



Staffs Moorlands Performance & Customer Feedback Report: 2021/22 (Q3)

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



£575,000



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

63%

37%

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



Collection rates: Business rates
(% Business rates collected as a % of business rates due)

76.34%

Collection rates: Council Tax
(% Council tax collected as a % of Council tax due)

83.07%



Collection rates: Sundry Debt
(value of SD over 60 days)

£46,726.75

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

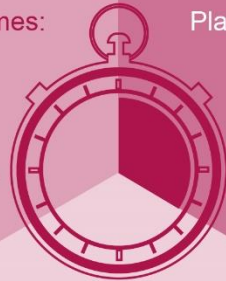


Planning processing times: Major applications determined within 13 weeks

100%

Planning processing times: Minor applications determined within 8 weeks

86%



92%

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

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



328.74

KG's of residual waste per household

HIGH RISK PREMISES

① 60 ③ ④ ⑤

% INSPECTED

% of 'high risk' premises (A-C) inspected per annum

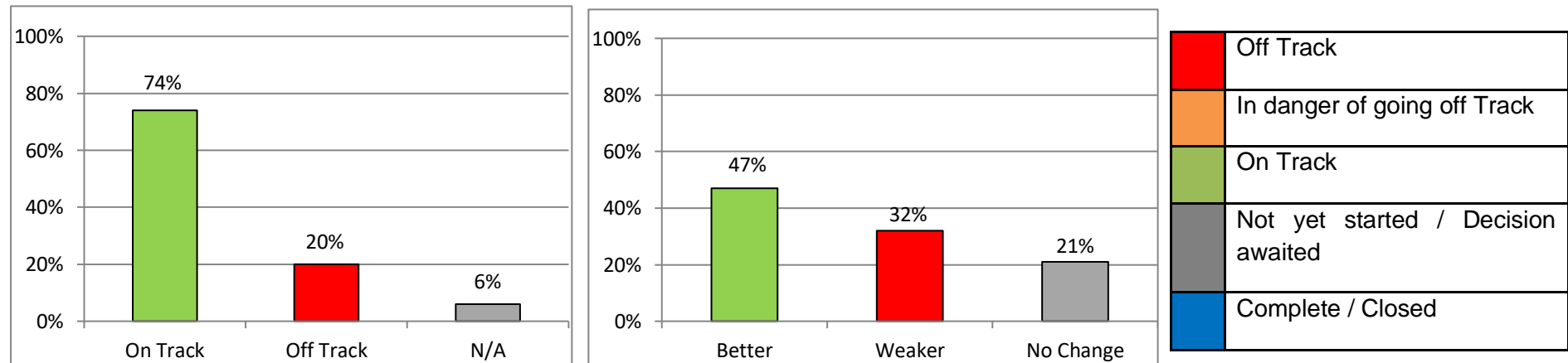
Staffordshire Moorlands Q3 Summary

The following report provides Councillors with an overview of performance at Staffs Moorlands for the period April to December 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 up until December 2021; with 74% of targets on track at the end of Q3 and 68% 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.

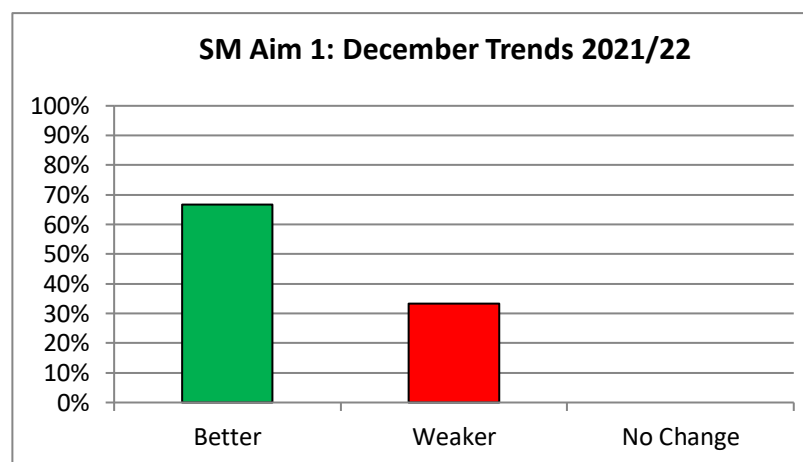
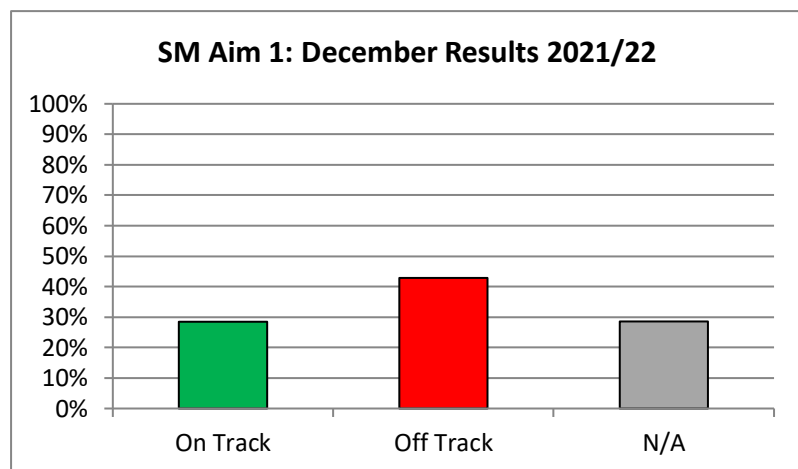
The report also provides an update on the progress of key projects that contribute to the priority actions outlined in the 2019-2023 Corporate Plan. The table below right explains the colour coding used to describe the current status of these projects / actions.



Customer Feedback Overview

There has been an increase in the number of complaints received compared to last year, although it remains low at just 47 in nine months. There have been no repeat complaints and performance in handling complaints in 20 days is slightly ahead of 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 due to IT issues with the Civica system and relates to the two housing benefit processing measures for new claims and changes in circumstance. This issue is expected to be resolved by a software upgrade in early January with data being provided from then onwards.

Three homelessness measures remain off track pertaining to temporary accommodation placements in excess of 6 weeks and settled accommodation outcomes for homelessness applications, which are being hampered by slow turnover and reduced availability within the private rented sector. However, the proportion of applications being opened at the 'prevention' rather than 'relief' stages has improved and is now above target.

Celebrating Success:

At the end of Q3, the following performance indicators are outstripping their targets:

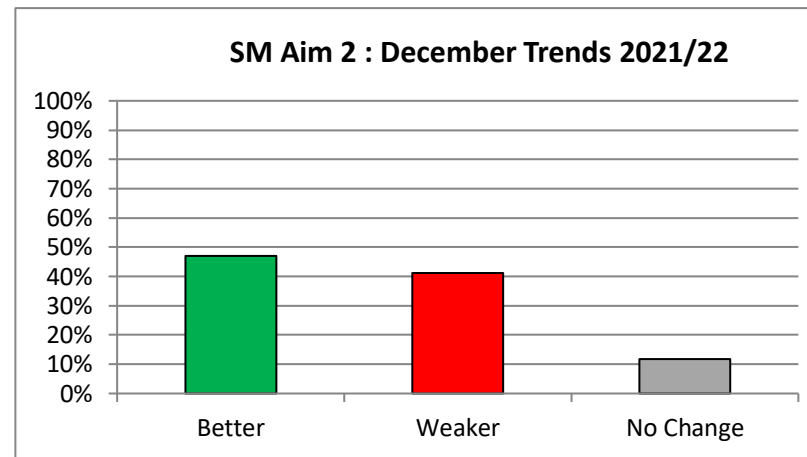
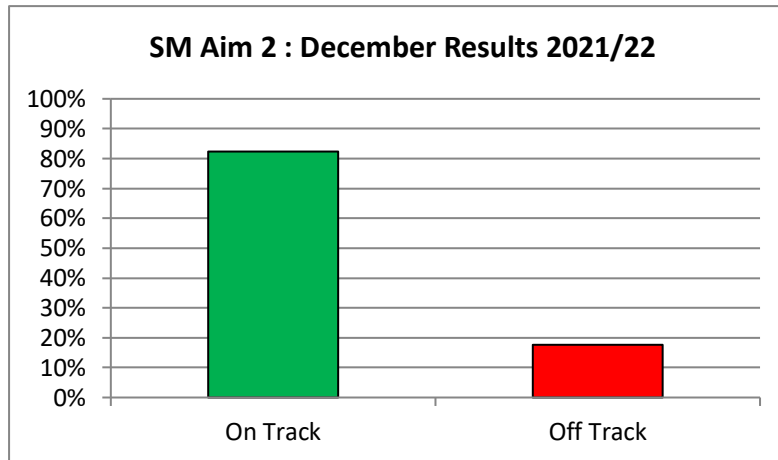
- ✓ initial homelessness applications opened at the prevention and relief duty stages
- ✓ external funding awarded in support of physical activity

2019-2023 Corporate Plan Priority Actions – Progress Highlights

Priority Actions	Status	Commentary – December
Develop a strategy for further development of affordable and specialist housing	On Track	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	Delayed	Upgrades are currently underway and should have been finished by mid-December, however there are complications around delivery.
Develop and implement an ongoing indoor leisure facilities improvement plan focused on improving the health and wellbeing of residents	Delayed	Work is ongoing with FMG Consulting, internal project board met with a number of actions assigned to members of the project group.
Develop and implement an outdoor leisure facilities improvement plan focused around the 'sports village' concept	Delayed	Report which summarises progress to date and required funds towards new projects is being drafted for Service Delivery Panel on 26th January. Two new pipeline projects are in development (Endon and Forsbrook). Waterhouses project is now complete, funding has been given to Whiston Parish Council to progress their project.
Develop a Private Sector Housing Strategy to improve conditions for homeowners and private tenants	On Track	Information digest report issued, and feedback received. Policy will be out for consultation in the new year.
Refresh the Council's Communication Strategy in order to ensure that there is a more effective dialogue with residents	On Track	Information digest report is being prepared.
Review the Council's community safety arrangements in order to maintain strong partnerships with community groups	Completed	ACTION COMPLETED. Completed and reported to Members.
Influencing Action: Reducing crime, the fear of crime and ASB		
Influencing Action: Combating illegal money lenders such as loan sharks		

Priority Actions	Status	Commentary – December
Review the Sport and Physical Activity Strategy in order to integrate communities and sports clubs into the delivery of its objectives		<p>Staffs Moorlands - work to progress this review will commence in the new year and will follow a similar stakeholder engagement process to the review undertaken in High Peak.</p> <p>Individual project updates within the action:</p> <ul style="list-style-type: none"> - Active Communities Plan: The plans are being refreshed to take into account new strategic priorities and re-start of roles/activities which focus on communities via Lex Leisure. - Refresh sports & physical activity strategy: Staffordshire Moorlands - stakeholder consultation was paused due to Cheadle project residents survey but looking to restart this in the new year. Information Digest report expected in February. - Review Community Sport Grants: Review is complete.
Implement the Covid-19 Community Recovery Plan		The council is working with its county and community partners on recovery plans
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> <p>Health related matters considered:</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 	

Aim 2: Meet financial challenges and provide value for money



Performance under Aim Two at Staffordshire Moorlands remains strong with over 80% of aligned measures on track. Sickness absence across the Alliance has now passed its reduced 6-day target for the year with 1,999 FTE days lost during the first nine months of 2021/22. Almost three-quarters 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 Q3, the following performance indicators are outstripping their targets:

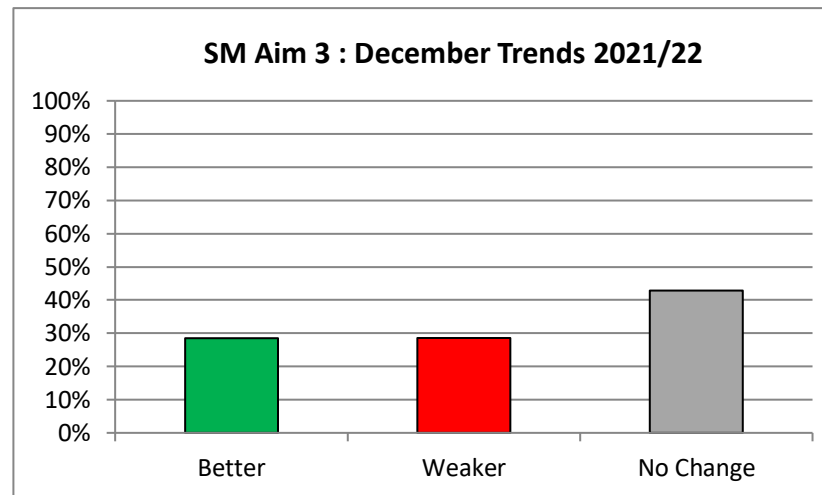
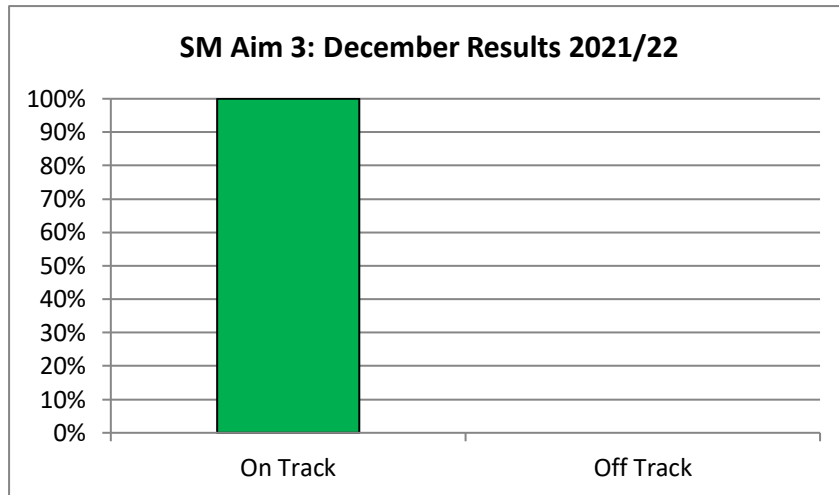
- ✓ IT systems and network availability
- ✓ repeat complaints and complaint handling
- ✓ customer interactions and portal accounts
- ✓ internal audit recommendations implemented

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		<p>Individual projects updates within the action:</p> <p><u>Advertising/Sponsorship</u> - On hold</p> <p><u>Fees & Charges</u>- Proceeding in line with the MTFP.</p> <p><u>Empty properties</u>-Review of empty properties completed in October 2021. This was a one-off project that is now complete. Out of the caseload issued for review 19% of the cases were found to be occupied.</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> <ul style="list-style-type: none"> - <u>Asset Management Plan</u> : Slight delays to Stock Condition and Energy Audits due to staff sickness (Covid-19 related). Unlikely to get the surveys and data back before the end of January. - <u>Capital program</u>: Next year’s budget confirmed. Overall, most projects are on track and few project will progress into next year. - <u>Norse Contract Options</u>: Cleaning and Caretaking proposal should be here within the next week. Service Spec being reviewed by Head of Service, final workshop happening on 11th & 12th of January and final publication by Norse on 14th Jan. Cllr Work group is being pulled together following this publication for January for both sides for wc.17th & 31st. Report to be written and agenda to be prepared, with overall aim of agreement on 8th & 10th Feb. - <u>Facilities Management Arrangements</u>: Vertas has given Notice on Atlas from 30th April. Linked to Norse project.
Develop an Access to Services Strategy to ensure that Council services are accessible to all		To be presented to members alongside other strategies in 2022.
Implement the Council’s Efficiency and Rationalisation Programme (This will focus on several projects including procurement, income generation, trading, advertising, and sponsorship, etc.)		<p>Staffordshire Moorlands report is being prepared. Individual project updates within the action:</p> <p><u>Parish Grants</u>-Proceeding in line with MTFP timetable</p> <p><u>Refresh Efficiency & Rationalisation programme</u>-Proceeding in line with MTFP timetable</p>
Develop a new Organisational Development Strategy to ensure that our workforce is developed		Report has been prepared - Due to go to members with other strategies (Feb 2022).

Priority Actions	Status	Commentary – December
effectively		
Develop a new procurement strategy with a focus on spending money locally		The procurement team had a brainstorming session in late November to review the strategy ambitions and associated actions. Aspiration is to have the draft strategy produced by early Feb 2022 with a committee report requesting its adoption in March 2022.
Develop a new ICT strategy to enhance and support the delivery of services		<p>Digital Strategy due February 2022 meeting cycle.</p> <p>Individual project updates within the strategy:</p> <p><u>Civica Pay</u>- Notification received from Civica on 7th December that owing to their need to ensure that they have the resources to deliver 3Dsv2 compliance across their customer base they were no longer able to support a March 2022 go-live.</p> <p><u>Civica Open Revenues</u>- First phase completed for automation of moves/MOP and benefit forms completed June 2021.</p> <p><u>Collective</u> - We have published the Christmas changes calendars and launched the new SMDC calendar for this period on time. However, we have identified some flaws with original missed form coding not completely fitting our operational needs & the potential to cause problems operationally. Negotiations with IEG4 have been underway, work scheduled for early 2022 –workarounds put in place for the issues. We shifted some target dates into 2022 to ensure maximum effort and attention can be put into each stage of the implementation and get it right. Quality remains our highest priority, corners are not being cut and extra effort is going into the detail setting the standard for future integration projects.</p> <p><u>ICT upgrade</u>- Socitm Advisory has been commissioned to support the co-creation of a new Digital Strategy and roadmap for the Alliance. To do this, the 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 - all yet to be fully scoped so project documentation cannot be provided. Timescale from ongoing to Post TRA2.</p>
Implement the Covid 19 Reinstating Service Plan, Financial Recovery Plan and Positive Legacy Plan		Following the latest changes the group will be stood up to plan the Councils’ return. Financial recovery is being built into the MTFP. The Agile Working Policy is with the Unions for sign off and will be launched before the end of January.

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 Q3 2021/22, the following performance indicators outstripped their targets:

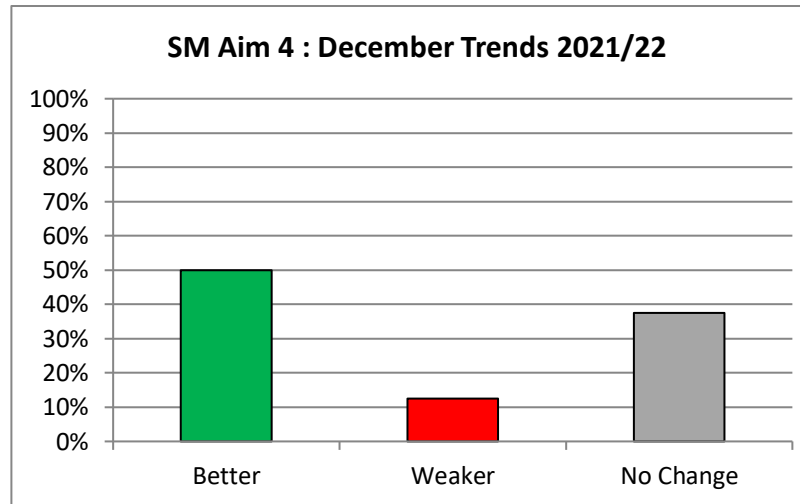
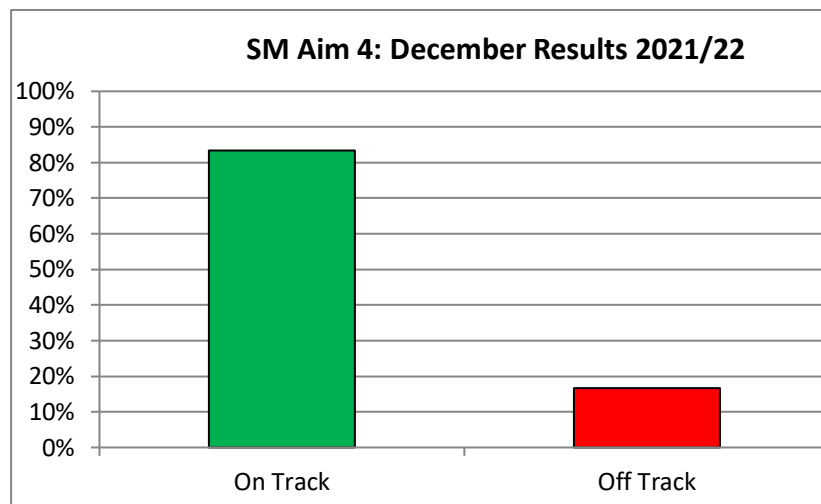
- ✓ major planning applications processed on time
- ✓ minor planning applications processed on time
- ✓ other planning applications processed on time
- ✓ major and minor developments allowed on appeal

2019-2023 Corporate Plan Priority Actions – Progress Highlights

Priority Actions	Status	Commentary – December
Support the development of Cornhill and improved rail links		Individual projects updates within the action: <u>Cornhill development:</u> East- The project is included within a long list as part of visioning work on levelling up. Proposal provided of what we will do with the funding, if successful. West - In contact with Developer regarding confirmation on owners willingness to sell freehold of industrial units to support LEP funding application. Proposed to appoint Fisher German to undertake RICs valuation and lead on negotiations for land purchase. Overall site viability assessment (required to support s106 variation application) expected 10/12/21 - outcome of which will have significant impact on delivery timescale both of industrial units and full site. Remains the risk that landowner could disengage with site delivery and revert to sale for fully commercially led development.
Influencing Action - Support the Churnet Valley Railway with their plans to bring trains back to Leek		<u>Rail projects:</u> Stoke to Leek Rail feasibility -Inaugural meeting (chaired by MP) to be held 10/12/21. Leekbrook-Leek heritage rail track due to commence in January, resubmitted planning application as expired (due to inability to start on site due to covid), unclear if this has been approved - Planning to comment.
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		Quarterbridge project management 1st draft report received of market service overview. On target for final report and Market Hall business case reports for end of December 2021, Traders offered discount to trade in Market Hall on Fridays from January (following withdrawal of antiques market). positive response to date. Wednesday outdoor trader numbers remain low and officers dealing with high number of complaints. Final option to be determined in January.
Develop a master plan for bringing redundant mills back into use		Leek Mills Commercial Demand Assessment: An external site tour was held with regeneration and planning on 3rd November. Consultants Lambert Smith Hampton have almost completed their background report and are working on the heritage review. LSH have arranged meetings with three of the mill owners to date, these meetings are set up for the 9th of December. Sixteen initiations have been sent to local agents on 12th November and LSH are starting to get responses with meetings set up in the coming weeks. We are attempting to identify the owners of York Mill. Review meetings have been set up with LSH.
Implement the Council's growth strategy to bring about the regeneration of towns and rural communities		<u>Biddulph Wharf Rd masterplan-</u> Reviewing next steps and required budget. Planning policy have contacted the owners regarding delivery status. 2 responses received. <u>Tunstall Road-</u> Planning Policy have contacted owners regarding status. Two responses received to date.

Priority Actions	Status	Commentary – December
Influencing Action- HP - Ensure the best use of public assets across the borough by working via the One Public Estate project		<p><u>Blythe Vale</u>- Meeting to be held with SCC to consider draft specification for procurement of a masterplan. Meeting to be arranged with National Highways and St Modwen Homes to discuss access to Phase 3, the employment allocation to the south of the A50. The council has allocated £30,000 to the project - Progress should happen in the New Year.</p> <p><u>Cheadle town centre masterplan</u> - Stakeholder Panel meeting held 15th December. Report to be taken to Cabinet meeting of 8th February 2022 to set out feedback from the public survey and agree next steps. These are proposed to be:</p> <ol style="list-style-type: none"> 1. Consider the Council response to feedback from the public and map out the way forward under each theme (housing; High Street; parking; leisure; integrated health and well-being services). 2. Consider an updated role for the Stakeholder Panel. 3. Issue a second community newsletter to update residents in February.
Influencing Action- SM-Expand the Growth Deal Partnership to provide inward investment		
Develop a Tourism Strategy to maximise the positive impact to our communities		Specification being prepared. Cllr. Hart to comment before the project re-starts.
Implement the Covid-19 Economic Recovery Plan		Recovery packages in place including grants to business, business support initiatives and close liaison with partners to develop redundancy responses & job fair events. Tourism promotion in partnership with DMO's to promote staycation market and launch of hospitality charter to support recruitment to industry. Tourism Strategies commissioned for both districts. Welcome Back funding used to attract footfall to town centres and support markets.
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 of 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. Feasibility Study funding agreed for the Stoke-Leek Railway. Development Control officers continue to consult with highways on new schemes and S106 contributions towards town centre improvements are sought where appropriate.

Aim 4: Protect and Improve the Environment



Staffs Moorlands has fallen to 83% on track this month with just one measure below target at the end of December – estimated recycling rates, which now stand at 56.3% against a target of 57.5% at Staffs Moorlands. Fly tipping is showing an improved trend on last year with 267 incidents at Staffs Moorlands. 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 Q3 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

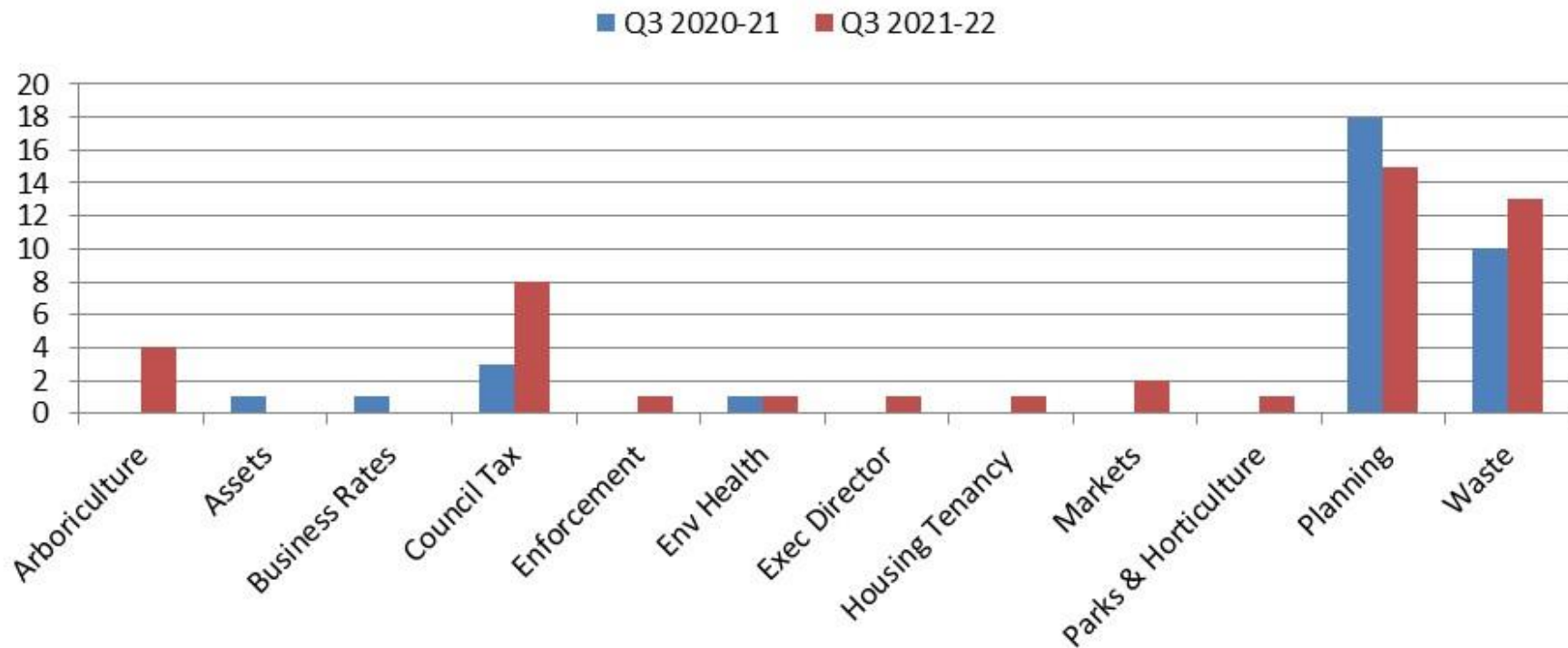
2019-2023 Corporate Plan Priority Actions – Progress Highlights

Priority Actions	Status	Commentary – December
Identify and implement an approach to reduce the cost of country parks	Yellow	Progress is slow as we are yet to have any response from SOTCC, despite chasing up their Director in the last few weeks. This lack of response is requiring us to develop the alternative options to progress the project and the legal support and advice required to aid this process. Heads of Terms have been reviewed by SWT and a follow up meeting is scheduled for the 10th of January.
Develop a plan to improve Brough Park and John Hall Gardens	Green	<p><u>Brough Park Improvement plan</u>- Work to refurbish the two remaining tennis courts commenced on 15th November as planned. The weather conditions meant that a number of days were lost but the vast majority of the work is now complete. There are a few snagging elements outstanding and also the new line marking needs to be finished. The courts may have a temporary line marked until the spring as the normal thermo-lines are applied better in the warmer weather.</p> <p>We have received confirmation from the LTA that the £30 million funding will not commence until April next year and as such this project will not be able to apply for any funds towards the refurbishment. We will continue to talk to the LTA over the potential of having a gate system installed, but we need to understand the implications of this before we move forward.</p>
Develop a climate change strategy & an action plan of response to a declared climate emergency	Green	Reports are being considered during the current committee cycle, comments have been received and provided back to the internal project group. Staffs Moorlands to be signed off in December.
Review the Council's waste and recycling arrangements to increase recycling and to respond to the emerging national strategy	Grey	Consultation responses were issued to DEFRA ahead of 4th July deadline
Influencing Action- Provide waste and recycling centres across the district	Grey	
Review the Environmental Enforcement Policy in order to take steps to further reduce environmental crime	Yellow	Corporate Enforcement policy drafted.
Develop a new Parking Strategy to ensure that our car parks meet the needs of residents and visitors	Grey	Report being drafted for Service Delivery in January prior to Cabinet in February.

Priority Actions	Status	Commentary – December
Influencing Action - The provision of accessible on street parking		

Customer Feedback Complaints

The Council closed a total of 47 stage one complaints across 10 service areas during the period April to December 2021. This is an increase compared to the same period last year when we closed 34 complaints. Planning received the greatest proportion with 15 complaints (32%) . Details are shown in the graph below:

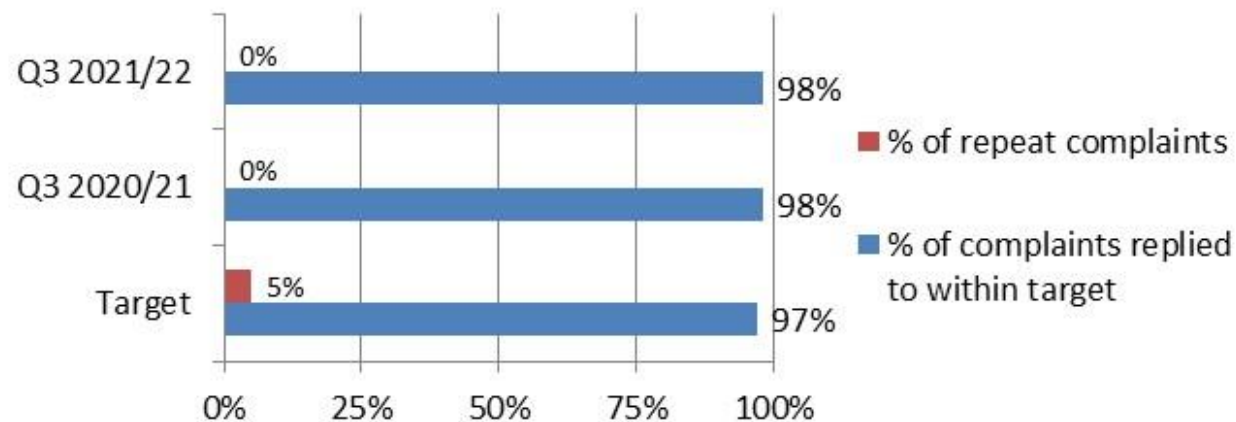


Stage 2 Complaints

No complaints were dealt with at stage 2 in Q3.

Performance

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



Key Outcomes:

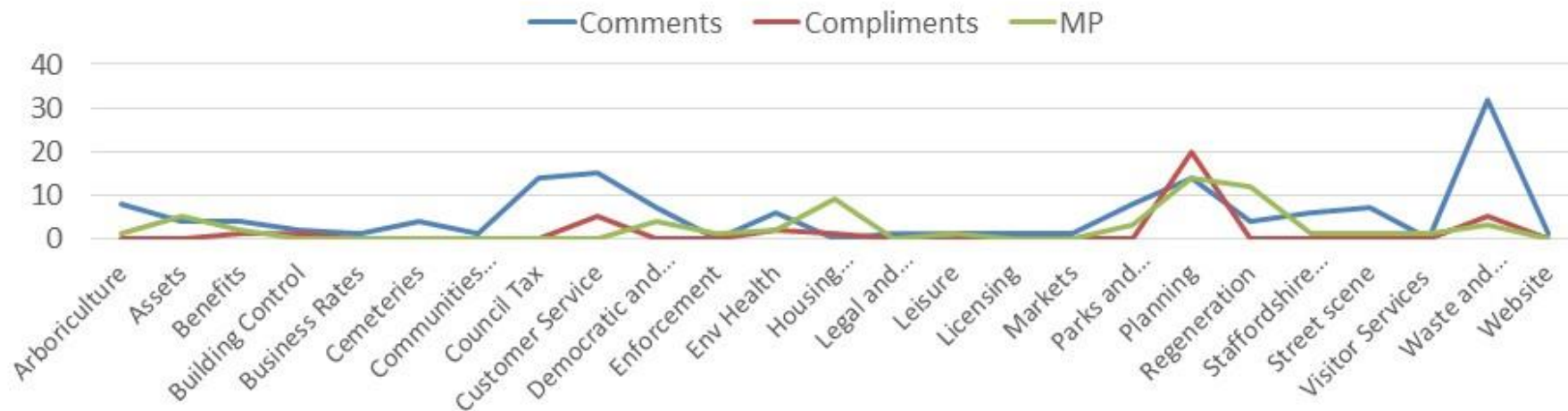
None

Repeat issues for Q3:

None

Ombudsman Decisions. The Council received 3 Local Government Ombudsman decision in Quarter 3: Case 21011844 will not investigate- no complaint made via Infreemation: SMCOM2021/22-0117 LGO will not investigate; SMCOM2021/22-034 awaiting decision from LGO.

Compliments and Comments The Council has also captured 142 comments, 35 Compliments and 60 MP comments through its feedback system during the period April to December 2021:



Areas for Improvement: December 2021

Measure of Success (PI)	Aim / Objective	Service Lead	Target 2021/22	Result December 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%	56%	Christmas slowdown has impacted options around accommodation, together with reduced stock availability and demand issues.
% of relief duty discharges resulting in a settled accommodation outcome			62%	49%	Christmas slowdown has impacted options around accommodation, together with reduced stock availability and demand issues.
Number of TA placements (including B&B made for families) placed over 6 weeks			5	8 (0)	The current Covid situation coupled with Christmas and reduced turnover of housing stock is impacting move options.
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%	64% (260/405)	Response times have been affected by the impact Covid 19 has had on resources within the Service Areas
% of household waste sent for reuse, recycling and composting	Aim 4: Effective recycling and waste management	Head of Service Commissioning	57.5%	56.31%	Results are estimated as data has not been received from SCC relating to disposal tonnages nor from recycling contractors for December.
Joint Alliance Measures					

Measure of Success (PI)	Aim / Objective	Service Lead	Target 2021/22	Result December 2021	Head of Service Commentary (reasons for performance / SMART actions to improve)
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	6.62 days	Ave days sickness per FTE short term: 1.90; long term 4.74. There have been 1999 FTE days lost to sickness across the Alliance year to date. 1430 of those days are due to long term sickness, the majority of which sit within direct services.
% of Procurement activity on forward plan (Joint Alliance measure)	Aim 2: Effective procurement with a focus on local business	Head of Service Commissioning	68%	50%	The PI is off track due to the increased level of reactive procurement exercises as a result of the pandemic external funding schemes which has been made available to support our towns in both regions throughout 21/22. In addition, there continues to be an increased level of direct awards outside of any prior planning as reactive and urgent requirements for external spend. In Q3 Procurement held service review meetings in the aim to capture any further activity which is known to be procured by the end of this financial year with Service leads and plan ahead for 22/23.

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](#).