



Staffordshire Moorlands Performance Framework 2021-2024



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

Measure	Reported	2019-20 Result	2020-21 Result	2020-21 Target	2021-22 Target	2022-23 Target	2023-24 Target
Objective: Effective relationship with strategic partners							
To be measured through an Annual Report from Democratic and Community Services covering strategic partnerships, community support arrangements and councillor initiative fund allocations.							
Objective: Increased supply of good quality affordable homes							
Housing Benefits Processing: Time taken to process a) new claims b) change of circumstances	Monthly	a)15 days b)8.97 days	a)6.71 days b)5.24 days Q3	a) 18 days b) 7 days	a) 18 days b) 7 days	a) 18 days b) 7 days	a) 18 days b) 7 days
% of initial applications opened at the prevention and relief duty stages.	Monthly	NEW	45%:55% Q3	60%:40%	60%:40% (from70%)	70%:30%	70%:30%
<i>Amended targets for 2021-22 due to the ongoing effects of Covid 19</i>							

Measure	Reported	2019-20 Result	2020-21 Result	2020-21 Target	2021-22 Target	2022-23 Target	2023-24 Target
% of prevention duty discharges resulting in a settled accommodation outcome	Monthly	NEW	71.00% Q3	62%	64%	66%	66%
% of relief duty discharges resulting in a settled accommodation outcome.	Monthly	NEW	59.00% Q3	52%	62%	62%	62%
Total TA placements including number of B&B placements made for families	Monthly	NEW	21 (no families) Q3	Contextual			
Number of TA placements (including B&B made for families) placed over 6 weeks	Monthly	NEW	10 (no families) Q3	5	5 (from 0)	0	0
% of active housing register applicants in priority need (classes A and B) who have been registered in excess of 6 months	Annual	7.69%		30%	30% (from 15%)	15%	15%
<i>Amended targets for 2021-22 due to the ongoing effects of Covid 19</i>							
Housing Benefits Processing: % of cases determined correctly	Annual	99.5%		99.5%	99.5%	99.5%	99.5%
Housing Benefits processing: % of overpayments recovered	Annual	78.58%		Contextual			
Landlord Accreditation Scheme: Numbers signed up to scheme	Annual	3		Contextual			
Number of affordable homes delivered	Annual	18		Contextual			
The number of empty homes	Annual	1146		Contextual			

Measure	Reported	2019-20 Result	2020-21 Result	2020-21 Target	2021-22 Target	2022-23 Target	2023-24 Target
Revenue costs of private sector housing function	Annual	NEW			Contextual		
Number of category 1 hazard properties (descriptor of types)	Annual	NEW			Contextual		
Number of category 2 hazard properties (descriptor of types)	Annual	NEW			Contextual		
Number of complaints received in relation to private sector rented accommodation conditions	Annual	NEW			Contextual		
Enforcement action undertaken: Number of improvement notices served (prohibition, advisory etc)	Annual	NEW			Contextual		
Objective: Develop a positive relationship with communities							
Number of voluntary groups supported	Annual	63			Contextual		
Objective: Provision of sports facilities and leisure opportunities focused upon improving health							
Level of external funding awarded to support the physical activity and sport strategy and number of bids	Quarterly	£2,500	£109,566 Q3	33% success rate. Minimum £60k	33% success rate. Minimum £60k	33% success rate. Minimum £60k	33% success rate. Minimum £60k
Costs of leisure centre provision per households	Annual	£0.35			Contextual		

Measure	Reported	2019-20 Result	2020-21 Result	2020-21 Target	2021-22 Target	2022-23 Target	2023-24 Target
Levels of inactivity among local population groups	Annual	19,800 (24%) Nov 18-19		Contextual			
Number of volunteers within local sports clubs (Sport England's Active Lives Survey)	Annual	10,900 (13.2%) Nov 18-19		Contextual			
Number of priority areas, where place-based work to reduce inactivity, is being undertaken.	Annual	NEW		1	3	4	6
Objective: Effective support of community safety arrangements including CCTV							
Delivery of the Community Safety Partnership Plan (% actions delivered on time)	Annual	NEW		100%	100%	100%	100%
CCTV Monitoring	Annual	NEW		Contextual			
Levels of Crime (by type)	Annual	NEW		Contextual			
Levels of ASB	Annual	NEW		Contextual			

The following Priority Actions will be monitored and reported on during 2021/2022:

- ❖ Develop a strategy for further development of affordable and specialist housing : Ongoing
- ❖ Complete the review of the CCTV system : 2021
- ❖ Develop and implement an ongoing leisure facilities improvement plan : 2021-22

- ❖ Develop and implement an outdoor leisure facilities improvement plan : 2021
- ❖ Develop a Private Sector Housing Strategy : 2021
- ❖ Refresh the Councils Communication Strategy : June 2021
- ❖ Review the Council's community safety arrangements : April 2021
- ❖ Review the Sport and Physical Activity Strategy : 2021-22
- ❖ Implement the Covid 19 Community Recovery Plan : Ongoing

We will also monitor and report on the following Influencing Actions, which rely on effective partnership working:

- Ensuring effective health provision particularly for the elderly
- Combating illegal money lenders such as loan sharks
- Reducing crime, the fear of crime and ASB



Aim 2: To use resources effectively and provide value for money

Measure	Reported	2019-20 Result	2020-21 Result	2020-21 Target	2021-22 Target	2022-23 Target	2023-24 Target
Objective: Ensure our services are easily available to all our residents in the appropriate channels and provided 'right first time'							

Measure	Reported	2019-20 Result	2020-21 Result	2020-21 Target	2021-22 Target	2022-23 Target	2023-24 Target
No. / % of a) assisted contacts (phone & face to face) b) web	Monthly	a) 39253 39% b) 20595 20% c) 41526 41%	a) 30441 44% b) 37975 56% Q3	a)59% b)41%	a)59% b)41%	a)57% b)43%	a)56% b)44%
Avoidable contact (number taken from customer portal)	Annual	N/A		15%	17%	TBD	TBD
Satisfaction with customer services (Joint Alliance Measure)	Annual	N/A		92%	TBD	TBD	TBD
Complaint handling: % dealt with within target	Monthly	98%	98% Q3	97%	97%	97%	97%
Complaint handling: % of repeat issues (compares previous month only)	Monthly	2%	0% Q3	5%	5%	5%	5%
FOI requests: % responded to within statutory time frame and number of requests	Quarterly	83.29% 603/724	75.10% 377/502 Q3	95%	95%	95%	95%
Delete: Website Quality: Socitm Better Connected assessment	Annual	3 stars		4 stars	To be deleted		
NEW: Sitemorse Index compliance rating	Annual	NEW	Q1 2020 5.1	NEW	6	7	8
% of FOI requests diverted to the website / publication scheme	Annual	14.10%		Contextual			
The cost of dealing with FOI requests	Annual	£27,965		Contextual			

Measure	Reported	2019-20 Result	2020-21 Result	2020-21 Target	2021-22 Target	2022-23 Target	2023-24 Target
Complaint handling: Number received	Annual	81		Contextual			
Number of twitter followers	Quarterly	1974	2229 Q3	2000	increase by 240	increase by 240	increase by 240
Number of Facebook followers	Quarterly	1923	3223 Q3	2000	Increase by 480	Increase by 480	Increase by 480
Number of twitter re-tweets	Annual	357		Contextual			
Objective: More effective use of Council assets							
% & number of council owned business units occupied	Annual	95% (37/39)		85% (33/39)	92.1% (35/38)	92.1% (35/38)	92.1% (35/38)
	<i>Amended targets for 2021-22 due to the ongoing effects of Covid 19</i>						
Annual cost of energy across key operational assets	Annual	NEW		Contextual			
Capital receipt from minor asset disposals annually	Annual	NEW		Contextual			
Amount of energy used across key Corporate Buildings (Moorlands House)	Annual	NEW		Contextual			
Objective: Effective use of ICT							

Measure	Reported	2019-20 Result	2020-21 Result	2020-21 Target	2021-22 Target	2022-23 Target	2023-24 Target
IT- % network availability	Monthly	100%	100.00% Q3	99%	99%	99%	99%
IT- % system availability	Monthly	100%	100.00% Q3	99%	99%	99%	99%
Number of Onevu (customer portal) accounts	Quarterly	NEW	26,299 Q3	21,000	26,500	TBD	TBD
Delete: Socitim user satisfaction measures (Joint Alliance Measure)	Annual	NEW			To be deleted		
Objective: A high performing and well motivated workforce							
% of Appraisals completed across the workforce (of those due)(Joint Alliance measure)	Annual	N/A		100%	100%	100%	100%
Number of a) workplace accidents and b) RIDDOR reportable / Lost Time (7days) accidents	Annual	a)12 b)4		a)<20 b) 0	a)<20 b) 0	a)<20 b) 0	a)<13 b) 0
Average days sickness absence per FTE across the Alliance	Monthly	9.28 days	3.17 days Q3	7 days	6 days (from 7 days)	6 days (from 7 days)	6 days
	<i>Reduce from 7 days to 6 days: home working due to Covid has seen a decrease in sickness, the introduction of the agile working policy should maintain this trend.</i>						
Customer Feedback: Level of compliments	Annual	64		Contextual			
Staff Climate Survey	Annual	No survey		Contextual			
Staff turnover rate (Joint Alliance Measure)	Annual	7.6%		Contextual			

Measure	Reported	2019-20 Result	2020-21 Result	2020-21 Target	2021-22 Target	2022-23 Target	2023-24 Target
Number of apprentices by type (i.e. higher/ trade) (Joint Alliance Measure)	Annual	NEW			Contextual		
Number of apprentices completing the apprenticeship (Joint Alliance Measure)	Annual	NEW			Contextual		
Number of apprentices retained by the council (Joint Alliance Measure)	Annual	NEW			Contextual		
% of apprentice levy spent within year (Joint Alliance Measure)	Annual	NEW			Contextual		
Objective: Effective use of financial and other resources to ensure value for money							
Delete: Number & % of press releases taken up in local media	Annual	47 issued, 96% take up		94%	To be deleted		
Collection rates: Business rates	Monthly	99.30%	80.61% Q3	96%	97% (from 98.2%)	98.2%	98.2%
Collection rates: Council Tax	Monthly	98.55%	83.03% Q3	96.2%	97.2% (from 98.2%)	98.2%	98.2%
Collection rates: Sundry Debt (value of SD over 60 days old)	Quarterly	£70,729.41	£71,620.09 Q3	Match 2019/20	Match 2019/20	2% reduction	2% reduction
<i>Amended targets for 2021-22 due to the ongoing effects of Covid 19</i>							
% of invoices paid in line with contract	Monthly	97%	93% Q3	96%	96%	96%	96%

Measure	Reported	2019-20 Result	2020-21 Result	2020-21 Target	2021-22 Target	2022-23 Target	2023-24 Target
Use of Contracts register - annual contract spend as % of gross expenditure budget	Quarterly	83.3%	91.00% Q3	2% improvement to 19/20	2% improvement to 20/21	2% improvement to 21/22	2% improvement to 22/23
% of procurement activity on the Procurement Forward Plan (Joint Alliance measure)	Quarterly	67.38%	68.00% Q3	60%	68%	70%	70%
% of internal audit recommendations implemented within timescale	Quarterly	98.28%	77.87% Q3	92%	93% (from 98.5%)	95% (from 99%)	96%
	<i>Amended targets for 2021-22 due to the ongoing effects of Covid 19</i>						
External Audit Opinion	Annual	Unqualified		Unqualified	Unqualified	Unqualified	Unqualified
% of corporate efficiency savings met	Annual	122%		50% of target	75% of Target (from 100%)	100% of target	n/a
a) Expenditure variance to budget b) Income variance to budget	Annual	a) -9% b) 5%		Net Budget +/- 25% variance	Net Budget +/- 15% (from +/-5% variance	Net Budget +/- 5% variance	Net Budget +/- 5% variance
	<i>Amended targets for 2021-22 due to the ongoing effects of Covid 19. Variance amended to +/- 15% . Possible overspend against budget due to Covid related pressures, possible reduction in income receipts.</i>						
% of income generated against net budget	Annual	54%		Contextual			
External funding levered annually for projects that meet corporate plan aims	Annual	£16,168,000		Contextual			

Measure	Reported	2019-20 Result	2020-21 Result	2020-21 Target	2021-22 Target	2022-23 Target	2023-24 Target
Unit costs per service	Annual	NEW		Contextual			
Objective: Effective procurement with a focus on local business							
Delete: % of expressions of interest that come from businesses within the local area (over £5,000)	Quarterly	NEW	Not yet available	Establish Baseline	To be deleted		
% of contracts awarded to local suppliers following submission of expression of interest (over £5,000)	Quarterly	NEW	Not yet available	Establish Baseline	Change to Contextual		
	<i>A target here could be viewed as a non-compliant incentive to award more contracts locally.</i>						
Supplier (creditor) spend within the local area as a % of total spend	Quarterly	NEW	5.95% Q3	Establish Baseline	Establish Baseline	TBD	TBD
Number of local business training/ supplier engagement events facilitated	Quarterly	NEW	61 Q3	Establish Baseline	Establish Baseline	TBD	TBD
	<i>Unable to establish a satisfactory baseline in 20/21: establish baseline in 21/22</i>						

The following Priority Actions will be monitored and reported on during 2021/2022:

- ❖ Develop and implement a plan to identify new and innovative ways of generating income : 2021
- ❖ Refresh and implement the Asset Management Plan : April 2022
- ❖ Develop an Access to Services Strategy : 2021

- ❖ Implement the Council's Efficiency and Rationalisation Programme : 2022-23
- ❖ Develop a new Organisational Development Strategy : 2021
- ❖ Develop a new Procurement Strategy : 2021-22
- ❖ Develop a new ICT Strategy : April 2021
- ❖ Implement the Covid 19 : Reinstating Service Plan; Financial Recovery Plan; Positive Legacy Plan : Ongoing



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

Measure	Reported	2019-20 Result	2020-21 Result	2020-21 Target	2021-22 Target	2022-23 Target	2023-24 Target
Objective: Flourishing town centres that support the local economy							

Measure	Reported	2019-20 Result	2020-21 Result	2020-21 Target	2021-22 Target	2022-23 Target	2023-24 Target
% of empty town centre shops	Annual	Leek 8.0%; Cheadle 16.7%; Biddulph 13.1%. District average 11.0%		<national average	<national average	<national average	<national average
Cost to the Council per Market (Subsidy)	Annual	2019-20 Leek outdoor (£36,481.53) Leek craft (£12,695.53) Cheadle (£4,322.38) Leek indoor (£26,436.99) Leek Farmers (£1,514.54) Overheads (£7,088.87)		Contextual			
Objective: High quality development and building control with an open for business approach							
Planning processing times a) Majors b) Minors c) Others	Monthly	a)94% b)94% c)92%	a)100% b)86% c)91% Q3	a)90% b)85% c)90%	a)90% b)85% c)90%	a)90% b)85% c)90%	a)90% b)85% c)90%
% of planning applications with pre-application enquiries	Annual	10%		5%	10%	10%	10%
% of major developments allowed on Appeal	Monthly	0%	0% Q3	10%	10%	10%	10%
% of minor/other developments allowed on appeal	Monthly	1.7%	0.96% Q3	10%	10%	10%	10%

Measure	Reported	2019-20 Result	2020-21 Result	2020-21 Target	2021-22 Target	2022-23 Target	2023-24 Target
Agent satisfaction with the Planning Service (survey)	Annual	75%		80%	80%	80%	80%
% of planning enforcement cases resolved in 13 weeks	Annual	54%		80%	80%	80%	80%
% of priority 1 planning enforcement cases visited within 1 working day	Annual	100%		90%	90%	90%	90%
Planning application processing costs	Annual	£8		Contextual			
Costs awarded against the council from lost planning appeals	Annual	£0		Contextual			
Numbers attending the Planning Surgeries	Annual	283		Contextual			
Objective: Encourage business start-ups and enterprises							
Local Plan Delivery: a) Number of completions for homes: b) sqft of employment space delivered	Annual	a) 205 b) 368m2		Contextual			
Number of businesses supported by the Growth Hub (fair proportion across partnership)	Annual			Contextual			
Number of enterprises operating in the area (considering business starts as well as deaths; as recorded through ONS stats)	Annual	4165		Contextual			
Cost of business support activity	Annual	NEW		Contextual			

Measure	Reported	2019-20 Result	2020-21 Result	2020-21 Target	2021-22 Target	2022-23 Target	2023-24 Target
Number of business reached through the monthly Business Newsletter	Annual	NEW	934 (Q3)	Establish baseline	Establish baseline	TBD	TBD
Business webpage- number of hits	Quarterly	NEW	2411(Q3)	Establish baseline	Establish baseline	TBD	TBD
Number of newsletters x subscriber numbers featuring funding for green growth	Quarterly	NEW	9 newsletters to date (934 subscribers) Q3	Establish baseline	Establish baseline	TBD	TBD
<i>Unable to establish a satisfactory baseline in 20/21: establish baseline in 21/22</i>							
Objective: Encourage and develop tourism							
Visitor spend in the area	Annual	£312.56m 2018-19					Contextual
TICs online hits	Annual	311					Contextual
Total tourist bed spaces	Annual	7,819 2018-19					Contextual
Total overnight stays (tourism)	Annual	1.68m 2018-19					Contextual

The following Priority Actions will be monitored and reported on during 2021/2022:

- ❖ Develop and implement plans to improve the public market operations : 2021-22
- ❖ Support the development of Cornhill and improved rail links : Ongoing
- ❖ Support the development of the former Churnet Works site in Leek : Ongoing
- ❖ Adopt a new Local Plan : Complete
- ❖ Develop a master plan for bringing redundant mills back into use : 2023
- ❖ Implement the Council's growth strategy : 2020-2024
- ❖ Develop a Tourism Strategy : 2021
- ❖ Implement the Covid 19 Economic Recovery Plan : Ongoing

We will also monitor and report on the following Influencing Actions, which rely on effective partnership working:

- Expand the Growth Deal Partnership to provide inward investment
- Support the Churnet Valley Railway with their plans to bring trains back to Leek
- Provide bus services which connect our villages with our three market towns for services, shopping and leisure.
- Improve access and traffic flows to our town centres



Aim 4: Protect and improve the environment and respond to the climate emergency

Measure	Reported	2019-20 Result	2019-20 Target	2020-21 Target	2021-22 Target	2022-23 Target	2023-24 Target
Objective: Effective recycling and waste management							
Recycling rates	Quarterly	56.4%	60.33% Q3	57%	57.5%	58%	58%
Residual waste per household	Quarterly	379.35kg	328.69kg Q3	385kg	440kg (from 380kg)	435kg (from 375kg)	430kg
	<i>Targets should all be treated as provisional until they are discussed and agreed with our contractors/partners</i>						
Missed bins per 100,000 collections (exc. customer error and bad weather)	Monthly	27.1	28.2 Q3	37	36	35	34
Cost per household of the waste and recycling service	Annual	£51.38		Contextual			
Objective: Provision of high quality public amenities, clean streets and environmental health							

Measure	Reported	2019-20 Result	2019-20 Target	2020-21 Target	2021-22 Target	2022-23 Target	2023-24 Target
% of 'high risk' premises (A-C) inspected per annum	Quarterly	100%	60% Q3	75%	75% (from 100%)	100%	100%
% of routine permitted process premises inspected	Quarterly	85%	60% Q3	75%	75% (from 100%)	100%	100%
<i>Amended targets for 2021-22 due to the ongoing effects of Covid 19</i>							
% food premises compliant with FSA criteria	Annual	98%		95%	98%	98%	98%
Number of fly tipping incidents collected by the Council (exc. sec 46 waste)	Monthly	359	396 Q3	Contextual			
Anti-Social Behaviour enforcements by type (including behaviour adversely affecting the environment) a) number of fixed penalty notices issued b) number of prosecutions	a)Annual b) Annual	a)84 b)0		Contextual: annual report to be produced that will indicate the level of activity			
Street and environmental cleanliness inspection results (% achieving top grades for cleanliness)	Annual	94.3%		90%	90%	90%	90%
Number of community clean-up campaigns	Annual	67		60	65 (from 85)	70 (from 90)	75
<i>Amended targets for 2021-22 due to the ongoing effects of Covid 19</i>							
Number of pest control contracts	Annual	43		54	58	60	62

Measure	Reported	2019-20 Result	2019-20 Target	2020-21 Target	2021-22 Target	2022-23 Target	2023-24 Target
Private water supplies - % of sampling programme completed	Annual	100%		75%	75% (from 100%)	100%	100%
	<i>Amended targets for 2021-22 due to the ongoing effects of Covid 19</i>						
Cost measures: street cleansing service	Annual	£518,000		Contextual			
Cost measures: Environmental Health Service	Annual	£319,000		Contextual			
Number of premises in each of the 6 food hygiene star rating gradings (from 0 to 5)	Annual	5 Star (478) 4 Star (156) 3 Star 729) 2 Star (8) 1 Star (9) 0 Star (0)		Contextual			
Objective: Provision of quality parks and open spaces							
Green Flag awards maintained	Annual	1		1	1	1	1
Cost of parks and open spaces per capita	Annual	£8.45		Contextual			
Objective: Meeting the challenges of climate change							
Paper consumption across the alliance	Monthly	1740	500 Q3	2000 reams	1700 reams (from 2000)	1700 reams (from 2000)	1700
	<i>Amended target for 2021-22 due to the ongoing effects of Covid 19</i>						

Measure	Reported	2019-20 Result	2019-20 Target	2020-21 Target	2021-22 Target	2022-23 Target	2023-24 Target
Pollution measures - air quality: % compliance against national reporting requirements in relation to air quality	Annual	100%		100%	100%	100%	100%
Number of hits on our website: improving your energy performance	Quarterly	NEW	33 Q3	Establish Baseline	Establish Baseline	TBD	TBD
Emissions per capita	Annual	NEW		Contextual			
Objective: Car parking arrangements that meet the needs of residents, businesses and visitors							
Net income per parking space	Annual	£394.28		Contextual			
Number of parking PCN's issued and % collected	Annual	855 - 86.9%		Contextual			
% of car park spaces accredited with Park Mark	Annual	35.20%		Contextual			
% and number of disabled bays within car parks	Annual	66/3.8%		Contextual			

The following Priority Actions will be monitored and reported on during 2021/2022:

- ❖ Identify and implement an approach to reduce the cost of country parks : 2021-22
- ❖ Develop a plan to improve Brough Park and John Hall Gardens : 2021-22
- ❖ Develop a climate change strategy : Oct 2021

- ❖ Review the Council's waste and recycling arrangements : 2023-24
- ❖ Review the Environmental Enforcement Policy : 2021
- ❖ Develop a new Parking Strategy : 2021-22

We will also monitor and report on the following Influencing Actions, which rely on effective partnership working:

- Provide waste and recycling centres across the district
- The provision of accessible on street parking

Deleted Performance Indicators 2021/22

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

Performance Indicator	Reason for proposed deletion

Aim 2: To use resources effectively and provide value for money

Performance Indicator	Reason for proposed deletion
Delete: Number of press releases and % taken up in local media (annual)	This indicator is difficult to measure as it involves manually checking newspapers to count the number of take ups and doesn't reflect the shift towards social media. We will look to incorporate an evaluative measure within the new communications strategy that reports on the team's breadth of work and the effectiveness of communication campaigns.
Delete: Website quality: Socitm website quality assessment	The Socitm assessment is made by one individual and can therefore be subjective and inconsistent. We are proposing a new measure based on the Sitemorse index (see below)
Delete: Socitm user satisfaction measures	The Socitm sessions were a one off piece of work that were used to assess where we are now. The results will be taken forward in the IT strategy
Delete :% of expressions of interest that come from businesses within the local area (over £5,000)	Unable to extract the required data from the Pro Contract system as initially thought. Manual analysis would be untenable: time consuming and onerous. If the appropriate technology becomes available in future years, this measure can be reinstated

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

Performance Indicator	Reason for proposed deletion

Aim 4: Protect and improve the environment and respond to the climate emergency

Performance Indicator	Reason for proposed deletion