



Staffs Moorlands Performance & Customer Feedback Report: 2021/22 (Q2)

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

Level of external funding awarded to support the physical activity and sport strategy



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



Facebook
@highpeakbc

3865

Number of Facebook followers



Twitter
@HighPeakBC

2384

Number of twitter followers



Number and % of assisted contacts (amended Sept 20)

18813 40%

Phone & face to face

27338 60%

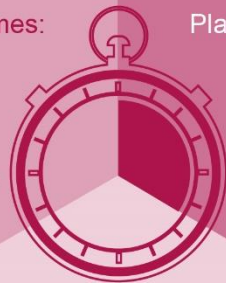
Web

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



Planning processing times:
Major applications
determined within
13 weeks

100%



Planning processing times:
Minor applications
determined within
8 weeks

90%

92%

Planning processing times:
% of 'Other' applications determined within 8 weeks

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



KG

213.56

KG's of residual waste per household



31.61

Missed bins per 100,000 collections
(exc customer error, bad weather and blocked access)

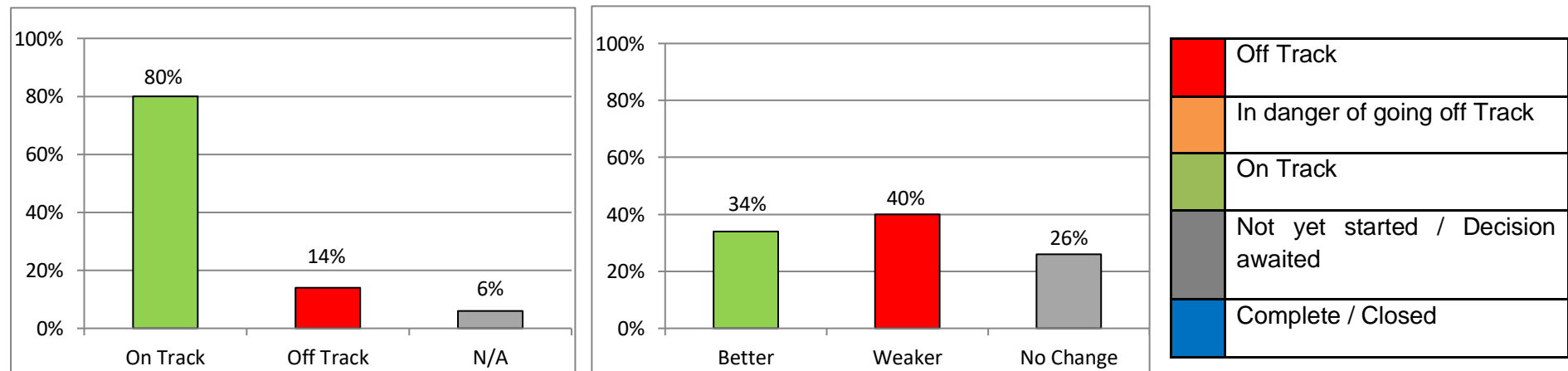
Staffordshire Moorlands Q2 Summary

The following report provides Councillors with an overview of performance at Staffs Moorlands for the period April to September 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 half of 2021/22; with 80% of targets on track at the end of September and 60% 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.

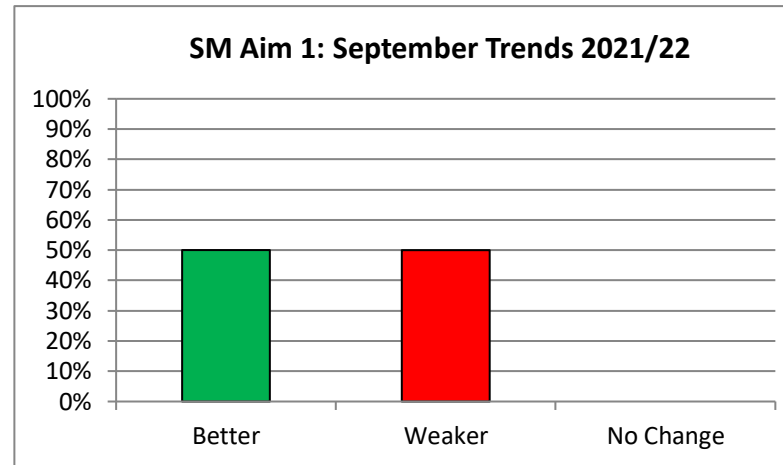
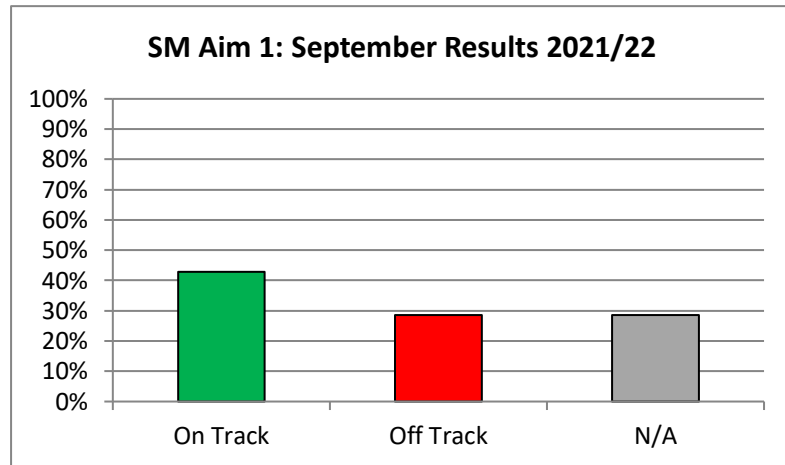
The report also provides an update on the progress of key projects that contribute to the priority actions outlined in the 2019-2023 Corporate Plan. The table below right explains the colour coding used to describe the current status of these projects / actions.



Customer Feedback Overview

There has been an increase in the number of complaints received compared to last year, although it remains low at just 36 in six months. There have been no repeat complaints and performance in handling complaints in 20 days is on track to meet its 97% target. 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 again 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.

Two homelessness measures remain off track pertaining to settled accommodation outcomes for homelessness applications, which are being hampered by slow turnover and reduced availability within the private rented sector. However, there are signs of improvement this month and also in the proportion of applications being opened at the 'prevention' rather than 'relief' stages.

Celebrating Success:

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

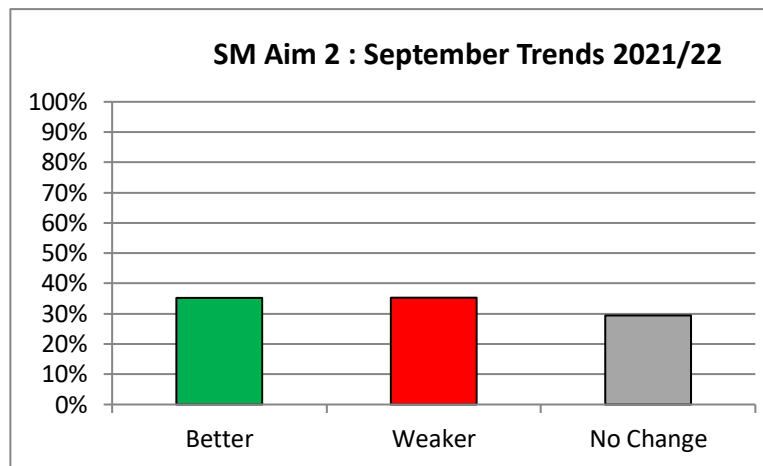
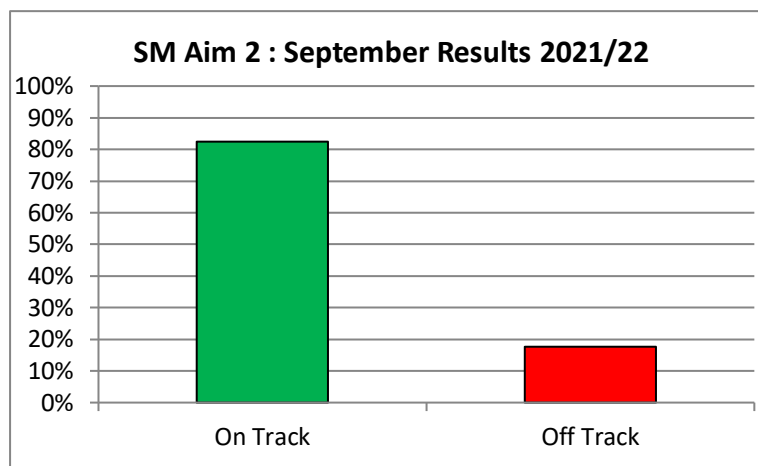
- ✓ temporary accommodation placements in excess of 6 weeks
- ✓ initial homelessness applications opened at the prevention and relief duty stages

2019-2023 Corporate Plan Priority Actions – Progress Highlights

Priority Actions	Status	Commentary – September
Develop a strategy for further development of affordable and specialist housing		A report on the Accelerated Housing Delivery Programme which includes affordable housing has been prepared and was scheduled for Cabinet and Service Delivery. However, the report has been delayed in regard to issues with Tape Street. A meeting will be arranged to discuss this in detail.
Complete the review of the CCTV system and implement the agreed recommendations		We are arranging a meeting with the contractor to discuss our concerns about their failure to complete the upgrade and failure to provide an updated timetable.
Develop and implement an indoor leisure facilities improvement plan focused on improving the health and well-being of residents		A range of work is underway to help support the review including condition surveys and Cheadle consultation. Until these elements are completed the next stages of the projects i.e., financial business case assessments, cannot be completed.
Develop and implement an outdoor leisure facilities improvement plan focused around the 'sports village' concept		Projects are still in progress as per the recent committee report. We are not leading on any of the projects, they are all being led by third party organisations, we are supplying supporting funding.
Develop a Private Sector Housing Strategy to improve conditions for homeowners and private tenants		The draft strategy may be submitted by an information digest report initially.
Refresh the Council's Communication Strategy in order to ensure that there is a more effective dialogue with residents		Information digest report will be prepared.
Review the Council's community safety arrangements in order to maintain strong partnerships with community groups		ACTION COMPLETED.
Influencing Action: Reducing crime, the fear of crime and ASB		
Influencing Action: Combating illegal money lenders such as loan sharks		

Priority Actions	Status	Commentary – September
Review the Sport and Physical Activity Strategy in order to integrate communities and sports clubs into the delivery of its objectives		Information Digest report is being produced and should be issued within the next month.
Implement the Covid-19 Community Recovery Plan		The September meeting has been cancelled and will be rearranged.
Influencing actions		
Ensuring effective health provision particularly for the elderly		<p>The Council's Health O&S Panel met on 15th Sept 2021, and members considered the following health related matters: -</p> <ul style="list-style-type: none"> • Aftercare Following Discharge from Hospital • Midlands Partnership NHS Foundation Trust Annual Update included the latest update for Leek Minor Injuries Unit. • West Midlands Ambulance Service - Review of Community Ambulance Stations & rural provision of the Ambulance Service <p>The next meeting is scheduled to take place on 15th December 2021.</p>

Aim 2: Meet financial challenges and provide value for money



There has been an improvement in performance under Aim Two at Staffordshire Moorlands, with 80% on track including invoice payments and complaint handling which have pulled back on track. Sickness absence is likely to exceed its reduced 6-day target for the year with 1,306 FTE days lost during the first half of 2021/22. Two thirds of these absences are due to cases of long term sickness.

There has also been an increase in reactive procurements to assist with external funding spend, which has affected the proportion of planned commissioning activity. FOI responses have seen a small improvement but remain low.

Celebrating Success:

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

- ✓ IT systems and network availability
- ✓ repeat complaints
- ✓ customer interactions and portal accounts
- ✓ internal audit recommendations implemented

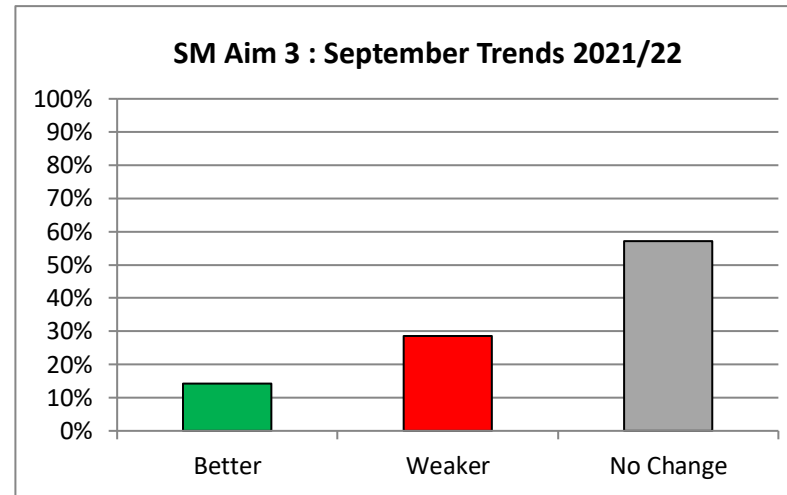
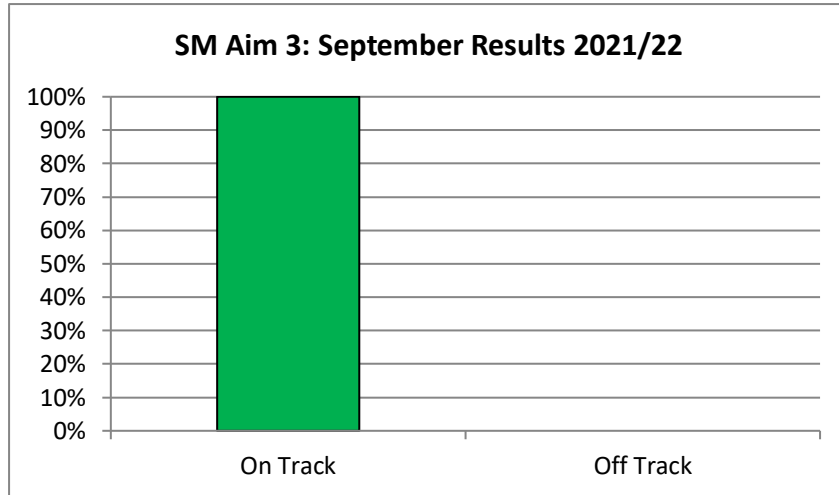
2019-2023 Corporate Plan Priority Actions – Progress Highlights

Priority Actions	Status	Commentary – September
Develop and implement a plan to identify new and innovative ways of generating income		<p>Individual projects updates within the action:</p> <p><u>Advertising/Sponsorship</u> - On hold</p> <p><u>Fees & Charges</u>- This will feed into the MFTP.</p> <p><u>Empty properties</u>- The empty property review is underway for both authorities and physical inspections have commenced where there has been a nil return. MHCLG have confirmed that the cut-off date is 4th Oct for the data around long-term empty properties, but we will continue to report any updates to 13th Oct. The team are currently processing any changes to the property status and an update on the figures for empty properties will be reported at the meeting scheduled for 1st Oct.</p> <p><u>Trade Waste</u>- To be picked up when AES project resources become available.</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> - This project is broken down into three areas:</p> <ol style="list-style-type: none"> 1. Implementation of Concerto (Asset management Database implementation). Core data is now live, but additional checks and updates are still required. Compliance data is now being input by DCC in anticipation of a data transfer being required to Norse. Stock Condition data is being entered as the Stock Con 2 project gathers momentum. Further training required if project officer is to utilise project management module. 2. Stock Condition 2 Project underway. Concertus surveyors are on site until early January. Currently slightly behind project programme, but new team starting in September will increase capacity. 3. Asset Management Plan - Stock condition completion required for backlog and capital investment data. Initial drafts of Asset Management Policy and Strategy complete and ready for discussion with stakeholders. <p><u>Land Disposal strategy</u> - Victoria Business Park Disposal completed September 21.</p> <p><u>Facilities Management Arrangements</u>- DCC and Vertas are still operating the service until formal approval of the Norse project.</p>
Develop an Access to Services Strategy to ensure that Council services are accessible to all		Awaiting feedback from Socitm from the August meeting
Implement the Council's Efficiency and Rationalisation Programme (This will focus on several projects including procurement, income		The current Efficiency Programme (2017-21) is in its final year with savings of £830k to be delivered at SMDC. At SMDC (Q1) there is an element of risk attached to £177k of the required savings. This will be monitored during the rest of the year with alternative saving opportunities investigated. Any shortfall being underwritten by the Efficiency Reserve. The

Priority Actions	Status	Commentary – September
generation, trading, advertising, and sponsorship, etc.)		<p>MTFP process will pick up on any necessary reprofiling. Individual project updates within the action:</p> <p><u>Parish Grants</u> - The MTFP revision 2022/23 will incorporate the outcome of the consultation currently underway.</p> <p><u>Refresh Efficiency & Rationalisation Programme</u>-The need for a new Efficiency and Rationalisation programme will be considered as part of the 2022/23 MTFP refresh</p> <p><u>Hybrid mail</u>- Savings arising from this project will be taken when the post Covid base cost level has been established.</p>
Develop a new Organisational Development Strategy to ensure effective workforce development		Report has been prepared - Due to go to members with other strategies (Feb 2022).
Develop a new procurement strategy with a focus on spending money locally		The strategy is timetabled for decision and implementation in March 2022, due to further review on the key priorities and outputs to align with other relevant key strategies currently being developed. Further consultation is planned with local business forums to actively engage local small to medium businesses to gain feedback on our key priorities.
Develop a new ICT strategy to enhance and support the delivery of services		<p>Meeting held with Socitim in August. Digital Strategy due February 2022 meeting cycle. Individual project updates within the strategy:</p> <p><u>Civica Pay</u>- Phase 1 go live planned for 23.08.2021. National deadline for 3Dsecure-v2 has been pushed back to Mar 2022. We stuck to the plan and successfully hit our target of 23rd August</p> <p><u>Civica Open Revenues</u>- The parameters have been amended within the Civica Portal to allow the automation of moves to process without intervention and checking. Following on from this we have seen a reduction in workload as the majority of moves reported through the portal are automating successfully. Customer Services have also seen a reduction in referencing work items. Exceptions where there is insufficient information or personal details do not match the council tax account are still being reviewed and updated by the team. The single person discount review is now live for both authorities and accounts are being updated to reflect the outcome of the review. We will hopefully be in a position to report the numbers and monetary value of cases updated in the next update. All of the modules purchased under phase 1 have now been implemented.</p> <p><u>ICT upgrade</u>- Socitm Advisory team has been engaging widely with stakeholders across the councils as well as reviewing our existing digital landscape to form a roadmap which considers our architecture as well as our aspirations. Deliverables of the ICT / Digital Strategy will rely on this platform, and this is a project that will lead on our future opportunities & benefits that could be gained from a wider digital workspace.</p>

Priority Actions	Status	Commentary – September
Implement the Covid 19 Reinstating Service Plan		Review currently under way looking at Moorlands House. Phased reopening of reception areas.
Implement the Covid-19 Financial Recovery Plan		September meeting was cancelled, this will be rearranged
Implement the Covid-19 Positive Legacy Plan		The agile working policy is still with the Unions, with additional meeting to be arranged to review implementation guidance which will incorporate feedback from the staff working group that met on the 16th of September.

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 Q2 2021/22, the following performance indicators outstripped their targets:

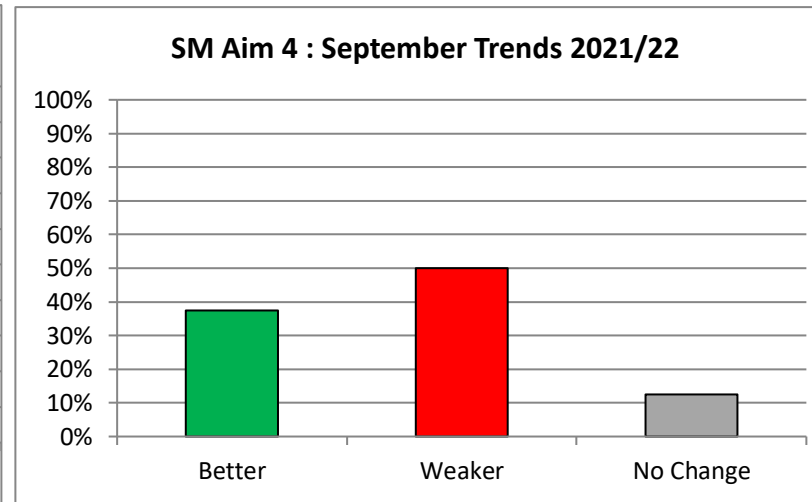
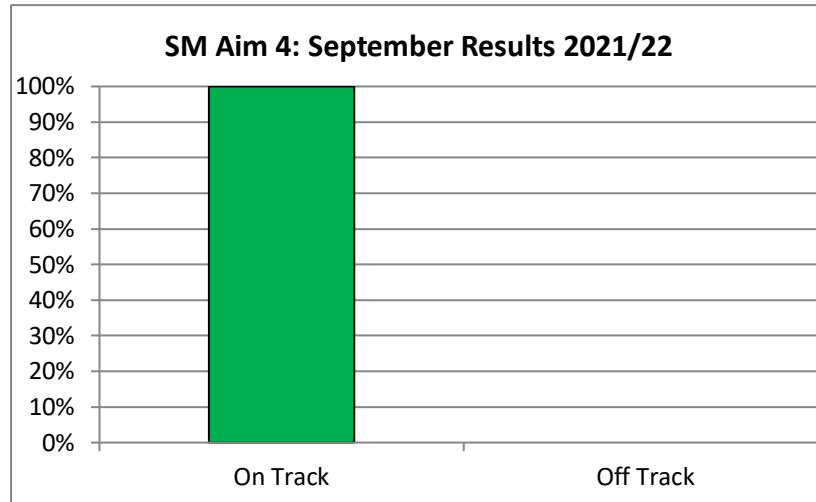
- ✓ major planning applications processed on time
- ✓ minor planning applications processed on time
- ✓ other planning applications processed on time
- ✓ major and minor developments allowed on appeal

2019-2023 Corporate Plan Priority Actions – Progress Highlights

Priority Actions	Status	Commentary – September
Support the development of Cornhill and improved rail links		Individual projects updates within the action: <u>Cornhill development (East & West)</u> : Reserve Matters planning applications have been submitted for both industrial units and for wider housing led scheme. £575,000 funding secured from Getting Building fund to co-finance the industrial units - officers are considering timescale for delivery against funding criteria and preparing a report with recommendations
Influencing Action- Support the Churnet Valley Railway with their plans to bring trains back to Leek		<u>Rail projects</u> - Heritage railway extension - the grant was at risk but has been temporarily secured subject to CVR submission of updated materials. We have worked with Churnet Valley Railway (CVR) to secure EAFRD grant until Sept 22. Regeneration and Planning team supporting CVR with planning application resubmission as existing permission expired May 21. Stoke-Leek feasibility study funding application is still pending but £50k awarded for feasibility study.
Support the development of the former Churnet Works site, Leek		Subject to existing developer option expiry & continued Travelodge interest, business case required for Council led development.
Develop and implement plans to extend the public market operations		Meeting held with Quarterbridge Project Management in September to spec report of all Staffs Moorlands market operations. Business Case is being prepared for Leek Market Hall. Request received for additional market events. Derby Street stalls are due to relocate 6th October. Archer Fair will not be in operation next year.
Develop a master plan for bringing redundant mills back into use		Out to tender for consultants- we are in the process of appointing with a view to the end of Sept 2021 start.
Implement the Council's growth strategy to bring about the regeneration of towns and rural communities		<u>Biddulph Wharf Rd masterplan</u> - The Aldi site is well under construction. Largest landowner actively in discussions with housebuilders but is constrained by access/ ransoms strips. No involvement of SMDC in discussions. 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 landowners shortly. No further contact from Gallagher's following discussion with Homes England - the site doesn't meet their requirements for funding or the support package <u>Investment & Acquisition strategy</u> - Initial strategy completed in 2019 – further development of approach to individual sites to be developed as sites are considered <u>Tunstall</u> - Masterplan for site already completed which identified the need for stage 2 land assembly/equalisation works which might otherwise result in piecemeal development & reduced outputs. Stage 2 not yet commissioned. <u>Blythe Vale</u> - Draft specification prepared for the development of the masterplan and infrastructure outline costs. CRF submission unsuccessful. Budget required to match fund with SCC.

Priority Actions	Status	Commentary – September
Influencing Action- Expand the Growth Deal Partnership to provide inward investment		<u>Cheadle town centre masterplan</u> - The Council's social media channels has received feedback from residents that the community newsletter / survey was not received. The Council has made hard copies available to collect from the library and advertised availability via the website. Copies are also available to be posted on request. The deadline for return of the survey has been extended by three weeks to Friday 24th September. A meeting was held on Tuesday 7th September to listen to concerns of local members. Work is commencing on the preparation of messages and a consultation pack for site specific options consultation in the autumn.
Develop a Tourism Strategy to maximise the positive impact to our communities		Specification being prepared
Implement the Covid-19 Economic Recovery Plan		September meeting cancelled; this will be rearranged
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 25th October 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. Development Services update Q2: Development Control officers continue to consults with highways on new schemes and S106 contributions towards town centre improvements are sought where appropriate.

Aim 4: Protect and Improve the Environment



There are no measures 'off track' at Staffs Moorlands at the close of Q1. Fly tipping is showing an improved trend on last year with 194 incidents at Staffs Moorlands during the first half of 2021/22. The W.A.R on fly-tipping campaign was launched with the council's waste partner – AES, at the end of the summer.

Celebrating Success:

At the end of Q2 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
- ✓ recycling rates

2019-2023 Corporate Plan Priority Actions – Progress Highlights

Priority Actions	Status	Commentary – September
Identify and implement an approach to reduce the cost of country parks		A further project meeting has occurred alongside a meeting with SWT to reinvigorate action on the project. However there remain a large number of estate/legal matters to resolve in regard to this project including the completion and agreement of Heads of Terms with SWT and progress on this area has not progressed since the first internal project meeting in late June. Officer capacity has been an issue in recent months due to holidays etc.
Develop a plan to improve Brough Park and John Hall Gardens		<u>Brough Park Improvement plan</u> - We have now completed the play area and MUGA works and moved to the second phase of refurbishing and re-establishing two tennis courts at the site. - Priestwood Vision Ltd have been appointed to refurbish the tennis courts.
Develop a climate change strategy & an action plan of response to a declared climate emergency		Report being developed. Resident consultation completed.
Review the Council's waste and recycling arrangements to increase recycling and to respond to the emerging national strategy		Consultation responses were issued to DEFRA ahead of 4th July deadline
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		First draft prepared but needs amending in respect of the forecast schedule of linked enforcement policies coming forward.
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> - Further work being undertaken to financially model the ideas for Cheadle Tape Street that have been put forward to determine affordability as part of the strategy. This should give the costed options.
Influencing Action - The provision of accessible on street parking		<u>Pay & Display machines</u> - Awaiting actions from car parking review.

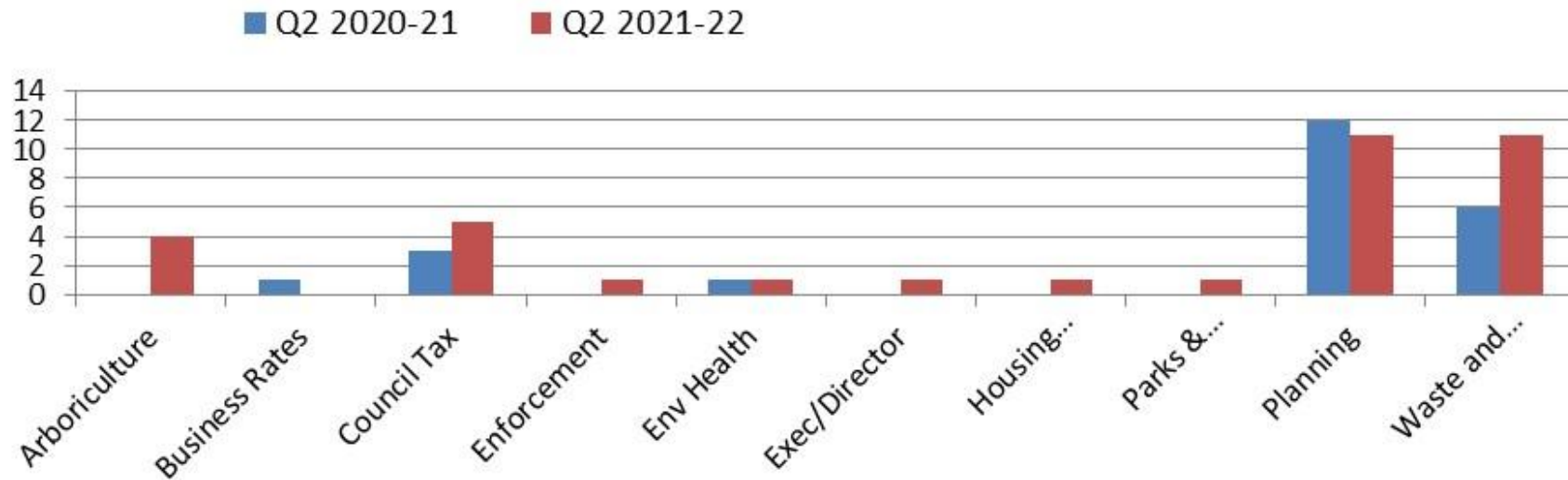
**Customer Feedback
Complaints**

The Council closed a total of 36 stage one complaints across 9 service areas during the period April to September 2021. This is an increase compared to the same period last year when we closed 23 complaints. Waste & Recycling and Planning received the greatest proportion with 11 complaints (30.5%) each. Details are shown in the graph below:

Stage 2 Complaints

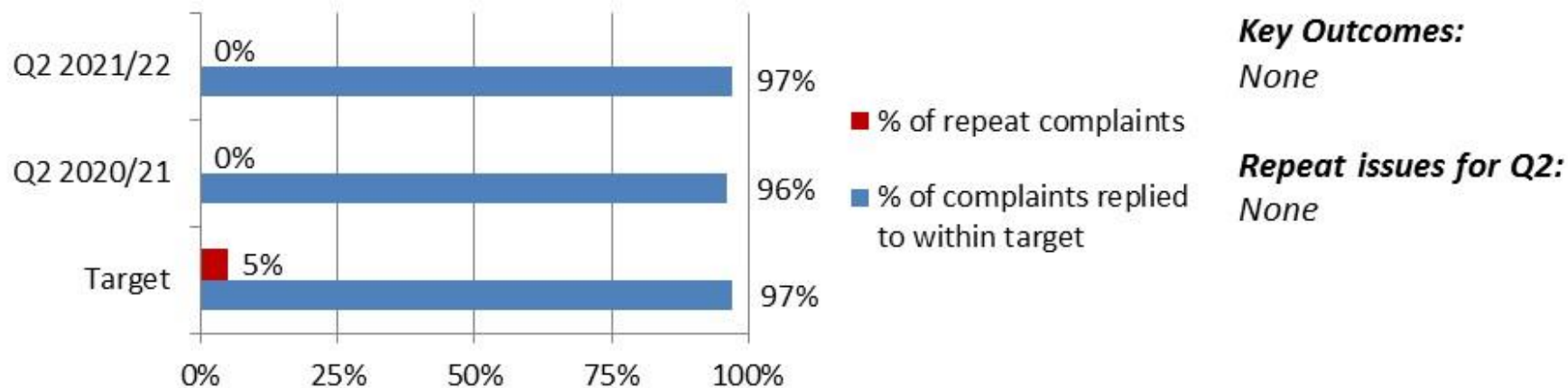
3 complaints were dealt with at stage 2 in Q2:

Service Area	Complaint	Outcome
Stage 2		
2021/22-0138 Planning	Planning application processing time	Upheld: accepted at fault
2021/22-0143 Arboriculture	Trees behind property	Upheld: accepted at fault
2021/22-0228 Planning	Planning application approval	Ongoing



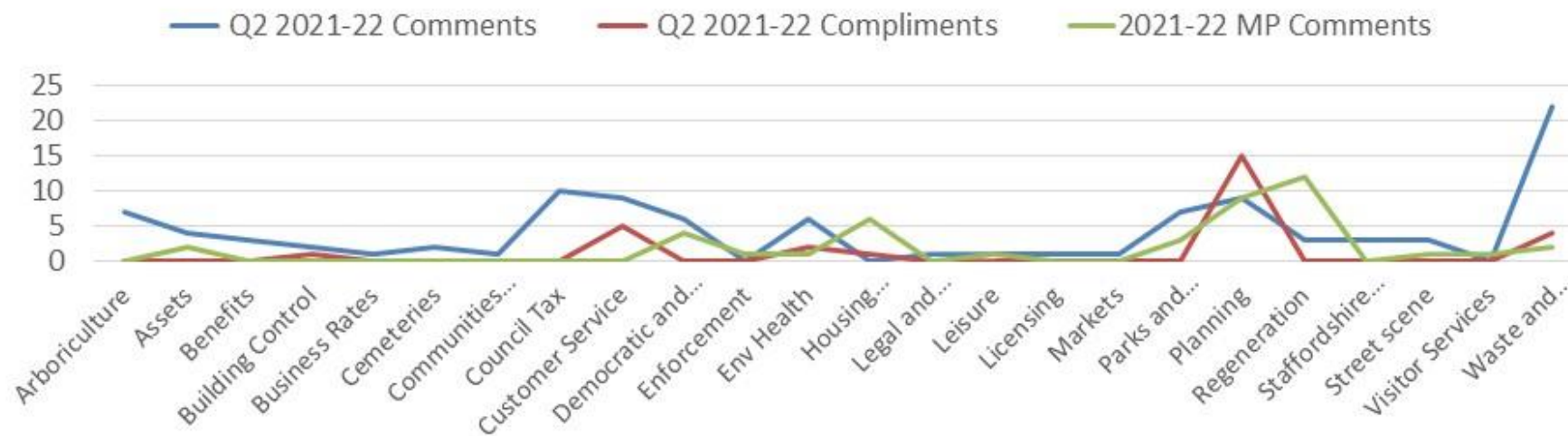
Performance

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:



Ombudsman Decisions. The Council received 1 Local Government Ombudsman decision in Quarter 2: Case 21006825, will not investigate- no complaint made via Infreemation.

Compliments and Comments The Council has also captured 102 comments, 43 MP comments and 28 compliments through its feedback system during the period Apr to September 2021:



Areas for Improvement: September 2021

Measure of Success (PI)	Aim / Objective	Service Lead	Target 2021/22	Result September 2021	Head of Service Commentary (reasons for performance / SMART actions to improve)
% of prevention duty discharges resulting in a settled accommodation outcome	Aim 1: Increased supply of good quality affordable homes	Head of Housing Services	64%	58%	The % by which this is off track has improved compared to last month.
% of relief duty discharges resulting in a settled accommodation outcome			62%	59%	Ongoing challenges in demand, availability of stock and materials are impacting the result.
FOI requests: % responded to within statutory time frame (include numbers in commentary)	Aim 2: Ensure our services are easily available to all our residents	Head of Legal and Elections	95%	61.07% (182/298)	Response times have been affected by the impact Covid 19 has had on resources within the Service Areas
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	4.29 days	Ave days sickness per FTE short term: 1.38 days; long term 2.91 days. There have been 1,306 FTE days lost to sickness this year of which 888 days are due to long term cases. 264 days of the long-term sickness sit within direct services.

Measure of Success (PI)	Aim / Objective	Service Lead	Target 2021/22	Result September 2021	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	68%	51%	We have experienced a high degree of new activity which has not been forecast ahead of this financial year by the Services to inform pipeline activity. The majority of the activity has been subject to the outcome of successful funding applications which then require procurement support but are not certain at the point of application and cannot be included on the forward plan as the requirements are not known at that time.

For a full list of all performance measures and the Q2 results please visit the Performance Management page on the Intranet or click on this [link](#).