



Staffs Moorlands Performance & Customer Feedback Report: 2020/21 (Q3)

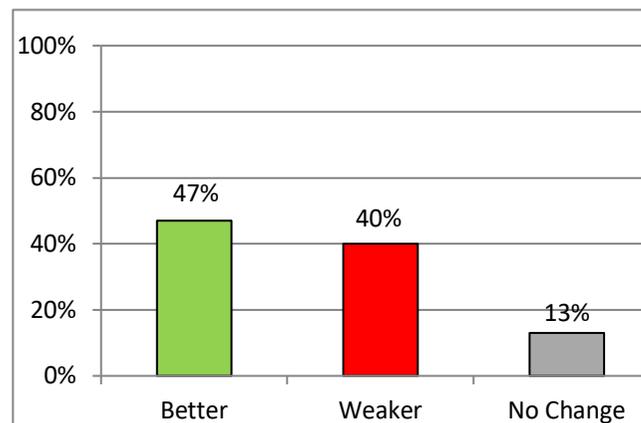
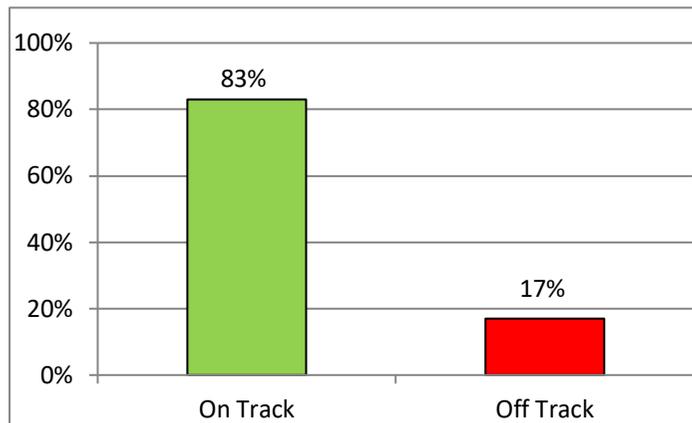
Staffordshire Moorlands Q3 Summary

The following report provides Councillors with an overview of performance at Staffs Moorlands for the period April to December 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 period April to December 2020 against the monthly and quarterly measures only and reflects the revised targets agreed in response to the pandemic. The Q3 results show that 83% of all measures are currently ‘on track’ to meet target by the end of the year (unchanged from Q2) and 60% of measures are performing equal to or better than last year’s Q3 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.



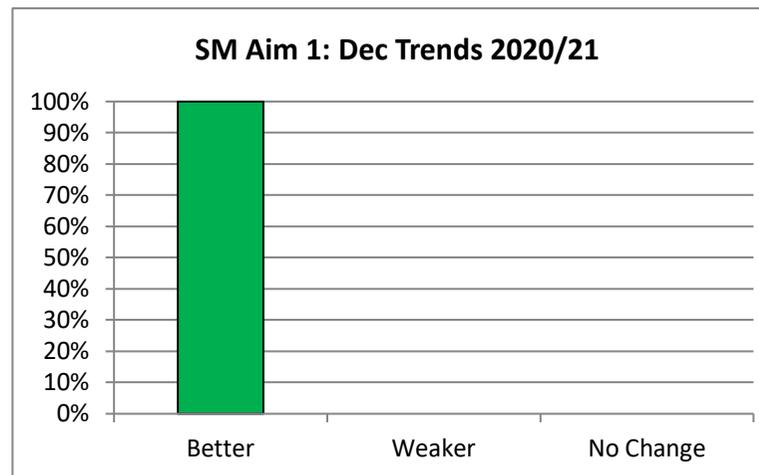
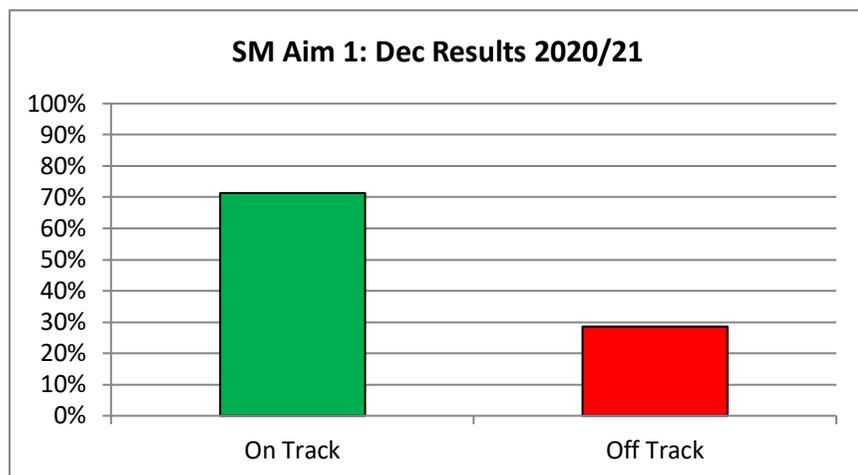
	Off Track
	In danger of going off Track
	On Track
	Not yet started / Decision awaited
	Complete / Closed

Customer Feedback Overview

There has been a reduction in complaints during Q3 compared to last year and there have been no repeat complaints. Performance in handling complaints within target times is on track. 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



Performance against the objectives under aim one is particularly strong with all measures performing better than last year. The number of temporary accommodation placements over 6 weeks has decreased as at the end of December, down from 13 to 10 at Staffs Moorlands, with no families included in this snapshot figure.

Celebrating Success:

At the end of Quarter 3, 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
- ✓ external sports funding secured

2019-2023 Corporate Plan Priority Actions – Progress Highlights

Priority Actions	Status	Commentary – December
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		Consultancy tenders have been reviewed; interviews were held in November in order to aid the selection of the consultants. Interviews were successful for consultant; meetings are ongoing.
Develop and implement an outdoor leisure facilities improvement plan focused around the 'sports village' concept		Several potential projects have been identified; all would require funding to be provided by SMDC to support capital investment in third party facilities. Projects therefore can only progress as quickly as the facility owner/operator wants it to. Committee reports will be drafted for each project as they come to fruition.
Develop a Private Sector Housing Strategy to improve conditions for homeowners and private tenants		Kick off meeting to be held in January. Project group identified, existing housing strategies to be reviewed to incorporate Private Sector Housing and 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 paper has been submitted to information digest; no further feedback received. We are continuing with the timeline for the delivery of the strategy
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 <ul style="list-style-type: none"> • Formulate draft strategy for circulation/comments • Member review/approvals
Individual project updates within the action:		

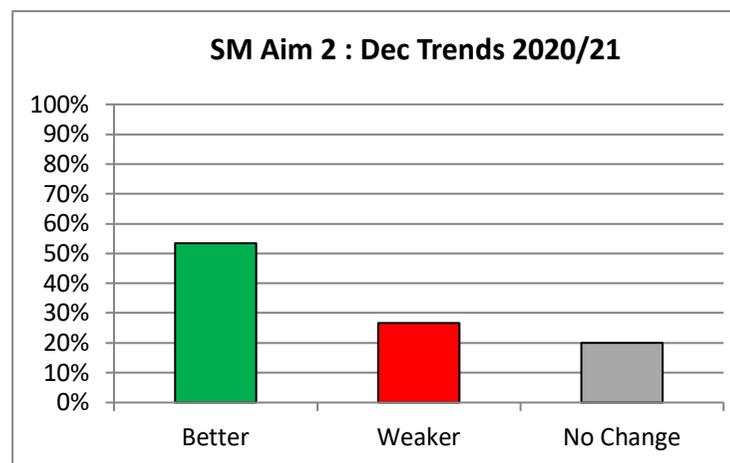
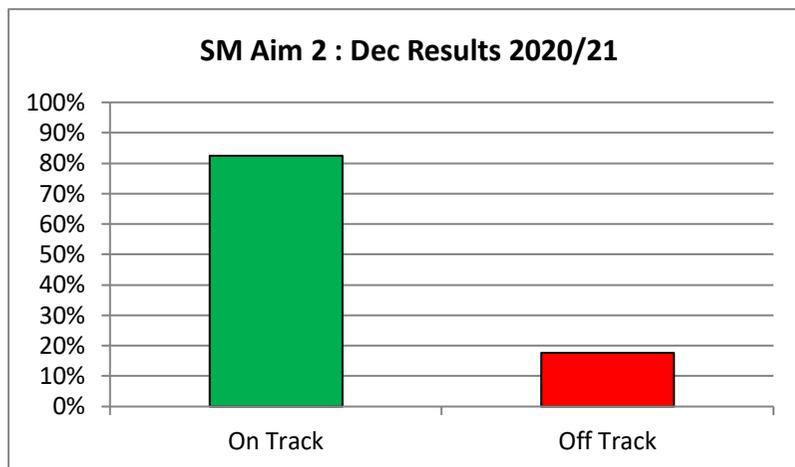
		<p>-Active Communities Plan - This plan was ready to be launched in March 2020 but put on hold due to the closure of leisure centres. Parkwood's outreach staff not due to be brought back until the end of October so at present it is unclear when this will recommence and whether the focus of the plan is still appropriate/realistic.</p> <p>-Refresh sports & physical activity strategy-No Update</p> <p>-Review Community Sport Grants-Will form part of wider S & PA review work in order to assess funding already available and recommendations for future enhancement.</p>
COVID-19 Recovery - Community Recovery Plan		<p>We have issued press releases about the 'Eat out to help out' scheme encouraging people to support local businesses and continue to raise awareness via social media. Nearer the time, we will be promoting the dates that our local leisure facilities (pools, racquet sports etc) are due to re-open. A specific release about the work to the pool area in Brough Park Leisure Centre is being drafted</p>
Influencing actions		
Ensuring effective health provision particularly for the elderly		<p>Staffordshire Moorlands:</p> <p>On 14th October 2020 representatives from the Midlands Partnership NHS Foundation Trust and the North Staffordshire CCG were in attendance to provide an update on Covid-19 and Community Hospitals. At the request of a councillor, the Panel also considered an item on Public Health Initiatives (Drugs and Alcohol Overview) from Tony Bullock, Staffordshire County Council.</p> <p>The last meeting of the Health Overview and Scrutiny Panel took place on 22nd December 2020, at which Dr Richard Harling, Director of Health & Care SCC and County Councillors Mark Deaville and Johnny McMahon were present to provide an update on Covid-19 and responded to questions from councillors. This Panel has now taken the lead on the scrutiny of the temporary closure of the Leek</p> <p>Minor Injuries Unit so representatives from the Midlands Partnership NHS Foundation Trust attended the meeting to listen to members' concerns, reply to questions and provide the latest information on the temporary closure of this facility.</p>
Combating illegal money lenders such as loan sharks		<p>Review the Community Safety Strategy:</p> <p>Review of CSS at both Councils to be completed by April 2021 along with proposals for the future.</p>
Reducing crime, the fear of crime and ASB		<p>Review the Community Safety Strategy:</p> <p>Review of CSS at both Councils to be completed by April 2021 along with proposals for the future. A discussion is underway to split High Peak from Derbyshire Dales, the recommendation to move away from the partnership.</p>

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 has improved its profile against these objectives to 82% on track at the end of December. The improvement is due to the reduction in sundry debt as at the close of Q3 which now stands at approx. £72k (down from over £100k) and is close to the 2019/20 position. The council remains off track for invoice payments, audit recommendation implementation and FOI response times, which have been impacted by COVID-19 restrictions and the increased workload from business grant administration.

Celebrating Success:

At the end of Quarter 3, 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

2019-2023 Corporate Plan Priority Actions – Progress Highlights

Priority Actions	Status	Commentary – December
Develop and implement a plan to identify new and innovative ways of generating income		Individual project updates within the action: <ul style="list-style-type: none"> - Advertising/Sponsorship- On hold. - Fees & Charges- To be included in MTFP update - Empty properties- EPIC presented to SMDC Resource Committee on 25th Nov. Officer working group to be re-established to focus on EPS to progress actions, prior to meeting with Members on how they can support the development of this with their knowledge. Councillors to meet in the New Year. - Building Control- Aiming for February transfer. A meeting with Derbyshire Consortium was scheduled for December. - Trade Waste- Trade waste need to determine an approach with AES. No further progress made, will be linked with fees and charges.
Continue to embed good information management practices through the ASSURED framework	COMPLETED	COMPLETED. Information Governance Update Report produced for both Corporate Select and Resources Panel in November 2020. This completes this action as the report shows how both councils continue to embed good information management practices through the ASSURED framework
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: <ul style="list-style-type: none"> - Asset Management Plan- Further training being undertaken with CIPFA to deliver AMP. Report to be created for corporate select (Incl. Asset management working group. Once the database is complete, a policy / strategy will be created. - Capital program- New R/A/G status programme in place to aid quick reporting - Land Disposal Strategy reprofile to take place. - Norse Contract Options FMA – Norse to provide business case and have requested the scope be identified. To meet the April deadline, reports need to be going to committee December. Proposal coming in Dec. The scope issue is a priority, and another discussion is required, no contract signed with Vertas. - Facilities Management Arrangements- Awaiting budget review from Vertas. DCC still undertaking works.
Develop an Access to Services Strategy to ensure that Council services are accessible to all		Process for the Access to Services Strategy completed and released to Information Digest. Working group to be set up.
Implement the Council's Efficiency and Rationalisation Programme (This will focus on several projects	IN PROGRESS	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: <ul style="list-style-type: none"> - Parish Grants- Briefing note presented to Executive ALT - consultation to commence via

Priority Actions	Status	Commentary – December
including procurement, income generation, trading, advertising, and sponsorship, etc.)		Parish Assembly - Refresh Efficiency & Rationalisation programme- An early review will be undertaken as part of the MTFP update. - Hybrid mail- To be expanded to Environmental Health & Licensing. Savings to be analysed.
Develop a new Organisational Development Strategy to ensure effective workforce development		Information Digest has been completed and circulated to members. The strategy will identify a number of projects for delivery. Camburg have met with AMT and we are aiming to get this finalised for the next committee cycle.
Develop a new procurement strategy with a focus on spending money locally		Information Digest report to be released in December.
Develop a new ICT strategy to enhance and support the delivery of services		A report is going to ALT/Exec/Cabinet. Also, an information digest report will be sent to members. Socitm has been completed and a meeting set to review the outcome. This will help progress work on the strategy. Individual project updates within the strategy: - Housing management -delayed due to Covid19 and will be picked up as soon as possible. Feedback required around IT and Norse. - Meetings AV equipment-no update. On hold due to Covid. - ILAP/Assure- reached testing stage. Software is not ready, on hold until fit for purpose - Civica Pay- Proposed implementation start date May/June, aiming for Feb 2022 to go live 2021. Project teams meeting to be held in December. - Civica Open Revenues- Civica portal loaded into the live environment in Oct to process self-isolation payments. Other elements have been tested but there are issues preventing it from going live. Until the API connection from OneVU to the Civica Portal has been completed and a single sign on for customers is established the connection for customers will remain via OneVu with links to the Civica Portal. - Env Health/Licencing- no roadmap for flare implementation, collective needs to be completed first. - Asset Management-Concerto: PC pilot study has been done. Training planned for the full team and is on track. Go live date is planned for 1st Jan 2021. - Collective- Project resource has been affected by COVID-19 19. Work is underway with the developers re the intuitive web forms and our web provider have developed a solution for displaying the calendars online. Further work required on the trade collections; this has been agreed. A new timeline has been created and we await a response from Bartec. Staffs Moorlands are due to go live in March/April 2021. - Committee Management- looking at production of the forward plan and the quality of reports. Training to be implemented.

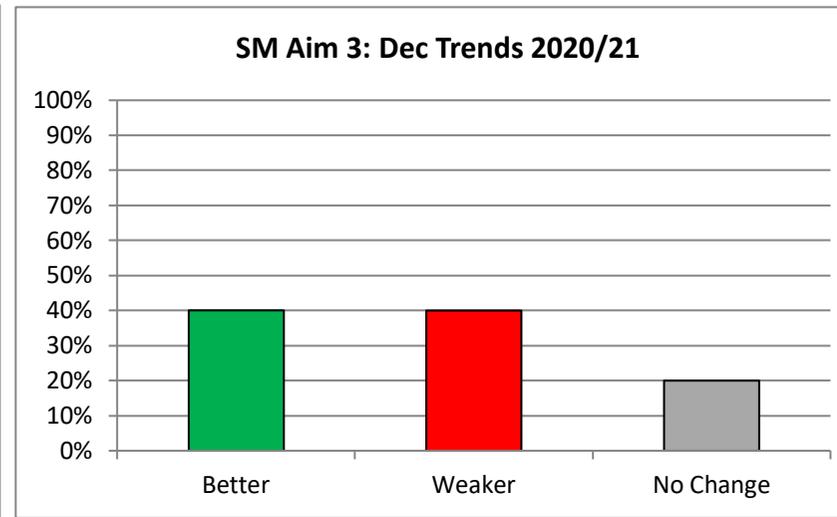
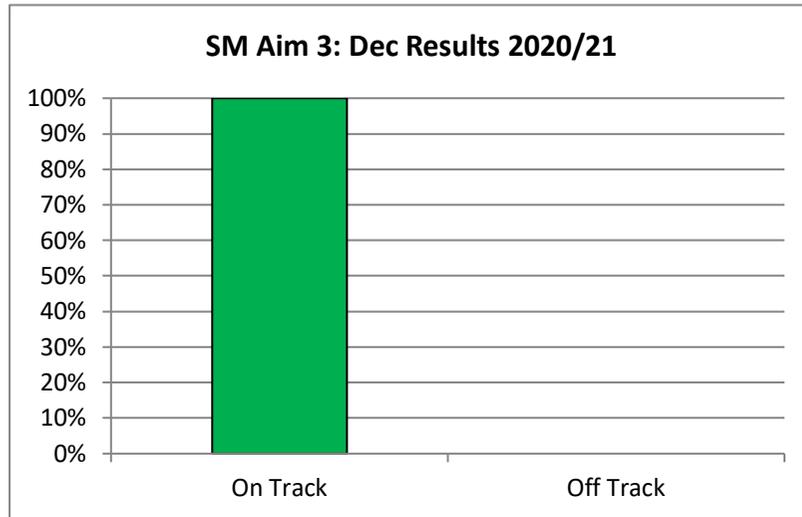
Priority Actions	Status	Commentary – December
		<p>- ICT upgrade- M365 is ongoing, IT requirements are being evaluated to enable a more agile approach between home/office working. The intention is to evaluate our IT requirement needs using the outcomes of the staff IT / homeworking survey and the deliverables from PLA1 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> <p>- Procurement Workflow and intranet upgrade- Best option to be identified when all the 3 quotes have been received. Stage 2 project paperwork completed.</p>
COVID-19 Recovery - Reinstating Services Plan		<p>We are continuing with strong, clear messaging encouraging people to comply with the guidelines around social distancing, hand hygiene and wearing face coverings – these measures feature heavily in all our communications via all channels.</p> <p>We have received feedback on free parking in Moorlands which led to a change in focus for the messages, where the importance of displaying a ticket is being made clearer.</p> <p>Parkwood update required – Need to assess contract obligations</p>
COVID-19 Recovery- Financial Recovery Plan		Back on recovery stage due to 2nd lockdown
COVID-19 Recovery - Positive Legacy Plan		The Council has undertaken a review of the positive impact on all service areas to ensure that we retain and build on the improved working practices. The retention of agile working and access to flexible working arrangements, is currently being reviewed and new policies are currently being developed, along with identifying the benefits of reduced mileage, virtual access to meetings and training and the overall reduction in sickness

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
- Cyber risk and IT Security

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



The Council continues to have a perfect record under Aim Three with all targets currently 'on track' as at the end of December. 100% of 'major' applications have been determined on time but the 'minor' and 'other' planning applications processing times have been decreasing and are now just 1% above target.

Celebrating Success:

At the end of Quarter 3, 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 – December
Support the development of Cornhill and improved rail links		<ul style="list-style-type: none"> - Cornhill development (East): We are on the reserve list - Cornhill development (West): Full planning approval for site already granted. Highlight report to be submitted on this issue once outcome of business case known. We are awaiting a response regarding the reserve list. - Rail projects- Feasibility study to be completed including a report on why we want to bring back to life. The information has been provided and a new return is being drafted
Support the development of the former Churnet Works site, Leek		No update
Develop and implement plans to extend the public market operations		Tender specification issued for Leek Market Hall improvements - Appointed and moved ahead with Quarter Bridge.
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 use		Additional budget support is required if this is to be considered a priority. 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. Mill owners to be identified
Implement the Council's growth strategy to bring about the regeneration of towns and rural communities		<ul style="list-style-type: none"> - Biddulph Wharf Rd masterplan- No update - Investment & Acquisition strategy- To be reviewed. - Cheadle town centre masterplan -Cabinet report agreed to establish a Cheadle Town Centre Delivery Board to be supported by a Stakeholder Panel. Stakeholder Panel to review issues and options for Cheadle and to be invited to put forward any additional options. <p>Partner priorities for Cheadle town centre to be developed into a draft work programme to be considered by the Project Board. A priority is the delivery of a multi-agency health and wellbeing centre, ideally on the High Street. A draft specification is to be drawn up for consultancy support to help prepare an outline business case for the centre. Support for the development of a health and wellbeing centre is also the subject of a draft bid to the OPE programme. The bid successfully passed a Dragons' Den event, and an updated bid was to be submitted in early November to take on the Dragons' comments. Board meeting to be rescheduled to new year. Stakeholder group to be worked through individually.</p>
Develop a Tourism Strategy to maximise the positive impact to our communities		Not yet commenced.

COVID-19 Recovery - Economic Recovery Plan		<p>We have issued press releases about the 'Eat out to help out' scheme encouraging people to support local businesses and continue to raise awareness via social media. Nearer the time, we will be promoting the dates that our local leisure facilities (pools, racquet sports etc) are due to re-open. A specific release about the work to the pool area in Brough Park Leisure Centre is being drafted.</p> <p>Business newsletters complete, addition to a new newsletter to be developed in light of new funding.</p>
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Influencing Actions

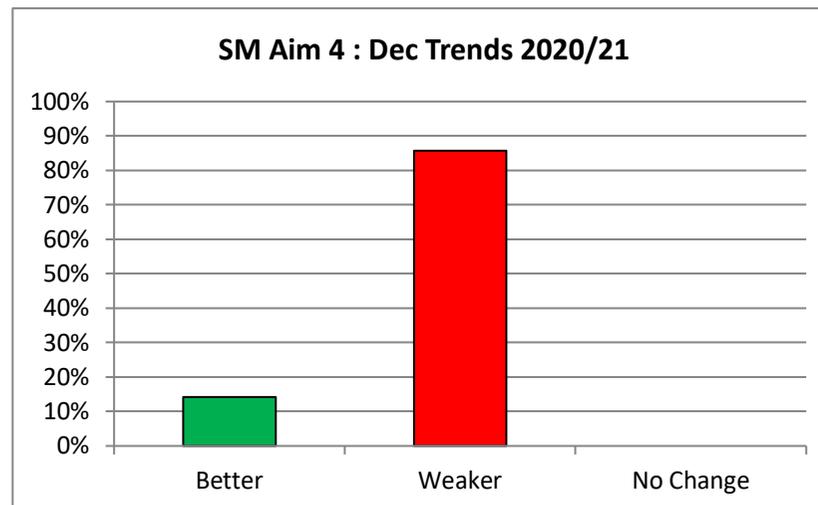
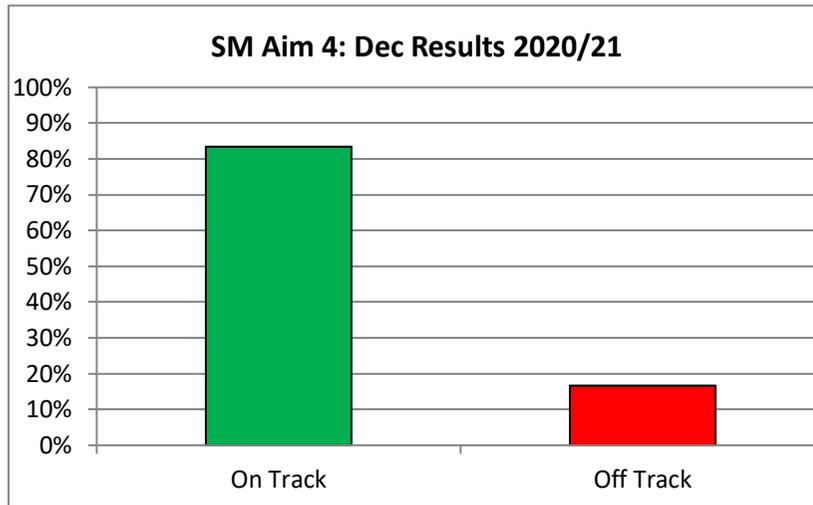
Expand the Growth Deal Partnership to provide inward investment	<p>- Investment & Acquisition strategy- To be reviewed.</p> <p>- Cheadle town centre masterplan -Cabinet report agreed to establish a Cheadle Town Centre Delivery Board to be supported by a Stakeholder Panel. Stakeholder Panel to review issues and options for Cheadle and to be invited to put forward any additional options. Partner priorities for Cheadle town centre to be developed into a draft work programme to be considered by the Project Board. A priority is the delivery of a multi-agency health and wellbeing centre, ideally on the High Street. A draft specification is to be drawn up for consultancy support to help prepare an outline business case for the centre. Support for the development of a health and wellbeing centre is also the subject of a draft bid to the OPE programme. The bid successfully passed a Dragons' Den event, and an updated bid was to be submitted in early November to take on the Dragons' comments.</p>
Support the Churnet Valley Railway with their plans to bring trains back to Leek	<p>Support Improved Rail Links:</p> <p>-Rail projects- Feasibility study to be completed including a report on why we want to bring back to life. The information has been provided and a new return is being drafted</p>
Provide bus services which connect our villages with our three market towns for services, shopping, and leisure	<p>SCC's transport team have made a successful stage 1 bid to the Rural Mobility Fund for £1m and have contacted the District Council for assistance in working up the stage 2 business case. If successful the funding would cover the Moorlands Connect area, bringing in additional locations and using a demand responsive transport service.</p>
Improve access and traffic flows to our town centre	<p>Continued liaison with Development Services and SCC regarding new development sites & key projects including Cheadle Town Centre masterplan and Blythe Vale. 'Long list' of projects identified as part of Green Infrastructure plan. Bid submitted with support from Stoke-on-Trent City Council, to the Department of Transport's 'Restoring Your Railway - Ideas Fund' for a feasibility study for a Stoke-Leek Railway.</p>

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



There has been no change in the target profile under aim four, with strong performance at 83% on track. There is just one 'off track' measure at the end of December: the kg of residual waste. We measure this quarterly using estimates until the tonnages are confirmed but the amounts collected during 2020/21 are significantly higher than the previous year. Fly tipping is now a contextual measure, but the 2020/21 data reveals significant increases compared to last year. This is believed to be a national issue and is being addressed through a comms strategy in addition to ongoing enforcement activity.

Celebrating Success:

At the end of Quarter 3, 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 – December
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		No progress has been made in the last month. Relevant Officers have been contacted at SOTCC, but we have received no response, CEO contacted.
Develop a plan to improve Brough Park and John Hall Gardens		<p>Stage 1 documents received – Next steps:</p> <ul style="list-style-type: none"> • Finalise draft strategy and management plans for agreed parks • Plan and undertake consultation with stakeholders/community/friends groups/AES • Finalise ready to obtain Member approval <p>Individual project updates within the plan:</p> <ul style="list-style-type: none"> - Play Strategy- This will form part of the wider Parks Strategy; a review of existing play areas will be undertaken. - Brough Park Improvement plan- IED report for contract award for play and MUGA at Brough Park is pending, awaiting Portfolio Holder sign off. Works are expected to start in Jan 2021. – Due to delays for equipment expected a later start- Feb 2021. - Tean Road, Cheadle Improvement plan- Awaiting update from Cheadle Town Council as to their aspirations. No progress can be made until this is received. A meeting has been held and we await the feedback.
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. We are joining Apse’s energy networking group and drafting plans for 2021.
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. TEEP has not started.
Review the Environmental Enforcement Policy in order to take		Policies to be reviewed and updated in the next 12 months. Working group to be set up to discuss to agree the approach.

Priority Actions	Status	Commentary – December
steps to further reduce environmental crime		
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. Meeting to be arranged with Cabinet. 15.3 Pay & Display machines - Scorecard Complete, PID now being completed. Initial scoping meeting held with procurement to recap where we are and put into context for the new project manager. The Pros and Cons of proceeding in advance of the SMDC strategy work are to be considered.
Influencing Actions		
Provide waste and recycling centres across the district	Await consultation and communications from the Government. - Improvements in recycling performance & New Waste & Recycling Strategy; Covid has delayed central Gov't progress, expectations not expected to be known until 2021 - TEEP has not started	
The provision of accessible on street parking	Parking strategy: Specification of requirement has been issued and fee proposal received. Contract being prepared. Meeting to be arranged with Cabinet.	

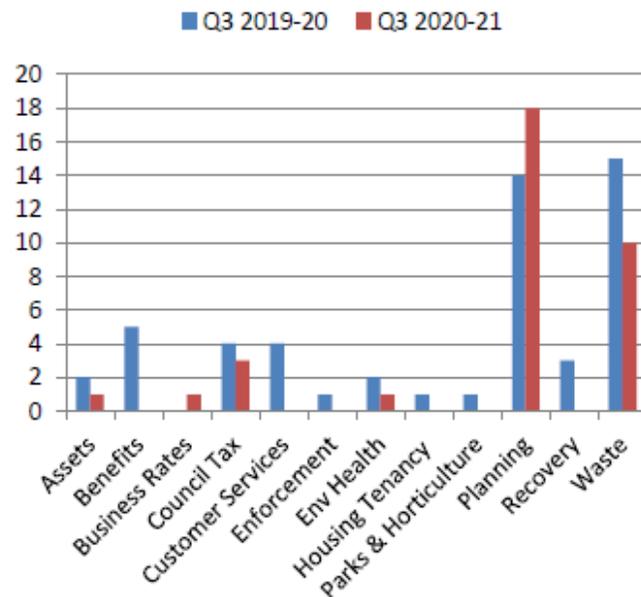
Managing our strategic risks

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 34 stage one complaints across 6 service areas during the period April to December 2020. This is a decrease compared to the same period last year when we received 52 complaints. Planning received the greatest proportion with 18 complaints (53%). Details are shown in the graph below:



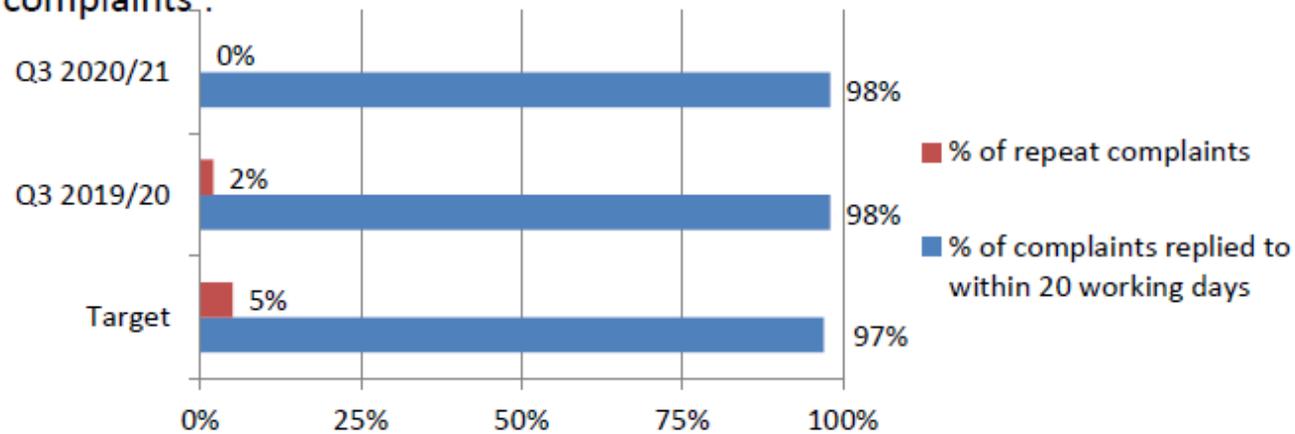
Stage 2 Complaints

11 complaints were dealt with at stage 2 in Q3:

Service	Complaint	Outcome
Stage 2		
Regeneration 2020/21-0138	Disagreement with decision (C19 grant)	Not upheld: accepted no fault
Planning 2020/21-0140	Planning application dispute	Partially upheld: accepted some responsibility
Council Tax 2020/21-0284	Billing error	Partially upheld: accepted some responsibility
Planning 2020/21-0299	Planning application dispute	Not upheld: accepted no fault
Business Rates 2020/21-0307	Disagreement with decision (C19 grant)	Not upheld: accepted no fault
Env Health 2020/21-0337	Endon Car Wash	Ongoing
Planning 2020/21-0349	Planning decision disagreement	Not upheld: accepted no fault
Planning 2020/21-0351	Planning application dispute	Not upheld: accepted no fault
Council Tax 2020/21-0362	Empty Property Premium Charge dispute	Ongoing
Planning 2020/21- 0373	Planning application dispute	Ongoing
Waste & Recycling 2020/21- 0426	Bin collection problems	Ongoing

Performance

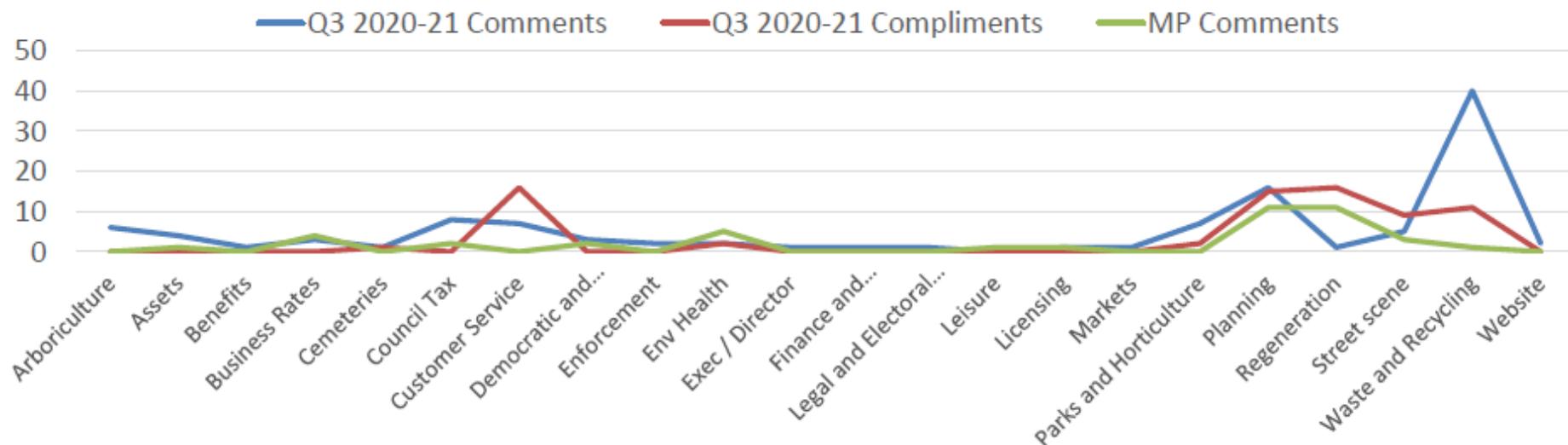
The table below shows the current performance together with the performance for the same period last year. 98% of complaints have been responded to within target times and there have been no repeat complaints:



Outcomes for Q3:
Additional training given to Agency Staff

Repeat issues for Q3:
None

Ombudsman Decisions. The Council received 2 Local Government Ombudsman decisions in Quarter 3: 0174- will not investigate, insufficient evidence; 0180- will not investigate (not a complaint, not our land)
Compliments and Comments The Council has also captured 113 comments, 42 MP comments and 72 compliments through its feedback system during the period April to December 2020:



Areas for Improvement: December 2020

Measure of Success (PI)	Aim / Objective	Service Lead	Target 2020/21	Result December 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	Current restrictions are impacting this result and cases are presenting at relief stage due to family relationships breaking down.
Number of TA placements (including B&B made for families) placed over 6 weeks			5	10 (no families)	Current lockdown restrictions and increased duty to accommodate is impacting on this although the position is improved on last month.
% invoices paid in line with terms of contract	Aim 2: Effective use of financial and other resources to ensure value for money	Head of Finance	96%	93%	Operational output has been directly affected by additional activities that have been absorbed by the Creditors function to facilitate Covid-19 Business and Self Isolation support payments from April 2020. This has been an increased demand on capacity within the team which was already working on reduced resources due to a full-time member on long term sick leave throughout quarter two. In addition there has been a noticeable increase in supplier invoices over recent weeks as front-line services step up recovery of business operations which we are currently working through to facilitate payments under the 30 day target. We are making use of all available options, including external and internal communication channels to ensure that payments are not delayed, to which we aim to make a noticeable improvement on the current position going forward.

Measure of Success (PI)	Aim / Objective	Service Lead	Target 2020/21	Result December 2020	Head of Service Commentary (reasons for performance / SMART actions to improve)
% of Internal Audit recommendations implemented within timescale (snapshot at end of each quarter)		Head of Internal Audit	92%	77.87%	The usual audit recommendation follow-up process was suspended during April to June but was reintroduced from July with performance gradually improving. It should be noted that it is the responsibility of relevant Heads of Service to implement agreed recommendations.
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%	75.10% 377/502	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	328.69kg	Results are estimated as tonnage data is not yet available from the SCC for quarter 3. Results at this time last year were 276kg. We have seen a growth of c. 12% in waste tonnages collected during 2020-21 most likely due to COVID-19 restrictions.

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