



**Staffs Moorlands Performance & Customer Feedback Report: 2022/23 (Q1)**

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



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



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



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

**29.10** %

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

**28.88** %



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

**£23,182**

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

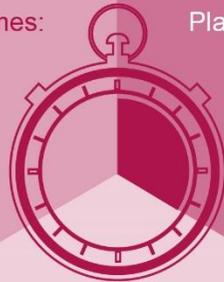


Planning processing times:  
**Major applications determined in time**

**100** %

Planning processing times:  
**Minor applications determined in time**

**86** %



**90** %

Planning processing times:  
**% of 'Other' applications determined in time**

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



**95.6**

**KG's of residual waste per household**



**26.64**

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

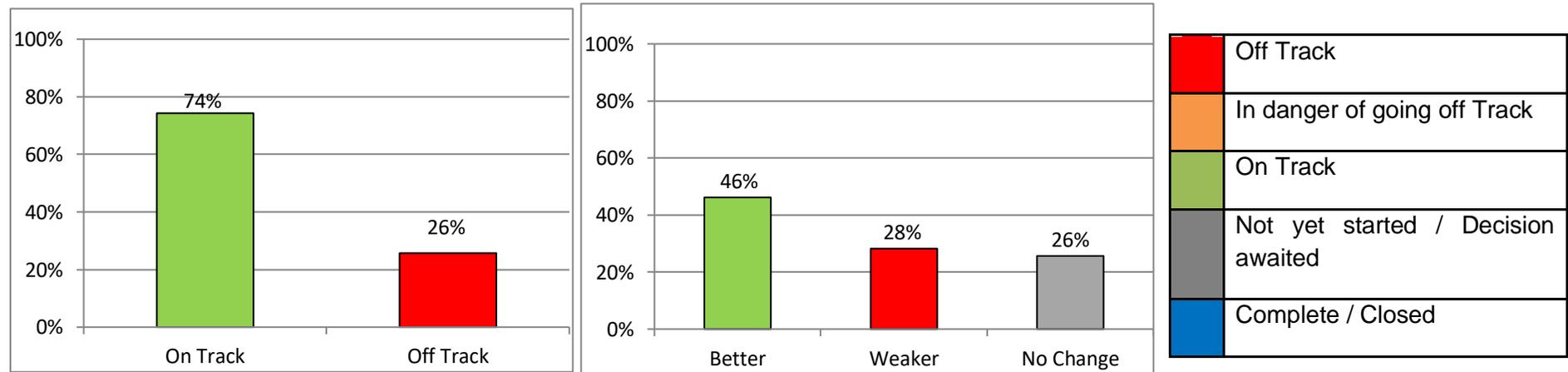
## Staffordshire Moorlands Q1 Summary

The following report provides Councillors with an overview of performance at Staffs Moorlands for the period April to June 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 35 targeted measures against which the council reports on monthly or quarterly. The charts below show the results for both attainment and trend data as at the end of June 2022; with 74% of targets ‘on track’ at the end of Q1 and 72% of measures maintaining or improving on their performance compared to this point last year. The actions being taken to address the ‘off track’ measures are detailed at the end of this report.

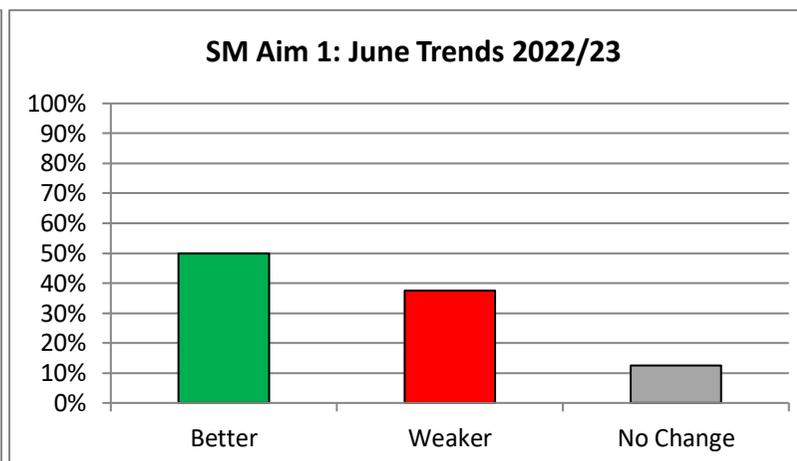
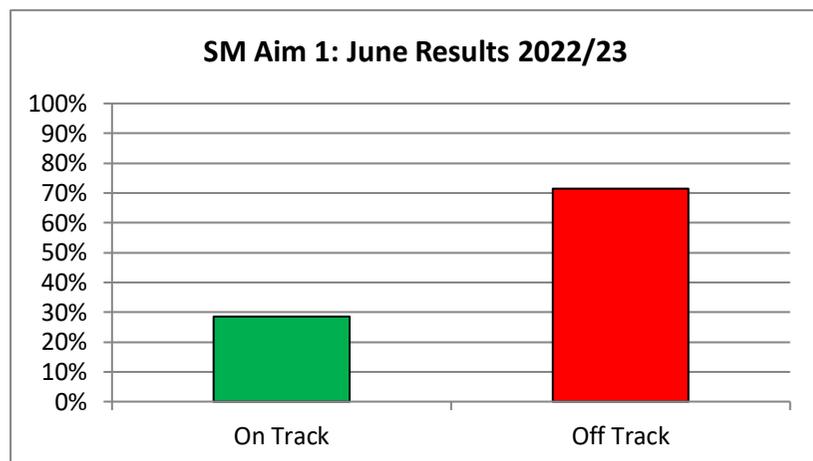
The report also provides an update on the progress of key projects that contribute to the priority actions outlined in the 2019-2023 Corporate Plan. The table below right explains the colour coding used to describe the current status of these projects / actions.



### Customer Feedback Overview

The number of complaints received is generally in line with this point last year, and remains low at just 15 stage one complaints for the quarter. There have been no repeat complaints and all responses were handled in time. 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 is marginally off track against the 7-day target for Benefits change of circs processing but should be in line by Q2. 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. The level of external sports funding achieved has been affected by other priority work in Q1 within the team (levelling up bids) but should even out over the year.

### **Celebrating Success:**

At the end of Q1, the following performance indicators are outstripping their targets:

- ✓ homelessness applications opened
- ✓ processing benefit new claims

## 2019-2023 Corporate Plan Priority Actions – Progress Highlights

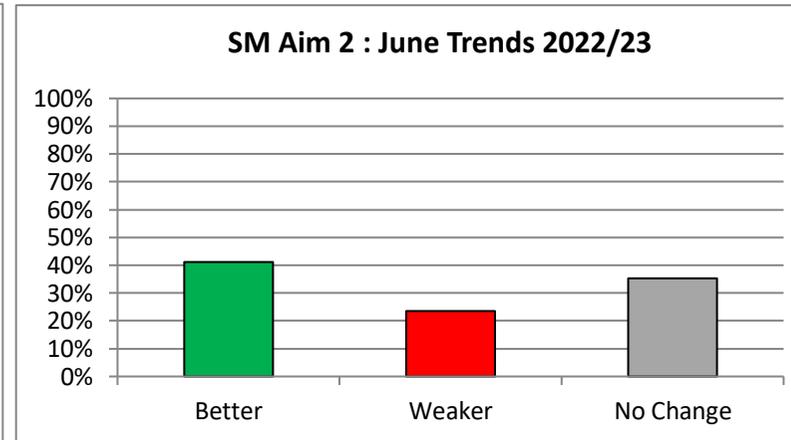
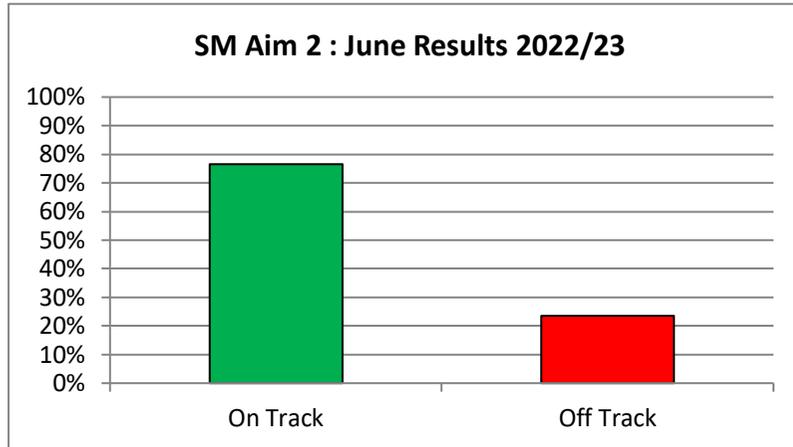
Priority Actions	Status	Commentary
Develop a strategy for further development of affordable and specialist housing		Report to be taken to Cabinet in September
Complete the review of the CCTV system and implement the agreed recommendations		Project currently under review.
Develop and implement an indoor leisure facilities improvement plan focused on improving the health and well-being of residents		The Staffordshire Moorlands working group met mid-July. The presentation provided focussed on work to date, most recently the review of energy efficiency activities and the review and engagement with other teckal companies. Support has been ongoing in regard to the LUF bids in the last month. Consideration is now being given to the committee report which is due to be presented at the September committee cycle. It is expected that further working group meetings will occur ahead of this to wrap the project outcomes up.
Develop and implement an outdoor leisure facilities improvement plan focused around the 'sports village' concept		A Delegated Decision report is currently being drafted ready for issue to Portfolio Holder regarding the Hot Lane MUGA project.
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 document received which will be completed and included with the refreshed strategies at the appropriate time. - Refresh sports & physical activity strategy - The Staffordshire Moorlands strategy is still being drafted as the engagement work has now completed. Relevant committee will receive the report at the end of September. - Review Community Sport Grants- Consideration of the creation of such funding will form part of the Sport & Physical Activity strategy refresh
Implement the Covid-19 Community Recovery Plan		Report being prepared for the September cycle.
<b>Influencing actions</b>		

SM: Ensuring effective health provision particularly for the elderly

Staffordshire Moorlands:

The Health Panel has not met since 17 March 2022, but its next meeting is scheduled to take place on 27 July 2022. Items for consideration include an Annual Performance Update for the Royal Stoke Hospital and the latest from the Midlands Partnership NHS Foundation Trust in relation to the recent temporary closure and reopening of the Leek Minor Injuries Unit

## ***Aim 2: Meet financial challenges and provide value for money***



Performance is relatively strong under Aim Two with four areas of 'off track performance: sickness absence (which is expected to improve from Q2), FOI responses, on-contract spend, and planned procurement activity.

### **Celebrating Success:**

At the end of Q1, the following performance indicators are outstripping their targets:

- ✓ IT systems and network availability
- ✓ complaint handling and repeat complaints
- ✓ customer interactions
- ✓ invoice payment
- ✓ portal accounts opened

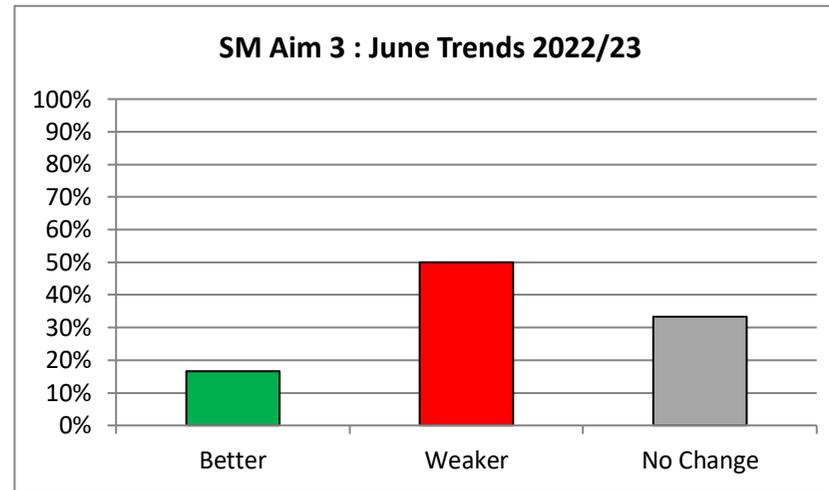
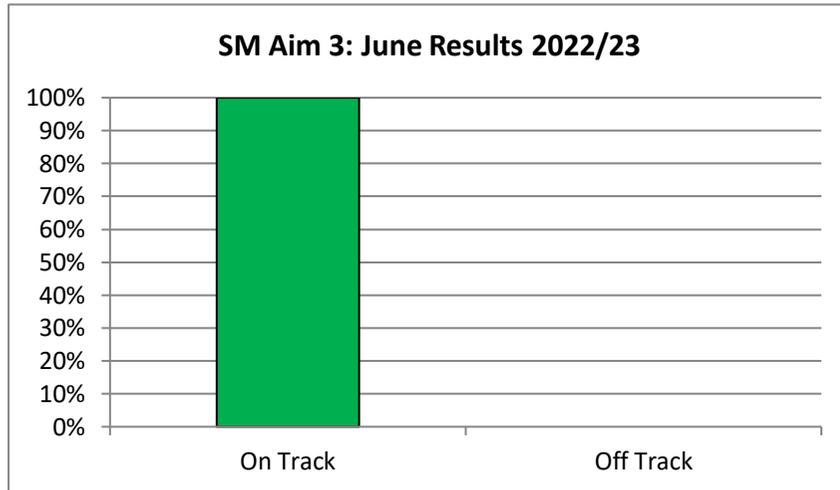
## 2019-2023 Corporate Plan Priority Actions – Progress Highlights

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- Meeting arranged with AMT 12 July to commence MTFP review incorporating consideration of Fees and Charges - Trade Waste- Joint project with AES currently on hold
		-Empty Properties: We have agreed to utilise Capacity Grid to carry out the empty property review again for 2022. Work commenced to get processes in place in readiness to start the review in July 2022.
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: Stock condition and energy audits complete. Work has started on assembling costs on the individual assets. Meetings will be arranged with individual service areas starting in September. Interviewing interim officers this week to assist with the project. Costs between £425-£500 per day. - Capital program : Awaiting first operational meeting with ANL to determine where the capital programme is under new arrangements. Discussions in the autumn required to determine next year's projects. 1 contract award pending on General Fund.
Develop a Joint Venture company with Norse to deliver housing repairs and facilities management		Alliance Norse is now LIVE. The mobilisation has been completed and we have moved into the operational phase - Change Management is being monitored. A few operational areas to be worked on. Lessons learnt / debrief session has been arranged Legal documents still need to be signed, delayed by Norse. 22nd September the Depot is being opened, once they are up and running this project will move to BAU.
Develop an Access to Services Strategy to ensure that Council services are accessible to all		Strategy approved at the last committee cycle. Action plan for all three strategies being prepared for a future meeting.
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 in 2022/23 budget. Prior year savings shortfall at SMDC (currently standing at £130k) to be delivered in 2022/23. Individual project updates within the action: - Refresh Efficiency & Rationalisation programme-Meeting arranged with AMT 12 July to commence MTFP and efficiency programme review. - 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

Priority Actions	Status	Commentary
		as legacy efficiency savings
Develop a new Organisational Development Strategy to ensure effective workforce development		Strategy approved at the last committee cycle, action plan for all three strategies being prepared for a future meeting cycle.
Develop a new procurement strategy with a focus on spending money locally		Work is ongoing to assess the implications of the revised Public Sector Procurement Review expected in 2023 whilst developing the wider strategy. We are still at this time aiming to present a draft strategy via the September committee cycle.
Develop a new ICT strategy to enhance and support the delivery of services		<p>Strategy approved at the last committee cycle. Action plan for all three strategies being prepared for the September meeting cycle.</p> <p>Individual project updates within the strategy:</p> <ul style="list-style-type: none"> <li>-Civica Pay- Phase 2 (direct posting of ledgers) remains on hold as per the Project Managers last correspondence stating that we will be looking at a go live date of June possibly even July/August. The project has been quoted £20k for a mandatory upgrade. Civica have assigned a Project Manager and scheduled the upgrade to commence 21st July for sign off on 1st September.</li> </ul>
		<ul style="list-style-type: none"> <li>- Meetings AV equipment- A report is needed to request approval from current year's Capital budget.</li> <li>- ILAP/Assure- On Hold - Northgate is going to provide support with this product.</li> <li>- Civica Open Revenues-No further progress due to other schemes introduced by government – i.e. council tax energy rebate.</li> <li>- Env Health/Licensing- On Hold to be determined from ICT Strategy</li> <li>- ICT upgrade - Strategy approved at the last committee cycle, action plan for all 3 strategies being prepared for the September meeting cycle. M365 rollout complete, best use of attributes is to be factored into the Action plan for the ICT strategy.</li> <li>- Procurement Workflow and intranet upgrade - Procurement are in the process of exploring alternative options and are liaising with other Councils to look at different ways of working that we could consider.</li> </ul>
		<ul style="list-style-type: none"> <li>- Collective- Project team are in the 3rd week of Bartec step-by-step UAT which has taken longer than expected. In total we have had 27 Service requests and more than 100 Event Handlers to test across a varied number of scenarios - all have needed further dev work by Bartec to meet our UAT standards and have required re-testing. We expect at least 2 more weeks before all automation is in live. This has had a knock-on effect on the publishing of Staffordshire Moorland's IEG4 webforms, these are now expected during w/c 25th July.</li> </ul>

Priority Actions	Status	Commentary
		Project Management knowledge and skills transfer is well underway. On track for majority of automations to be live at Staffordshire Moorlands, removing FLARE from daily operations no later than the end of July 22.
Implement the Covid 19 Reinstating Service Plan		Report being prepared
Implement the Covid-19 Financial Recovery Plan		
Implement the Covid-19 Positive Legacy Plan		

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



All targets are 'on track' at the close of Q1. 100% of major applications have been determined in time. The wording of the planning processing measures has now been amended to reflect the inclusion of Extension of Time agreements, Planning Performance Agreements and Environmental Impact Assessments.

#### **Celebrating Success:**

At the end of Q1, the following performance indicators are outstripping their targets:

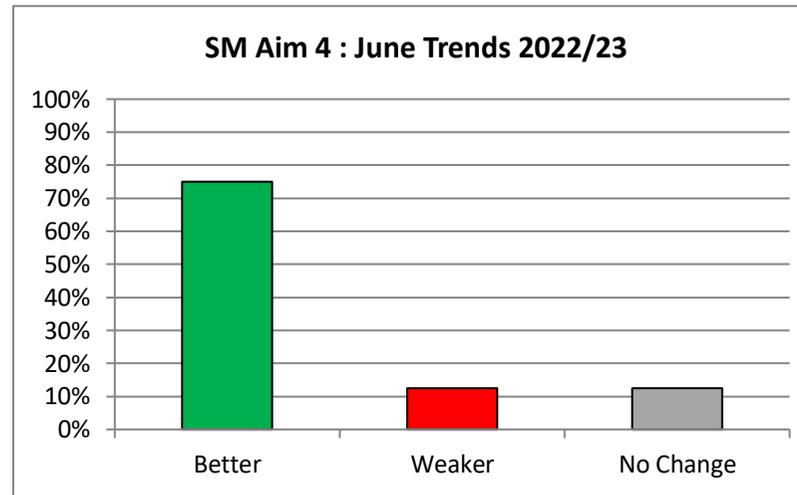
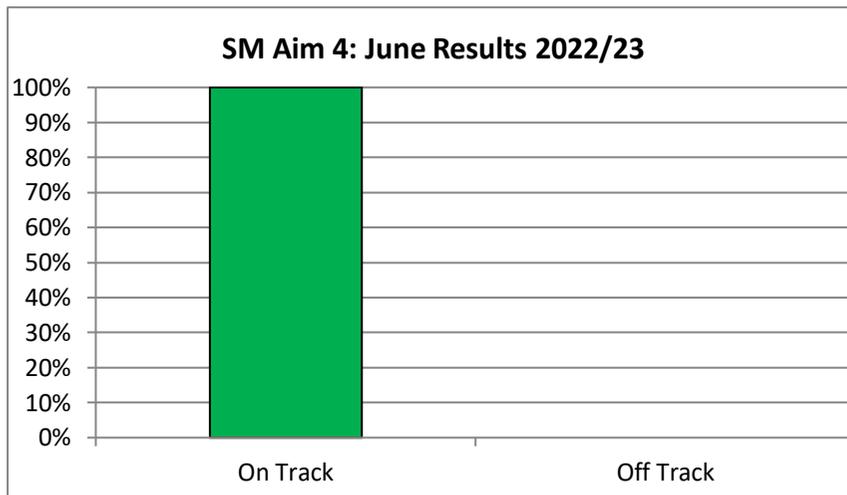
- ✓ Major and minor planning applications processed in time
- ✓ defending appeals

## 2019-2023 Corporate Plan Priority Actions – Progress Highlights

Priority Actions	Status	Commentary
Support the development of Cornhill and improved rail links	Yellow	- Cornhill East & West. Planning has been approved, highlight report being produced - Rail Projects - Change control request approved - project extension to October 2022. SLC Rail presented options to project working group. Will now prepare OBC for preferred option.
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	Blue	Completed
Develop and implement plans to extend the public market operations	Grey	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	Grey	Leek Mills Commercial Demand Assessment - A revised executive summary and Stage 1 draft report has been received for comment, the next stage will be to prepare a report for cabinet to review findings and discuss recommendations.
Implement the Council's growth strategy to bring about the regeneration of towns and rural communities	Yellow	- Cheadle town centre masterplan •The second Cheadle community newsletter was delivered to households during 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 in December 2021. 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.
Influencing Action - Expand the Growth Deal Partnership to provide inward investment		

		<p>Staffordshire Moorlands:</p> <ul style="list-style-type: none"> <li>- Biddulph Wharf Rd masterplan- Placed on hold</li> <li>- Investment &amp; Acquisition strategy :</li> <li>- Tunstall Road - Placed on hold</li> <li>- Blythe Vale-Consultants Stantec (formerly Barton Willmore) have prepared a constraints and opportunities plan to inform development of the masterplan and set out an overview of the development economics findings.</li> </ul>
Develop a Tourism Strategy to maximise the positive impact to our communities		Placed on hold
Joint – Implement the Covid-19 Economic Recovery Plan		Report being prepared
<b>Influencing Actions</b>		
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



All targets are 'on track' at Staffs Moorlands for the small basket of measures under aim four. Fly tipping is showing an improved trend on last year and regulatory inspections are on target for a 100% inspection year for the first since time since lockdown.

Celebrating Success:

At the end of Q1, the following performance indicators are outstripping their targets:

- ✓ residual waste tonnages
- ✓ missed bins
- ✓ paper consumption
- ✓ recycling rates

## 2019-2023 Corporate Plan Priority Actions – Progress Highlights

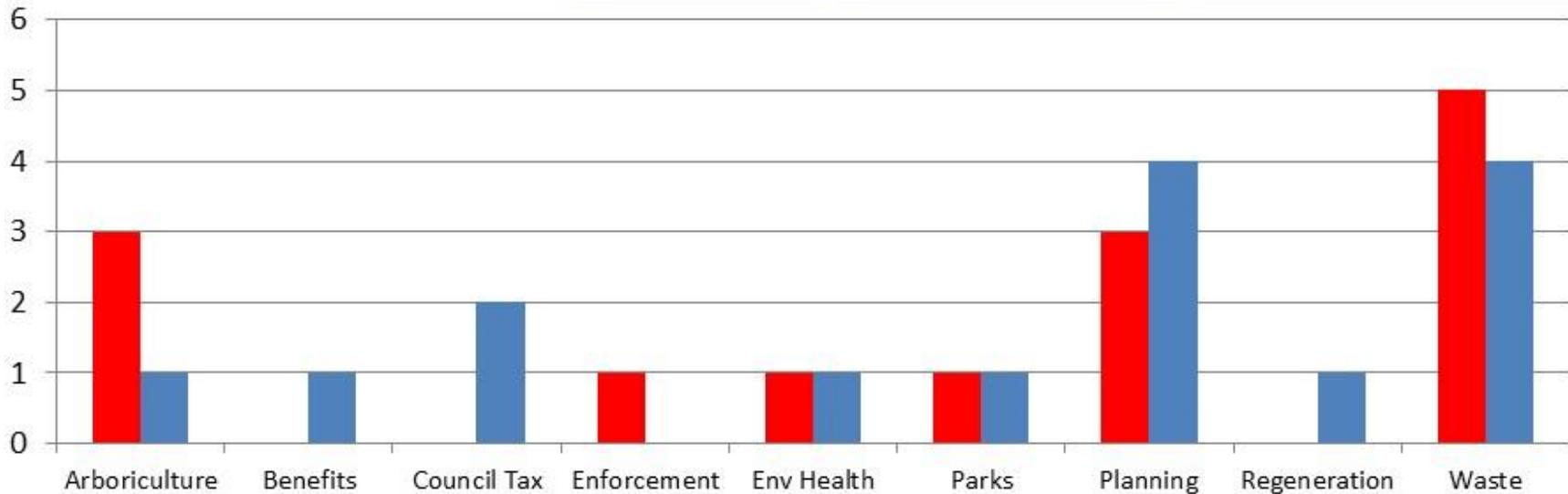
Priority Actions	Status	Commentary
Identify and implement an approach to reduce the cost of country parks		Browne Jacobson are still finalising all necessary legal agreements to support the project and liaising with Keely's (SWT solicitors). Due to the volume of work still to complete the transfer date has moved to 1st September. The affected employee has been notified as have key stakeholders.
Develop a plan to improve Brough Park and John Hall Gardens		Individual projects within the action: - Brough Park improvement Plan : Path repair works have been tendered as part of a wider resurfacing project being led by Assets, we are now awaiting contract award and confirmation of the works schedule. Focus for the project will move to the lake feasibility survey and any identified actions and the linkage to John Hall gardens. The latter will be discussed by a working group to be established involving Assets, Rethink and officers from Service Commissioning.
Publish part 2 of the Climate Change Action Plan and commence delivery of the priorities contained within Parts 1 and 2.		On-going delivery will be monitored internally at the CBDG and by Members.
		- Green Infrastructure: The work of SWT will assist in taking this forward, but we are lacking in capacity to deliver the 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 complete once approved with members.
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 Tariff increases complete 1st July. Pay by Phone went live 15th July. New Car parking Contracts Officer started 18 July. Reviewing systems and priorities with

<b>Priority Actions</b>	<b>Status</b>	<b>Commentary</b>
Influencing Action - The provision of accessible on street parking		portfolio holder. EV strategy work with Amey has started. Cheadle school project being examined to determine workable options. Re-procurement of new parking machines to start in September.

**Customer Feedback  
Complaints**

The Council closed a total of 15 stage one complaints across 8 service areas during the period April to June 2022. This is an increase compared to the same period last year when we closed 14 complaints. Planning & Waste & Recycling received the greatest proportion with 4 complaints each (26%). Details are shown in the graph below:

■ Q1 2021-22 ■ Q1 2022-23



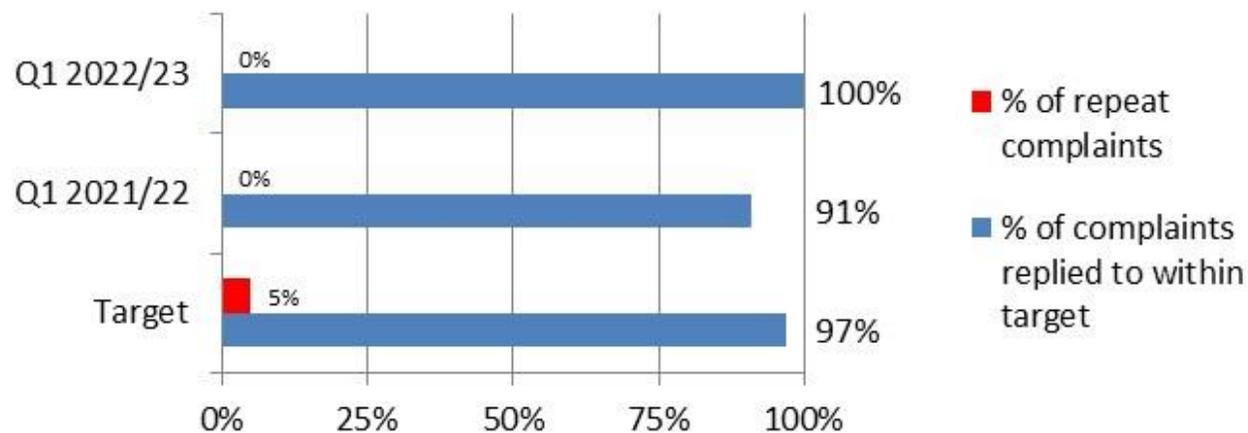
**Stage 2 Complaints**

4 complaints were dealt with at stage 2 in Q1:

	Complaint	Outcome
<b>Stage 2</b>		
2022/23-015 Parks & Hort.	Strimmer caused horse to bolt	Not upheld: accepted no fault
2022/23-071 Planning	Change of use	Ongoing
2022/23-078 Planning	Planning enforcement	Ongoing
2022/23-042 Planning	Planning dispute	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 is currently on track, there have been no repeat complaints this quarter:



### Key Outcomes:

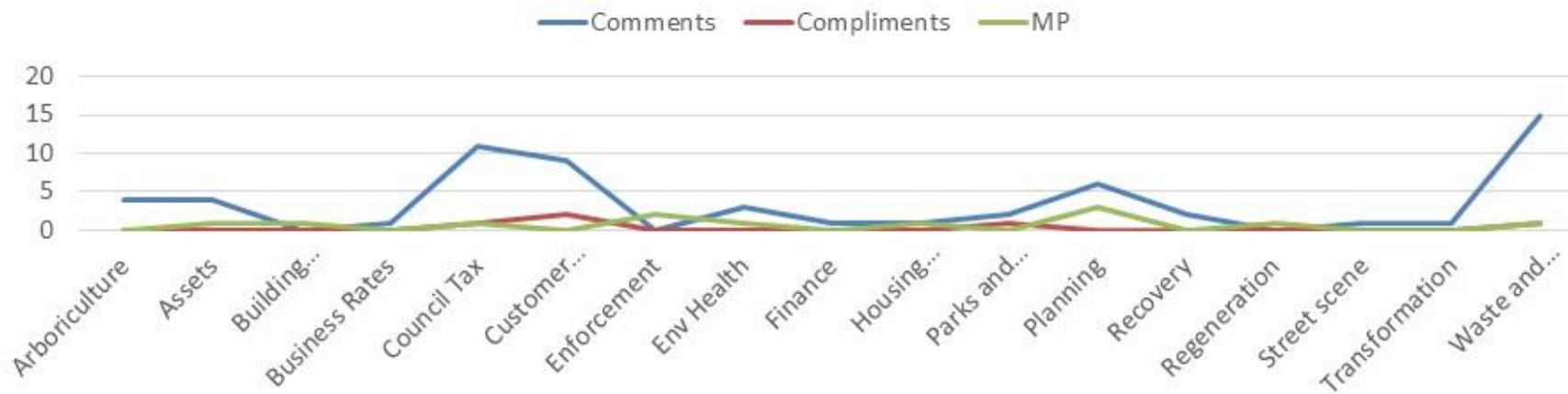
None

### Repeat issues for Q1:

None

**Ombudsman Decisions.** 1 case was referred to the Government Ombudsman in Quarter 1, we received 2 decisions: COM2021/22-0449 customer not completed the complaints process ; ongoing in Q4 COM2021/22-0228- no fault found with Council.

**Compliments and Comments** The Council has also captured 63 comments, 5 compliments and 12 MP comments through its feedback system during the period April to June 2022:



## Areas for Improvement: June 2022

Measure of Success (PI)	Aim / Objective	Service Lead	Target 2022/23	Result June 2022	Head of Service Commentary (reasons for performance / SMART actions to improve)
Housing Benefits Processing: Time taken to process change of circumstances	Aim 1: Increased supply of good quality affordable homes	Head of Housing Services	7 days	7.22 days	We continue to review processes to make improvements to this figure. The average has decreased since April 2022.
% of prevention duty discharges resulting in a settled accommodation outcome			65%	64%	Pressures on the housing market generally and affordability in the private rented sector coupled with high demand continues to impact.
% 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			0	6 (no families)	
Level of external funding awarded to support the physical activity and sport strategy	Aim 1: Provision of sports facilities and leisure opportunities focused upon improving health	Head of Service Commissioning	33% success rate, min £60k	£0	Focus for the first part of the year has been on a number of other significant projects whilst laying some foundations to secure external funding towards projects as the remainder of the year progresses

Measure of Success (PI)	Aim / Objective	Service Lead	Target 2022/23	Result June 2022	Head of Service Commentary (reasons for performance / SMART actions to improve)
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 21/22	92%	Procurement will be working with Heads of Service to support them in establishing on contract spend arrangements outside of using Single Source exemptions – we will be monitoring spend in respective services that have a high volume of off contract spend arrangements and requests for Single Source exemptions to Procurement Procedure Rules and look to resolve any gaps in their supply chain arrangements. Further training and refresh programmes on Procedure Rules will be rolled out over the next quarters.
FOI requests: % responded to within statutory time frame (include numbers in commentary)	Aim 2: Ensure our services are easily available to all our residents in the appropriate channels and provided 'right first time'	Head of Legal and Elections	95%	60% (92/153)	Response times have been impacted by the large volume of requests and the impact of Covid and other issues on service area resources
<b>Joint Alliance Measures</b>					
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 & Transformation	7 days	2.19 days	Ave days sickness per FTE short term 0.64, long term 1.55. There have been 646 days lost to sickness this quarter, 254 of those days are within direct services. It is anticipated the target will be achievable following the Norse transfer when the sickness rate should reduce accordingly.

Measure of Success (PI)	Aim / Objective	Service Lead	Target 2022/23	Result June 2022	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	70%	34%	<p>On plan activity has dropped due to a number of influences over the last quarter. A high number of individual exercises have been completed in and around the major Government funding initiatives e.g. LUF and more complex capital projects to source specialist consultancies. The forward plan did not capture these additional commissions ahead of the timescales which services had to work to, due to the communication on those requirements not being raised with Procurement ahead of sourcing. This has resulted in a higher number of items not identified on the Forward Plan which was set at the start of the year with services.</p> <p>Procurement will restart a programme of re-education over the next quarters with Heads of Services to refresh their understanding of their responsibilities in relation to Procurement procedure rules and processes.</p>

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](#).