first quarter totalled £48,290 and the average level of funds available for investment was £25.4million.
- 6.3. The Council budgeted to receive £79,390 in investment income in 2022/23 under the expectation that the Bank of England base rate would only reach 0.75% by the end of the financial year. However, interest rates have increased during the year following the base rate rise to 1.00% (from 0.75%) in May 2022, to 1.25% in June, and again to 1.75% in August, therefore a surplus of £166,000 is currently anticipated against the budget.

#### *Capital loan (Service investment – Housing)*

- 6.4. The Council has made a £10million capital loan (service investment – housing) to Your Housing Limited to support the maintenance of and provision of affordable housing within the Staffordshire Moorlands District. The loan has a maturity of 10 years (due February 2032). Interest is chargeable at 3.07% (including a 0.80% risk premium), therefore £307,000 is receivable in the year. This is a small shortfall of £1,000 against the budget. Borrowing costs of £214,350 to support this are included in the borrowing costs forecast outturn below.

#### *Borrowing*

- 6.5. External borrowing outstanding as at 30<sup>th</sup> June 2022 was £11.1million following the repayment of £1.5m of Local Authority loans.
- 6.6. The Council budgeted to incur £407,310 in net interest charges in 2022/23. This included new borrowing of £2.5million mid-year to fund the capital programme. Borrowing costs are currently forecast to be on target pending decisions on external borrowing and interest rates.

## **7. Revenue Collection**

- 7.1. This section of the report details progress to date in collecting the Council Tax, Business Rates and Sundry Debt.
- 7.2. The Quarter 1 collection rate was as follows:
- Council Tax – 28.88% of Council Tax was collected by 30<sup>th</sup> June 2022, compared to 29.34% for the same period in 2021/22, and 28.76% in 2020/21.
  - Business Rates – 29.10% of Business Rates was collected by 30<sup>th</sup> June 2022, compared to 32.33% for the same period in 2021/22, and 22.30% in 2020/21.
    - This is caused by the fluctuation in payment plans for large RV hereditaments in receipt of changing levels of relief between the years. This is expected to equalise in the coming months.
- 7.3. At the end of Quarter 1 the value of sundry debt that was over 60 days old was £23,180 which compares with £65,050 at 30<sup>th</sup> June 2021.



**2022/23**

**First Quarter  
Procurement  
Review**

## 1. Introduction

- 1.1 A key element of the financial savings included in the Council's Efficiency & Rationalisation Strategy is being met from Procurement activity which was agreed by Full Council in February 2017.
- 1.2 The current Procurement Strategy was developed to ensure that its objectives linked closely with the Council's overall strategic vision and aims and objectives. The key actions included, delivery of cashable savings, development of a professional Procurement unit, updated Procurement Rules to support transparency and the implementation of electronic tendering processes and procurement systems. All of which have been achieved.
- 1.3 The revised Joint Procurement Strategy is now drafted and scheduled for approval in September 2022. The revised strategy, covering 2022-2025 will focus on the following key objectives to support the aims of the Council's Corporate plan and align with the LGA National Procurement Strategy:
- Delivering Value for Money
  - Commercial focus and effective Contract Management
  - Maintaining Transparency and Ethical practices through effective leadership
  - Promoting Responsible and Sustainable Procurement
  - Supporting the Local Economy and Business Growth
  - Delivering Social Value (CSR) through our Contracts
- 1.4 The Council will work to achieve these priorities by adopting and implementing the following key themes which underpin and will drive the Strategy forward over the next three years:
- Showing Leadership
  - Behaving Commercially
  - Achieving Community Benefits
  - Environmental Sustainability
  - Ethical Sourcing

## 2. First Quarter Completed Procurements

- 2.1 The activity supported by the Council's procurement team during the first quarter April 2022 to June 2022 is summarised below:

First Quarter	High Value (> £181,000)	Low Value (< £181,000)	Total
SMDC Only	[-]	6	6
JOINT (SM/HP)	[-]	4	4
<b>TOTAL</b>			<b>10</b>

- 2.2 Annex A provides details of the 10 procurements exercises reviewed and completed during Quarter one.



### 3.0 2022/23 Procurement Forward Plan

3.1 The table below details the number of exercises which fall into either low or high value (profiled over full contract term) scheduled for completion or starting in 2022/23.

2022/23 Activity	High Value (> 181,000k)	Low Value (< £181,000k)	Total
SMDC	3	8	11
JOINT (SM/HP)	2	7	9
<b>TOTAL</b>			<b>20</b>

In addition to the above, there are 54 exercises currently in progress and a further 148 listed entries brought forward from previous years (for review and completion for both HPBC and SMDC combined).

3.2 Some of the more significant 'high level' procurement activity that is scheduled for delivery in 2022/23 includes:-

- Facilities Management (Joint venture delivery model) - completed
- Cornhill West Industrial Units Project (Subject to Approval)
- Levelling Up Funded projects – subject to application outcome

### 4. Procurement Performance

4.1 This section reports on the Council performance in terms of procurement activity

4.2 Performance for the first quarter is highlighted below:-

Performance Indicator	Target	Performance at 30 June 2022
% of Alliance Procurement Activity on Forward Plan	70%	34%
Annual contract spend as % of gross expenditure budget	94%	92%
Supplier (Creditor) spend within the local area as a % of total spend	6%	6.5%
% of Contracts awarded to local suppliers following submission of EOI (over £5,000)	Contextual	20%

## ANNEX A

### First Quarter Procurement Activity Completed - SMDC

Contract Title	Brief contract description	Recurring or One Off	Service Area	Procedure	Award Detail	Term Duration	Total Contract Value £
Contingency Planning arrangements	Contingency / Emergency Planning Staffordshire	Recurring	Corporate H&S	SLA	Civil Contingencies Unit	1 yr	20,000
Green Book Business Case Nicholson	Consultancy	One Off	Communities & Climate Change	Direct Award Framework	Focus Consultants	12 wks	13,350
SMDC Jubilee Baton Relay Traffic Management	Service contract	One Off	Service Commissioning	RFQ (Quotes)	RH Traffic Management	One Off	6,473
Cheadle Market Hall Feasibility Study - LUF	Consultancy	One Off	Regeneration	Direct Award	Quarterbridge Project Management	3-4 wks	7,995
Water level alarm monitoring and maintenance Hales Hall Reservoir	Specialist Services	Recurring	Service Commissioning	Direct Award	WSP UK Ltd	12 months	4,460
RYC Stoke - Leek rail feasibility study	Consultancy to support feasibility Business Case	One Off	Regeneration	Further Comp Framework	Sable Leigh Consultancy Ltd (Trading as: "SLC Rail")	6 months	54,756

## First Quarter Procurement Activity Completed – JOINT (HPBC & SMDC)

Contract Title	Brief contract description	Recurring or One Off	Service Area	Procedure	Award Detail	Term / Duration	Total Contract Value £
Planning Consultancy Support - Planning Applications Service Support	Framework of professional consultants to support Development Control service in processing of planning applications	Recurring	Development Control	Open Tender	Framework 1. Planning Angel Ltd 2. Terra Quest 3. DC Planning Consultancy	2 + 1 Yrs	(est) 75,000
Courier and Collection services	Collection and Banking of Income and Internal Mail Courier Services	Recurring	Customer Services / Assets / Finance	Direct Award	Buxton and High Peak Security Services	1+1 Yrs	126,774
5yr Tourism Strategy - High Peak and Staffordshire Moorlands	Consultancy Appointment, development of tourism strategies for both authorities	One Off	Regeneration	Open Tender	Blue Sail Ltd	12 months	32,675
Ride on Mowers	Grounds maintenance capital purchase for AES	One Off	Service Commissioning	Framework Direct Award	F R Sharrocks Ltd	Supply only	142,059

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**Staffs Moorlands Performance & Customer Feedback Report: 2022/23 (Q1)**

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



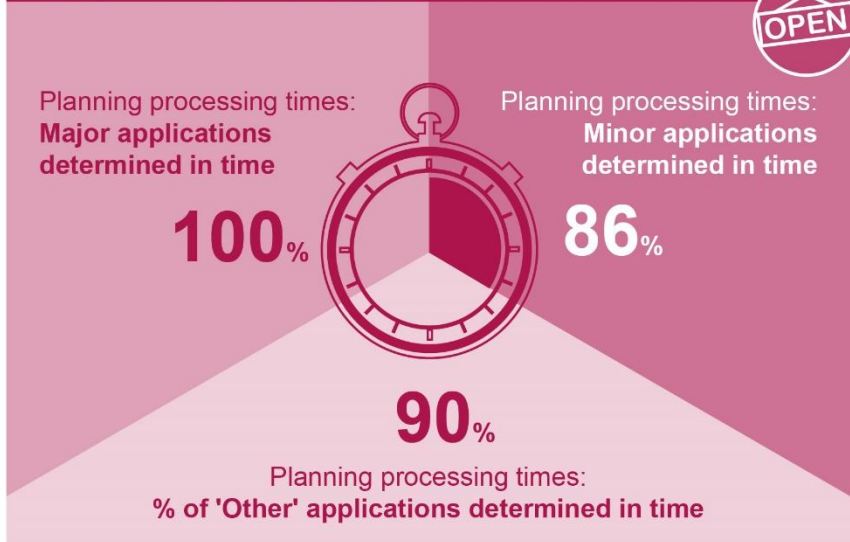
% of initial homelessness applications opened at the prevention and relief duty stages



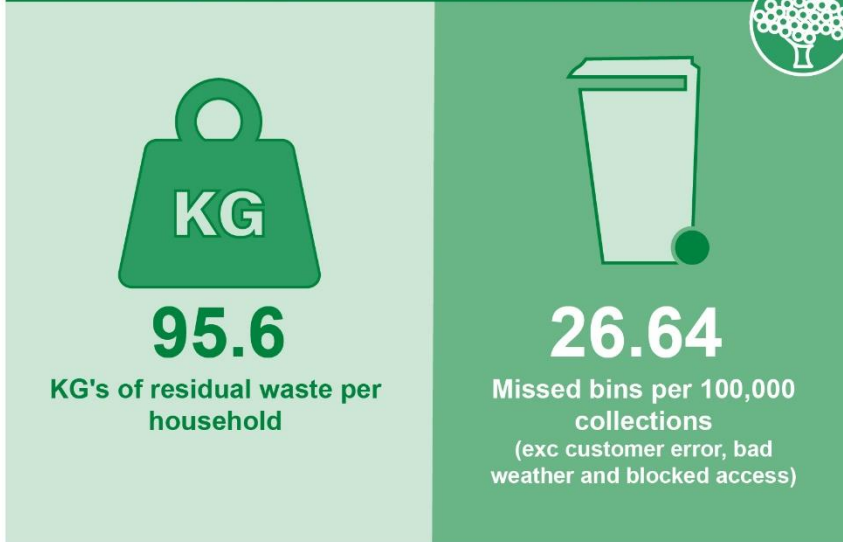
Aim 2: To use resources effectively and provide Value for Money



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



Aim 4: Protect and Improve the Environment and respond to the climate emergency



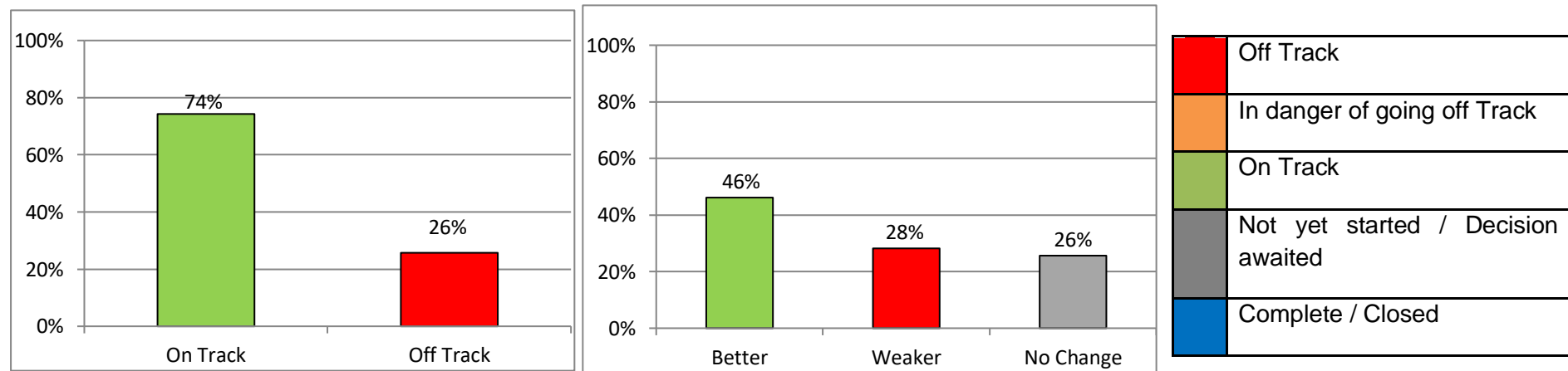
## Staffordshire Moorlands Q1 Summary

The following report provides Councillors with an overview of performance at Staffs Moorlands for the period April to June 2022 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 35 targeted measures against which the council reports on monthly or quarterly. The charts below show the results for both attainment and trend data as at the end of June 2022; with 74% of targets ‘on track’ at the end of Q1 and 72% of measures maintaining or improving on their performance compared to this point last year. The actions being taken to address the ‘off track’ measures are detailed at the end of this report.

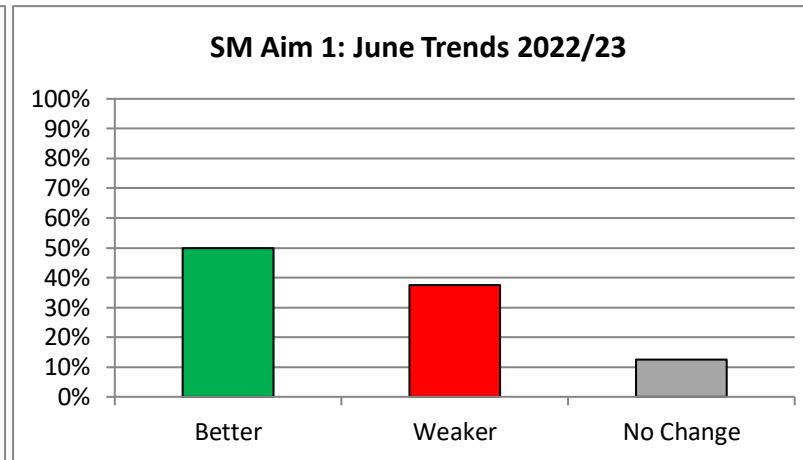
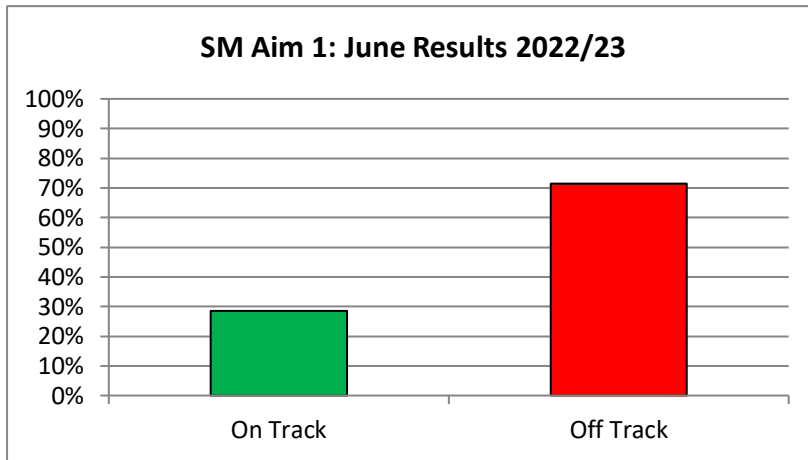
The report also provides an update on the progress of key projects that contribute to the priority actions outlined in the 2019-2023 Corporate Plan. The table below right explains the colour coding used to describe the current status of these projects / actions.



### Customer Feedback Overview

The number of complaints received is generally in line with this point last year, and remains low at just 15 stage one complaints for the quarter. There have been no repeat complaints and all responses were handled in time. 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 Council is marginally off track against the 7-day target for Benefits change of circs processing but should be in line by Q2. Settled accommodation outcomes for discharges under the prevention and relief homelessness duties, and households in temporary accommodation in excess of 6 weeks (no families) continue to reflect issues with housing supply, which is a national trend. The level of external sports funding achieved has been affected by other priority work in Q1 within the team (levelling up bids) but should even out over the year.

### **Celebrating Success:**

At the end of Q1, the following performance indicators are outstripping their targets:

- ✓ homelessness applications opened
- ✓ processing benefit new claims



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

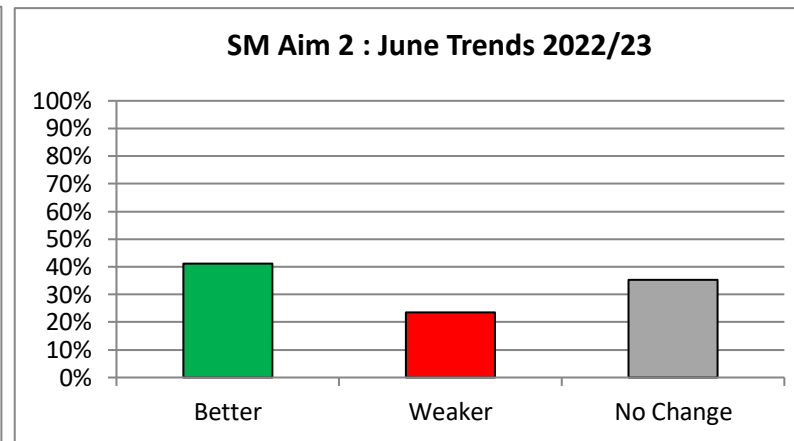
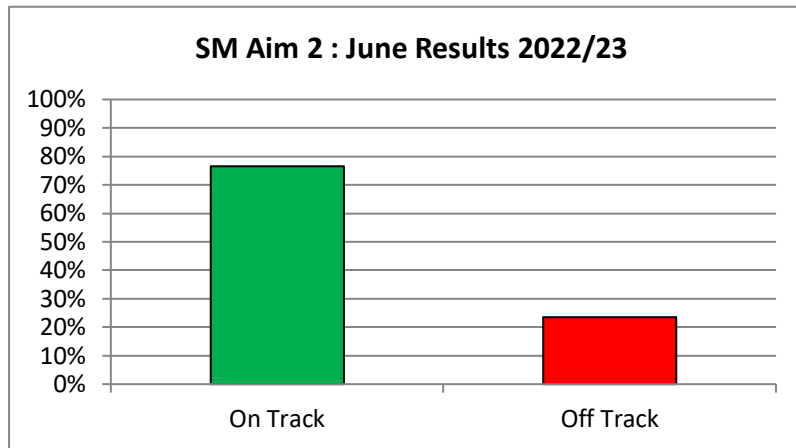
Priority Actions	Status	Commentary
Develop a strategy for further development of affordable and specialist housing		Report to be taken to Cabinet in September
Complete the review of the CCTV system and implement the agreed recommendations		Project currently under review.
Develop and implement an indoor leisure facilities improvement plan focused on improving the health and well-being of residents		The Staffordshire Moorlands working group met mid-July. The presentation provided focussed on work to date, most recently the review of energy efficiency activities and the review and engagement with other teckal companies. Support has been ongoing in regard to the LUF bids in the last month. Consideration is now being given to the committee report which is due to be presented at the September committee cycle. It is expected that further working group meetings will occur ahead of this to wrap the project outcomes up.
Develop and implement an outdoor leisure facilities improvement plan focused around the 'sports village' concept		A Delegated Decision report is currently being drafted ready for issue to Portfolio Holder regarding the Hot Lane MUGA project.
Refresh the Council's Communication Strategy in order to ensure that there is a more effective dialogue with residents		Information digest being prepared
Review the Sport and Physical Activity Strategy in order to integrate communities and sports clubs into the delivery of its objectives		Individual project updates within the action: - Active Communities Plan - Draft document received which will be completed and included with the refreshed strategies at the appropriate time. - Refresh sports & physical activity strategy - The Staffordshire Moorlands strategy is still being drafted as the engagement work has now completed. Relevant committee will receive the report at the end of September. - Review Community Sport Grants- Consideration of the creation of such funding will form part of the Sport & Physical Activity strategy refresh
Implement the Covid-19 Community Recovery Plan		Report being prepared for the September cycle.
<b>Influencing actions</b>		

SM: Ensuring effective health provision particularly for the elderly

Staffordshire Moorlands:

The Health Panel has not met since 17 March 2022, but its next meeting is scheduled to take place on 27 July 2022. Items for consideration include an Annual Performance Update for the Royal Stoke Hospital and the latest from the Midlands Partnership NHS Foundation Trust in relation to the recent temporary closure and reopening of the Leek Minor Injuries Unit

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



Performance is relatively strong under Aim Two with four areas of 'off track performance: sickness absence (which is expected to improve from Q2), FOI responses, on-contract spend, and planned procurement activity.

### Celebrating Success:

At the end of Q1, the following performance indicators are outstripping their targets:

- ✓ IT systems and network availability
- ✓ complaint handling and repeat complaints
- ✓ customer interactions
- ✓ invoice payment
- ✓ portal accounts opened

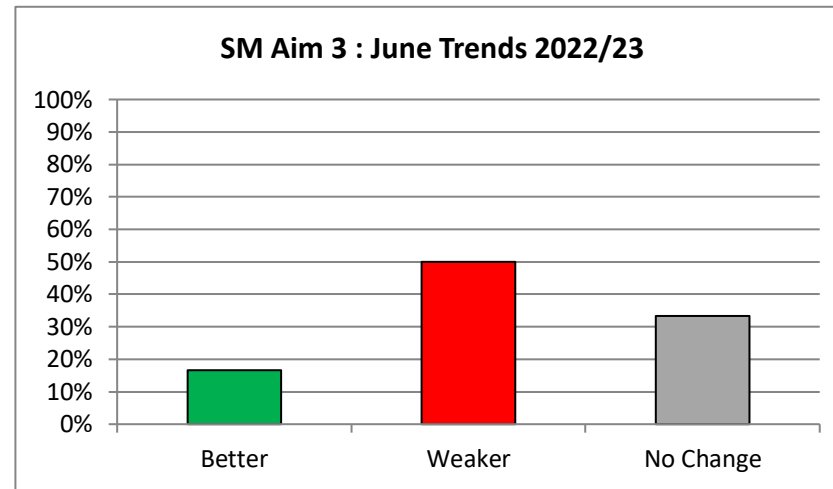
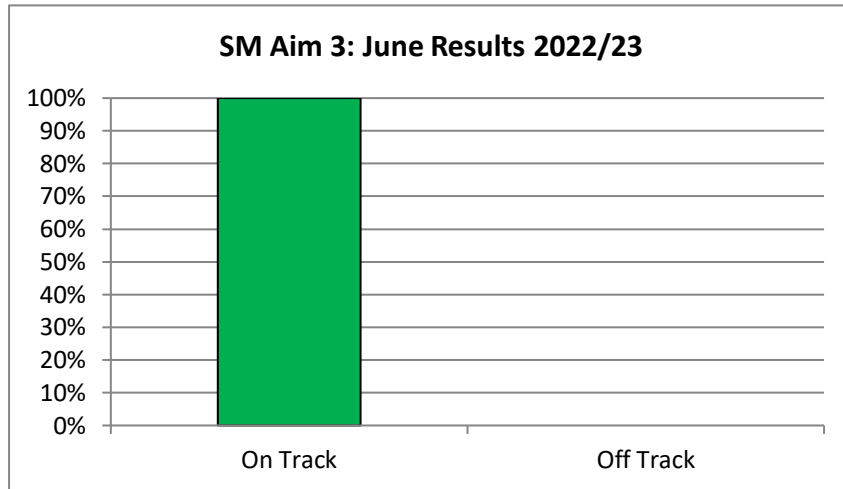
## 2019-2023 Corporate Plan Priority Actions – Progress Highlights

Priority Actions	Status	Commentary
Develop and implement a plan to identify new and innovative ways of generating income		Individual projects within the action: - Advertising/Sponsorship - On hold- to be picked up in 2022/23. - Fees & Charges- Meeting arranged with AMT 12 July to commence MTFP review incorporating consideration of Fees and Charges - Trade Waste- Joint project with AES currently on hold
		-Empty Properties: We have agreed to utilise Capacity Grid to carry out the empty property review again for 2022. Work commenced to get processes in place in readiness to start the review in July 2022.
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: - Asset Management Plan: Stock condition and energy audits complete. Work has started on assembling costs on the individual assets. Meetings will be arranged with individual service areas starting in September. Interviewing interim officers this week to assist with the project. Costs between £425-£500 per day. - Capital program : Awaiting first operational meeting with ANL to determine where the capital programme is under new arrangements. Discussions in the autumn required to determine next year's projects. 1 contract award pending on General Fund.
Develop a Joint Venture company with Norse to deliver housing repairs and facilities management		Alliance Norse is now LIVE. The mobilisation has been completed and we have moved into the operational phase - Change Management is being monitored. A few operational areas to be worked on. Lessons learnt / debrief session has been arranged Legal documents still need to be signed, delayed by Norse. 22nd September the Depot is being opened, once they are up and running this project will move to BAU.
Develop an Access to Services Strategy to ensure that Council services are accessible to all		Strategy approved at the last committee cycle. Action plan for all three strategies being prepared for a future meeting.
Implement the Council's Efficiency and Rationalisation Programme (This will focus on several projects including procurement, income generation, trading, advertising, and sponsorship, etc.)		No new savings requirement in 2022/23 budget. Prior year savings shortfall at SMDC (currently standing at £130k) to be delivered in 2022/23. Individual project updates within the action: - Refresh Efficiency & Rationalisation programme-Meeting arranged with AMT 12 July to commence MTFP and efficiency programme review. - Hybrid mail-Baseline spend to be established in 22/23 following Hybrid Mail roll out and impact of post pandemic working arrangements. Budget in excess of baseline will be taken

Priority Actions	Status	Commentary
		as legacy efficiency savings
Develop a new Organisational Development Strategy to ensure effective workforce development		Strategy approved at the last committee cycle, action plan for all three strategies being prepared for a future meeting cycle.
Develop a new procurement strategy with a focus on spending money locally		Work is ongoing to assess the implications of the revised Public Sector Procurement Review expected in 2023 whilst developing the wider strategy. We are still at this time aiming to present a draft strategy via the September committee cycle.
Develop a new ICT strategy to enhance and support the delivery of services		<p>Strategy approved at the last committee cycle. Action plan for all three strategies being prepared for the September meeting cycle.</p> <p>Individual project updates within the strategy:</p> <ul style="list-style-type: none"> <li>-Civica Pay- Phase 2 (direct posting of ledgers) remains on hold as per the Project Managers last correspondence stating that we will be looking at a go live date of June possibly even July/August. The project has been quoted £20k for a mandatory upgrade. Civica have assigned a Project Manager and scheduled the upgrade to commence 21st July for sign off on 1st September.</li> </ul>
		<ul style="list-style-type: none"> <li>- Meetings AV equipment- A report is needed to request approval from current year's Capital budget.</li> <li>- ILAP/Assure- On Hold - Northgate is going to provide support with this product.</li> <li>- Civica Open Revenues-No further progress due to other schemes introduced by government – i.e. council tax energy rebate.</li> <li>- Env Health/Licensing- On Hold to be determined from ICT Strategy</li> <li>- ICT upgrade - Strategy approved at the last committee cycle, action plan for all 3 strategies being prepared for the September meeting cycle. M365 rollout complete, best use of attributes is to be factored into the Action plan for the ICT strategy.</li> <li>- Procurement Workflow and intranet upgrade - Procurement are in the process of exploring alternative options and are liaising with other Councils to look at different ways of working that we could consider.</li> </ul>
		<ul style="list-style-type: none"> <li>- Collective- Project team are in the 3rd week of Bartec step-by-step UAT which has taken longer than expected. In total we have had 27 Service requests and more than 100 Event Handlers to test across a varied number of scenarios - all have needed further dev work by Bartec to meet our UAT standards and have required re-testing. We expect at least 2 more weeks before all automation is in live. This has had a knock-on effect on the publishing of Staffordshire Moorland's IEG4 webforms, these are now expected during w/c 25th July.</li> </ul>

Priority Actions	Status	Commentary
		Project Management knowledge and skills transfer is well underway. On track for majority of automations to be live at Staffordshire Moorlands, removing FLARE from daily operations no later than the end of July 22.
Implement the Covid 19 Reinstating Service Plan		Report being prepared
Implement the Covid-19 Financial Recovery Plan		
Implement the Covid-19 Positive Legacy Plan		

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



All targets are 'on track' at the close of Q1. 100% of major applications have been determined in time. The wording of the planning processing measures has now been amended to reflect the inclusion of Extension of Time agreements, Planning Performance Agreements and Environmental Impact Assessments.

#### **Celebrating Success:**

At the end of Q1, the following performance indicators are outstripping their targets:

- ✓ Major and minor planning applications processed in time
- ✓ defending appeals

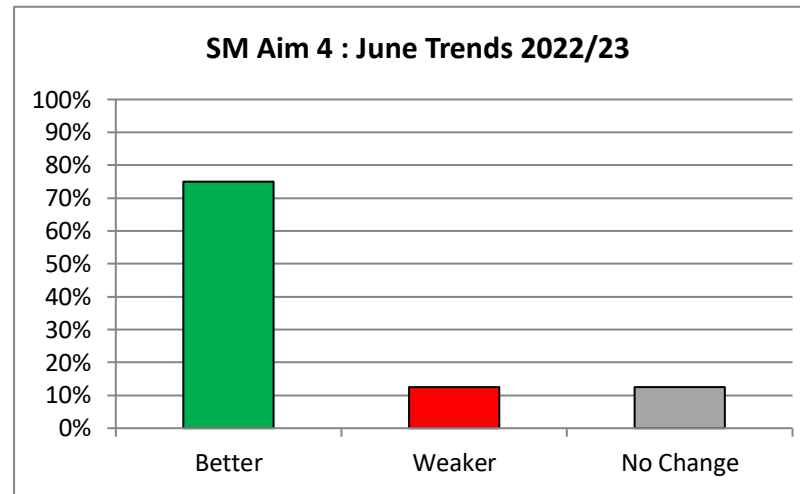
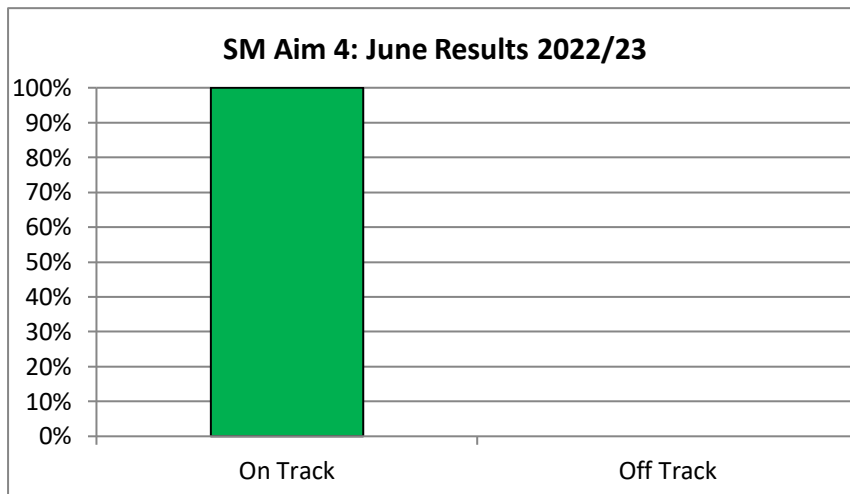
## 2019-2023 Corporate Plan Priority Actions – Progress Highlights

Priority Actions	Status	Commentary
Support the development of Cornhill and improved rail links	Yellow	- Cornhill East & West. Planning has been approved, highlight report being produced - Rail Projects - Change control request approved - project extension to October 2022. SLC Rail presented options to project working group. Will now prepare OBC for preferred option.
Influencing Action - Support the Churnet Valley Railway with their plans to bring trains back to Leek		
Support the development of the former Churnet Works site, Leek	Blue	Completed
Develop and implement plans to extend the public market operations	Grey	Leek market hall improvements part of package bid within LUF submission. Architects commissioned to expand the scope of improvements to include the Buttermarket and exterior in addition to new lock up food and beverage units in the Trestle market, and improved trading facilities. Cheadle Market Hall owner passed away; the estate is in probate.
Develop a master plan for bringing redundant mills back into use	Grey	Leek Mills Commercial Demand Assessment - A revised executive summary and Stage 1 draft report has been received for comment, the next stage will be to prepare a report for cabinet to review findings and discuss recommendations.
Implement the Council's growth strategy to bring about the regeneration of towns and rural communities	Yellow	- Cheadle town centre masterplan •The second Cheadle community newsletter was delivered to households during April. •The Town Centre Delivery Board will assist the Council to take forward priority actions in Cheadle. •A project group is to be established to consider issues around a potential acquisition of the Cheadle market and adjoining marketplace, following the report to Cabinet in December 2021. Budget: The SMDC Housing Delivery Programme was approved by Cabinet on 29th March 2022 and includes budget provision of £10,000 to commission market demand assessments for council owned assets to explore housing development opportunities.
Influencing Action - Expand the Growth Deal Partnership to provide inward investment		



		<p>Staffordshire Moorlands:</p> <ul style="list-style-type: none"> <li>- Biddulph Wharf Rd masterplan- Placed on hold</li> <li>- Investment &amp; Acquisition strategy :</li> <li>- Tunstall Road - Placed on hold</li> <li>- Blythe Vale-Consultants Stantec (formerly Barton Willmore) have prepared a constraints and opportunities plan to inform development of the masterplan and set out an overview of the development economics findings.</li> </ul>
Develop a Tourism Strategy to maximise the positive impact to our communities		Placed on hold
Joint – Implement the Covid-19 Economic Recovery Plan		Report being prepared
<b>Influencing Actions</b>		
Improve access and traffic flows to our town centre		Continued liaison with Development Services and SCC regarding new development sites & key projects including Cheadle Town Centre masterplan and Blythe Vale. CRF bid submitted for development of Blythe Vale 'Long list' of projects identified as part of Green Infrastructure plan now being taken forward with partners. Awaiting outcome of bid submitted to the Department of Transport's 'Restoring Your Railway - Ideas Fund' for a feasibility study for a Stoke-Leek Railway. Development Control officers continue to consult with highways on new schemes and S106 contributions towards town centre improvements are sought where appropriate.

## Aim 4: Protect and Improve the Environment



All targets are 'on track' at Staffs Moorlands for the small basket of measures under aim four. Fly tipping is showing an improved trend on last year and regulatory inspections are on target for a 100% inspection year for the first since time since lockdown.

### Celebrating Success:

At the end of Q1, the following performance indicators are outstripping their targets:

- ✓ residual waste tonnages
- ✓ missed bins
- ✓ paper consumption
- ✓ recycling rates

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

Priority Actions	Status	Commentary
Identify and implement an approach to reduce the cost of country parks		Browne Jacobson are still finalising all necessary legal agreements to support the project and liaising with Keely's (SWT solicitors). Due to the volume of work still to complete the transfer date has moved to 1st September. The affected employee has been notified as have key stakeholders.
Develop a plan to improve Brough Park and John Hall Gardens		Individual projects within the action: - Brough Park improvement Plan : Path repair works have been tendered as part of a wider resurfacing project being led by Assets, we are now awaiting contract award and confirmation of the works schedule. Focus for the project will move to the lake feasibility survey and any identified actions and the linkage to John Hall gardens. The latter will be discussed by a working group to be established involving Assets, Rethink and officers from Service Commissioning.
Publish part 2 of the Climate Change Action Plan and commence delivery of the priorities contained within Parts 1 and 2.		On-going delivery will be monitored internally at the CBDG and by Members.
		- Green Infrastructure: The work of SWT will assist in taking this forward, but we are lacking in capacity to deliver the strategy
Review the Council's waste and recycling arrangements to increase recycling and to respond to the emerging national strategy		We are still awaiting feedback from all of summer 2021's consultations. It is likely that this will not occur until after the May elections.
Influencing Action - Provide waste and recycling centres across the district		
Review the Environmental Enforcement Policy in order to take steps to further reduce environmental crime		Staffs Moorlands complete once approved with members.
Develop a new Parking Strategy to ensure that our car parks meet the needs of residents and visitors		Individual project updates within the strategy: -Parking strategy Tariff increases complete 1st July. Pay by Phone went live 15th July. New Car parking Contracts Officer started 18 July. Reviewing systems and priorities with

<b>Priority Actions</b>	<b>Status</b>	<b>Commentary</b>
Influencing Action - The provision of accessible on street parking		portfolio holder. EV strategy work with Amey has started. Cheadle school project being examined to determine workable options. Re-procurement of new parking machines to start in September.

**Customer Feedback  
Complaints**

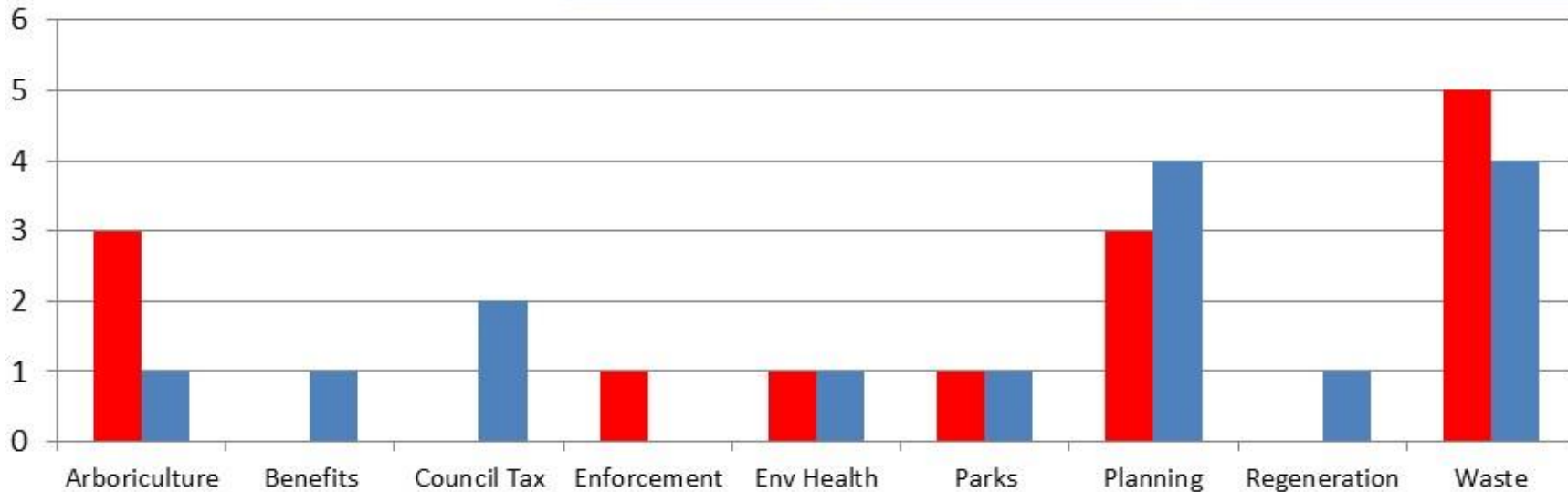
The Council closed a total of 15 stage one complaints across 8 service areas during the period April to June 2022. This is an increase compared to the same period last year when we closed 14 complaints. Planning & Waste & Recycling received the greatest proportion with 4 complaints each (26%). Details are shown in the graph below:

**Stage 2 Complaints**

4 complaints were dealt with at stage 2 in Q1:

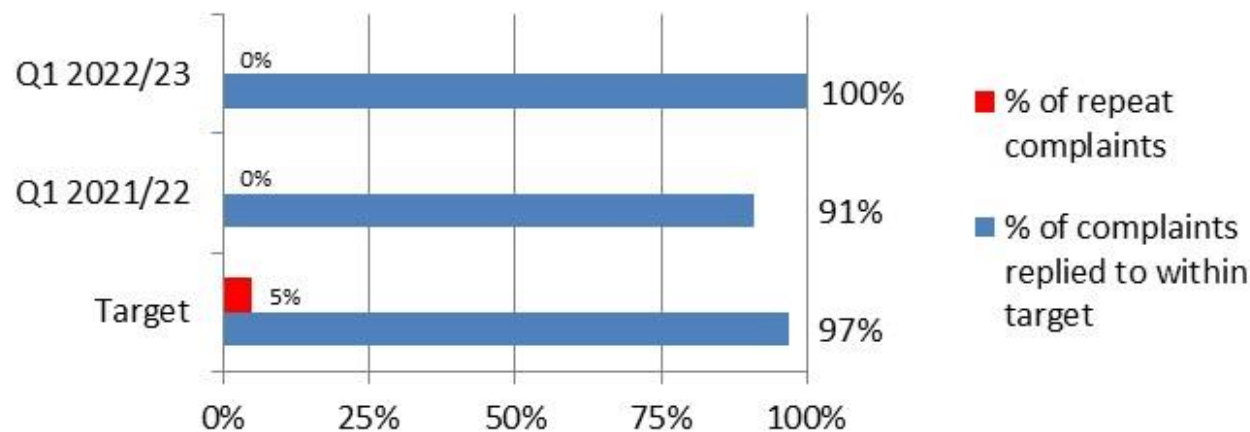
	Complaint	Outcome
<b>Stage 2</b>		
2022/23-015 Parks & Hort.	Strimmer caused horse to bolt	Not upheld: accepted no fault
2022/23-071 Planning	Change of use	Ongoing
2022/23-078 Planning	Planning enforcement	Ongoing
2022/23-042 Planning	Planning dispute	Not upheld: accepted no fault

■ Q1 2021-22 ■ Q1 2022-23



### Performance

The table below shows the current performance together with the performance for the same period last year. The response rate is currently on track, there have been no repeat complaints this quarter:



#### Key Outcomes:

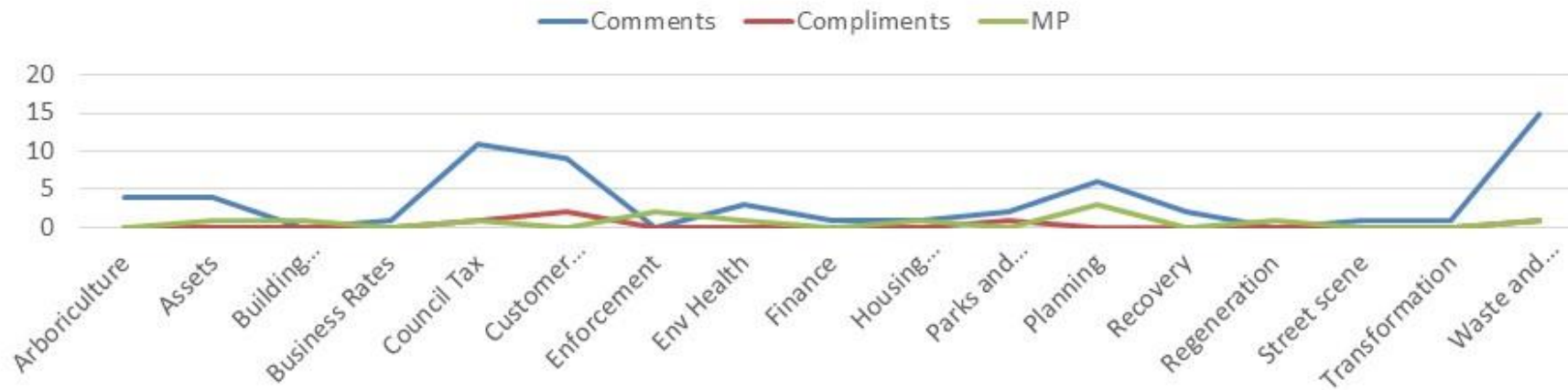
None

#### Repeat issues for Q1:

None

**Ombudsman Decisions.** 1 case was referred to the Government Ombudsman in Quarter 1, we received 2 decisions: COM2021/22-0449 customer not completed the complaints process ; ongoing in Q4 COM2021/22-0228- no fault found with Council.

**Compliments and Comments** The Council has also captured 63 comments, 5 compliments and 12 MP comments through its feedback system during the period April to June 2022:



## Areas for Improvement: June 2022

Measure of Success (PI)	Aim / Objective	Service Lead	Target 2022/23	Result June 2022	Head of Service Commentary (reasons for performance / SMART actions to improve)
Housing Benefits Processing: Time taken to process change of circumstances	Aim 1: Increased supply of good quality affordable homes	Head of Housing Services	7 days	7.22 days	We continue to review processes to make improvements to this figure. The average has decreased since April 2022.
% of prevention duty discharges resulting in a settled accommodation outcome			65%	64%	Pressures on the housing market generally and affordability in the private rented sector coupled with high demand continues to impact.
% of relief duty discharges resulting in a settled accommodation outcome			62%	50%	
Number of TA placements (including B&B made for families ) placed over 6 weeks			0	6 (no families)	
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, min £60k	£0	Focus for the first part of the year has been on a number of other significant projects whilst laying some foundations to secure external funding towards projects as the remainder of the year progresses

Measure of Success (PI)	Aim / Objective	Service Lead	Target 2022/23	Result June 2022	Head of Service Commentary (reasons for performance / SMART actions to improve)
Use of Contracts Register- annual contract spend as% of gross expenditure budget	Aim 2: Effective procurement with a focus on local business	Head of Service Commissioning	2% improvement to 21/22	92%	Procurement will be working with Heads of Service to support them in establishing on contract spend arrangements outside of using Single Source exemptions – we will be monitoring spend in respective services that have a high volume of off contract spend arrangements and requests for Single Source exemptions to Procurement Procedure Rules and look to resolve any gaps in their supply chain arrangements. Further training and refresh programmes on Procedure Rules will be rolled out over the next quarters.
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%	60% (92/153)	Response times have been impacted by the large volume of requests and the impact of Covid and other issues on service area resources
<b>Joint Alliance Measures</b>					
Ave days sickness per FTE (Alliance measure) (include short- and long-term absence per FTE)	Aim 2: Invest in our staff to ensure we have the internal expertise to deliver our plans by supporting our high performing and well-motivated workforce	Head of OD & Transformation	7 days	2.19 days	Ave days sickness per FTE short term 0.64, long term 1.55. There have been 646 days lost to sickness this quarter, 254 of those days are within direct services. It is anticipated the target will be achievable following the Norse transfer when the sickness rate should reduce accordingly.



Measure of Success (PI)	Aim / Objective	Service Lead	Target 2022/23	Result June 2022	Head of Service Commentary (reasons for performance / SMART actions to improve)
% of Procurement activity on forward plan (Joint Alliance measure)	Aim 2: Effective procurement with a focus on local business	Head of Service Commissioning	70%	34%	<p>On plan activity has dropped due to a number of influences over the last quarter. A high number of individual exercises have been completed in and around the major Government funding initiatives e.g. LUF and more complex capital projects to source specialist consultancies. The forward plan did not capture these additional commissions ahead of the timescales which services had to work to, due to the communication on those requirements not being raised with Procurement ahead of sourcing. This has resulted in a higher number of items not identified on the Forward Plan which was set at the start of the year with services.</p> <p>Procurement will restart a programme of re-education over the next quarters with Heads of Services to refresh their understanding of their responsibilities in relation to Procurement procedure rules and processes.</p>

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](#).

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