



Staffs Moorlands Performance & Customer Feedback Report: 2021/22 (Q4 Outturn)

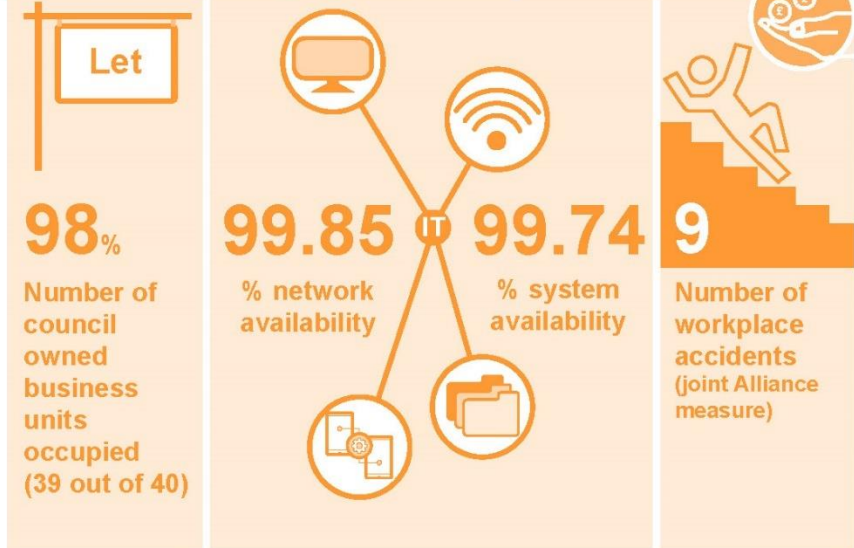
Aim 1: Help create a safer and healthier environment for our communities to live and work



Number of priority areas where place-based work to reduce inactivity is being undertaken

3

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



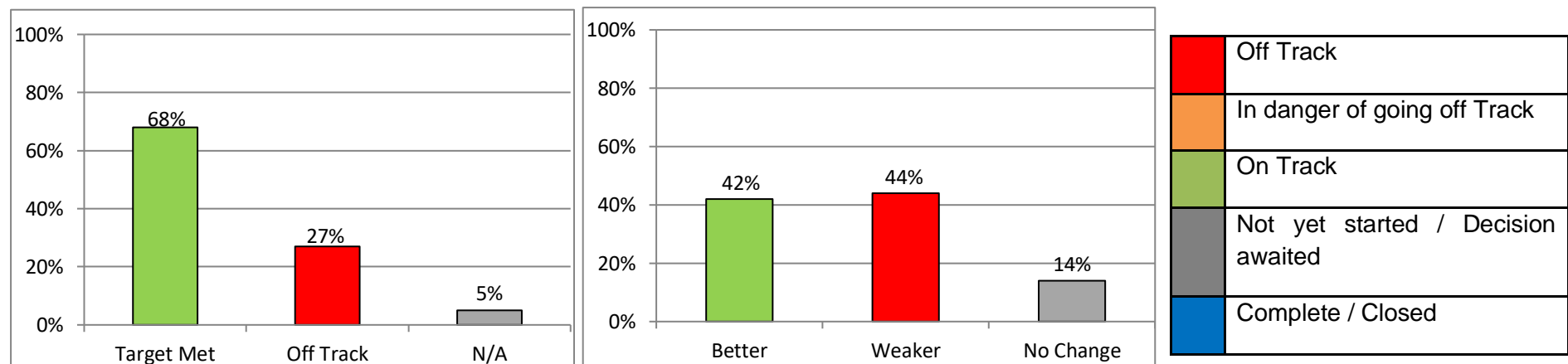
Staffordshire Moorlands Q4 Summary

The following report provides Councillors with an overview of performance at Staffs Moorlands for the period April 2021 to March 2022 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 62 targeted measures against which the council reports on at varying intervals throughout the year, 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 as at the end of 2021/2022; with 68% of targets met at the end of the year and 56% 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.

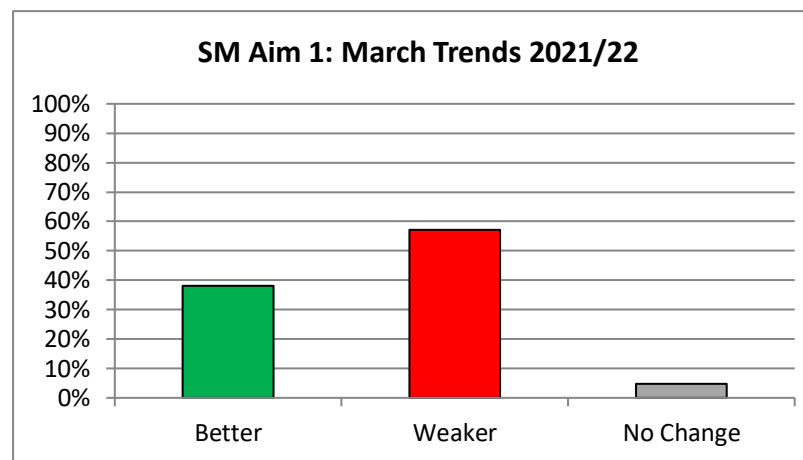
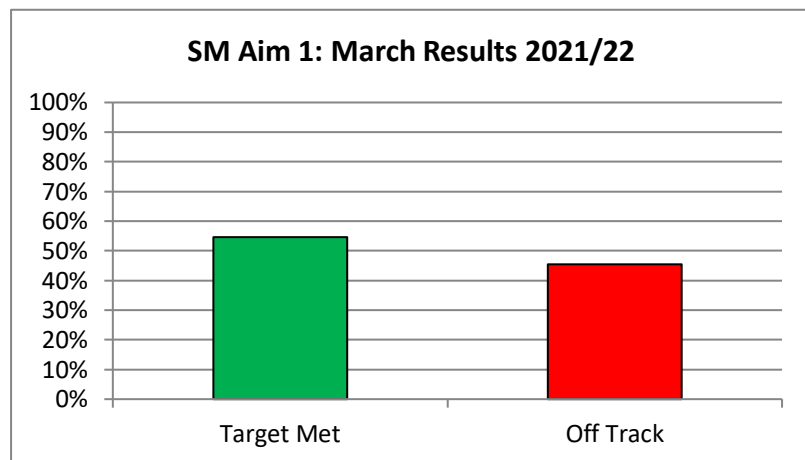
The report also provides an update on the progress of key projects that contribute to the priority actions outlined in the 2019-2023 Corporate Plan. The table below right explains the colour coding used to describe the current status of these projects / actions.



Customer Feedback Overview

There has been an increase in the number of complaints received compared to last year, although it remains low at just 61 stage one complaints for the year. There have been no repeat complaints but performance in handling complaints in 20 days narrowly missed its 97% target by just 1%. 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 Council narrowly missed the 7-day target for Benefits change of circs processing and is actively looking at process improvements. Settled accommodation outcomes for discharges under the prevention and relief homelessness duties, and households in temporary accommodation in excess of 6 weeks (no families) continue to reflect issues with housing supply, which is a national trend. Staffs Moorlands also implemented fewer of the community safety partnership actions than targeted, with the remainder rolled forward into this year.

Celebrating Success:

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

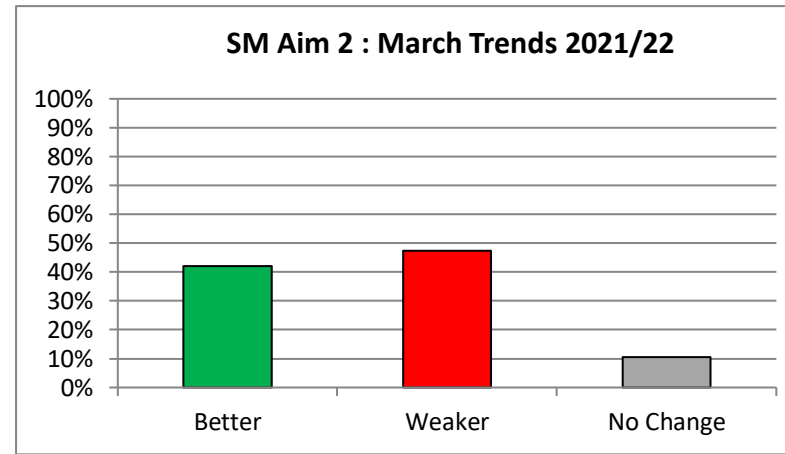
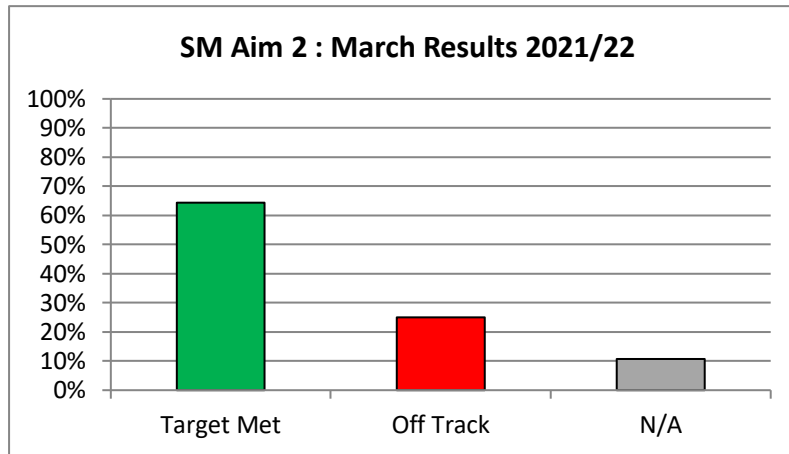
- ✓ external funding awarded in support of physical activity
- ✓ homelessness applications opened at the prevention and relief duty stages
- ✓ processing and accuracy of benefit claims
- ✓ housing register applicant wait times

2019-2023 Corporate Plan Priority Actions – Progress Highlights

Priority Actions	Status	Commentary
Develop a strategy for further development of affordable and specialist housing		An Information Digest has been prepared to provide an update on delivery.
Complete the review of the CCTV system and implement the agreed recommendations		A number of the cameras are up and running.
Develop and implement an indoor leisure facilities improvement plan focused on improving the health and well-being of residents		Meetings with LATC's have been completed and will help shape/influence our future approach. A meeting with Assets colleagues has taken place to discuss findings of the two energy reports, and a further meeting with Parkwood is to take place to inform what the recommendations for investment might be.
Develop and implement an outdoor leisure facilities improvement plan focused around the 'sports village' concept		Projects awarded funds via the Cabinet report approved on 8th February have been contacted with confirmation of funding awards. Payments are being processed.
Refresh the Council's Communication Strategy in order to ensure that there is a more effective dialogue with residents		Information digest being prepared
Review the Sport and Physical Activity Strategy in order to integrate communities and sports clubs into the delivery of its objectives		Individual project updates within the action: - Active Communities Plan - Draft documents received and will be completed and included with the refreshed strategy at the appropriate time - Refresh sports & physical activity strategy - two stakeholder engagement sessions have been delivered and stakeholder survey is currently live until end of May to capture wider and more detailed feedback which adds to that received during the engagement sessions.
Implement the Covid-19 Community Recovery Plan		Meeting took place recently; report being pulled together to identify ongoing impact.
Influencing actions		
Ensuring effective health provision particularly for the elderly		The Council's Health O&S Panel met on 9th February 2022. Items for consideration included:- <ul style="list-style-type: none"> • Kniveden and John Hall Gardens • Leek Integrated Care Hub (services and Board representation)

	<p>The Panel also met on 17 March 2022 and received a presentation on the NHS's approach to Climate Change. At the same meeting, members discussed their concerns in relation to the West Midlands Ambulance, particularly around the amount of time patients waited for an ambulance to arrive. It was agreed that these concerns would be put in writing to the Chair of the Staffordshire County Council's Health and Care Overview and Scrutiny Committee.</p>
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Aim 2: Meet financial challenges and provide value for money



There are a number of areas where the Council has missed the target under aim 2: sickness absence, FOI responses, procurement activities and lost time / reportable accidents against a target of zero. Additional off track measures included complaint handling and the number of new twitter followers achieved.

Celebrating Success:

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

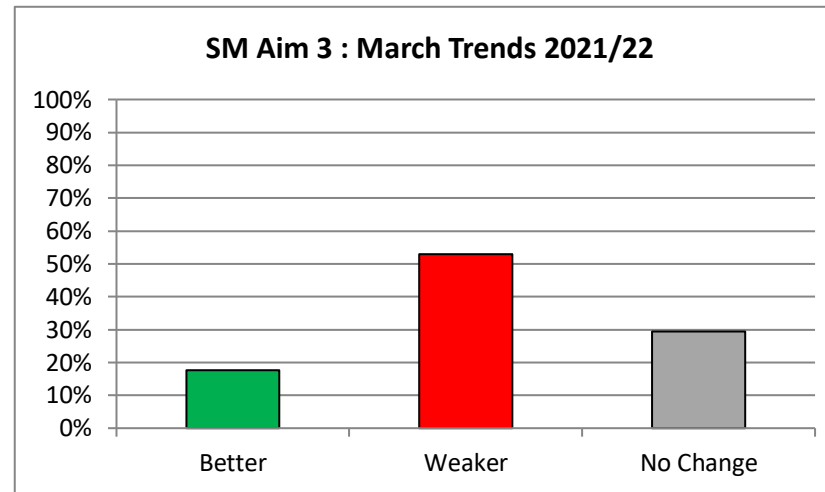
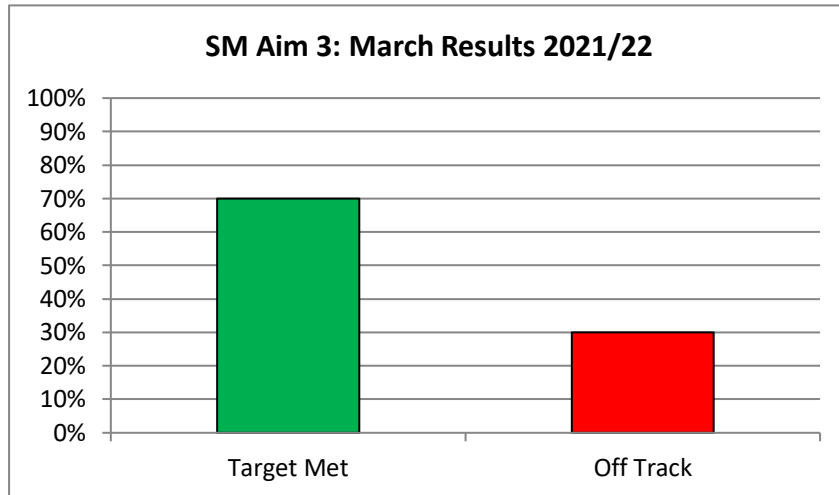
- ✓ avoidable contact
- ✓ IT systems and network availability
- ✓ repeat complaints
- ✓ Facebook followers
- ✓ customer interactions and portal accounts
- ✓ business unit occupancy
- ✓ income collection and sundry debt levels
- ✓ internal audit recommendations implemented

2019-2023 Corporate Plan Priority Actions – Progress Highlights

Priority Actions	Status	Commentary
Develop and implement a plan to identify new and innovative ways of generating income		Individual projects within the action: - Advertising/Sponsorship-On hold- to be picked up in 2022/23. - Fees & Charges- Normal MTFP cycle work on Fees and Charges to be supplemented by advance consideration associated with the income generation project - Trade Waste- Joint project with AES currently on hold
		- Empty properties- Meeting scheduled with Capacity Grid at the end of May to look at the costs and options for reviewing empty properties during the summer of 2022. Following this meeting will collate information and discuss options/costs/New Homes Bonus
Refresh and implement the Asset Management Plan, including a review of public estate, and ensure adequate facilities management arrangements are in place		Individual project updates within the plan: - Asset Management Plan. Energy Audits completed. Stock Condition 99% completed. Strategy compilation will start post Norse Transfer in July. Resource to undertake this work is highlighted in new Assets structure. Requirement to recruit to new positions remains outstanding. - Capital program- Capital Programme started to 2022/23. Any projects that have not yet commenced will be transferred to Norse and will start post transfer. Leek Market Halls - AHR Architects commissioned to undertake RIBA Phase 2 for LUF.
Develop a Joint Venture company with Norse to deliver housing repairs and facilities management		Project is currently running on time and still expected to be completed on 4th July. Depot move has been scheduled for September.
Develop an Access to Services Strategy to ensure that Council services are accessible to all		Action Plan completed. To be taken to the July meeting cycle.
Implement the Council's Efficiency and Rationalisation Programme (This will focus on several projects including procurement, income generation, trading, advertising, and sponsorship, etc.)		No new savings requirement at either Council in 2022/23 budget. Prior year savings shortfall at SMDC (currently standing at £147k) still to be finalised on outturn. Eventual shortfall to be delivered in 2022/23. Individual project updates within the action: - Refresh Efficiency & Rationalisation programme-New plan required to address inflation pressures and increased cost base. Work on developing new plan to commence after final accounts closedown - Hybrid mail-Baseline spend to be established in 22/23 following Hybrid Mail roll out and impact of post pandemic working arrangements. Budget in excess of baseline will be taken as legacy efficiency savings

Priority Actions	Status	Commentary
Develop a new Organisational Development Strategy to ensure effective workforce development	Green	Strategy approved at the last committee cycle, action plan for all three strategies being prepared for the July meeting cycle.
Develop a new procurement strategy with a focus on spending money locally	Grey	Pressures on the Procurement Service are high currently as a result of lots of off plan activity which is occurring as a result of a range of priority projects and funding availability. This is delaying progress on finalising the new strategy as efforts have to be directed elsewhere. We are hoping to be able to finalise the strategy to make the July committee cycle.
Develop a new ICT strategy to enhance and support the delivery of services	Green	Strategy approved at the last committee cycle. Action plan for all 3 Strategies being prepared for the July meeting cycle. Individual project updates within the strategy: - Civica Pay- Phase 2 remains on hold .Go live will probably be t June possibly even July/August'. Further complicated by CivicaPay changing Payment Service Provider (PSP) from Mastercard to Opayo, requiring us to procure new MIDS and enter into a testing period for the new PSP. Project has been quoted £20k for a mandatory upgrade
	Grey	- Meetings AV equipment- A specification has been produced for the upgrade of the PA system at both councils which will need to integrate with webcasting software to take advantage of automated camera control. This problem also links to the update of meeting room projectors and webcasting systems. The current webcasting supplier at SMDC (Public-I) can provide a solution for all of these elements.
	Yellow	- Collective- We are working directly with the 'back office' to make progress. Importance of aligned AES working practices (HP + SM) highlighted to the teams, and staff from the HP office has been assisting in the SM implementation where possible with knowledge transfer for back-office skills, e.g. round amends.
Joint- Implement the Covid 19 Reinstating Service Plan	Green	Meeting took place at the end of May; report being pulled together to identify ongoing impact.
Joint- Implement the Covid-19 Financial Recovery Plan		
Joint- Implement the Covid-19 Positive Legacy Plan		

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



Staffs Moorlands fell short of target in three areas under aim three: planning applications with pre-app discussions (due to a reduction in the proportion of large scale developments), agent satisfaction with the planning service (due to a large backlog in processing which is being addressed through additional capacity and a communications protocol), and planning enforcement cases resolved in 13 weeks (due to staffing issues for which a temporary enforcement post is being advertised).

Celebrating Success:

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

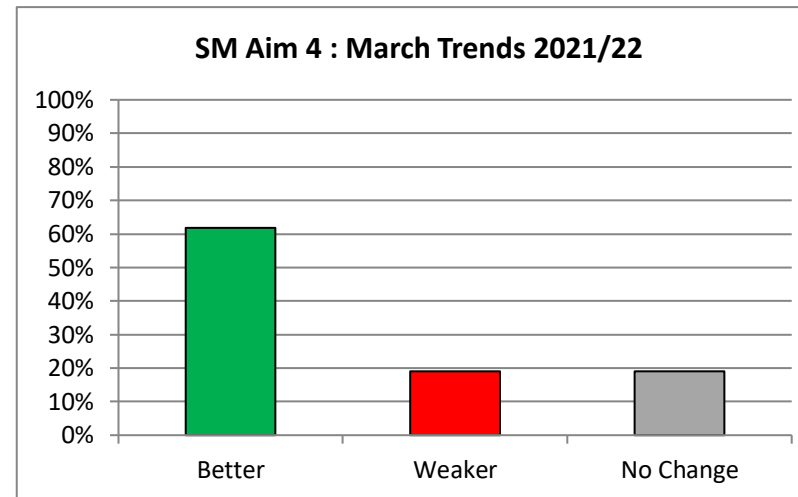
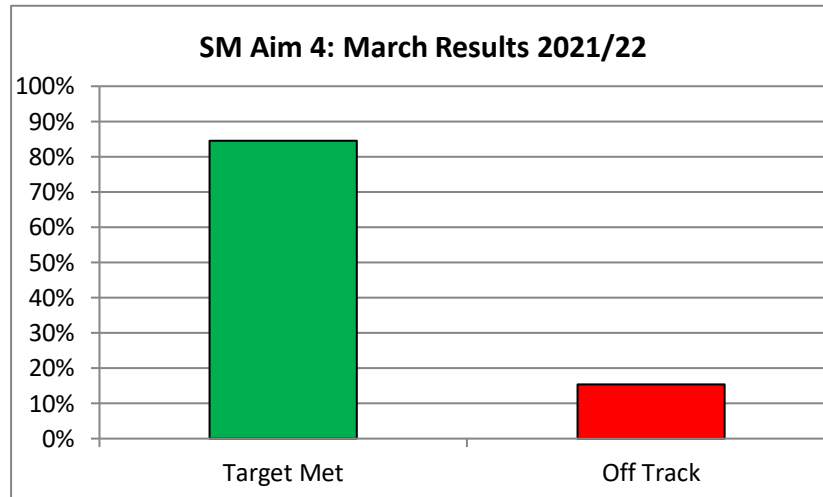
- ✓ average town centre vacancy rates
- ✓ major, minor and other planning applications processed in time
- ✓ major and minor developments allowed on appeal
- ✓ priority 1 planning enforcement cases visited within 24 hours

2019-2023 Corporate Plan Priority Actions – Progress Highlights

Priority Actions	Status	Commentary
Support the development of Cornhill and improved rail links		-Cornhill East & West. Planning has been approved, highlight report being produced - Rail Projects - Highlight report to be produced
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		No update. To be reviewed.
Develop and implement plans to extend the public market operations		Leek market hall improvements part of package bid within LUF submission. Architects commissioned to expand the scope of improvements to include the Buttermarket and exterior in addition to new lock up food and beverage units in the Trestle market and improved trading facilities. Cheadle Market Hall owner passed away; the estate is in probate
Develop a master plan for bringing redundant mills back into use		Report to cabinet 29/6/2021 agreed that a full masterplan was not yet required and gave approval for the below commercial market assessment: - Leek Mills Commercial Demand Assessment-A revised executive summary has been received for comment, once the executive summary and stage 1 report are complete, the next stage will be to prepare a report for cabinet to review findings and discuss recommendations. LSH can present.
Implement the Council's growth strategy to bring about the regeneration of towns and rural communities		Staffs Moorlands: - Biddulph Wharf Rd masterplan- Budget proposal included within AHDP Cabinet report scheduled for March/April cabinet. Linked to 6.9.1, 6.9.2. - Investment & Acquisition strategy : - Tunstall Road - Cabinet report 29th March approved a budget for implementation of an SMDC Housing Delivery Programme. This includes a budget to commission consultants to work with the landowners (six) to negotiate appropriate agreements to work together to bring the site forward, including land equalisation proposals, as necessary. - Blythe Vale- This project is led by Staffordshire County Council. SCC have appointed Barton Willmore (now Stantec) to undertake the work. Baseline information collection is underway. Next project meeting due to be held 26.05.22
Influencing Action- SM-Expand the Growth Deal Partnership to provide inward investment		

		<p>- Cheadle town centre masterplan :</p> <ul style="list-style-type: none"> • The second Cheadle community newsletter was delivered to households during w/c 18th April. • The Town Centre Delivery Board will assist the Council to take forward priority actions in Cheadle. • A project group is to be established to consider issues around a potential acquisition of the Cheadle market and adjoining marketplace, following the report to Cabinet of 7th December 2021. <p>Budget: The SMDC Housing Delivery Programme was approved by Cabinet on 29th March 2022 and includes budget provision of £10,000 to commission market demand assessments for council owned assets to explore housing development opportunities.</p>
Develop a Tourism Strategy to maximise the positive impact to our communities		On track and underway
Joint – Implement the Covid-19 Economic Recovery Plan		Meeting took place at the end of May; report being pulled together to identify ongoing impact.
Influencing Actions		
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 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



The Council is off track at year end for estimated recycling rates, with tonnages well down on last year. However, confirmed returns are still awaited for this PI from partners. At Staffs Moorlands the reduced food premises visits at the start of the year, due to covid restrictions, has led to the 'broadly compliant' target being narrowly missed.

Celebrating Success:

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

- ✓ residual household waste levels
- ✓ paper consumption
- ✓ regulatory inspections
- ✓ missed bins
- ✓ community clean-ups
- ✓ street cleanliness

2019-2023 Corporate Plan Priority Actions – Progress Highlights

Priority Actions	Status	Commentary
Identify and implement an approach to reduce the cost of country parks		POS disposal consultation is now underway and is due to be completed by early June. A positive meeting was held on 6th May with officers from SWT and SMDC and Biddulph Town Council representatives to discuss Biddulph Grange Country park, agreement was reached as to how their concerns will be addressed. Target date for transfer is now 1st July.
Develop a plan to improve Brough Park and John Hall Gardens		Individual projects within the action: - Play Strategy : Strategy due to be reviewed by Service Delivery Panel on 25th May - Brough Park improvement Plan : Initial meeting held with Rethink regarding the previous scope of work agreed for John Hall Gardens. There is a suggestion Rethink may like this revised and so a meeting to discuss this involving leisure, assets and Rethink is set to be arranged to discuss/agree the way forwards.
		- Tean Road, Cheadle Improvement Plan : No update, still pending CTC decisions.
Publish part 2 of the Climate Change Action Plan and commence delivery of the priorities contained within Parts 1 and 2.		Green Infrastructure: Conversations are taking place with the Wildlife Trust about introducing Plans for Nature (aka biodiversity strategies). SWT are due to submit a proposal by the end of May. This proposal will (hopefully) be designed in a way that allows us to take forward the GI Strategy.
Review the Council's waste and recycling arrangements to increase recycling and to respond to the emerging national strategy		We are still awaiting feedback from all of summer 2021's consultations. It is likely that this will not occur until after the May elections.
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		Staffs Moorlands still to be produced (September Cycle)
Develop a new Parking Strategy to ensure that our car parks meet the needs of residents and visitors		Individual project updates within the strategy: -Parking strategy - Car Parking Action Plan discussed with new portfolio holder to look at priorities. Resource starting in July. Until then, tariff increases and Pay by Phone set for

Priority Actions	Status	Commentary
Influencing Action - The provision of accessible on street parking		end of June.

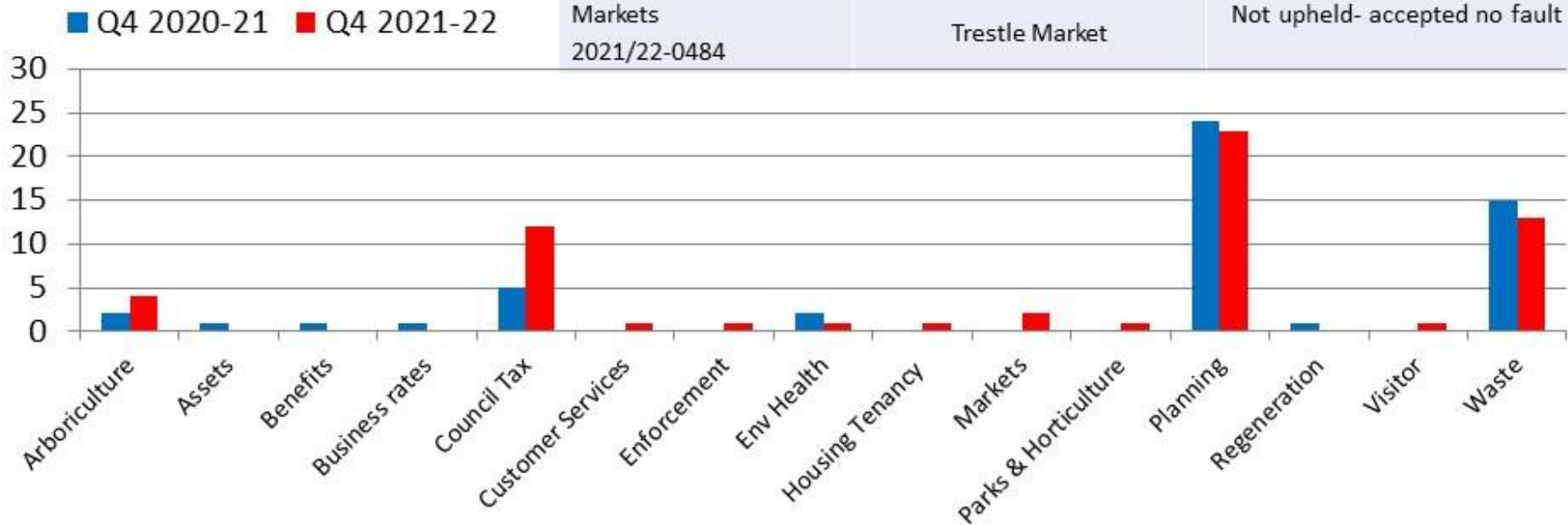
Customer Feedback Complaints

The Council closed a total of 61 stage one complaints across 12 service areas during the period April to March 2022. This is an increase compared to the same period last year when we closed 52 complaints. Planning received the greatest proportion with 23 complaints (38%) . Details are shown in the graph below:

Stage 2 Complaints

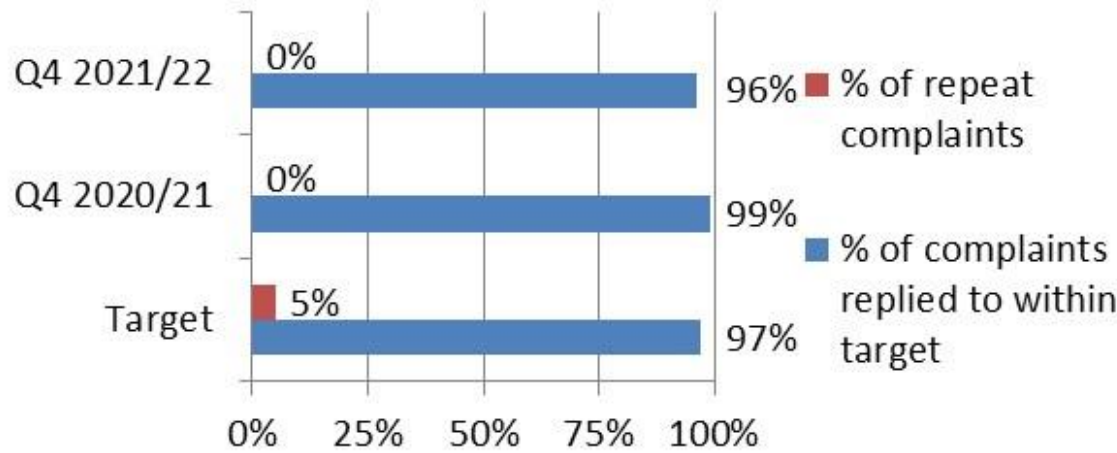
7 complaints were dealt with at stage 2 in Q4:

Service Area	Complaint	Conclusion
Stage 2		
Planning 2021/22-0394	Planning application	Partially upheld. Accepted some responsibility
Visitor Services 2021/22-0447	Leek Tourist Information office	Not upheld- accepted no fault
Planning 2021/22-0462	Planning application	Ongoing
Planning 2021/22-0463	Officer conduct	Not upheld- accepted no fault
Visitor Services 2021/22-0473	Food guide	Not upheld- accepted no fault
Planning 2021/22-0482	Moneystone Quarry	Ongoing
Markets 2021/22-0484	Trestle Market	Not upheld- accepted no fault



Performance

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



Key Outcomes:

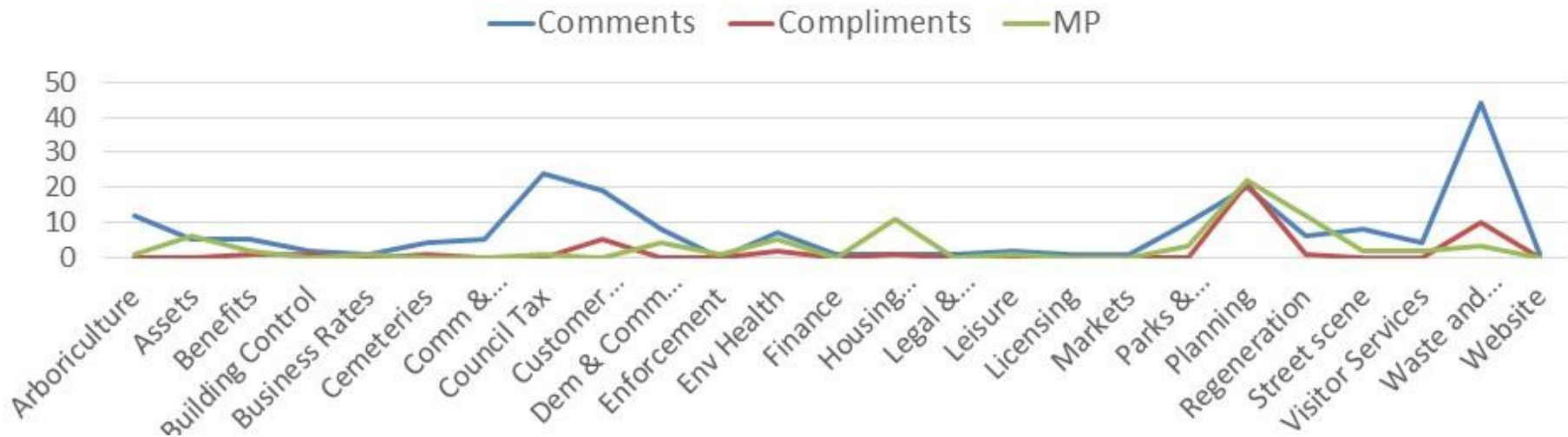
None

Repeat issues for Q4:

None

Ombudsman Decisions. The Council received 1 Local Government Ombudsman decision in Quarter 4: SMCOM2021/22-0394- will not investigate.

Compliments and Comments The Council has also captured 200 comments, 42 Compliments and 79 MP comments through its feedback system during the period April to March 2022:



Areas for Improvement: March 2022

Measure of Success (PI)	Aim / Objective	Service Lead	Target 2021/22	Result March 2022	Head of Service Commentary (reasons for performance / SMART actions to improve)
Staffordshire Moorlands					
Housing Benefits Processing: Time taken to process change of circumstances	Aim 1: Increased supply of good quality affordable homes	Head of Revenues & Benefits	7 days	7.76 days	We have now finished the Self Isolation payment scheme and will be reviewing our performance work processes and looking at ways to make improvements
% of prevention duty discharges resulting in a settled accommodation outcome		Head of Housing Services	64%	60%	Current slow turnover of stock and reduced availability/high cost of private rentals is impacting this. This is a national trend
% of relief duty discharges resulting in a settled accommodation outcome			62%	50%	
Number of TA placements (including B&B made for families) placed over 6 weeks			5	11 (0)	
Delivery of the Community Safety Partnership Plan: % actions delivered to timescale	Aim 1: Effective support of community safety arrangements including CCTV	Head of Communities & Climate Change	100%	66%	Remaining projects carried forward into 2022/23
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%	65% (371/571)	Response times have been affected by the impact of the pandemic on service area resources

Measure of Success (PI)	Aim / Objective	Service Lead	Target 2021/22	Result March 2022	Head of Service Commentary (reasons for performance / SMART actions to improve)
Complaint handling: % dealt with within 20 working days (20 days from 09/11/20 was previously 10 days)		Head of Customer Services	97%	96%	Of the 75 complaints (stages 1 and 2) received 3 were responded to outside the agreed response times.
Number of twitter followers		Head of OD & Transformation	Increase by 240 (2297)	2493	Although we have missed target, there has still been an increase of 196 followers.
Use of Contracts Register- annual contract spend as% of gross expenditure budget	Aim 2: Effective procurement with a focus on local business	Head of Service Commissioning	2% improvement to 20/21 (91.92%)	92%	The recent variables in the external market environment have impacted the Alliance's supply chain contracted arrangements in certain areas, where there has been a need to buy off contract where suppliers have been unable to meet delivery timescales and budgets, due to limitations beyond their control. Procurement will continue to work with Services to future proof options for supply arrangements going forward over the next 12 months.
% of planning applications with pre-application enquiries	Aim 3: High quality development and building control with an open for business approach	Head of Development Services	10%	6.79%	As a result of COVID lockdowns we have seen a reduction in larger scale and commercial applications and an increase in householder and minor applications. The latter tend not to attract paid pre-app discussions as there are other means for householders to obtain advice including the free planning surgeries.

Measure of Success (PI)	Aim / Objective	Service Lead	Target 2021/22	Result March 2022	Head of Service Commentary (reasons for performance / SMART actions to improve)
Agent satisfaction with the Planning Service			80%	56%	As a result of lockdowns, increased application numbers, and ongoing staffing issues we have built up a significant backlog of applications. This is impacting on time taken to determine applications and respond to agent queries / amended plans etc. We plan to address this through recruitment, use of consultancy to reduce backlog and a new communications protocol
% of planning enforcement cases resolved in 13 weeks			80%	66%	Failure to meet the target has been principally due to staffing issues arising from 2 instances of long-term sick leave and another officer being seconded to the planning applications teams. Temporary enforcement post being advertised
% of household waste sent for reuse, recycling and composting	Aim 4: Effective recycling and waste management	Head of Service Commissioning	57.5%	53.95%	Results are estimated as full data is not yet received from AES nor SCC for Q4. Recycling and organic waste tonnages collected in 2021-22 are much lower than in 20-21, recycling tonnage collected between April and February were 500 tonnes lower and organic waste tonnages were 820t lower than in 2020-21.
% of food premises compliant with the Food Standards Agency criteria (plus numbers as context)	Aim 4: Provision of high-quality public amenities, clean streets and environmental health	Head of Environmental Services	98%	97.3%	Visits have been restricted due to Covid which has affected the % compliant. We would have expected the result to even out as further visits were made
Joint Alliance Measures					

Measure of Success (PI)	Aim / Objective	Service Lead	Target 2021/22	Result March 2022	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	8.67 days	Ave days sickness per FTE short term: 2.75 days, long term: 5.92 days. There have been 1776 FTE days lost to sickness this year of which 1253 were due to long term illness. Ongoing cases are being managed in line with the Alliance sickness procedure.
Number of RIDDOR reportable / Lost Time (7days) accidents (Joint Alliance measure)		Corporate Health & Safety	0	3	LTA: Traffic accident caused by underlying medical condition. As this was medically related and the individual wasn't injured this is not reportable. Riddor 1- due to incorrect footwear- emails sent reminding the need to wear suitable footwear, risk assessment reviewed and re-issued. Riddor 2- Post accident investigation carried out, no specific cause highlighted.
% of Procurement activity on forward plan (Joint Alliance measure)	Aim 2: Effective procurement with a focus on local business	Head of Service Commissioning	68%	52%	Higher proportion of exemption applications due to increasing reactive workstreams over the last year. Procurement will be revisiting our future planning strategy to enable more effective communications between services to ensure we are kept updated to fully support the services businesses needs going forward.

For a full list of all performance measures and the Q4 results please visit the Performance Management page on the Intranet or click on this [link](#).