

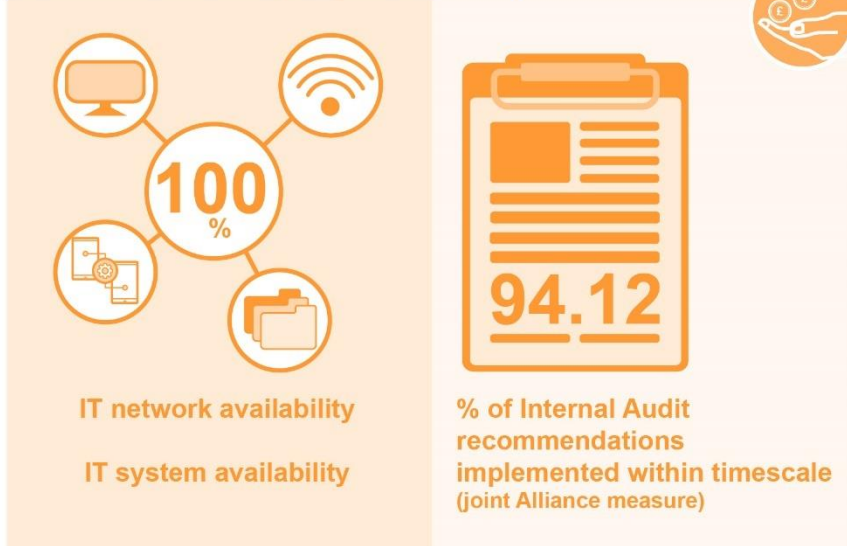


Staffs Moorlands Performance & Customer Feedback Report: 2021/22 (Q1)

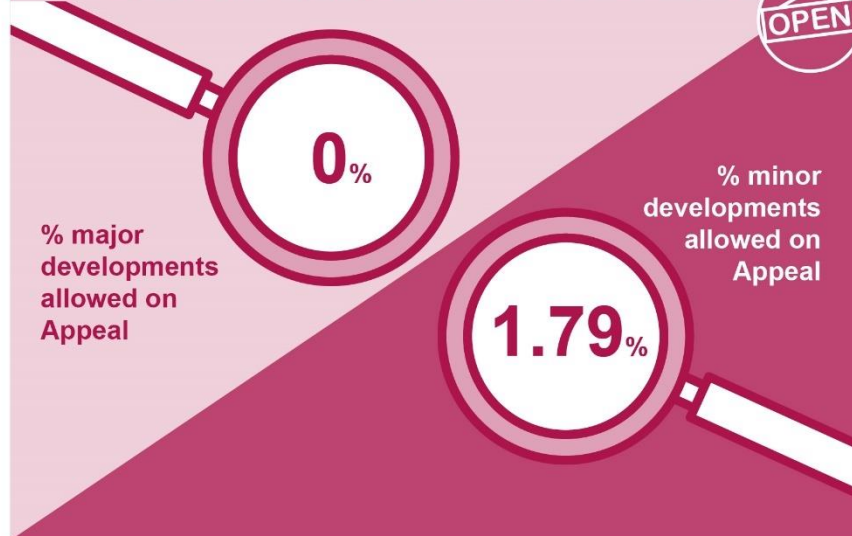
Aim 1: Help create a safer and healthier environment for our communities to live and work



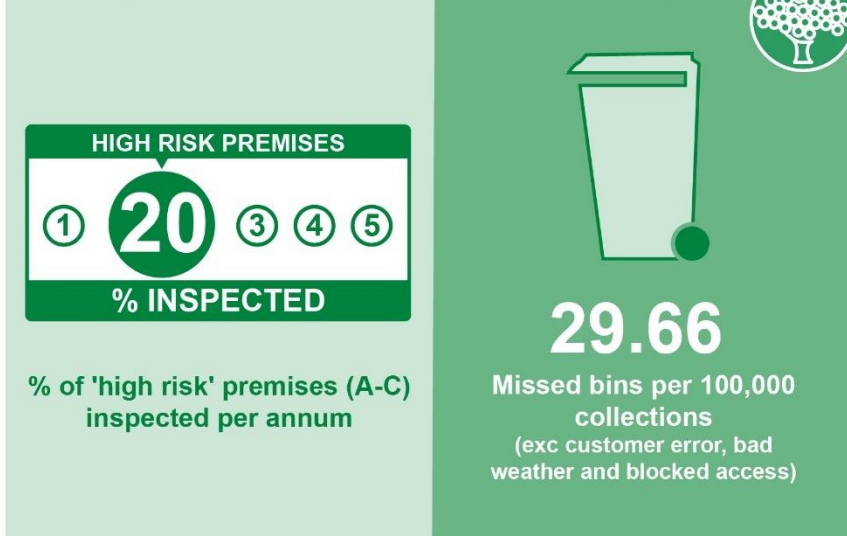
Aim 2: To use resources effectively and provide Value for Money



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



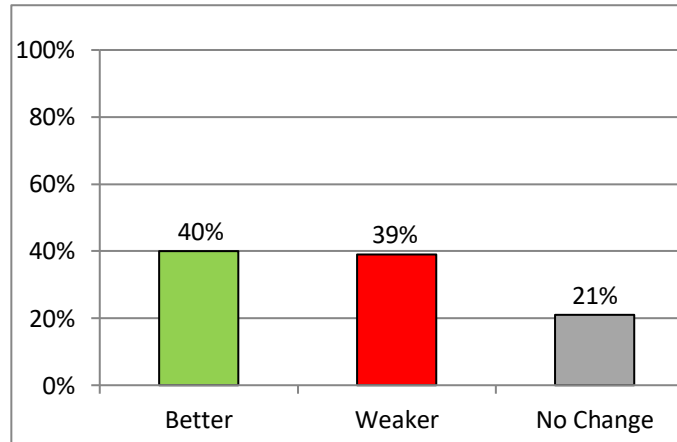
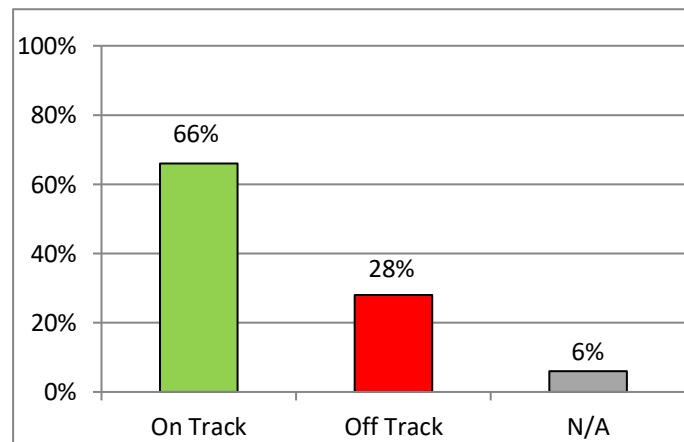
Staffordshire Moorlands Q1 Summary

The following report provides Councillors with an overview of performance at Staffs Moorlands for the period April to June 2021 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 a monthly and quarterly basis, the remaining measures in the council’s performance framework are considered contextual in nature and feature in the Annual Report. The charts below show the results for both attainment and trend data in the first quarter of 2021/22; with 66% of targets on track at the end of June and 61% of measures maintaining or improving on their performance compared to 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.

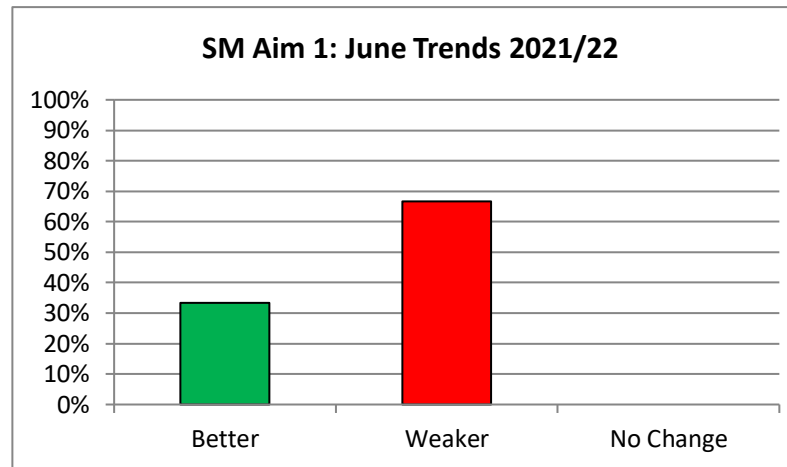
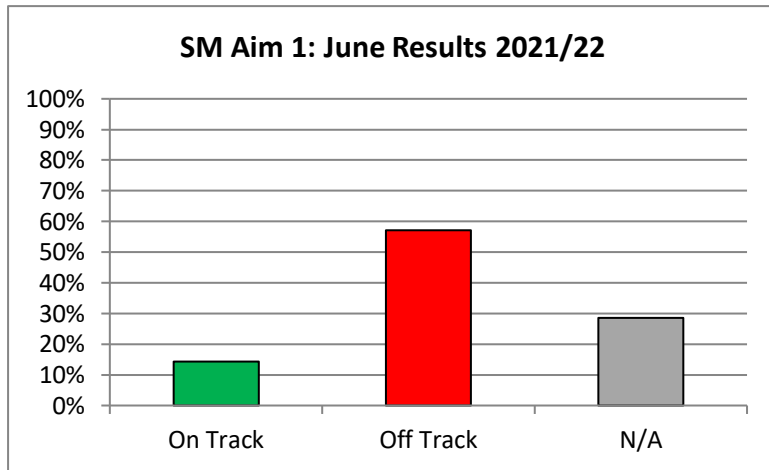


	Off Track
	In danger of going off Track
	On Track
	Not yet started / Decision awaited
	Complete / Closed

Customer Feedback Overview

There has been a small increase in the number of complaints received this quarter, although it remains low at just 14 in three months. There have been no repeat complaints and performance in handing complaints in 20 days has fallen below target at 91%. 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 grey bar denotes data which has been unavailable this quarter due to IT issues with the Civica system and relates to the two housing benefit processing measures for new claims and changes in circumstance. The provider has been tasked with resolving the issue of data extraction, which is not affecting benefit payments.

Several homelessness measures remain off track and weaker than last year. However, there are signs of improvement this month; particularly in the proportion of applications being opened at the 'prevention' rather than 'relief' stages.

Celebrating Success:

At the end of Q1 2021/22, the following performance indicators outstripped their targets:

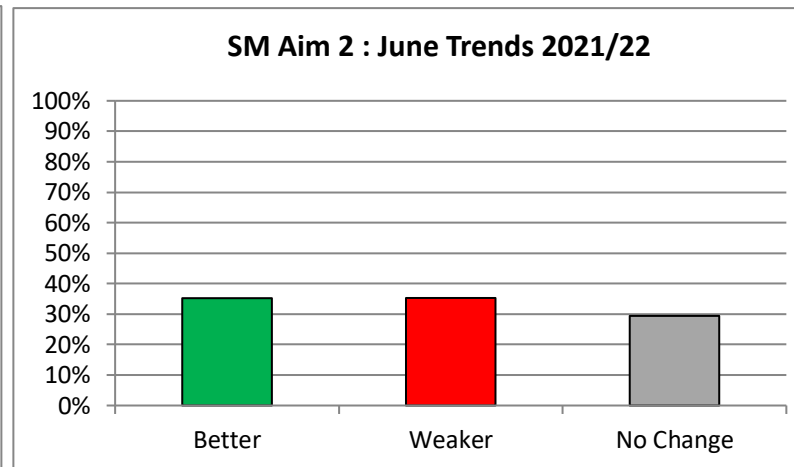
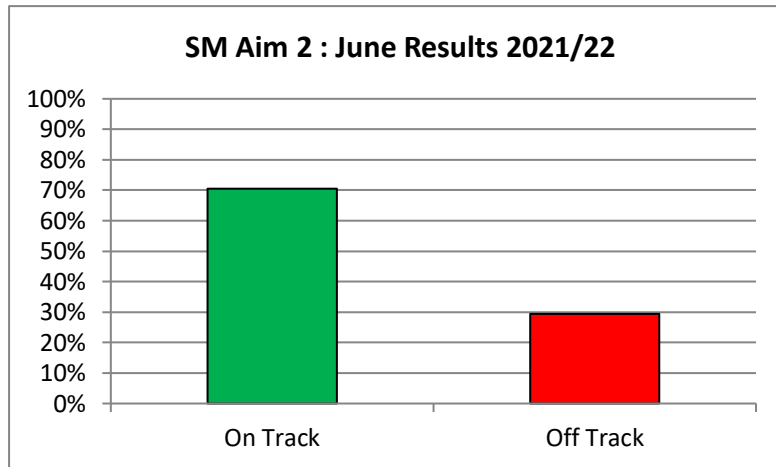
- ✓ settled accommodation outcomes from homelessness 'prevention' duties

2019-2023 Corporate Plan Priority Actions – Progress Highlights

Priority Actions	Status	Commentary – June
Develop a strategy for further development of affordable and specialist housing	On Track	Included in AHDP report being prepared for August committee cycle.
Complete the review of the CCTV system and implement the agreed recommendations	On Track	CCTV is moving forward - Discussions have been held with BT and work on replacement cameras will commence soon
Develop and implement an ongoing indoor leisure facilities improvement plan focused on improving the health and well- being of residents	On Track	Three Member working group meetings have now taken place for both Councils and discussion has reached a point where initial plans and headline cost implications were reviewed at the most recent meeting. A further meeting for both working groups in around 6 weeks-time was agreed, once further work has been completed and more detailed assessments have been completed on the financial implications. A joint meeting to discuss shared management options would then be coordinated. Energy assessments have been returned but are in the process of being reviewed by colleagues.
Develop and implement an outdoor leisure facilities improvement plan focused around the 'sports village' concept	On Track	A report is due to be reviewed by Service Delivery Panel on 7th July. This highlights a request for Cabinet to approve funding to support two projects, in addition to background information as to how the leisure and recreation team have been supporting the development of a range of projects which are not yet ready to be considered for funding.
Develop a Private Sector Housing Strategy to improve conditions for homeowners and private tenants	On Track	Updated timescale for draft strategy.
Refresh the Council's Communication Strategy in order to ensure that there is a more effective dialogue with residents	On Track	Information digest being prepared for September 2021.
Review the Council's community safety arrangements in order to maintain strong partnerships with community groups	On Track	Reports ready to go to the next cycle of Committee meetings.
Influencing Action: Joint- HP: Dealing with ASB SM: Reducing crime, the fear of crime and ASB	On Track	

Influencing Action: SM- Combating illegal money lenders such as loan sharks		
Review the Sport and Physical Activity Strategy in order to integrate communities and sports clubs into the delivery of its objectives		It has been agreed to pause the stakeholder engagement phase of the strategy refresh on the Moorlands side to take into account the impending consultation with Cheadle residents on the masterplan project. Revised timescales for re-starting the physical activity and sport strategy will need to be agreed.
Implement the Covid-19 Community Recovery Plan		We issued press releases about the 'Eat out to help out' scheme encouraging people to support local businesses. We promoted the dates that our local leisure facilities (pools, racquet sports etc) re-opened. A specific release about the work to the pool area in Brough Park Leisure Centre was made. The Recovery Board has now reconvened.
Influencing actions		
Ensuring effective health provision particularly for the elderly	<p>The Council's Health Overview and Scrutiny Panel met on 23rd June 2021:</p> <p>Health related matters considered:</p> <ul style="list-style-type: none"> • North Staffordshire Combined Healthcare NHS Trust – Annual Update with a focus on Children and Young Persons Services in the area • The temporary closure and re-opening of Leek Minor Injuries Unit • A presentation on the Leek Integrated Care Hub <p>The Panel requested to receive regular progress updates on the Leek Integrated Care Hub and added Dentistry to its Work Programme. Date of next meeting: 15th September 2021</p>	

Aim 2: Meet financial challenges and provide value for money



There has been an increase in reactive procurements to assist with external funding spend, which has affected the proportion of planned commissioning activity. FOI response times remain longer than targeted. Sickness absence has been negatively affected by 8 long term cases, although it is still relatively low comparatively and the target was tightened this year on the back of very low levels last year.

Celebrating Success:

At the end of Q1 2021/22, the following performance indicators outstripped their targets:

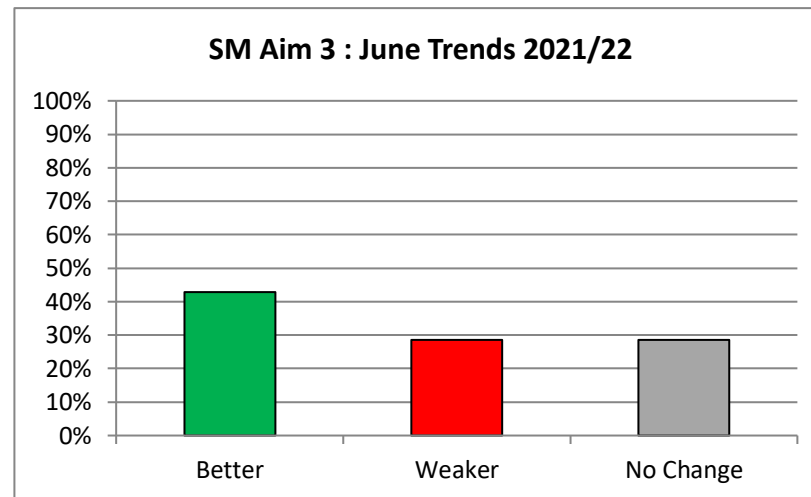
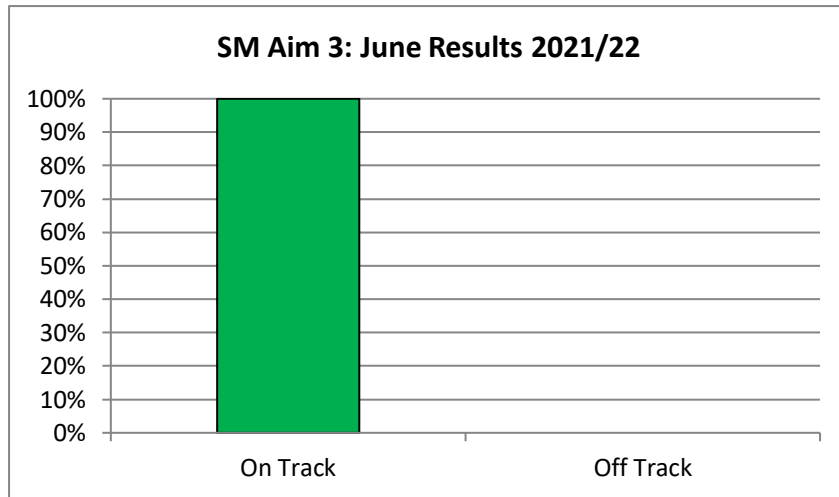
- ✓ IT systems and network availability
- ✓ repeat complaints
- ✓ On-contract spend
- ✓ customer interactions and portal accounts
- ✓ social media followers
- ✓ internal audit recommendations implemented

2019-2023 Corporate Plan Priority Actions – Progress Highlights

Priority Actions	Status	Commentary – June
Develop and implement a plan to identify new and innovative ways of generating income		<p><u>Fees & Charges</u> - Picked up in the MTFP cycle. This includes car parking charges which remains mainstay of our income for fees and charges.</p> <p><u>Building Control</u>- All services are now being provided by Derbyshire Partnership.</p> <p><u>Trade Waste</u>- Customer base to be reviewed as services return to normal. Small project team to be developed from September.</p>
Refresh and implement the Asset Management Plan, including a review of public estate, and ensure adequate facilities management arrangements are in place		<p>Individual projects updates within the action:</p> <p><u>Asset Management Plan</u> – There have been delays with the stock condition surveys. Concerto database implementation proceeding. Series of workshops is now underway for training and configuration purposes. Much will depend on future of the R&M Contract moving forward. Emergency meeting with contractors will be held: the priority is the leisure centre stock condition surveys, as this links to the transformation plan for leisure.</p> <p><u>Capital programme</u>- Staffordshire Moorlands: 4 Capital Projects are on track, 2 off track and 2 on hold.</p> <p><u>Facilities Management Arrangements</u> - Budget with Vertas yet to be agreed. Difficulties in delivering required service on WC due to staff shortages. Awaiting options from Vertas.</p>
Develop an Access to Services Strategy to ensure that Council services are accessible to all		Draft Strategy developed. We are working with partners in the voluntary sector and the Institute for Customer Services. This will sit alongside the OD and Digital strategies.
Implement the Council's Efficiency and Rationalisation Programme (This will focus on several projects including procurement, income generation, trading, advertising, and sponsorship, etc.)		<p>2021/22 is the final year of the current Efficiency & Rationalisation Programme. Monitoring of progress against the target is reported in the Quarterly Finance performance report which goes to scrutiny panels during the year. Consideration of the wider programme is included in the MTFP updates. Individual project updates within the action:</p> <p><u>Hybrid mail</u>- Development of completion document will commence shortly.</p>
Develop a new Organisational Development Strategy to ensure effective workforce development		The Camburg results around the strategy work have been reviewed and a report will go to members.
Develop a new procurement strategy with a focus on spending money locally		Information Digest report on draft Strategy been through portfolio holder consultation - resultant amendments made. Webform questionnaire developed to gain feedback from wider Member group. Consultation proposed with Chamber of Commerce membership to gain feedback from local businesses and Keele University to cross check the Strategy's Climate Change credentials.

Priority Actions	Status	Commentary – June
Develop a new ICT strategy to enhance and support the delivery of services		<p>Staff workshops are complete. We are currently reviewing the ICT applications. Members workshop to be arranged. Individual project updates within the strategy:</p> <p><u>ILAP/Assure</u> - Meeting held with Northgate to discuss future development to be feed into the ICT strategy.</p> <p><u>Civica Pay</u> - Still on track for go live of customer payments 23rd August 2021</p> <p><u>Collective</u> - Phased go live is underway.</p> <p><u>Procurement Workflow</u> - Infreemation are working on the demonstration model.</p>
Implement the Covid 19 Reinstating Service Plan		Ongoing: we are now at Step 2 of the Roadmap, most services are operational, toilets are open across the Alliance, Leisure Centres and Outdoor sports are reopening in accordance with the Roadmap. Reception areas to reopen in September on a phase basis.
Implement the Covid-19 Financial Recovery Plan		Back on recovery stage due to 2nd lockdown.
Implement the Covid-19 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.

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



The Council is on track for all the targets contained under Aim Three and 100% of major applications have been determined on time.

Celebrating Success:

At the end of Q1 2021/22, the following performance indicators outstripped their targets:

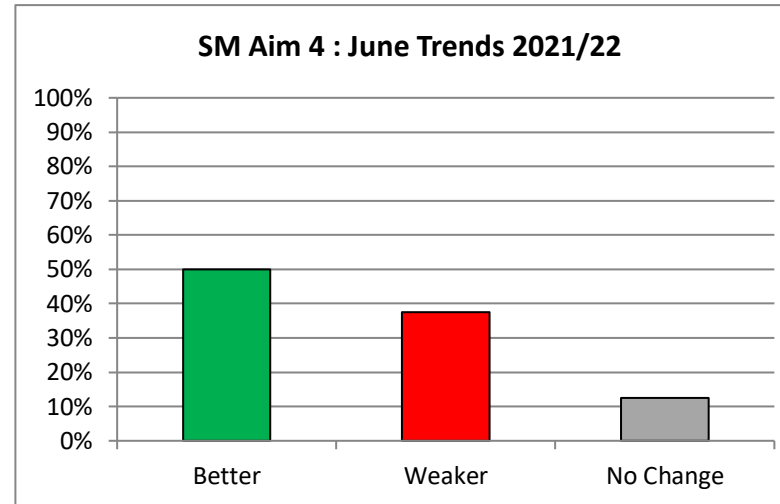
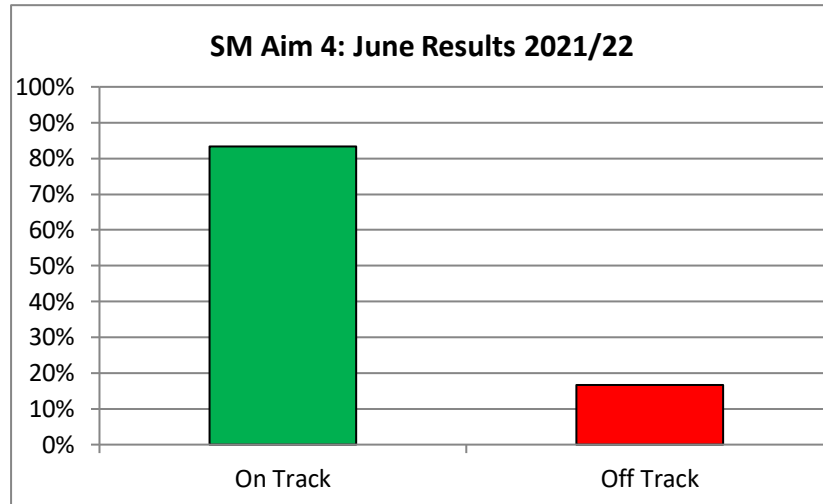
- ✓ major planning applications processed on time
- ✓ minor planning applications processed on time
- ✓ other planning applications processed on time
- ✓ major and minor developments allowed on appeal

2019-2023 Corporate Plan Priority Actions – Progress Highlights

Priority Actions	Status	Commentary – June
Support the development of Cornhill and improved rail links		Individual projects updates within the action: <u>Cornhill development (East)</u> : There will be no project movement until after project West is in delivery phase. This will be at least 3 years. <u>Cornhill development (West)</u> : Variation of s106 led by Planning team and regeneration, waiting for outcome prior to any additional works. Potential for industrial units to come forward first with Getting Building Fund grant funding. Offer of grant accepted but risks to delivery due to timescales. Legal team to be brought in on the project. <u>Rail projects</u> - Outcome of Stoke-Leek feasibility application still pending.
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		Dialogue with developers currently paused. Subject to existing developer option expiry and continued Travelodge interest. Business case required for Council led development.
Develop and implement plans to extend the public market operations		Leek Market Hall - Leek Market Hall report to be considered at July committee. Draft report for market operations prepared - investigating operational structure at Swadlincote.
Develop a master plan for bringing redundant mills back into use		Report drafted for July committee cycle outlining approach to delivery. Consideration of vacant mills for employment use written into the Peak Rural Investment Programme bid to CRF. This would provide some funding for feasibility and demand studies if successful.
Implement the Council's growth strategy to bring about the regeneration of towns and rural communities		Individual project updates within the strategy: <u>Blythe Vale</u> - draft spec prepared for development of masterplan and infrastructure outline costs. CRF submission unsuccessful. Budget required to match fund with SCC. <u>Cheadle town centre masterplan</u> - Filigree Communications have been appointed to design the community engagement programme. A newsletter with pull-out survey will be delivered to all Cheadle households in July. A Stakeholder Panel meeting was held on June 22nd. <u>Biddulph Wharf Rd Masterplan</u> - Aldi site is well under construction. Largest land owner actively in discussions with housebuilders but is constrained by access/ ransoms strips. A small section of SCC land was retained to enable access from the second roundabout, but will require consultation with the school and Sports England over potential loss of provision. Further updates to be requested from all land owners shortly. No further contact from Gallagher's following discussion with Homes England. Site doesn't meet their requirements for funding or support package. <u>Tunstall Road</u> – Masterplan for site already completed - which identified need for stage 2 land assembly/equalisation works which might otherwise result in piecemeal development and reduced outputs. Stage 2 not yet commissioned. <u>Investment and Acquisition Strategy</u> – Initial strategy completed in 2019 – further development of approach to individual sites to be developed as sites are considered.
Influencing Action - Expand the Growth Deal Partnership to provide inward investment		

Develop a Tourism Strategy to maximise the positive impact to our communities		Baseline research complete in January 2021, no further progress made since January due business grants work and other priorities. A meeting has been arranged in early June to discuss work going forward. Work will commence on a 12-month plan for Tourism recovery - we have received the MPDD Tourism Recovery Plan to refer to, but nothing available for Destination Staffordshire yet.
Implement the Covid-19 Economic Recovery Plan		Business newsletters complete, addition to a new newsletter to be developed considering new funding. Recovery Board reconvened.
Influencing Actions		
Provide bus services which connect our villages with our three market towns for services, shopping, and leisure		Staffordshire County Council have been successful in a bid to the Rural Mobility Fund to support demand responsive transport projects in rural areas. The funding will be used to extend and enhance the Moorlands Connect service over the next four years, linking in directly with the scheduled local bus services at interchange points in the area to enable onward travel. There will be three buses with journeys available from 7am to 7pm Monday to Friday and from 8am to 6pm Saturdays. A service on summer Sundays will also be starting from next April. The new service will commence on the 2nd September 2021. A survey is currently running and has been shared with the District Council, all the Parish Councils in the operating area, schools in the area, Leek and Buxton College, the local bus service providers and the Peak District National Park
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.

Aim 4: Protect and Improve the Environment



There is just one measure 'off track' at Staffs Moorlands at the close of Q1 – estimated recycling rates, although these remain high at over 54%. Fly tipping is showing an improved trend on last year with 104 incidents at Staffs Moorlands during the first three months of 2021/22.

Celebrating Success:

At the end of Q1 2021/22, the following performance indicators outstripped their targets:

- ✓ missed bins
- ✓ paper consumption
- ✓ residual household waste
- ✓ high risk premises inspections
- ✓ routine permitted process premises inspected

2019-2023 Corporate Plan Priority Actions – Progress Highlights

Priority Actions	Status	Commentary – June
Identify and implement an approach to reduce the cost of country parks		Internal project meeting has been arranged to occur on the 29th June. Project Gantt chart has been reviewed, aim of meeting is to establish the scale of works still to be undertaken in regard to the 10 sites as we await information from SOTCC for Wetley Moor.
Develop a plan to improve Brough Park and John Hall Gardens		<p>Individual projects updates within the action: Member reports have been completed but review by Members has been deferred until June/July (dates tbc) We are also awaiting feedback from both Portfolio holders.</p> <p><u>Play Strategy</u>- Play and Outdoor Sports Facilities Investment and Delivery Plan has been created, costed and included in the above report for consideration by Members together with the Parks Strategy.</p> <p><u>Brough Park Improvement plan</u>- Upgraded play area works are now complete. Tender docs for the new tennis courts have been prepared and scoping works for the lake project has begun.</p> <p><u>Tean Road, Cheadle Improvement plan</u>- Project now moving and meeting held with members of Cheadle TC on Friday 18th June. Emerging priorities however further planning is required by CTC before firm proposals can be brought forward for consideration.</p>
Develop a climate change strategy & an action plan of response to a declared climate emergency		Part one of the Action Plan to deliver the Climate Change strategy has now been published with Part two due later this year. Progress against the action plans will be included within quarterly reports to members.
Review the Council's waste and recycling arrangements to increase recycling and to respond to the emerging national strategy		Responses to the consistency consultation have been drafted and are awaiting member approval. Unlikely that we will know the outcome of the three consultations until late 2021 at the earliest. Therefore, until more certainty is given, we cannot assess the impact on services and changes that are required to meet the new requirements.
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		A revised Corporate Enforcement Policy has been drafted which is being reviewed by responsible officers prior to presentation to Cabinet for approval. The Environmental Enforcement Policy is being reviewed as part of this process and will similarly be presented to the Cabinet when complete.

Priority Actions	Status	Commentary – June
Develop a new Parking Strategy to ensure that our car parks meet the needs of residents and visitors		Individual project updates within the strategy: <u>Parking strategy</u> - Next meeting of the working group diarised for 5th July. Presentation by consultants re initial findings.
Influencing Action - The provision of accessible on street parking		<u>Pay & Display machines</u> - Awaiting actions from car parking review.

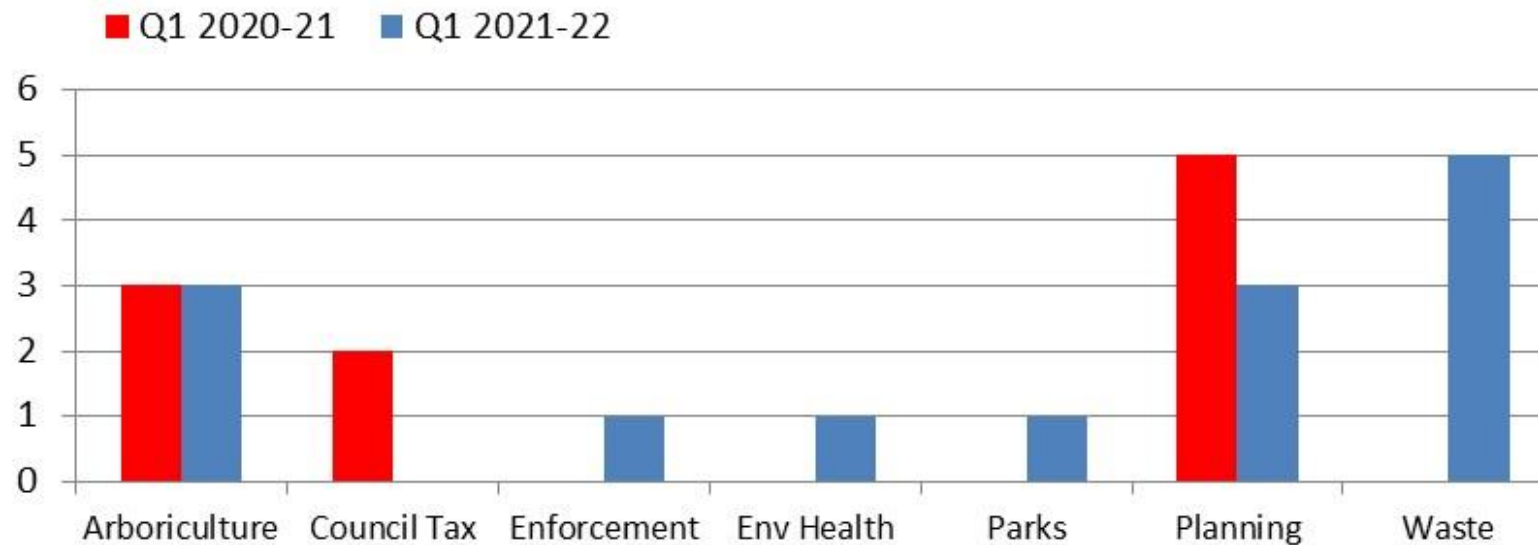
**Customer Feedback
Complaints**

The Council closed a total of 14 stage one complaints across 6 service areas during the period April to June 2021. This is an increase compared to the same period last year when we closed 10 complaints. Waste & Recycling received the greatest proportion with 5 complaints (36%). Details are shown in the graph below:

Stage 2 Complaints

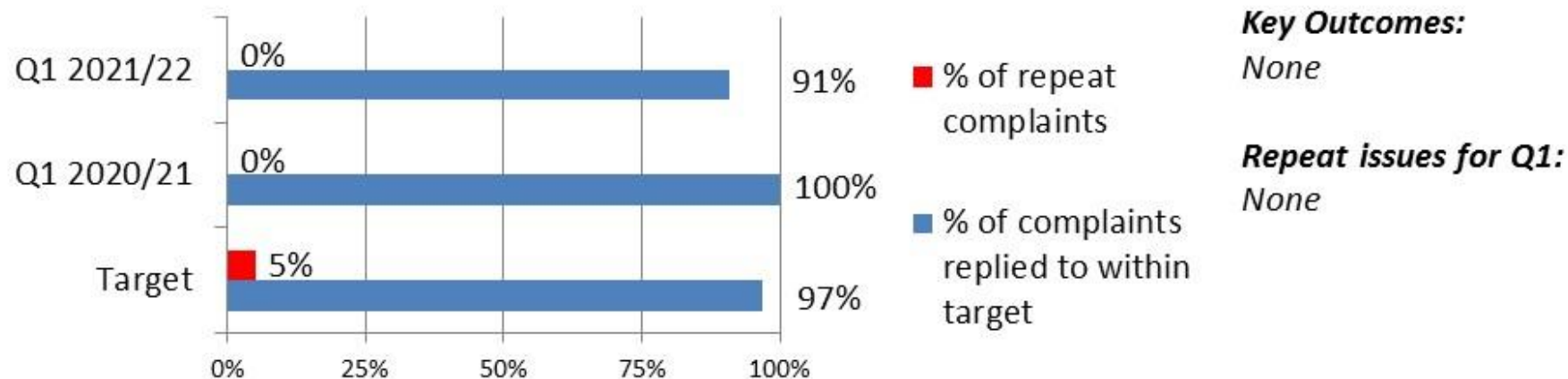
3 complaints were dealt with at stage 2 in Q1:

Service	Complaint	Outcome
Stage 2		
Council Tax 2021/22-034	Enforcement action	Not upheld: accepted no fault
Planning 2021/22-065	Planning officer	Not upheld: accepted no fault
Planning 2021/22-0117	Planning permission	Ongoing



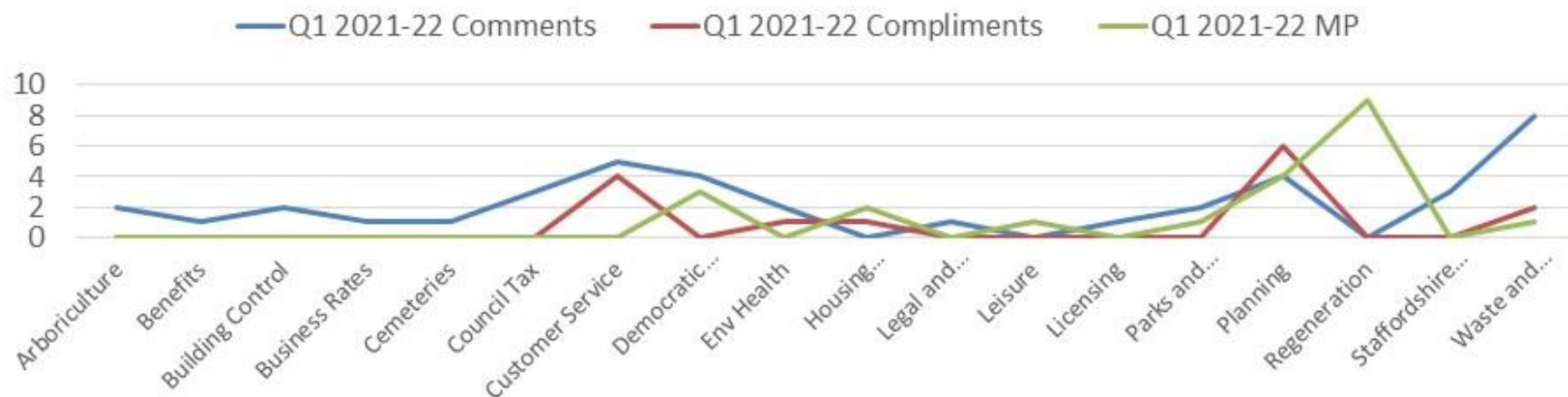
Performance

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



Ombudsman Decisions. The Council received 3 Local Government Ombudsman decisions in Quarter 1. 2020/21-0362-Fault with Council, agreed actions to rectify. No complaint made to council for other 2 cases.

Compliments and Comments The Council has also captured 40 comments, 21 MP comments and 14 compliments through its feedback system during the period Apr to June 2021:



Areas for Improvement: June 2021

Measure of Success (PI)	Aim / Objective	Service Lead	Target 2021/22	Result June 2021	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 Services	60% prevention	53% prevention 47% relief	Still off track but significantly improved this month
% of relief duty discharges resulting in a settled accommodation outcome			62%	52%	Still off track but significantly improved this month
Number of TA placements (including B&B made for families) placed over 6 weeks			5	8 (no families)	We are seeing a gradual improvement as restrictions lift. The low turnover at the moment is hampering move-on however we are now reviewing banding to generate priority to move-on
Level of external funding awarded to support the physical activity and sport strategy (include number of bids submitted and number won)	Aim 1: Provision of sports facilities and leisure opportunities focused upon improving health	Head of Service Commissioning	33% success rate. Minimum £60k	£0 (0)	Officers are currently working on a range of projects/funding applications which will contribute towards this target as the year progresses.

Measure of Success (PI)	Aim / Objective	Service Lead	Target 2021/22	Result June 2021	Head of Service Commentary (reasons for performance / SMART actions to improve)
% of 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%	95%	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.
Complaint handling: % dealt with within 20 working days (20 days from 09/11/20 was previously 10 days)	Aim 2: Ensure our services are easily available to all our residents in the appropriate channels and provided 'right first time'	Head of Customer Services	97%	91%	As at the end of June 11 complaints were due a response 1 of which received a late response
FOI requests: % responded to within statutory time frame (include numbers in commentary)		Head of Legal and Elections	95%	60% (76/126)	Response times have been affected by the impact Covid 19 has had on resources within the Service Areas

Measure of Success (PI)	Aim / Objective	Service Lead	Target 2021/22	Result June 2021	Head of Service Commentary (reasons for performance / SMART actions to improve)
% of household waste sent for reuse, recycling and composting	Aim 4: Effective recycling and waste management	Head of Service Commissioning	57.5%	54.51%	Results are estimated as data has not been received in time for submission from SCC nor AES
Joint Alliance Measures					
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 and Transformation	6 days	1.69 days	Ave days sickness per FTE: short term 0.57 days, long term 1.12 days. There have been 8 cases of long-term sickness year to date, of which 2 have returned to work. The remainder are being managed in accordance with the sickness procedure
% of Procurement activity on forward plan (Joint Alliance measure)	Aim 2: Ensure our future financial resilience can be financially sustainable whilst offering value for money	Acting Head of Finance	68%	43%	During quarter one there has been an increase in commissioning activity due to external funding being awarded on various schemes, this has resulted in reactive procurements to source consultancies and other providers to support the delivery of the schemes and to meet the increased shortened timescales relating to allocation and spending of funding. We are continuing to work with Services to capture as much detail from service plans to ensure the Procurement forward plan is current in identifying forthcoming activity.

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](#).