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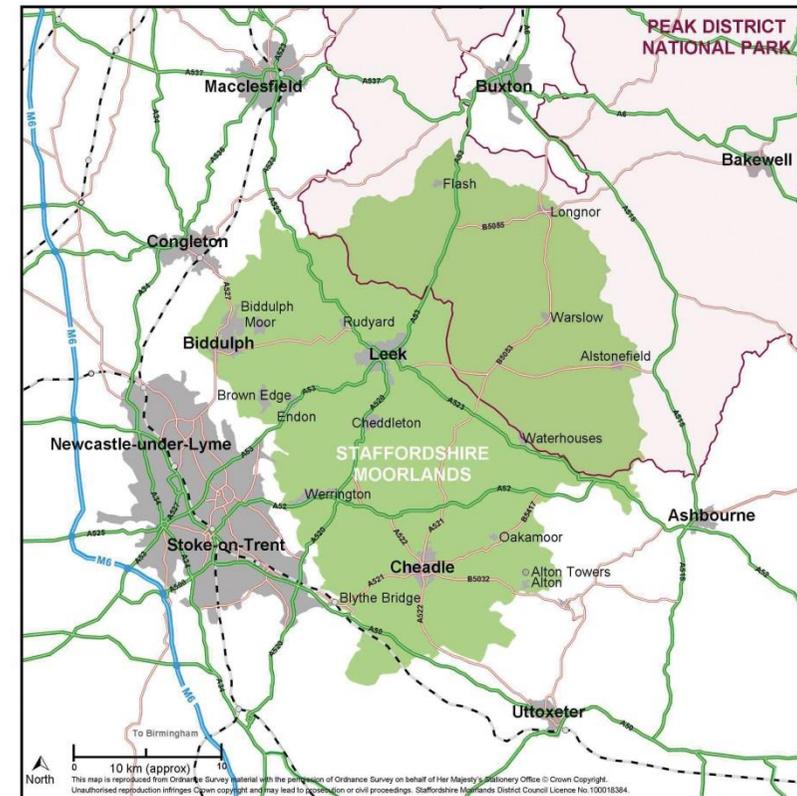
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## Chapter 1: Profile of the District

The District of Staffordshire Moorlands covers an area of 57,600 hectares, of which 32.16% is classed as rural, and serves a usual resident population of 95,800 (2021 census data) – 50.6% of which are female. There were 44,775 domestic households on the Council Tax valuation list at the end of March 2023.

### Who lives in the Staffordshire Moorlands?

- Staffs Moorlands has an ageing population, 26.1% (25,000) of the local population are aged 65+ . Since 2011, Staffordshire Moorlands has seen a 23% increase in those aged 65 and over (2021 census)
- 98% of the local population is white, compared to 93.6% in Staffordshire and 81% nationally. Mixed or multiple ethnic groups make up the second largest proportion of the population at 0.9% (2021 census data)
- One person households make up the largest group in the District followed by couple family households with no children (2021 census)
- 28.4% of the population are educated to degree level or higher (slightly lower than Staffordshire at 29%) . 20.1% of residents aged 16 or over have no qualifications (census 2021)



### What is it like to live in the Staffordshire Moorlands?

**Crime** – Figures show that Staffordshire Moorlands recorded the second lowest level of total recorded crime (exc fraud) per 1,000 population (2022) across the West Midlands at 54.98, an increase from 39.39, the lowest in the group in 2021. Nuneaton and Bedworth recorded the highest level at 83.92. Nationally Staffs Moorlands sits in the lowest quintile for recorded crime. Anti-Social Behaviour, Domestic Abuse, Rural Crime (including burglary and vehicle theft), fraud, and Vulnerable People are key priority issues for the CSP.

**Deprivation** – Staffs Moorlands is ranked in the bottom 40% of districts nationally for its overall deprivation score (15.04 in 2019) but has a higher deprivation score for living environment (20.64 mid quintile).

**Health** – Average life expectancy for both men and women is within the middle 20% of areas nationally at 80.1 and 83.2 years respectively (2018-20) . Adult smoking prevalence has improved from 14.91% in 2019 to 8.5% in 2021, lower than England at 12.7%. 2 in 3 adults, 67% live with excess weight, similar to Staffordshire but higher than the national average of 63% (2019-20). Average self-reported happiness and life satisfaction in Staffordshire Moorlands is relatively high compared to other West Midlands local authorities.

**Housing** – Staffordshire Moorlands has a median housing affordability ratio of 6.75 (this ratio compares house prices to annual earnings, the lower the ratio the more affordable the housing), this sits in the lowest 40% compared to the rest of England (ONS Sept 2022) . In September 2022 the median house price in Staffordshire Moorlands was £200,000, in England the median property value was £275,000. On average, working people could expect to pay around 6.75 times their annual earnings on purchasing a home in 2022, up from 5.18 times their earnings in 2012. This compares to 8.3 and 6.7 for England

- 78.2% of households in Staffs Moorlands are owner occupied, which is higher than the county and national average (2021 census)
- 8.6% of households live in social rented accommodation putting the area in the lowest 20% of areas nationally (2021 census)

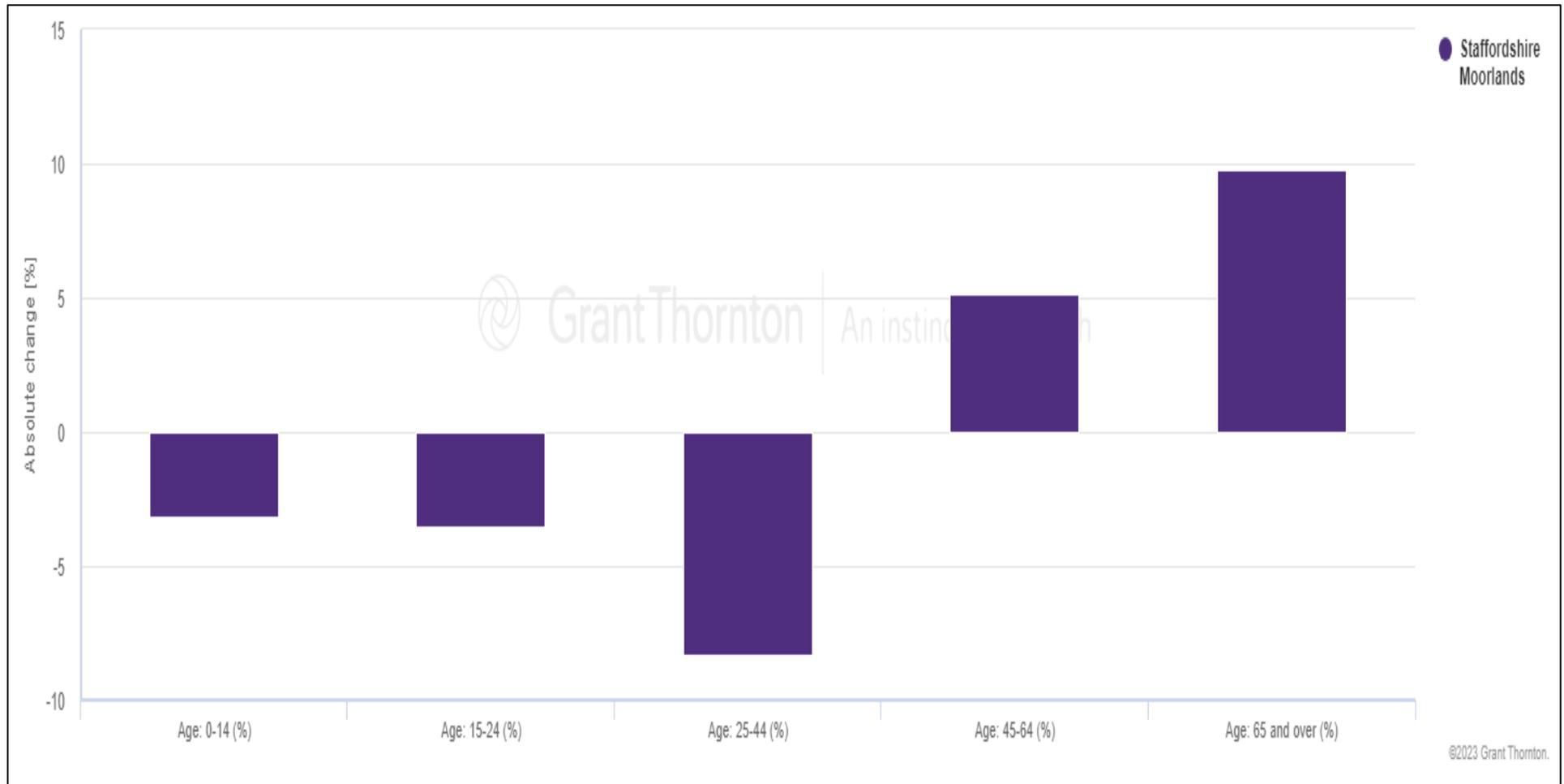
**Employment** – 58.63% of Staffordshire Moorlands residents are of working age, placing it amongst the bottom 40% of areas nationally (2020). The employment rate of 78.49% (Mar 2023) is lower than Staffordshire (80.66%). Unemployment rates are low at 4.52% (2022-09).

- There has been an increase in the number of professional, managerial and technical workers from 28% in 2018 to 75% in 2021.
- Disposable incomes are declining, but workplace pay (median of £30,420) is still among the highest of all Staffordshire districts (Staffordshire: £28,162, England: £31,285) and (in line with patterns of net out commuting) pay of Staffordshire Moorlands residents (£31,220) is higher than for Staffordshire as a whole (£30,533)
- The uptake of apprenticeships (in line with the national trend following a change in the funding system) has decreased (from 860 in 2016/17 to 590 in 2019/20)

The following pages provide further and supporting analysis from Grant Thornton's Place Analytics Tool on some key contextual data that helps the Council understand the issues facing our local population and to plan services accordingly.

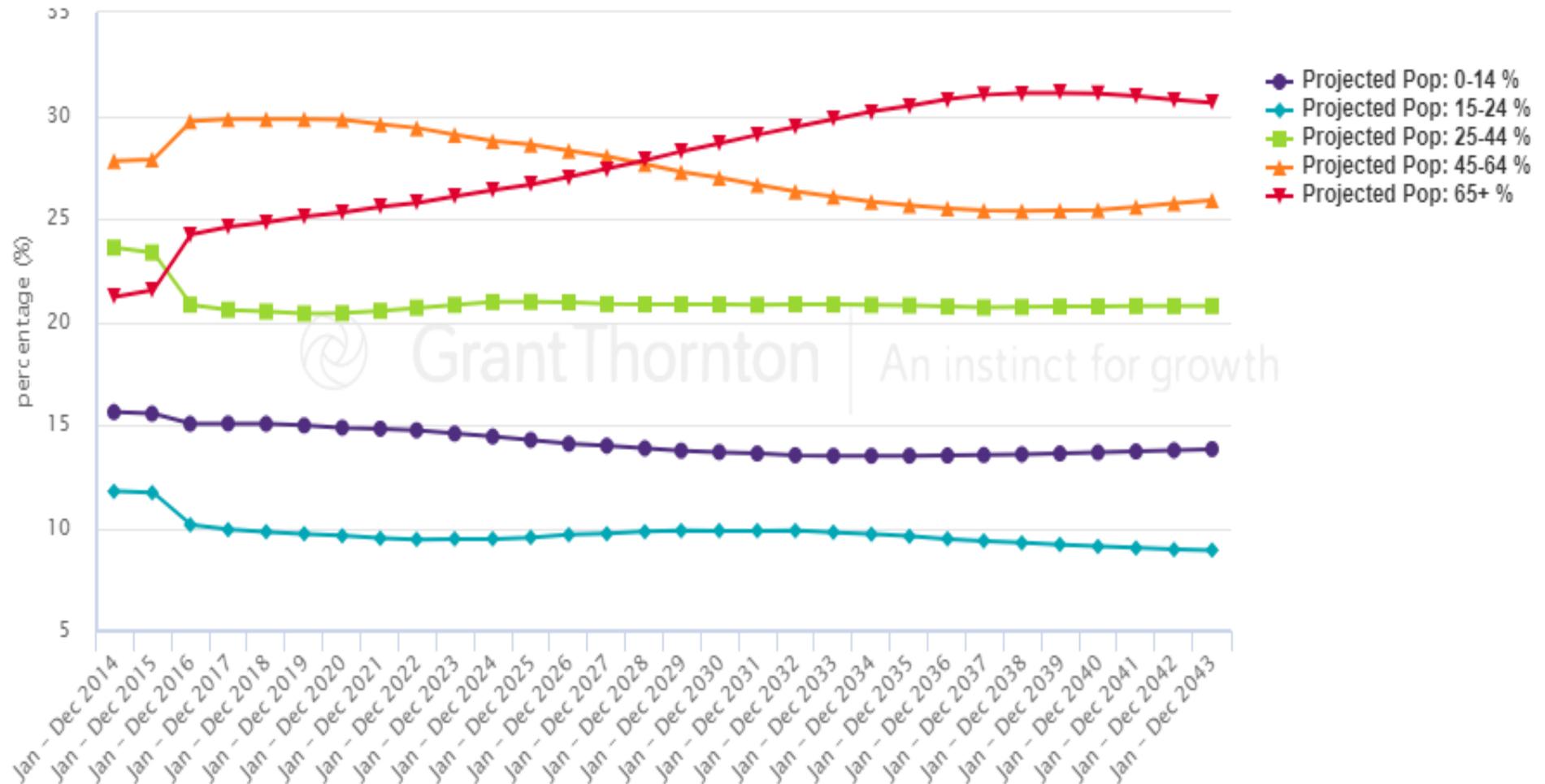
## Age: Change over time.

The chart below shows the absolute change in age profile from 1991 to 2020. Age 25-44 age profile has decreased by 8.3%, the 65 and over profile has increased by 9.8% (ONS mid-year population estimates)



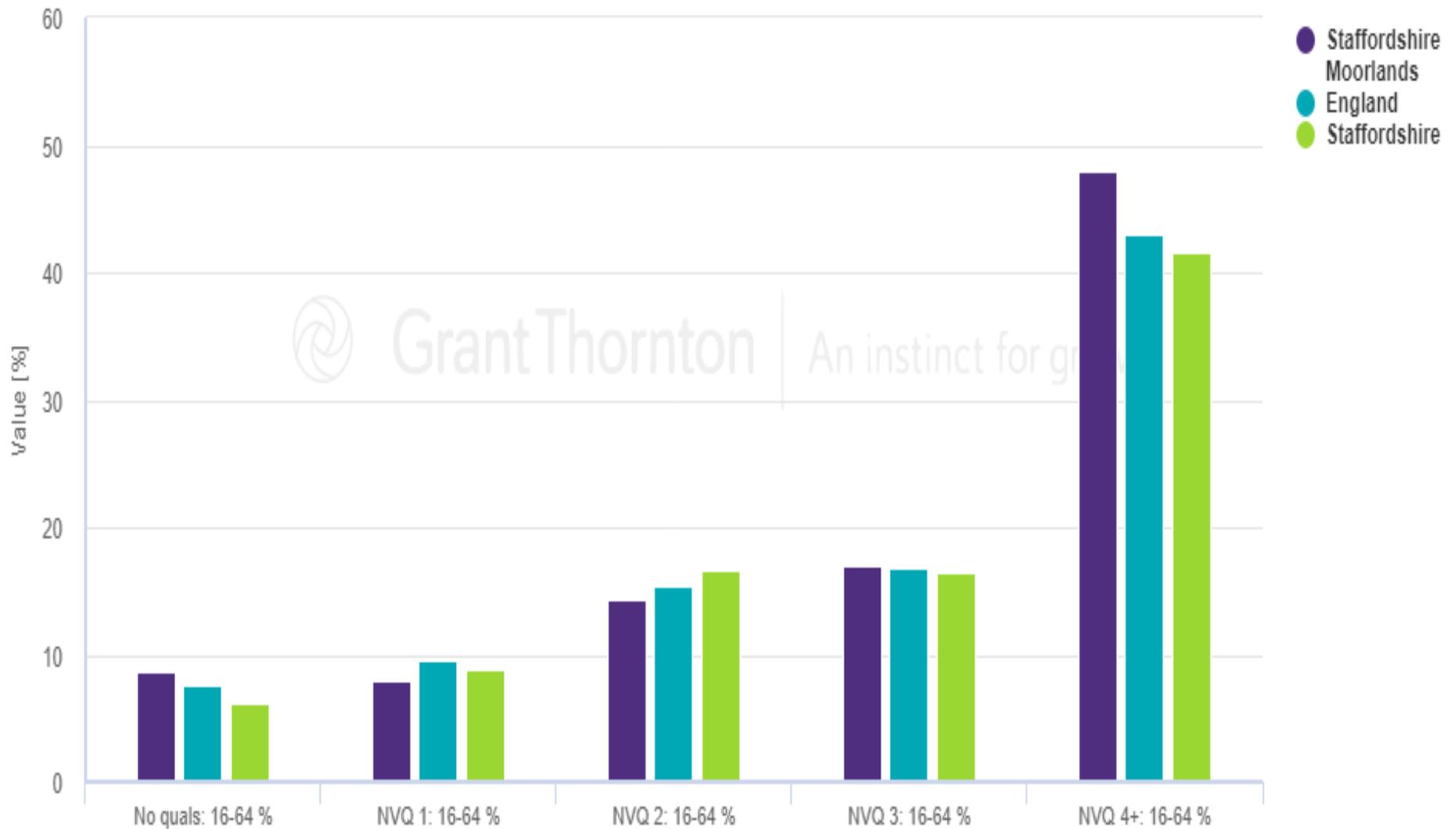
## Age : Population Projections

How is the age profile of Staffordshire Moorlands expected to change in the future? The projections shown in the chart below are important as they help identify the potential effects of social and economic growth in the area:



## Skills and Qualifications:

This bar chart shows the proportion of residents against the level of skills qualifications relative to Staffordshire and England in December 2021.



**Crime:**

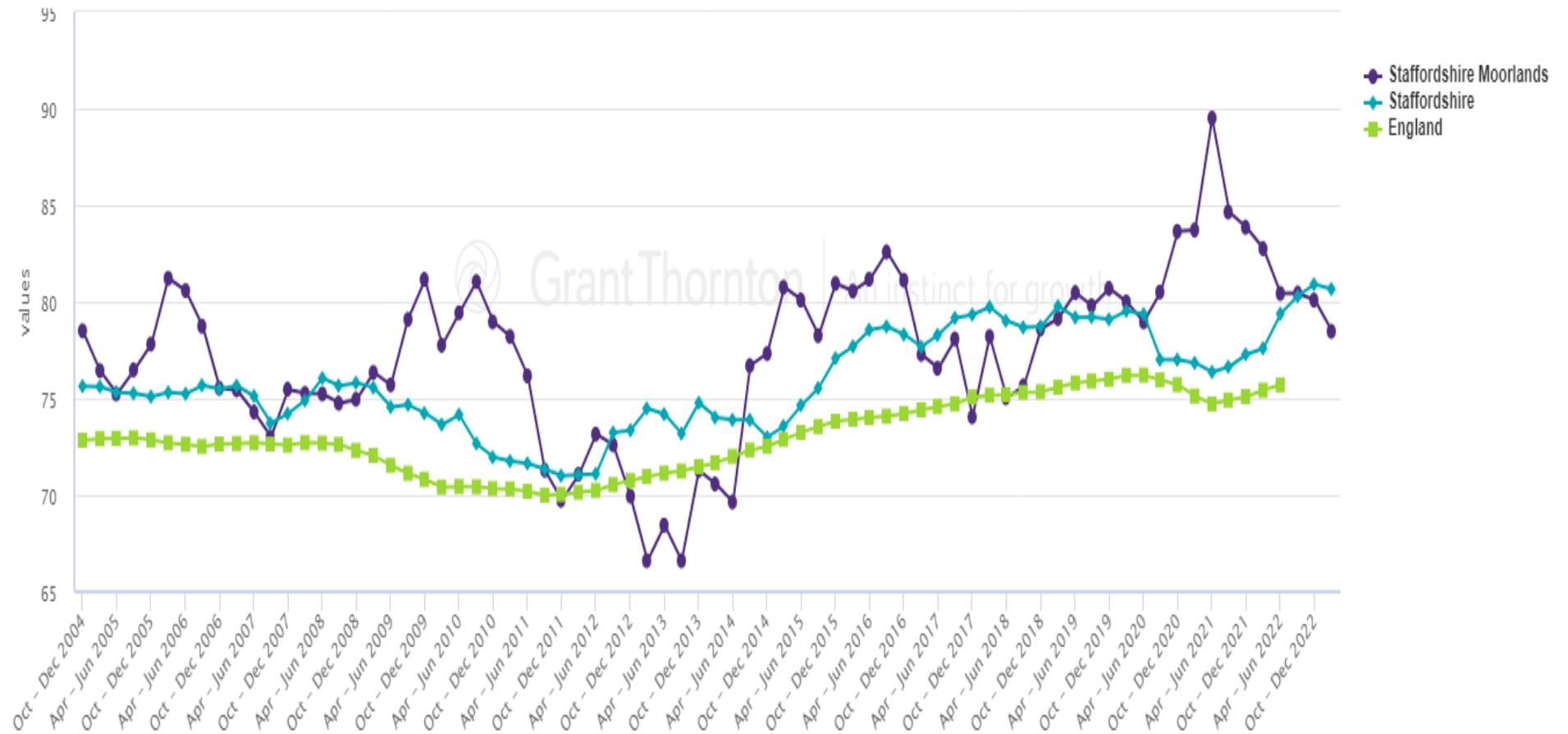
This table assesses total offences per 1000 residents 2022 against a number of categories including vehicle crime, violent crime and burglaries. Violence against the person is the highest victim base crime with 28.36 incidents per 1,000 population.

Victim-based crime - Violence against the person	28.36
Victim-based crime - Homicide	0
Victim-based crime - Death/serious injury caused by illegal driving	0
Victim-based crime - Violence with injury	8.87
Victim-based crime - Violence without injury	7.31
Victim-based crime - Stalking and harassment	12.18
Victim-based crime - Sexual offences	2.33
Victim-based crime - Robbery	0.24
Victim-based crime - Theft offences	10.44
Victim-based crime - Burglary	1.49
Victim-based crime - Residential burglary	1.05
Victim-based crime - Residential burglary	2.31
Victim-based crime - Non-residential burglary	0.44
Other crimes against society - Vehicle offences	2.14
Other crimes against society - Theft from the person	0.28
Other crimes against society - Bicycle theft	0.17
Other crimes against society - Shoplifting	1.93
Other crimes against society - All other theft offences	4.44
Other crimes against society - Criminal damage and arson	5.79
Other crimes against society - Drug offences	1.07
Other crimes against society - Possession of weapons offences	0.32
Other crimes against society - Public order offences	5.2
Other crimes against society - Misc crimes against society	1.23

## Labour Market:

This line chart shows the how the employment rate has changed over time in Staffordshire Moorlands compared to Staffordshire and England.

### Employment rate: 16-64



## Chapter 2: Our Financial Context

Local Authorities have continued to face significant financial challenges over recent years managing cost pressures within services and greater volatility in financing streams where there has been a shift in focus towards locally generated income streams, such as Council Tax, Business Rates, and other income, with core Central Government funding reduced substantially. This increases the control and influence the Council has over locally generated income but makes it more vulnerable to fluctuations within the local economy, increasing financial risk. This is exacerbated in the context of the current national and world economic and geo-political events. Significant volatility in inflation and interest rate rises has a tangible effect on the Council's finances, including significant cost increases, price rises and supply chain issues.

The table below compares Council spend per capita against all District Councils and shows that Staffs Moorlands sits in the lowest 20% spend nationally at £105.27 per head.

Staffordshire Moorlands	2021/22 (£000's)	Unit	Unit Cost (£)	Unit Cost Score
TOTAL SERVICE NET EXPENDITURE (RO) / Population	10,361	95,993	105.27	Very Low
TOTAL HOUSING SERVICES (GFRA ONLY) (RO Bal) / Population	1,011	95,993	10.27	Very Low
TOTAL CULTURAL & RELATED SERVICES (RO Bal) / Population	1,153	95,993	11.71	Low
TOTAL ENVIRONMENTAL & REGULATORY SERVICES (RO Bal) / Population	3,766	95,993	38.26	Low
TOTAL PLANNING & DEVELOPMENT SERVICES (RO Bal) / Population (low last year)	881	95,993	8.95	Very Low
TOTAL CENTRAL SERVICES (RO Bal) / Population (Very low last year)	3,578	95,993	36.35	Average

## Future Challenges and Opportunities

The narrative below sets out some of the more significant recent developments that have or may have an impact on the financial position of the Council.

### Changes to Local Government Finance

**Business Rates** – As part of the current Business Rates Retention system, local authorities (the billing Authority, County Council and fire Authority) retain a proportion of 50% of any growth in Business Rates over and above a centrally established baseline after a system of tariffs and levies. The Retention system continues to be reviewed by Government subject to various delays. Therefore, no financial assumptions of a new system have been included with the Council's financial plans thus far.



**Council Tax** - The Council has the capacity to vary Council Tax levels, but any increase above a threshold set by Government is subject to a local referendum. For both 2022/23 and 2023/24, the threshold was 3%; the Council set a 2.99% Band D increase in 2022/23 and no increase (0%) in 2023/24

**New Homes Bonus** – This is a financial reward scheme awarded to Authorities who demonstrate an increase in housing provision on an annual basis. The Council received £255,005 in 2022/23. The provisional Local Government finance settlement in December 2022 reduced the funding to £59,450 for 2023/24. The Medium Term Financial Plan (MTFP) assumes that the Council will receive funding at a level of £80,000 in the following years pending the outcome of the Government's current consultation.

**Other Government Funding** – The provisional Local Government finance settlement in December 2022 confirmed the following Government support to the Council in 2023/24: a Funding Guarantee Grant of £354,960; a Services Grant of £101,780; a Rural Services Delivery Grant of £63,440; and a Revenue Support Grant of £98,160. It is assumed that the Funding Guarantee Grant is a one year only award whereas the other grants will be on-going throughout the life of the MTFP.

### Inflation Pressures

UK interest rates from the Bank Rate to gilt yields have been volatile throughout 2022/23 and are set in the context of significant inflationary pressures, the easing of Covid restrictions, the Russian invasion of Ukraine, and varying Government policies. The potential pressures of this

volatility on the Council's finances are being incorporated into the Council's financial planning. Inflationary cost impacts across all services, including partner organisations, will continue to be monitored throughout the coming years.

### **Levelling Up**

Under the UK Government's Levelling Up agenda to support local economic growth and regenerate town centres and high streets, the Council was successful in its bid to round 2 of the Levelling Up Fund (LUF) and was awarded £17.1million to regenerate Leek town centre. The funds will be used over the next 3 years to deliver three projects: the creation of a wellbeing hub at Brough Park Leisure Centre, improvements to the Butter and Trestle markets, and refurbishment works at the Grade II listed Nicholson Institute. The Council has also been allocated an award of £3,428,937 from the UK Shared Prosperity Fund (UKSPF) <sup>1</sup>as part of the Levelling Up agenda in its support for places across the UK to deliver enhanced outcomes. The allocation of funding to the Council is based on the three investment priorities of UKSPF: Communities & Place, Supporting Local Business and People & Skills. The funding is to be used by 31 March 2025.

### **Efficiency & Rationalisation Programme**

With the continuing underlying principles of protecting frontline service delivery and moving towards being self-financing (i.e. not as reliant on direct government funding), the development of a new Efficiency and Rationalisation Strategy commenced in conjunction with stakeholders in the Autumn of 2022. The £890,000 programme has been included in the 2024/25 MTFP approved in February 2024 profiled across 2024/25 £250,000, 2025/26 £250,000, 2026/27 £300,000, and 2027/28 £90,000. The Council carries the longstanding earmarked reserve of £492,000 established to support with costs of delivering the programme and any reprofiling requirements.

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<sup>1</sup> <https://www.gov.uk/government/publications/uk-shared-prosperity-fund-prospectus/ukspf-allocations>

## Chapter 3: Equality and Diversity

Over the last 12 months the Council has been further driving the Equalities and Diversity agenda forward within the authority. The Council has assessed its progress against the Local Government Association's Equality Framework to inform its equality objectives.

The four modules within the framework are:

- Understanding and Working with your Communities
- Leadership and Organisational Commitment
- Responsive Services and Customer Care
- Diverse and Engaged Workforce



Each element helps the Council to drive the Equalities and Diversity agenda forward and provide real outcomes for the local communities through the design of informed policies. A cross-service group monitors and implements actions to ensure that practical outcomes are achieved. Actions over the last year have included:

- Conducting surveys where required to address gaps in data. This has included an annual customer service survey and a survey completed by elected members following the 2023 elections, which led to the creation of a new councillor profile.
- Workforce data has been collected on a quarterly basis with regular reminders to staff. This information is used to drive wellbeing priorities and policy development.
- Ward profiles have been updated taking into account the 2021 Census.
- Rolling out equality and diversity training to all staff and councillors.
- Dyslexia awareness training has been completed for senior staff in our Customer Services team.
- Ensuring that guidance is available for suppliers on our equality requirements for the procurement and commissioning process. Additionally, our supplier questionnaire asks for specific confirmations from applicants on their equalities policies.

The release of the Census 2021 data has enabled the Council to better understand the demographic profile of the local communities it serves. Work has also been undertaken to make comparisons with other research data about its workforce and councillors as shown in the table below.

	District Population	Councillor	Workforce
Average age	49	56	50
Largest ethnic group - white	98%	100%	99%
Persons with a disability	7%	6%	15%
Heterosexual or straight	92%	88%	Information not yet available
Male	50%	69%	24%
Female	50%	31%	76%

## Chapter 4: Climate Change

On 10th July 2019 recognising the serious threat posed by climate change, the responsibility our institutions, businesses and communities have to eliminate net CO<sub>2</sub> emissions and also the need to take immediate measures to prepare for climate change impacts, Staffordshire Moorlands District Council declared a Climate Emergency.

In 2018, emissions from Staffordshire Moorlands as a district totalled 905 ktCO<sub>2</sub>e. The majority resulted from buildings (61%), on-road transport (19%) and livestock (22%).

The council is now able to report on annual operational carbon emissions through setting up reporting and collating mechanisms. Using the baseline of 2019 to 2020, there has been an overall reduction in emissions by 22%\*. This includes the provision of leisure services and councillor travel.

	Year	2019-20	2020-21	2021-22	2022-23	Compared to baseline tCO <sub>2</sub> e	%age reduction
<b>Operational Footprint</b>							
<b>Energy in Buildings</b>	tCO <sub>2</sub> e	421	341	311	335	-86	20%
<b>Business Travel</b>	tCO <sub>2</sub> e	35	11	12	20	-15	42%
<b>Fleet</b>	tCO <sub>2</sub> e	420	444	366	166	-254	60%
<b>Leisure</b>	tCO <sub>2</sub> e	798	405	677	778	-20	2%
<b>Total</b>	<b>tCO<sub>2</sub>e</b>	<b>1,674</b>	<b>1,201</b>	<b>1,366</b>	<b>1,300</b>	<b>-375</b>	<b>22%</b>

\* Note – the figure for fleet in orange is to be thoroughly verified.

Although emissions are reducing in Staffordshire Moorlands, the rate of reduction needs to increase to avoid breaching the limits of the carbon budget as aligned to the [2015 Paris Agreement](#). The [Climate Change Plan Part 1](#) was approved in June 2021 and tackles emissions from our own operations, the aims have been combined with the [Plan Part 2](#) which will address district-wide emissions. The plan is set out in 7 broad themes, the table below shows the themes and actions against them:

### KEY STATISTICS AT A GLANCE – STAFFORDSHIRE MOORLANDS



An annual reduction rate of 12.4% is recommended to keep Staffordshire Moorlands aligned with Paris Agreement targets



According to BEIS statistics, between 2005 and 2019 the average annual emissions reduction rate in Staffordshire Moorlands figure was just over 2%



If Staffordshire Moorlands continue along a business-as-usual scenario, the carbon budget (2020 - 2100) will be exceeded by 2027

1 The Way We	2 The Way We	3 The Way We	4 The Way We	5 The Way We	6 The Way We	7 The Way We Can
Live	Travel	Work	Make Energy	Look After Our Environment	Manage Waste	Help Change to Occur
Actions						
Support new buildings to be energy efficient and minimise emissions	Reduce emissions from Council vehicles	Reduce emissions from Council buildings	Look at generating green energy for Council buildings	Increase tree cover and improve nature	Reduce carbon emissions from our waste and recycling service	Consider Climate Change in all Council decisions and policies
Tackle fuel poverty and reduce emissions from homes	Support sustainable travel and development	Switch to green energy	Promote the use of renewable energy	Protect and extend the existing green infrastructure	Encourage recycling and the green initiatives	Provide Councillors and staff members with appropriate skills and training
	Support the increased use of EV vehicles	Buy low carbon products and services		Reduce the risk from flooding	Support community initiatives designed to reduce, recycle and repurpose waste	Promote climate change projects
	Encourage people to make journeys by walking or cycling	Support the green economy		Work in partnership with our communities, including the most vulnerable		Encourage community climate change and nature projects
		Support the development of a circular economy				Work with Parish Councils
		Help businesses to get advice and support				Involve and engage our communities and create a more inclusive society
		Encourage Council staff to adopt energy saving/low carbon				Lobby for change

We aim to review the existing part 1 and 2 plans and create a separate strategy and one comprehensive plan which is more easily navigable. However, within the plan we will identify those aims that the council has operational control over and those we can influence.

## Chapter 5: Our Vision

Staffordshire Moorlands 4-year Corporate Plan sets out the Council's Vision for 2019 to 2023 – *achieving excellence in the delivery of high quality services that meet the needs and aspirations of our communities* – and is underpinned by four aims:



### **Aim One: To help create a safer and healthier environment for our communities to live and work**

Our key objectives are:

- Increased supply of good quality affordable homes
- Develop a positive relationship with communities
- An effective relationship with strategic partners
- Effective support of community safety arrangements including CCTV
- Provision of sports facilities and leisure opportunities focused upon improving health

To meet these objectives, we will...

- ❖ Review the Sport and Physical Activity Strategy in order to integrate communities and sports clubs into the delivery of its objectives
- ❖ Develop and implement an ongoing indoor leisure facilities improvement plan focused on improving the health and wellbeing of residents
- ❖ Develop and implement an outdoor leisure facilities improvement plan focussed around the “sports village” concept
- ❖ Complete the review of the CCTV system and implement the agreed recommendations
- ❖ Develop a strategy for further development of affordable and specialist housing
- ❖ Develop a Private Sector Housing Strategy to improve conditions for homeowners and private tenants
- ❖ Review the Council's community safety arrangements in order to maintain strong partnerships with community groups
- ❖ Refresh the Council's Communications Strategy in order to ensure that there is a more effective dialogue with residents

Working with and supporting our partners we will seek to influence positive outcomes around...

- ✓ Reducing crime, the fear of crime and anti-social behaviour
- ✓ Ensuring effective health provision particularly for the elderly
- ✓ Combating illegal money lenders such as loan sharks

## ***Aim Two: To use resources effectively and provide value for money***



Our key objectives are:

- Effective use of financial and other resources to ensure value for money
- Ensure our services are easily available to all our residents in the appropriate channels and provided “right first time”
- A high performing and well-motivated workforce
- Effective procurement with a focus on local business
- Effective use of ICT
- More effective use of Council assets

To meet these objectives, we will...

- ❖ Develop and implement a plan to identify new and innovative ways of generating income
- ❖ Implement the Council’s Efficiency and Rationalisation Programme
- ❖ Develop a new Organisational Development Strategy to ensure that our workforce is developed effectively
- ❖ Continue to embed good information management practices through the ASSURED framework
- ❖ Develop a new ICT Strategy to enhance and support the delivery of services
- ❖ Develop a new Procurement Strategy with a focus on spending money locally
- ❖ Develop an Access to Services Strategy to ensure that Council services are accessible to all
- ❖ Refresh and implement the Asset Management Plan, including a review of public estate, and ensure adequate facilities management arrangements are in place

### ***Aim Three: To help create a strong economy by supporting further regeneration of towns and villages***



Our key objectives are:

- Encouraging business start-ups and enterprises
- Flourishing town centres that support the local economy
- Encourage and develop tourism
- High quality development and building control with an “open for business approach”

To meet these objectives, we will...

- ❖ Implement the Council’s Growth Strategy to bring about the regeneration of towns and rural communities
- ❖ Develop a masterplan for bringing redundant mills back into use
- ❖ Support the development of Cornhill and improved rail links
- ❖ Support the development of the former Churnet Works site in Leek
- ❖ Develop a Tourism Strategy to maximise the positive impact to our communities
- ❖ Develop and implement plans to improve the public market operations
- ❖ Adopt a new Local Plan

Working with and supporting our partners we will seek to influence positive outcomes around...

- ✓ The provision of bus services which connect our villages with our three market towns for services, shopping and leisure
- ✓ Expanding the Growth Deal Partnership to provide inward investment
- ✓ Supporting the Churnet Valley Railway with their plans to bring trains back to Leek
- ✓ Improved access and traffic flows to our town centres

## ***Aim Four: To protect and improve the environment and respond to the climate emergency***



Our key objectives are:

- Effective recycling and waste management
- Meeting the challenges of climate change
- Provision of high quality public amenities, clean streets and environmental health
- Provision of quality parks and open spaces
- Car parking arrangements that meet the needs of residents, businesses and visitors

To meet these objectives, we will...

- ❖ Successfully deliver Phase 3 of the transfer of services to AES, to deliver ground maintenance services on behalf of the Council in order to achieve improved performance and value for money outcomes
- ❖ Develop a Climate Change Strategy and an action plan of response to a declared climate emergency
- ❖ Review the Council's waste and recycling arrangements to increase recycling and to respond to the emerging new national strategy
- ❖ Develop a plan to improve Brough Park and John Hall Gardens
- ❖ Identify and implement an approach to reduce the cost of country parks
- ❖ Develop a new Parking Strategy to ensure that our car parks meet the needs of residents and visitors
- ❖ Review the Environmental Enforcement Policy in order to take steps to further reduce environmental crime

Working with and supporting our partners we will seek to influence positive outcomes around...

- ✓ The provision of waste and recycling centres across the district
- ✓ The provision of accessible on-street parking

## Chapter 6: Managing our Strategic Risks

The Council's Risk Management Strategy sets out the roles and responsibilities of officers and councillors in ensuring that the council undertakes a deliberate and systematic identification of the key risks that might prevent, degrade, delay or enhance the achievement of its strategic objectives. Within the Strategy, the Council's 'risk tolerance' threshold has been set along the border between 'medium' and 'high' rated residual risks, marked with a bold line in the heat map below; with mitigating actions required for all risks that exceed this threshold.

		Impact				
		1	2	3	4	5
Likelihood	5					
	4				- MTFP - World Events	
	3				- IT Security - Employees - Env Regs	- Contract Mngt - Investment into assets
	2					- Safeguarding duty
	1					

The Council's Strategic, Operational and Project Risk Registers are reviewed on a quarterly basis and reported into the Corporate Risk Management Group and the Audit and Accounts Committee on an exception basis

### Actions being taken to address our top risks:

- Delivery of the MTFP – monthly Transformation Board meetings to oversee key projects linked to the efficiency and rationalisation strategy; 2 updates of the MTFP (Oct/Nov & Feb); review future savings potential in context of revised Efficiency Plan.
- World events – – treasury management strategy; multi agency emergency planning and business continuity; monitor impacts of fiscal and monetary policy, seek expert analysis and opinion where appropriate.
- Cyber risk and IT security – action plan for new IT strategy with NEC and SOCITIM ; regular training & communication updates; implementation of Cyber Risk Health Check; working towards Cyber Essentials accreditation

- Employees – agile working policy implemented, audit undertaken and working arrangements reviewed; wellbeing hub established , mental health first aiders trained and operational; staff survey undertaken 2023.
- Environmental Regulations – air quality plan; climate change action plan; TEEP assessments; Taxi Policy & Street Trading review.
- Contract Management – procurement strategy updated including new toolkit; annual financial health checks carried out against most critical contractors; key supplier checks made and regular dialogue and liaison meetings held .
- Investment in assets – assets database completed; energy audits & stock condition surveys complete; asset management plan being worked through.
- Safeguarding – risks overseen by Alliance Safeguarding Group who meet quarterly; regular training for all employees on a rolling programme linked to their level of risk ; safeguarding case management system introduced; policy reviewed annually via reports to members.

### **Gaining an external perspective on emerging risk areas**

The council adds to the robustness of its risk management arrangements by regularly seeking an external opinion on specific areas of new or emerging risk. During 2023, the Alliance commissioned Zurich to review project risk management across the organisation. The aim of the work was to provide an overall assessment of risk awareness and identification within projects. The review concluded that *Senior Managers and Members are actively building the risk culture and are seeking to learn and develop their approach towards risk identification and management.*

The review will not only help develop the risk management within projects but will also help provide a guide moving forward.

Looking at the global picture , the '**Global Risks Report 2023,**' produced by the World Economic Forum, shows the *cost of living* dominating global risks in the next two years while *climate change action failure* dominates the next decade, both of which are rated as high risks in our strategic risk register.

The Risk Strategy is reviewed every two years to ensure the Councils approach reflects changing circumstances. The ninth iteration was approved by the Corporate Services and Finance Committee in September 2023.

## Opportunities

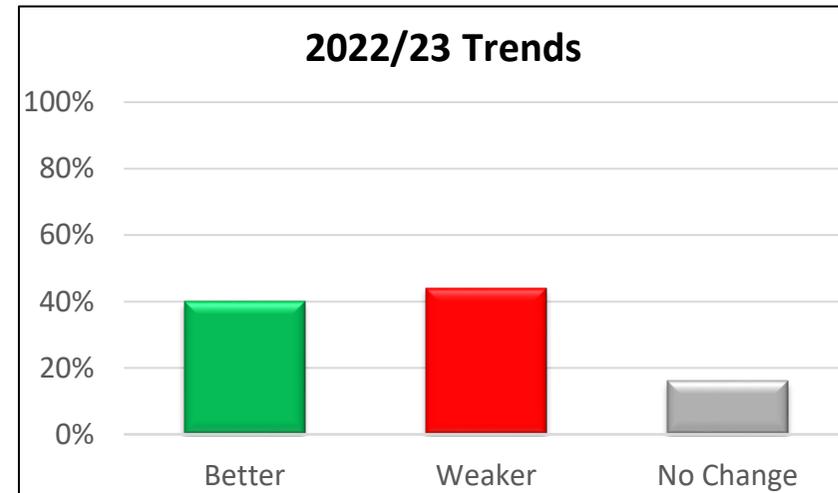
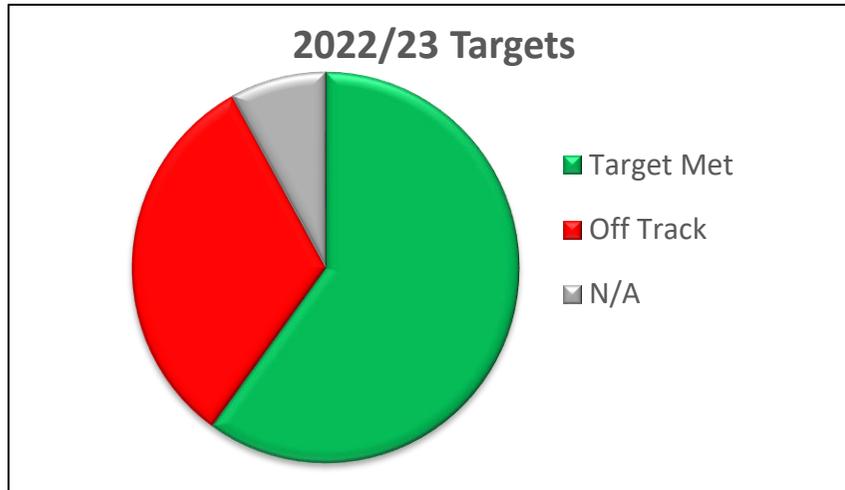
		Impact				
		5	4	3	2	1
Likelihood	5					
	4			-Effective contractor relations -Delivery of LUF schemes		
	3	-Housing & Business Growth				
	2					
	1					
	1					

Not all risks are negative and the council's approach to risk management is mature enough to consider opportunities as well as threats. The heat map adjacent shows the four top rated opportunities facing the council in 2023 and a summary of the actions being taken to help bring these benefits to fruition.

- ✓ Contractor Relations: more emphasis on commissioner role; effective contractor partnerships; focus on contract management within the new procurement strategy
- ✓ Housing Growth: empty homes strategy; local plan delivery- realisation of accelerated housing delivery; working with Homes England to access funding; disposal of remaining Council owned sites
- ✓ Business Growth: accelerated business growth and employment programme; working with Local Economic Partnership to access funding; new business support schemes
- ✓ Delivery of the 3 LUF investment schemes: weekly/bi-weekly project group meetings; monthly programme board meetings; quarterly transformation board meetings specific to LUF funding; monitoring and evaluation document to central Government.

## Chapter 7: Demonstrating value for money - our performance and how we compare

At the close of 2022/23 the Council had achieved 60% of its key performance indicator targets for the year (-8% on the previous year) and had maintained or improved performance levels in 56% of these measures (no change from 60% last year)



The service areas which fell short of target include settled accommodation outcomes, temporary accommodation placements over 6 weeks, FOI response times, complaints dealt within target, sundry debt collection rate, planned procurement activity, routine premises inspected.

All targets have now returned to pre-covid levels , however some service areas such as Homelessness and Environmental Health continued to be affected throughout 2022-23.

For those measures that fell below the target set for the year we have developed actions for improvement, where feasible, as part of our performance reporting to senior managers and members. As well as comparing performance over time and against target, we also compare our performance with other Councils nationally.

## Aim 1: A safer and healthier environment



### ***Delivering on our housing targets:***

- ✓ Benefits processing times for new claims, change of circumstances and % cases determined correctly
- Homelessness applications opened at the prevention stage
- Settled accommodation outcomes for discharges under the prevention and relief homelessness duties
- 11 households in temporary accommodation over 6 weeks (1 family)
- ✓ 15% of housing register applicants in priority need have been waiting in excess of 6 months (up from 13.15% last year)

In 2022/23 Staffs Moorlands' performance in determining new Housing Benefit claims was 8.5 days, an improvement from 9.8 days the previous year in 2021-22, Staffordshire Moorlands were one of the fastest of the 19 councils in the regional comparator group). The processing of changes in circumstance improved from 6.2 days to 5.2, (ranked 10<sup>th</sup> out of 19 councils in 2021-22). The Council's costs increased from £320k to £599k in 2021/22 and are now the 5<sup>th</sup> highest in the region. The correlation charts in Appendix A detail the regional performances and identify those councils with lower costs (2021/22). The number of households in temporary accommodation has increased from 12 at the end of 2021/22 to 14 in 2022/23.

### Contextual Measures:

- ❖ 93% of benefit overpayments were recovered
- ❖ 48 affordable homes delivered
- ❖ 242 new dwelling completions were made in 2022/23
- ❖ 222 homes stood empty for more than two years
- ❖ 68 complaints were received in relation to private sector accommodation, with 27 category 1 hazard properties (up from 13) and 103 category 2 hazard properties (up from 37) , 4 improvement notices were issued (up from 1).
- ❖ At the end of March there were 14 households in temporary accommodation

### Achievements

- ✓ *Supported Homes for Ukraine*
- ✓ *Awarded support to the most vulnerable families via the Household Support Fund on behalf of Staffordshire County Council*

## **Delivering on community safety and positive community relations:**

- Delivery of the Community Safety Partnership Plan (improved from 66% to 80%)

Benchmarking confirms that the Staffordshire Moorlands area enjoys low crime levels (one of the lowest in the West Midlands comparator group), the Council's spend on CCTV has increased from £124k to £147k, no change of rank at 5<sup>th</sup> highest in the group.

### Contextual Measures:

- ❖ 48 voluntary groups supported
- ❖ 5278 recorded crimes across the district in 2022 and 1085 anti-social behaviour reports

### Achievements

- ✓ *Established a Community Vulnerability Network in Staffordshire Moorlands*
- ✓ *Started to develop a Community Lottery*
- ✓ *Led on the upgrade of the Councils public realm CCTV system*
- ✓ *Worked with Support Staffordshire to support our communities*
- ✓ *Achieved compliance with the Biometrics and Surveillance Camera Commissioner Code of Practice and British Standard Code of Practice BS 7958 for the provision of CCTV Management and Operation.*



## **Delivering on our leisure targets:**

- ✓ External funding awarded to help support the Sport and Physical Activity Strategy
- ✓ Number of priority areas where place-based work is underway to address inactivity

£1,980,643 of external funding has been awarded to support the physical activity and sports strategy in 2022/23. 2021/22 benchmarking evidences that relative spend by Staffs Moorlands on the provision of sports and recreation has decreased from £672k to £264k ranked 10th in the West Midlands comparator group .

### Contextual Measures:

- ❖ 27.1% of the local population are 'inactive', an increase from 24.4%% (Nov 2022 Active Lives Survey)
- ❖ 41.6% of the population with long term health conditions are inactive
- ❖ 24.8% of the population among mid deprivation socio- economic groups are inactive

## Achievements

- ✓ *Successfully developed the Move More Strategy in Staffordshire Moorlands, involving a host of external partners and stakeholders in the development.*
- ✓ *Completed the successful transfer of SMDC countryside parks to Staffordshire Wildlife Trust.*
- ✓ *Successfully secured £3.2 million from the Governments Public Sector Decarbonisation Scheme (PSDS) for an energy project at Biddulph Valley Leisure Centre . The project will see conventional gas heating systems be replaced by air source heat pumps and solar panels, making a significant contribution to the Councils net zero aspirations.*
- ✓ *Allocated £400k towards a range of capital projects in Cheadle, Forsbrook, Knypersley, Draycott and Biddulph Moor which will see more opportunities for people to be physically active available to the community.*
- ✓ *Approved £250k capital funds for the Birchall Improvement Plan which will see the running track refurbished, a brand new perimeter footpath and an outdoor fitness equipment at the site. This will give a greater opportunity for a wider proportion of the community to make use of this site for exercise and activity.*
- ✓ *A new play and outdoor sports facilities improvement plan has been created in Staffordshire Moorlands which will see £320k invested over the next four year period on Council owned facilities.*
- ✓ *We have allocated nearly £8,000 to in Sports Grants to assist nearly 30 clubs, coaches and athletes from across Staffordshire Moorlands.*





## Aim 2: Meeting financial challenges and providing value for money

### ***Delivering on our effective use of resources targets:***

- ✓ Council tax and business rates collection
- ✓ Internal audit recommendations implemented on time
- ✓ % invoices paid in line with terms of contract
- Sundry debt reduction

Staffordshire Moorlands Council Tax collection rate has decreased slightly in 2022/23 from 98.46% to 98.3% . In 2021/22 the rank within the region was 3<sup>rd</sup> highest, nationally the ranking was 23<sup>rd</sup> highest. Costs have decreased from £422k to £346k in 2021/22 taking our national ranking to the 105th lowest out of 159 councils nationally and the 10th lowest in the region. Performance in collecting Business Rates decreased in 2022/23 from 99.01% to 98.8%. The 2021/22 result of 99.01% , placed the council 16<sup>th</sup> highest in the country, up from 33<sup>rd</sup> and the highest in the West Midlands.

### Contextual Measures:

- ❖ Income generated equates to 58% of the net budget (2021/22)
- ❖ £18.9m in external funding levered

### Achievements

- ✓ *A balanced Medium Term Financial Plan and 2023/24 budget was successfully produced amidst volatile economic conditions.*
- ✓ *Achieved unqualified auditor opinion on the 2021/22 Statement of Accounts.*
- ✓ *Paid over 96% of all invoices within 30 days whilst also helping meet the demands of the Government's energy support measures.*
- ✓ *Provided financial support to various funding bids, capital projects, and strategic reviews.*
- ✓ *Audited 25 service areas across the Alliance, providing assurance to management and Audit Committees.*
- ✓ *Agreed and implemented 162 audit recommendations including 11 added value recommendations resulting in enhanced internal controls, efficiency savings and improvements in service provision.*

## ***Delivering on our customer access and right first time targets:***

- Twitter followers
- ✓ Facebook followers
- Complaints responded to within timescale
- ✓ Repeat complaints
- ✓ Channel shift contacts (assisted versus self-serve access)
- ✓ Number of OneVu customers
- FOI requests dealt with on time



The level of ombudsman complaints remained at 9 in 2021/22, ranked 9<sup>th</sup> in the region. General complaints closed at Stage 1 have increased slightly from 61 to 64 but the figure remains relatively low.

### Contextual Measures:

- ❖ 5.4% of FOI requests were diverted to the Council's website / publication scheme
- ❖ 90 complaints (stage 1 and 2) were received during 2022/23, up from 75 the previous year
- ❖ 63.3% of customers were satisfied with our customer services (Alliance)
- ❖ 20% of avoidable contacts recorded when contacting the council by phone or in person

### Achievements

- ✓ *43,770 One Vu accounts now active as customers can report changes, raise requests, submit information and track requests through their accounts*
- ✓ *Continued monitoring of the website for accessibility and compliance with transparency requirements*
- ✓ *Developed Access to Service Strategy, engaging with service areas and external partners*

## **Delivering on our high performing and well-motivated workforce targets:**

- ✓ Workplace accidents
- ✓ Sickness absence per FTE
- Reportable / lost time workplace accidents

Sickness absence (Alliance) has improved to an average of 6.55 days per FTE following an increase post Covid in 2021/22 to 8.67 days. The 2022/23 target of 7 days was increased from 6 days in 2012/22. The council's agile working policy is now established and has been audited and reviewed during 2023. The staff appraisal process has been renewed and refreshed, all employees will have an appraisal conversation with their line manager four times in a rolling 12 month period. The conversations are underpinned by two key aims: providing feedback on achievements and responsibility for delivering priorities and objectives. The process re-commenced at the end of 2023.

### Contextual Measures:

- ❖ We received 38 compliments in 2022/23, down from 43.
- ❖ There were 4 apprentices across the Alliance, 2 transferred to Norse, remaining 2 are level 1 and 7.
- ❖ 69% of the apprenticeship levy was spent by the Alliance.
- ❖ Staff turnover decreased to 11.4% from 13.4% (Alliance).
- ❖ 72.5% of recruitment campaigns resulted in a successful recruitment.

### Achievements

- ✓ *The new Pay Grade structure was introduced in January 2023.*
- ✓ *Essential car user business mileage increased to 45 pence per mile from January 2023.*
- ✓ *Organisational Development Strategy agreed and being implemented.*
- ✓ *Recruitment of Executive Director (Finance and Customer Services), Head of Regeneration and Head of Service Commissioning.*
- ✓ *10 Mental health first aiders were trained and a wellbeing hub introduced.*
- ✓ *Recruited 22 new staff, 9 promotions, 4 secondments, 5 transfers (Alliance), TUPE transfers to Staffordshire Wildlife Trust and Alliance Norse.*
- ✓ *4 post entry training agreements in place (Alliance).*
- ✓ *External training: Carbon Literacy, Safeguarding, Project Management and a variety of H&S training, including First Aid and Mental Health first aiders.*
- ✓ *Online training platform for in-house training modules: Fire Safety, Adverse Weather, First Aid in the Office, Working from Home and Whistleblowing.*



## **Delivering on our effective use of assets targets:**

- ✓ Council-owned business units that are occupied (92%)

### Contextual Measures:

- ❖ 774,421 litres of oil fuelled our main office building costing £39,785 and 308,180 Kwh of electricity, costing £90,677

### Achievements

- ✓ *Continued with the programme of internal challenge of information asset registers via the Information Governance Group to protect our data assets using the ASSURED framework.*
- ✓ *A draft Asset Management Plan has been produced following a number of workshops with service areas and will be presented for adoption during 2023.*



## **Delivering on our procurement targets:**

- ✓ On-contract spend
- Procurement activity on forward plan
- Supplier spend within the local area as a % of total spend



Local supply chain business is one of the key priorities in the Council's Procurement Strategy for 22-25 and although the year end results of 5.09 % are short of the 6.5% target, we will be continuing to develop ways in which locally based businesses have an opportunity to work with us. We actively encourage service areas to obtain quotations from locally based businesses and are working closely with the Council's Controlled companies procurement leads to obtain local supplier spend detail through their contracting practices, and how the Councils can signpost to opportunities they advertise.

50% (Alliance) of procurement activity was on the forward plan compared to 52% in 2021-22. There have been a number of exercises completed off plan including sourcing activity in relation to central Government funding applications, special events and projects that could not be delivered in house and were time critical.

### Contextual Measures:

- ❖ 26% of submissions of expressions of interest made on contracts (over £5,000) came from local suppliers

#### Achievements

- ✓ *Supported the delivery of nearly 100 external procurement exercises including key projects (Alliance).*
- ✓ *Developed and launched a new Procurement Strategy for The Alliance, including a drive to secure greater social value and climate change outcomes from companies that the Councils enter into contract with.*

### **Delivering on our technology targets:**

- ✓ **IT network and system availability**

#### Achievements

- ✓ *Developed and implemented the new Digital Strategy in association with Socitm*
- ✓ *Developed a service design programme : Alliance: Our Future in order to modernise service delivery for residents and create accessible, intelligent and relevant services that re valued by those who rely on them*
- ✓ *Appointed Invuse to deliver a new SharePoint intranet, procurement workflow and organisational wide M365 training across the organisation*
- ✓ *Upgraded Domain Controllers to Windows Server 2016 - this is the core element of the IT infrastructure which users and computers*
- ✓ *Guest Wi-fi was upgrade across all sites including a central admin management tool*
- ✓ *The Flare server (Env Health/Services) was upgraded to the latest Operating system and documents migrated*
- ✓ *Fowlchurch Depot network moved to less expensive VPN network connectivity as part of a wider project to review remote site network connectivity and save costs*
- ✓ *New Mobile Phone rollout - Standardising handsets, central mobile device management via O365 and data management via JAMF*
- ✓ *Corporate Internet connection upgraded to higher bandwidth to accommodate remote access, teleworker, Teams and Office 365*
- ✓ *Introduced the Mitel Call recording system for the Contact Centre*



## Aim 3: To support economic development and regeneration

### ***Delivering on our encouraging business start-ups objective:***

Benchmarking reveals that our business formation rate is one of the lowest in the West Midlands region and in the lowest 20% nationally at 8.53 % (2021) no real change from the previous year's rate of 8.38% .

#### Contextual Measures:

- ❖ 4095 enterprises are operating within the Staffs Moorlands, an decrease from 4115 on the previous year
- ❖ 2450 m2 employment space delivered for 2022-23 (mixed B8 and E(g))
- ❖ 1314 hits on the business page of our website, down from 1704 in 2021/22

#### Achievements

- ✓ *Secured £17m Levelling Up Funding for Leek once-in-a-generation chance to upscale our cultural, retail and health and wellbeing amenities in Leek*
- ✓ *Distributed the E-newsletter to over 1000 businesses each month*
- ✓ *Encouraged tourism businesses to register to the Enjoy Membership website resulting in an sign up increase of 56% (food and drink) and 29% (accommodation).*



### ***Delivering on our flourishing town centres targets:***

✓ The district had an average town centre vacancy rate of 10.5% which is below the national average of 11.8%, no real change from 10.2% in 2021/22. Leek is 7.9%, Cheadle 17.6%, and Biddulph 8.8%.

#### Achievements

- ✓ *Secured £3m investment for the refurbishment of the historic indoor markets*
- ✓ *Staffs Moorlands markets team hired out 3,486 market gazebos during 22-23 a 12.9% increase on 2021-22.*
- ✓ *Secured £3.8m investment through UK Shared Prosperity Fund and Rural England Prosperity Fund to support local communities*



## ***Delivering on our promoting tourism objective: STEAM***

Visitors to the Staffs Moorlands added £164m of spend to the local economy according to 2020 reports (down from £312m due to covid) and local business benefited from over 786,000 overnight stays (down from 1.68m). The Council's spend on Tourism has decreased from £83k to £40k in 2020/21 and now sits in the mid quintile of councils nationally, this previously sat in the top 40%.

### Achievements

- ✓ *A new tourism strategy was launched with an aim to boost visitor numbers and spend in the area*
- ✓ *Reopened the Nicholson Institute and delivered a range of events*
- ✓ *Several donations accessioned into museum collection including altar cloths from St. John's Church, Leek; 18th century organ keyboard from St Edward's church, Leek.*
- ✓ *Worked with Support Staffordshire and others to secure a grant of up to £943,000 from Arts Council England through their Creative People and Places programme (2022-25) for a project – Outside – to increase participation in the arts.*
- ✓ *Worked to promote high quality professional performances at local community venues through Live and Local*
- ✓ *Ran our third Enjoy Staffordshire Moorlands Week across our social media channels and the Enjoy Staffordshire website. The promotion focussed on a photography competition, and encouraged people to post their favourite places to visit and things to do in the district.*
- ✓ *Held the 7th annual Staffordshire Day celebration, made up of events across the county, website content, e-newsletters, social media activity and local PR.*



This year's walking festival saw around 600 walkers take part in the events, an increase on last year's figures. We saw a greater geographic spread of people attending, with visitors booking accommodation and short stays in the area and attending walks. We had visitors from Germany, Ayrshire, the East of England, and 4 young fund raisers travelled from Essex to take part in the Staffordshire 3 Peaks challenge. There was a total of 593 walkers taking part in 42 walks and 1 climbing taster session from 1 mile up to 15 miles, provided by 24 organisations. Website visitors for this event totalled 18,292.



## ***Delivering on our high quality development and building control targets:***

- ✓ Major & Minor planning appeals successfully defended
- ✓ 100% of Priority 1 planning enforcement cases visited within 24 hours
- 100% Planning enforcement cases resolved in 13 weeks
- ✓ Major, minor and other planning applications determined in time
- Planning applications with pre-app enquiries
- Agent Satisfaction with the planning application process

### Contextual Measures:

- ❖ No costs were awarded against the Council last year for planning appeals
- ❖ 248 customers attended the new Planning Surgeries: down from 268 last year
- ❖ Planning application costs were £10 per head

2021/22 benchmarking data across the West Midlands region shows that Staffordshire Moorlands performs above average for the processing of major, minor and other planning applications. The costs of development control has decreased from £495k to £313k placing the council in the lowest 40% of councils nationally and the 7<sup>th</sup> highest in the region.

### Achievements

- ✓ Adopted the Local Development Scheme (LDS)
- ✓ Adopted the Developer Contributions Supplementary Planning Document (SPD)
- ✓ Biddulph Neighbourhood Plan Examination & Referendum completed
- ✓ Biddulph Neighbourhood Development Order Examination & Referendum completed
- ✓ Checkley Neighbourhood Plan Examination completed (awaiting formal decision to proceed to referendum (May 2024))
- ✓ High risk tree works have been instructed

## Aim 4: To protect and improve the environment



### ***Delivering on our effective recycling and waste management targets:***

- % of household waste recycled
- ✓ Kg of residual household waste
- ✓ Missed Bins

Regional benchmarking for 2021/22 shows Staffordshire Moorlands are still ranked 2<sup>nd</sup> highest amongst the 19 councils for recycling with a rate of 54.5%. The residual waste collected at 411.8kg is the 2<sup>nd</sup> lowest but has increased from 404.6kg the previous year. Recycling costs of £1,021k in 2021/22 are 5<sup>th</sup> highest compared to 7<sup>th</sup> highest the previous year, whilst waste collection costs of £1,025k are 10<sup>th</sup> lowest regionally and remain amongst the bottom 20% of councils nationally.

### Achievements

- ✓ *Ran a campaign to reduce contamination resulting in a 41% reduction in logged contamination of recycling bins.*
- ✓ *Rearranged collections to make the rural round more efficient.*
- ✓ *The council is currently preparing to implement further measures required to deliver against the **new national recycling strategy**, which is expected to make substantial fleet and infrastructure investment necessary (e.g. separating food from garden waste will require changes to the fleet and caddies used and the new return scheme will affect the financial model of collection services).*

### ***Delivering on our high quality public amenities, clean streets and environmental health targets:***

- ✓ Pest control contracts in place
- ✓ Street cleanliness
- Regulatory inspections of private water supplies
- ✓ High risk premises inspections
- Permitted processes inspections
- ✓ Food premises that are broadly compliant with Food Standards Agency standards
- ✓ Community clean-up campaigns - 282 compared to 212 last year



Our fly-tipping incidents have fallen to 324 from 391 in 2021/22 which is in line with national trends following lockdown . The 2021/22 result was one of the lowest in the region. The Council's spend on public conveniences of £314k in 2021/22 is one of the highest across the regional comparator group. Food hygiene in establishments across the District look healthy with only 14 premises achieving 0-2 stars (4 less than the previous year ) and 775 premises achieving 3 stars or above.

#### Contextual Measures:

- ❖ The Council issued no fixed penalty notices for environmental antisocial behaviour in 2022/23
- ❖ 334 fly tipping incidents were collected by the council, down from 392 the year before

#### Achievements

- ✓ *Delivered enforcement patrols and educational activity to tackle environmental crimes such as dog fouling, littering and fly-tipping Issued 12 fixed penalty notices for fly-tipping*
- ✓ *Responded to reports of abandoned vehicles across the district*
- ✓ *Successfully obtained a £32,000 Fly-Tipping Intervention Grant from DEFRA for Staffordshire Moorlands*
- ✓ *Received 59 accident at work notifications and actioned 35*
- ✓ *Animal Welfare and Licensing oversaw 26 inspections (Alliance) and dealt with 99 service requests*
- ✓ *Dealt with 92 food hygiene and food safety complaints and 66 support requests.*
- ✓ *Carried out a total of 353 inspections across all category A -E food premises*
- ✓ *Issued 353 compliance letters following inspections of which 266 were written warnings*



#### **Delivering on our quality parks and open spaces targets:**



- ✓ **Green Flag maintained for Ladderedge Country Park for the 8<sup>th</sup> consecutive year**

Council spend on parks and open spaces has decreased from £801k to £676k and places the council amongst the bottom 40% of councils nationally.

#### Achievements

- *14 volunteer walk leaders have been trained and new health walks are up and running from John Hall Gardens in Leek and Biddulph Youth and Community Zone in Biddulph.*

## ***Delivering on our car parking targets:***

### Contextual Measures:

- ❖ 1059 PCNs were issued in 2022/23 of which 83.5% were collected
- ❖ 35.2% of car park spaces are covered by the Park Mark scheme
- ❖ 3.8% of all spaces are allocated as disabled parking bays

### Achievements

- ✓ *Adoption of the new Car Park Strategy including implementation of new Pay and Display Machines.*

## ***Delivering on our climate change targets:***

- ✓ *Paper consumption*
- ✓ *Air quality reporting requirements*

### Contextual Measures:

- ❖ Emissions per capita are estimated at 10.4 kt (kiloton) 2020 (11.7kt 2019)

### Achievements

- ✓ *Delivered the Climate Change Strategy*
- ✓ *Introduced and delivered a Community Climate Change Fund to provide support to local community projects*
- ✓ *Developed information videos on our Climate Change strategies and practical advice on reducing individuals' carbon footprints*
- ✓ *Commissioned Staffordshire Wildlife Trust to develop Plans For Nature (biodiversity strategies).*
- ✓ *Set up a green network of community groups.*
- ✓ *Began delivery of a project to support the engagement of young people with the climate change agenda.*
- ✓ *Staffordshire Moorlands' Climate Change plan was rated as the second best in the country following an independent review by Climate Emergency UK.*
- ✓ *Delivered Carbon Literacy training for staff and portfolio holders.*
- ✓ *Partner with Staffordshire Warmer Homes to deliver Sustainable Warmth Competition*
- ✓ *Worked with all Local Authorities through county-wide steering groups and joint initiatives on biodiversity and climate change*



## Chapter 8: Our Future Priorities 2022-2023

2019/20 saw the development and adoption of a new Corporate Plan by the Council for the period up to 2023. Actions yet to be fully implemented have been rolled forward .

Corporate Plan Aim	Rolled forward Priority Actions
<b>Aim 1:</b> Develop a positive relationship with communities	Refresh the Council's Communication Strategy in order to ensure that there is a more effective dialogue with residents
<b>Aim 1:</b> Increased supply of good quality affordable homes	Develop a strategy for further development of affordable and specialist housing
<b>Aim 1:</b> Effective support of community safety arrangements including CCTV	Complete the review of the CCTV system and implement the agreed recommendations
<b>Aim 1:</b> Provision of sports facilities and leisure opportunities focused upon improving health	Develop and implement an outdoor leisure facilities improvement plan focused around the 'sports village' concept.
	Develop and implement an ongoing indoor leisure facilities improvement plan focused on improving the health and well-being of residents
	Review the Sport and Physical Activity Strategy in order to integrate communities and sports clubs into the delivery of its objectives.
<b>Aim 2:</b> More effective use of council assets	Refresh and implement the Asset Management Plan, including a review of public estate, and ensure adequate facilities management arrangements are in place
<b>Aim 2:</b> Services easily available and provided right first time	Develop an Access to Services Strategy to ensure that Council services are accessible to all
<b>Aim 2:</b> A high performing and well-motivated workforce	Develop a new Organisational Development Strategy to ensure that our workforce is developed effectively
<b>Aim 2:</b> Effective use of resources to ensure value for money	Develop and implement a plan to identify new and innovative ways of generating income
	Implement the Council's Efficiency and Rationalisation Programme

<b>Corporate Plan Aim</b>	<b>Rolled forward Priority Actions</b>
<b>Aim 2:</b> Effective use of ICT	Develop a new ICT strategy to enhance and support the delivery of services
<b>Aim 3:</b> Encourage and develop tourism	Develop a Tourism Strategy to maximise the positive impact to our communities
<b>Aim 3:</b> Flourishing town centres	Develop a Master Plan for bringing redundant mills back into use
	Support the development of Cornhill and improved rail links
	Implement the Council's growth strategy to bring about the regeneration of towns and rural communities
	Develop and implement plans to improve the public market operations
<b>Aim 4:</b> Effective recycling and waste management	Review the Council's waste and recycling arrangements to increase recycling and to respond to the emerging new national strategy
<b>Aim 4:</b> Car parking arrangements that meet the needs of residents, businesses and visitors	Develop a new Parking Strategy to ensure that our car parks meet the needs of residents and visitors
<b>Aim 4:</b> Protect and Improve the Environment and respond to the climate emergency	Develop a plan to improve Brough Park and John Hall Gardens
	Publish part 2 of the Climate Change Action Plan and commence delivery of the priorities contained within Parts 1 and 2.

## References

The benchmarking data used within this Report has been drawn from the following sources:

1. Grant Thornton's Place Analytics online tool
2. Grant Thornton's CFO Insights online tool
3. The LGA's benchmarking tool – LG Inform

Photographs: Lee Blanchflower, Greg Walker, Nick Beer



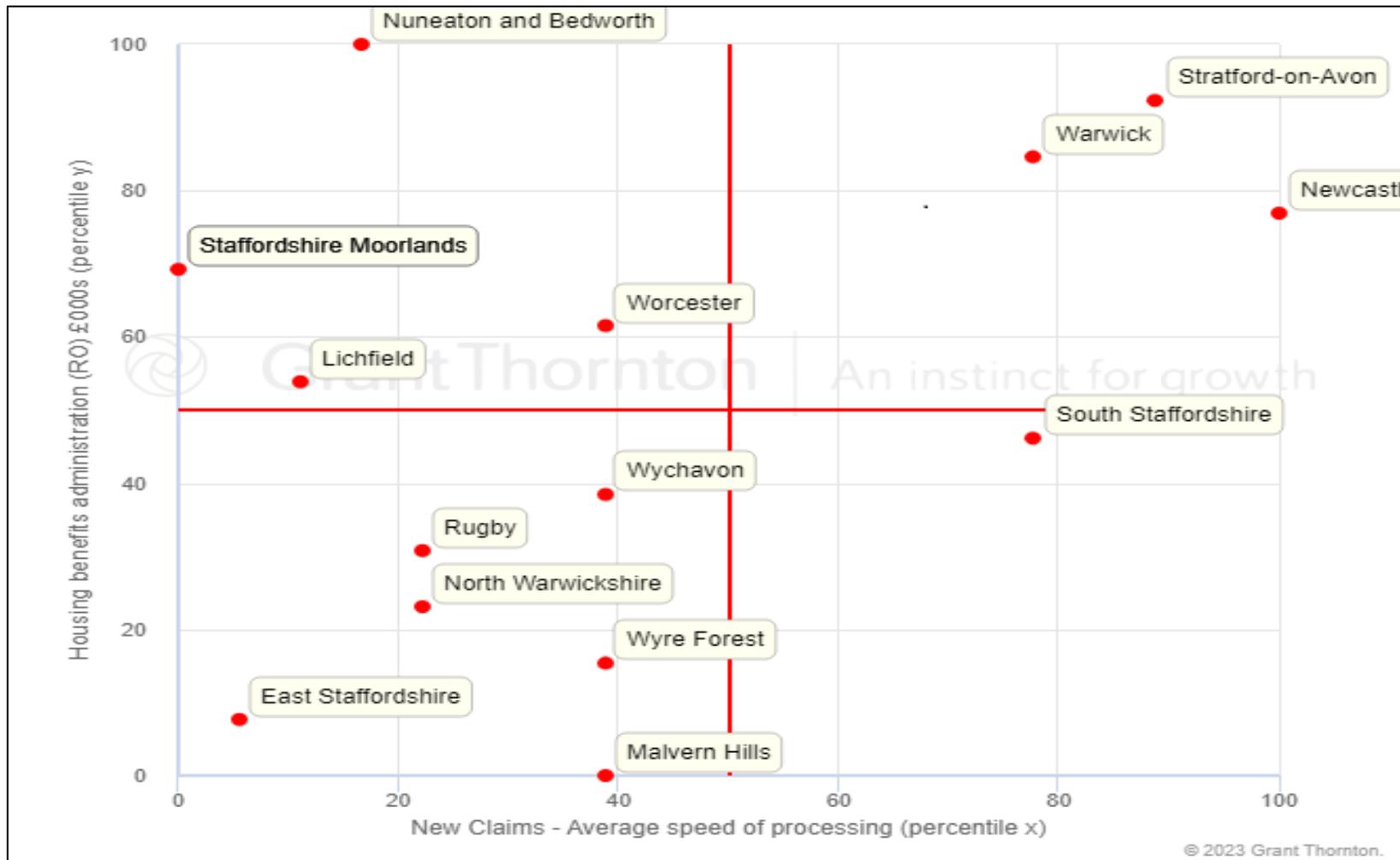
*APPENDICES*

# Help create a safer and healthier environment for our communities to live and work

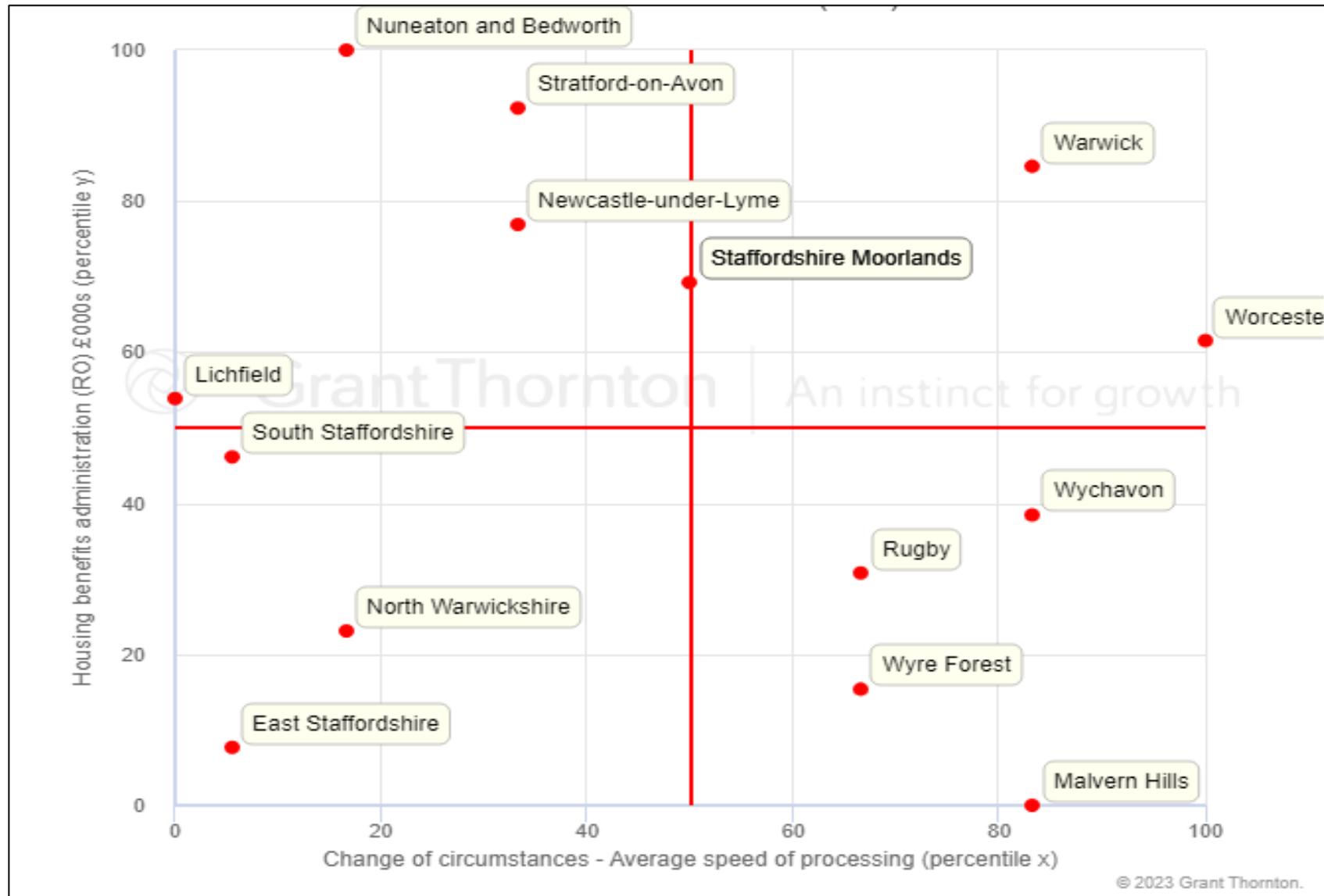


Increased supply of good quality affordable homes.

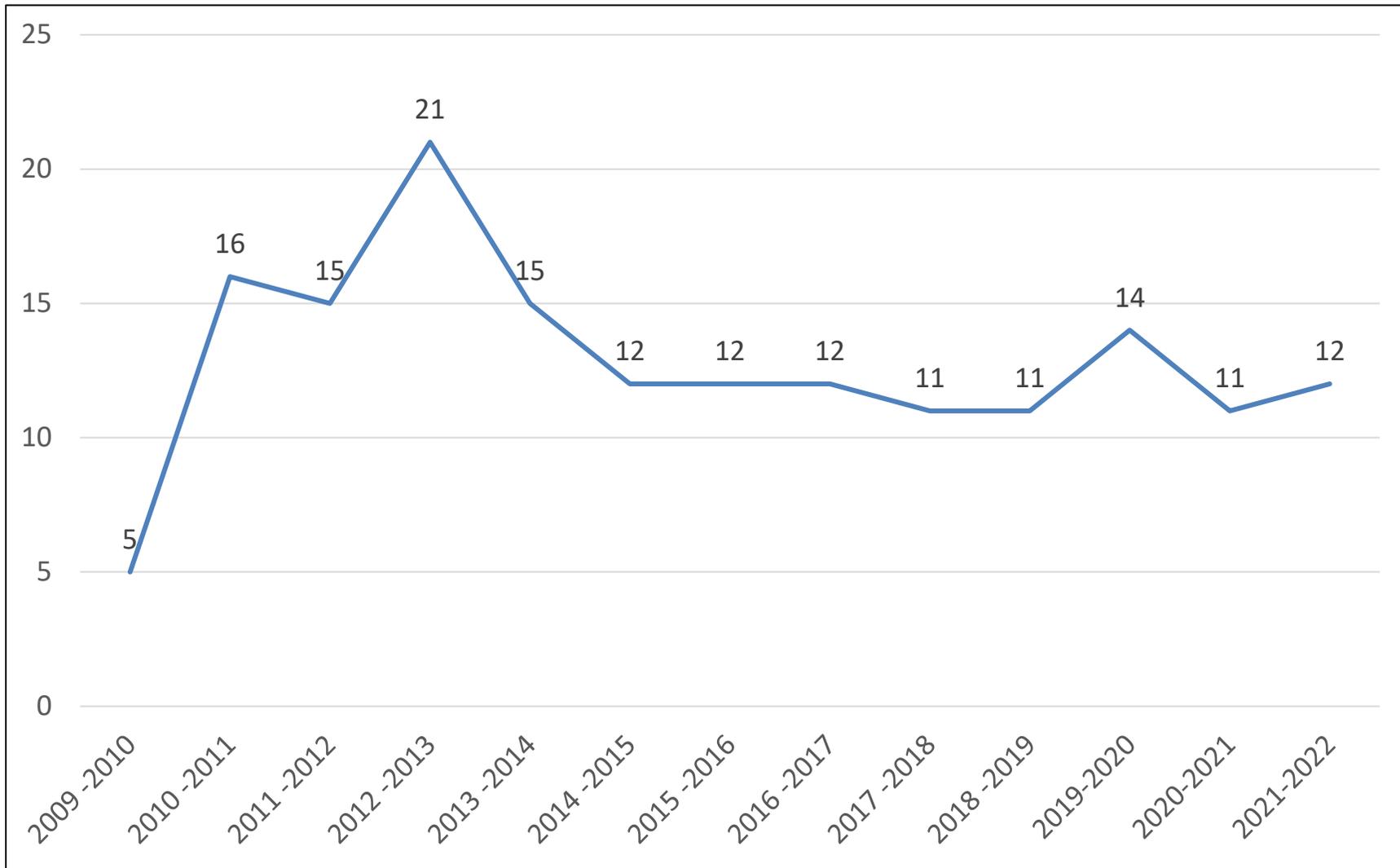
The following chart shows the correlation between Housing Benefit costs and New Claims average speed of processing against the West Midlands Non- Metropolitan group 2021-22 using Grant Thornton's CFO Insight tool. In 2021-22, the average speed of processing has increased from 8 to 10 days. Housing Benefit costs have increased from £320k to £599k. No other areas in this group process new claims faster at a lower cost.



This chart shows the correlation between Housing Benefit costs and Change in Circumstances average speed of processing against the group. In 2021-22, costs have increased to £599k and average processing times have increased from 4 to 6 days. East Staffordshire and North Warwickshire process change of circumstances faster but at a lower cost.

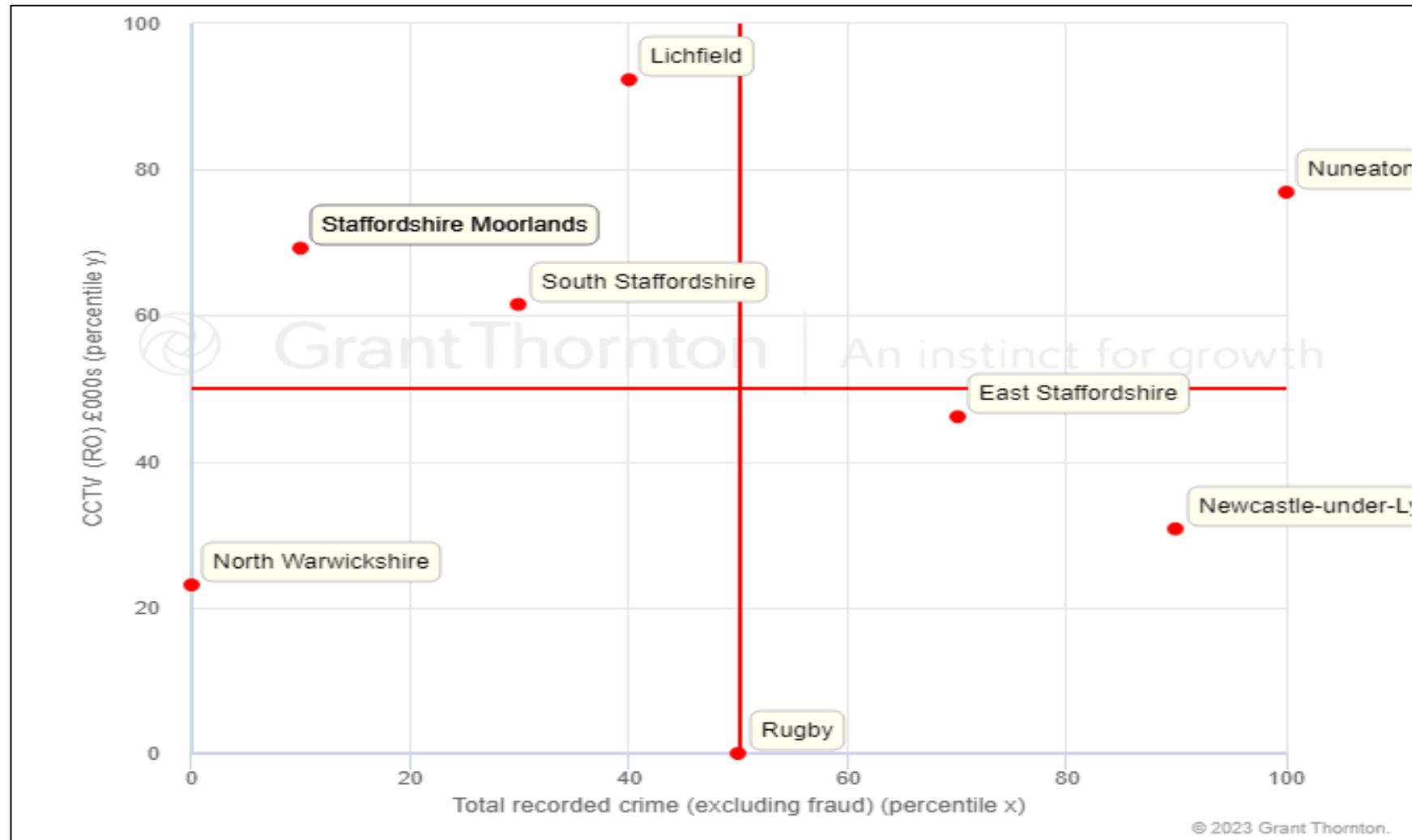


This time series shows changes in the number of households in temporary accommodation in Staffordshire Moorlands since 2009. Overall there has been an increase of 140% between Mar 2009 and Mar 2022 (2009: 5 households, 2022: 12 households).



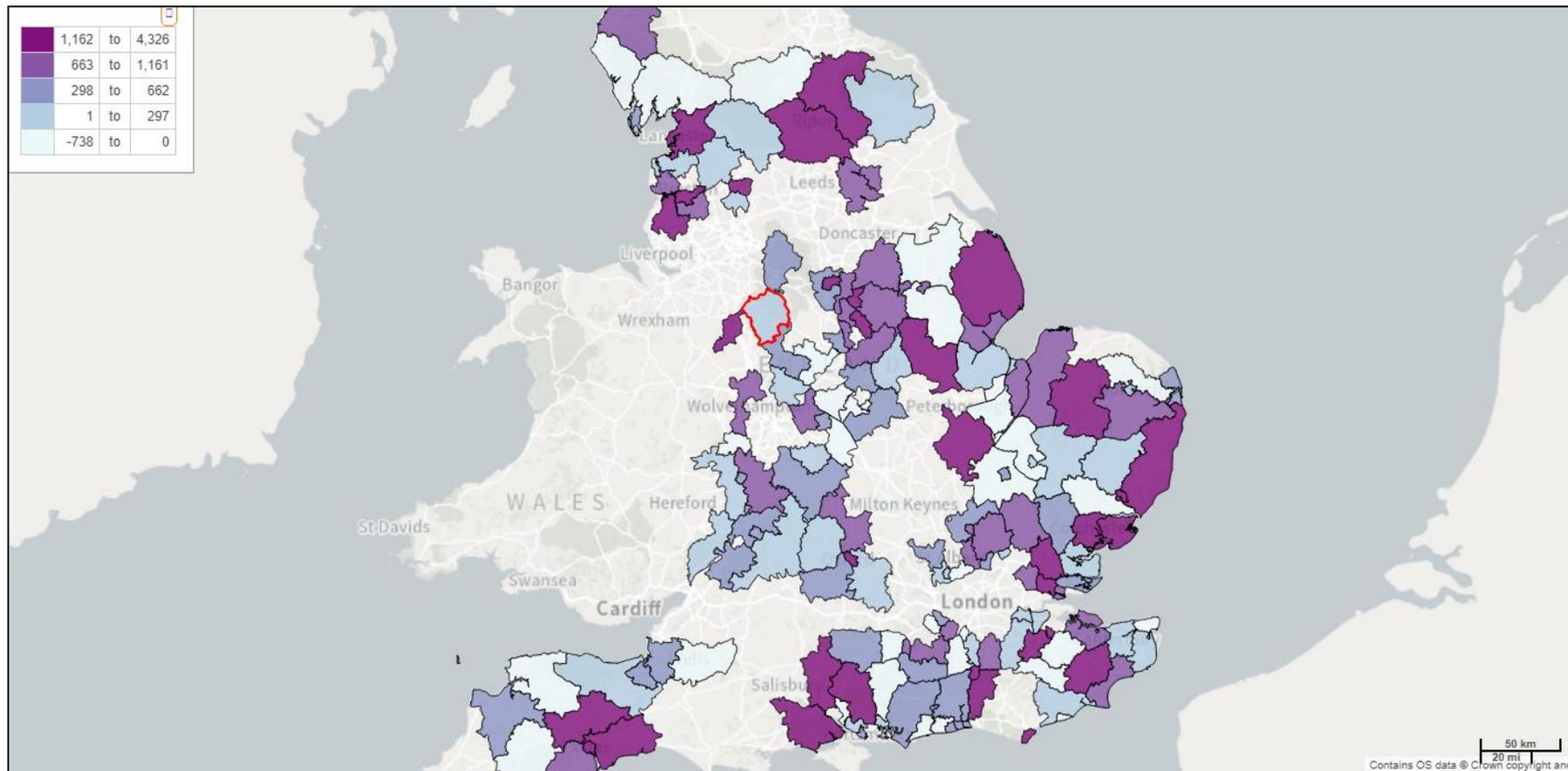
## Effective support of community safety arrangements including CCTV

The chart below shows the cost of CCTV compared to the number of total recorded crimes (excluding fraud) (percentile) for Staffordshire Moorlands against the West Midlands group 2021-22. Costs have increased from £124,000 to £147,000, the total number of crimes have increased to 5279 but are still 10<sup>th</sup> lowest from a group of 11.

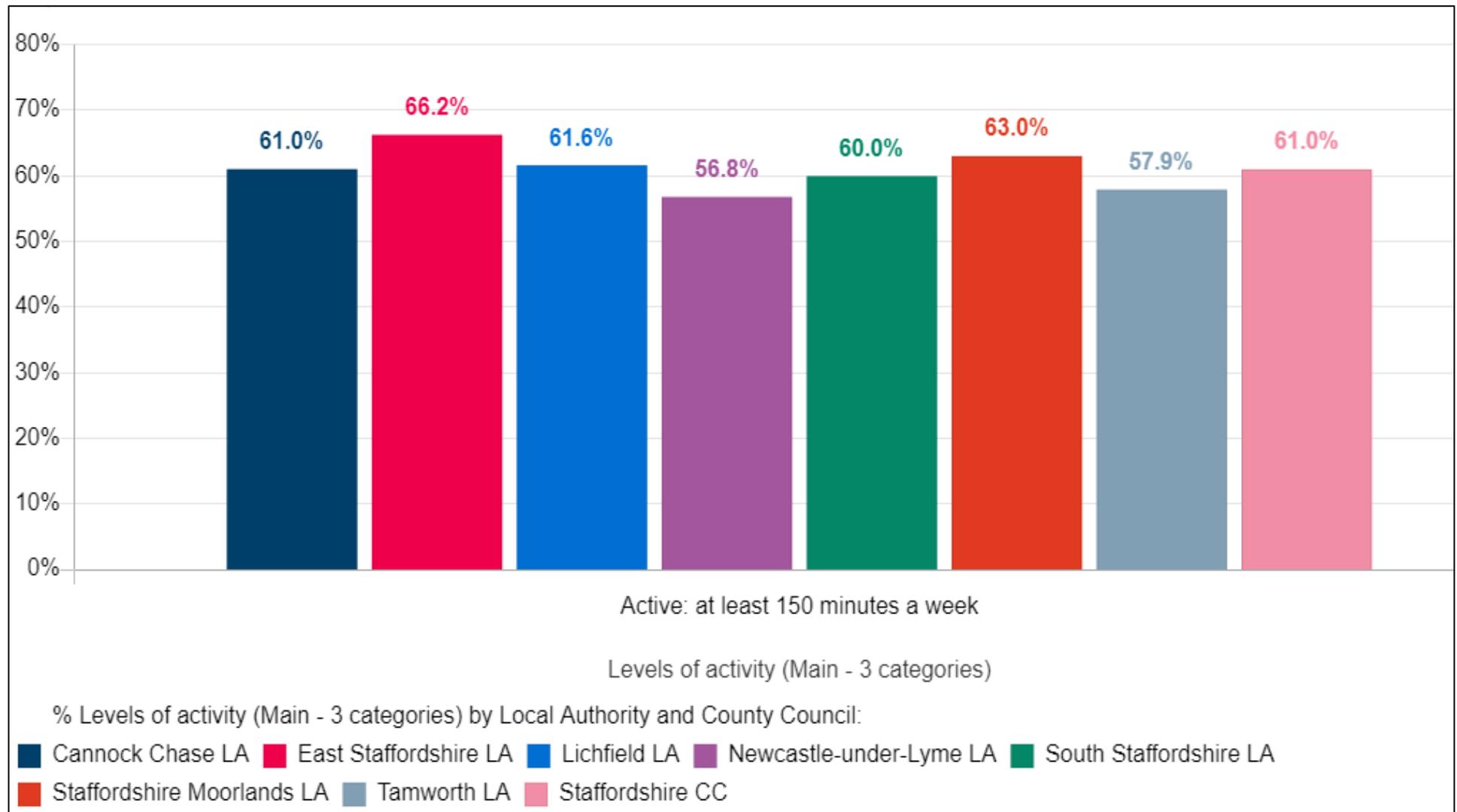


## *Provision of sports facilities and leisure opportunities focused upon improving health*

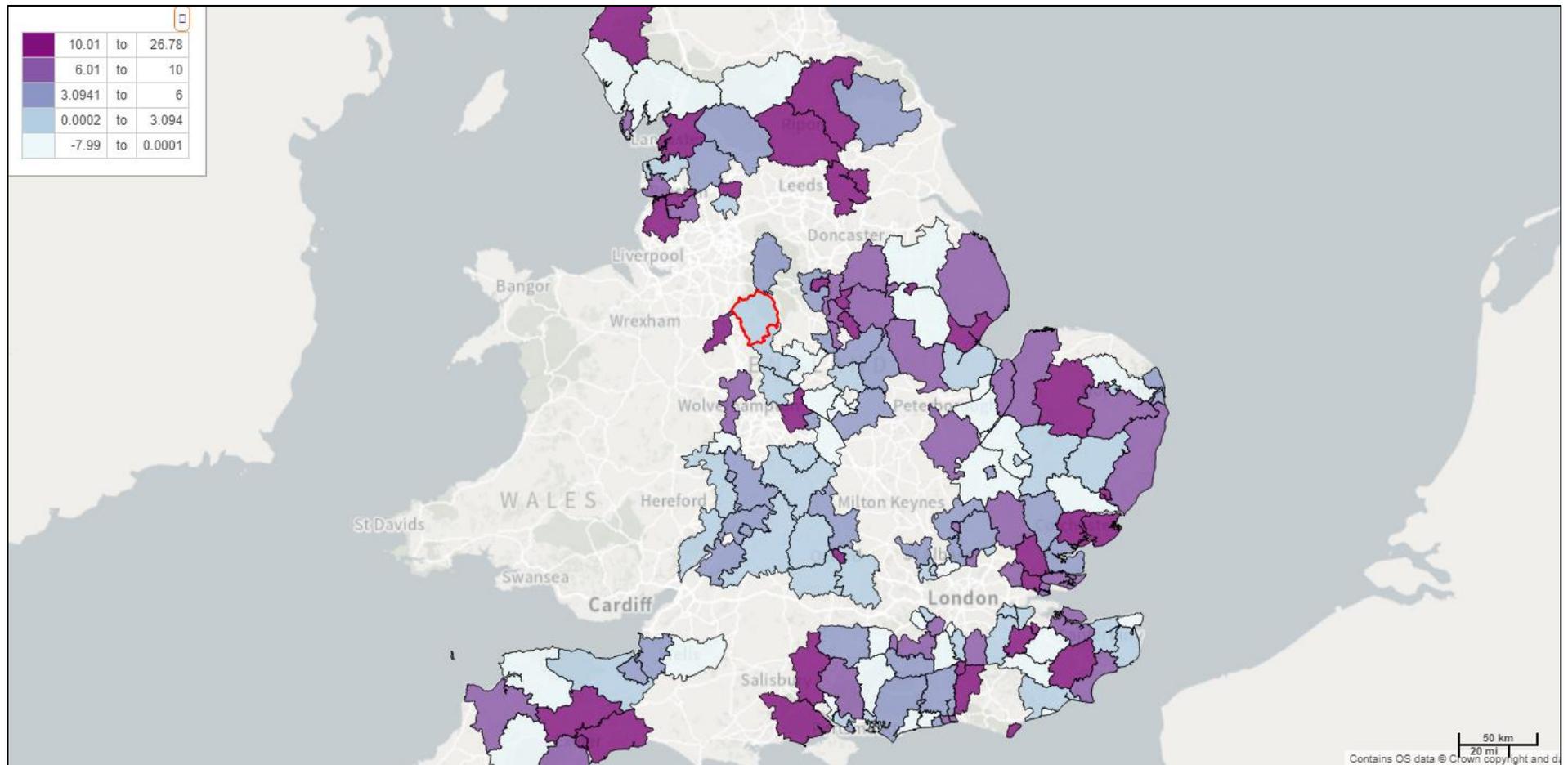
This map shows that Staffordshire Moorlands falls into the lowest 40% of all English districts for sport and recreational facilities (including golf) (RO) £000's in 2021-22 at £264, a decrease compared to £672 in 2020-21. Compared to the West Midlands Group, Staffordshire Moorlands is ranked 10<sup>th</sup> out of 14 (where rank 1 is the highest spend)



This bar chart shows the proportion of the population in Staffordshire Moorlands who participate in 150+ minutes of exercise per week compared to other council areas in Staffordshire (Nov 21-22 Sport England). Staffordshire Moorlands residents participating in 150+ minutes of exercise per week have increased from 62.9% in Nov 20-21 to 63%. The Staffordshire average is 61 %.



This map shows spend per head of population on sports and recreation facilities for all English districts (RO, £/head 2021-22) and shows that Staffordshire Moorlands sit in the lowest 40% for unit spend on sports and recreational facilities at £2.68 per head, ranked 102 out of 159 areas, an decrease from £6.83 in 2020-21.

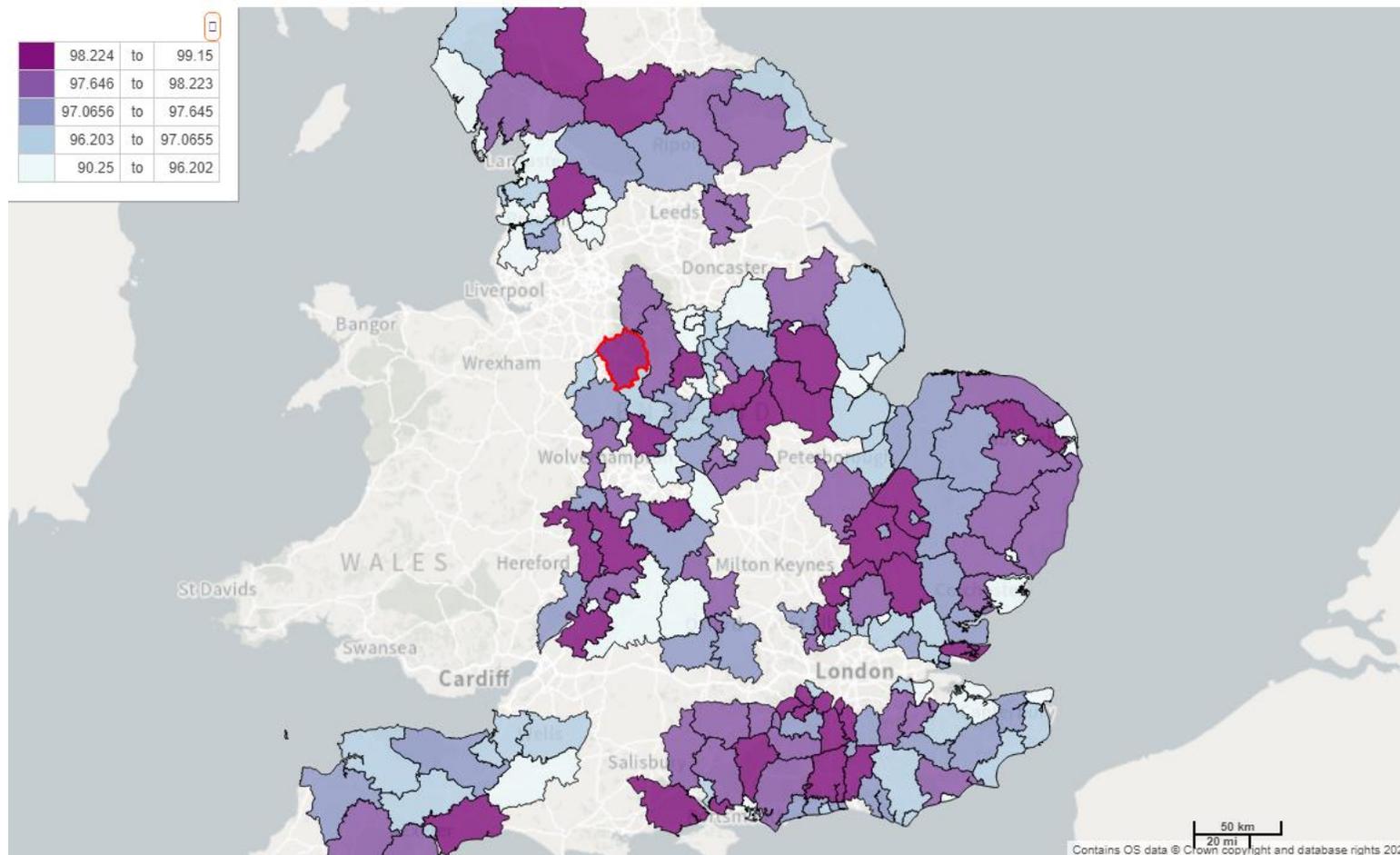


# ***To use resources effectively and provide value for money***

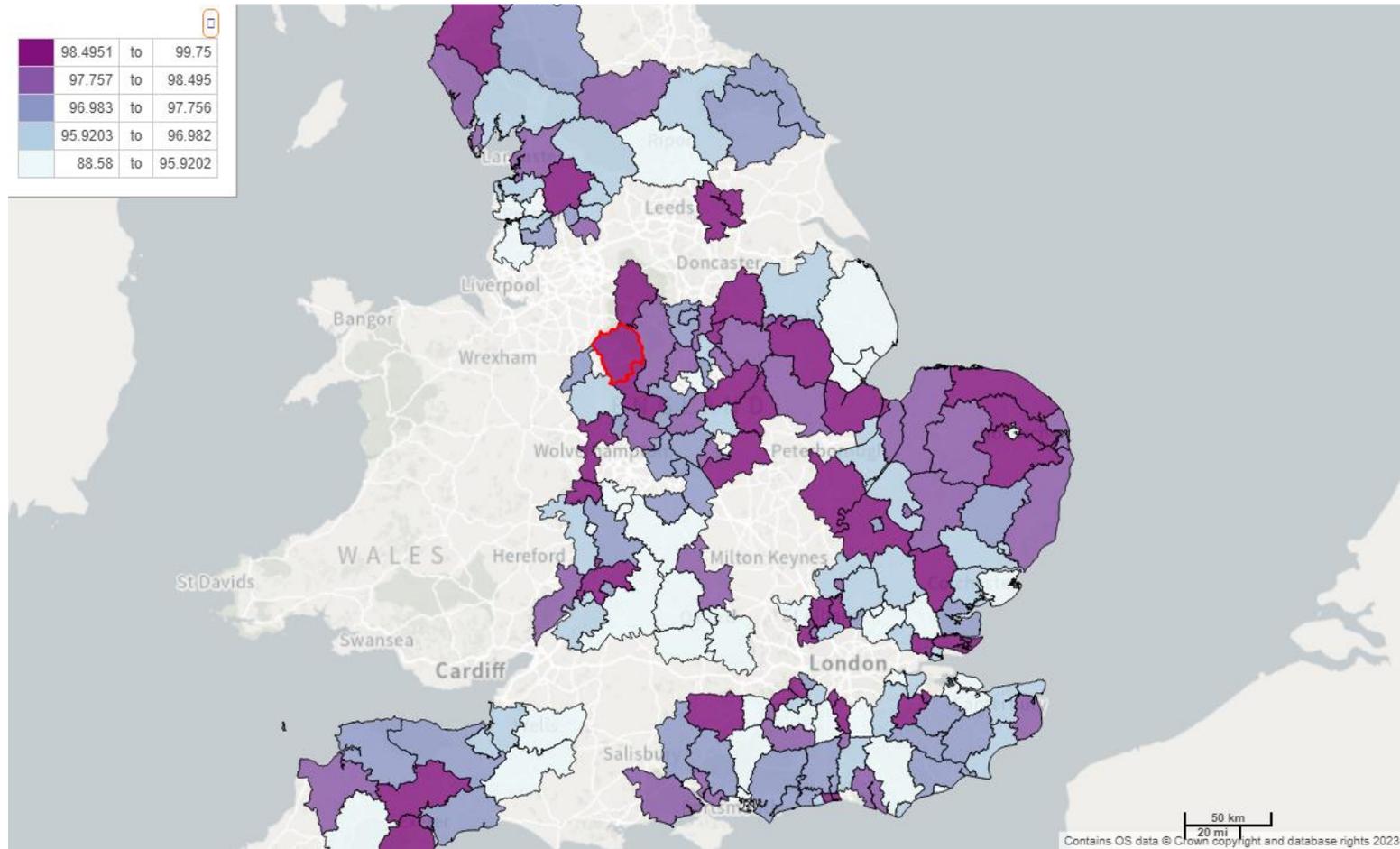


## ***Effective use of financial and other resources to ensure value for money***

The map below has been produced using Grant Thornton's CFol analytical tool and shows that Staffordshire Moorlands has a high rate of Council Tax collection at 98.46%, sitting within the top 20% of districts nationally. The cost of Council Tax Collection has decreased from £422,000 in 2020-21 to £346,00 and is ranked is 105<sup>th</sup> out of 159 areas (where rank 1 is the highest spend)

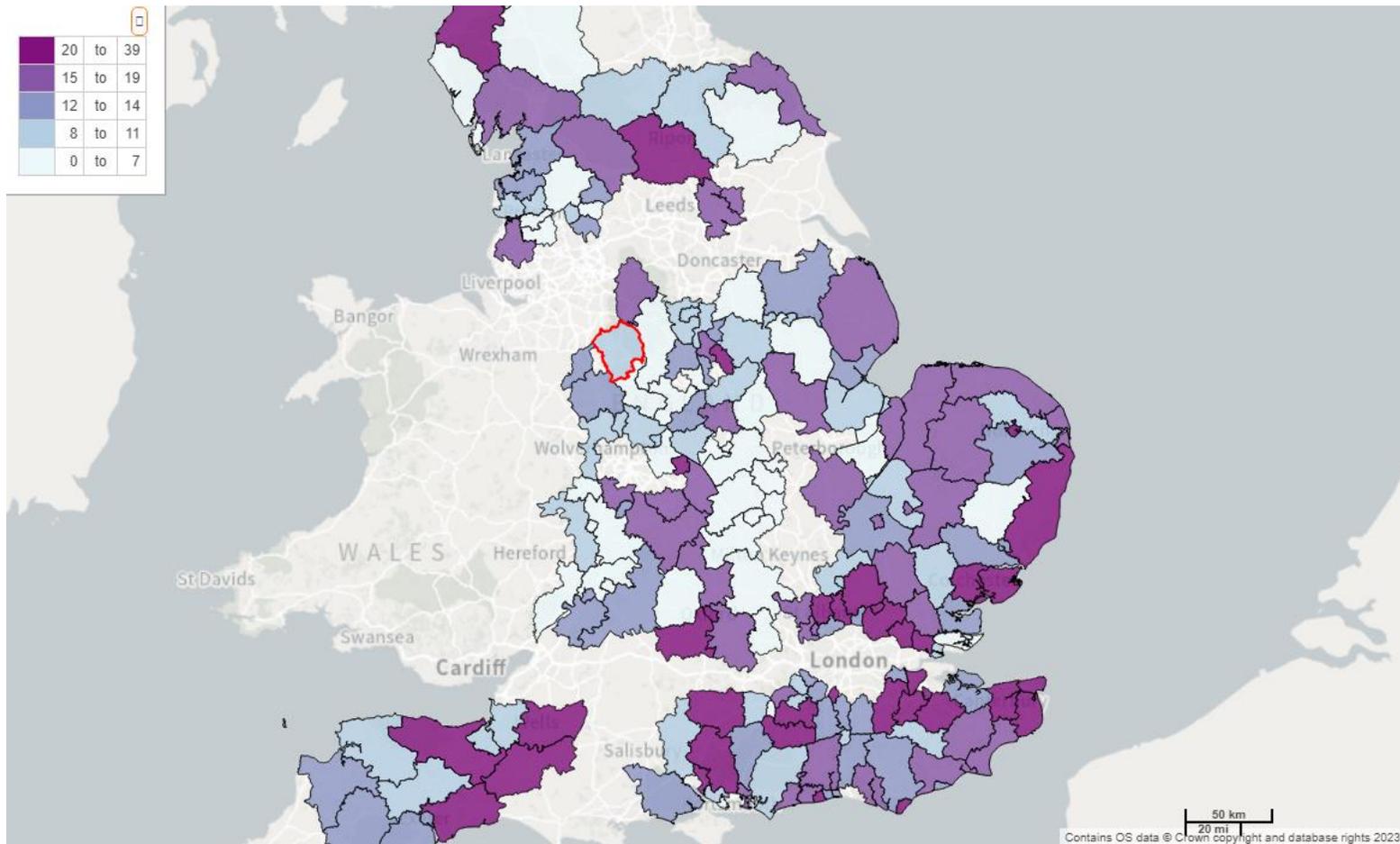


This map shows Non-Domestic Tax collection rates across all English districts. Staffordshire Moorlands has a high rate of collection at 99.01%, still sitting within the top 20% of districts nationally. The collection rate in 2020-21 was 97.35%.



*Ensure our services are easily available to all our residents in the appropriate channels and provided 'right first time'*

This map shows the total number of Ombudsman complaints received by English Districts in 2021-22. The Staffordshire Moorlands score of 9 is the same as for 2020-21 but remains low compared to the national context, sitting within the bottom 40% of all districts.

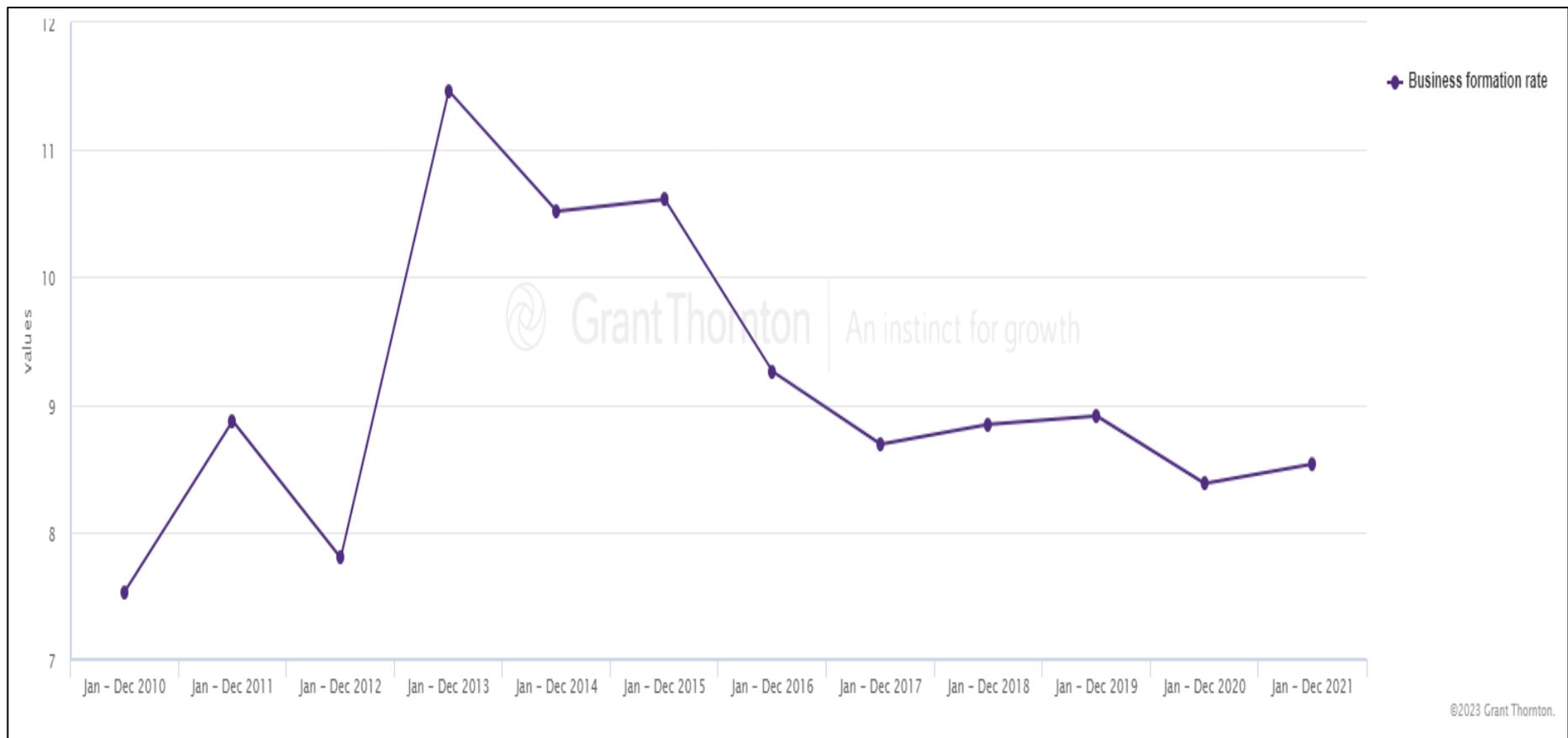


# ***To help create a strong economy by supporting further regeneration of towns and villages***

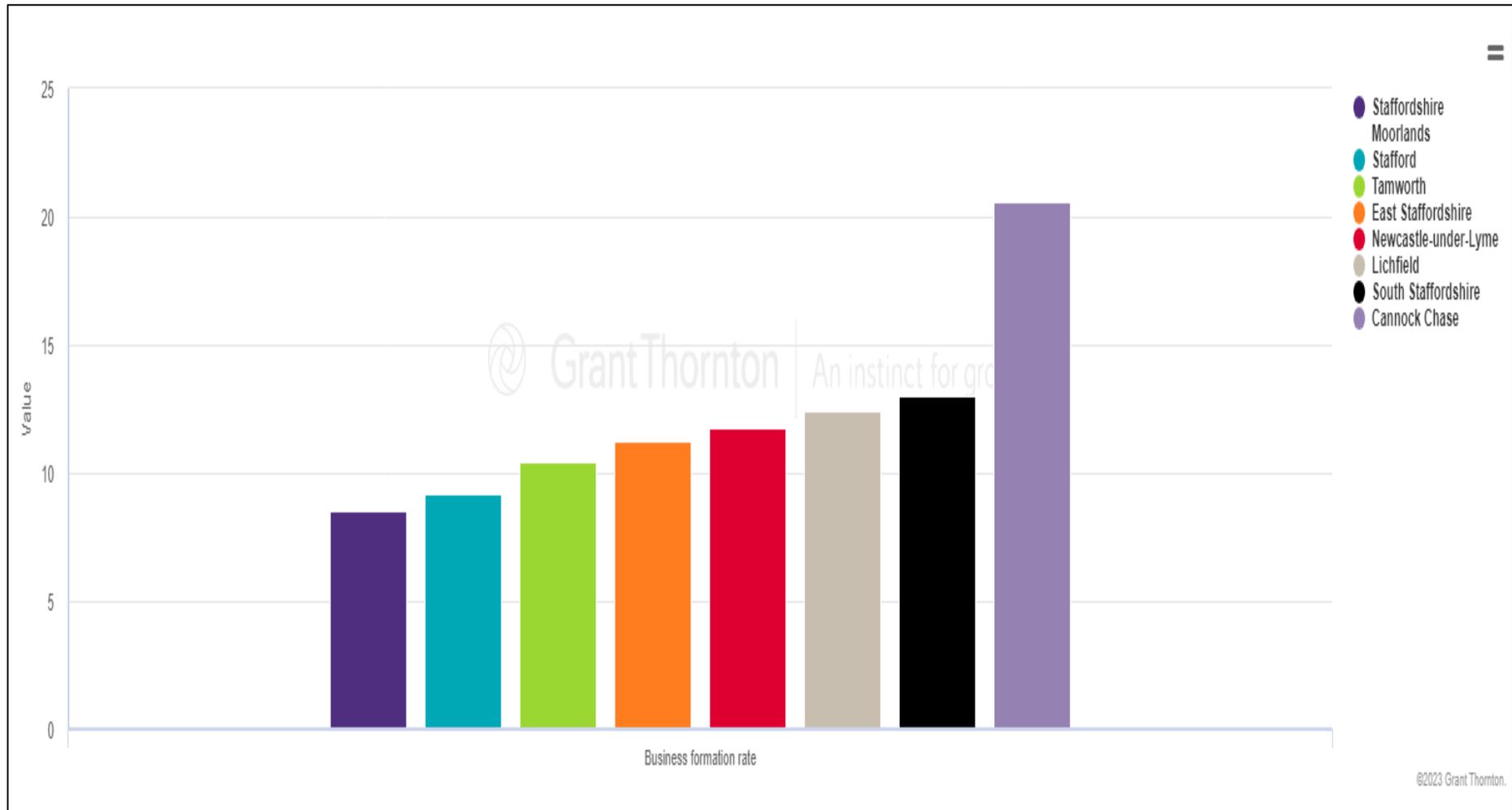


## ***Encourage business start-ups and enterprises***

This time series demonstrates changes in business formation rate from 2010-2021. The rate of new businesses as a proportion of total business stock has increased from 8.38% in 2020 to 8.53% in 2021.

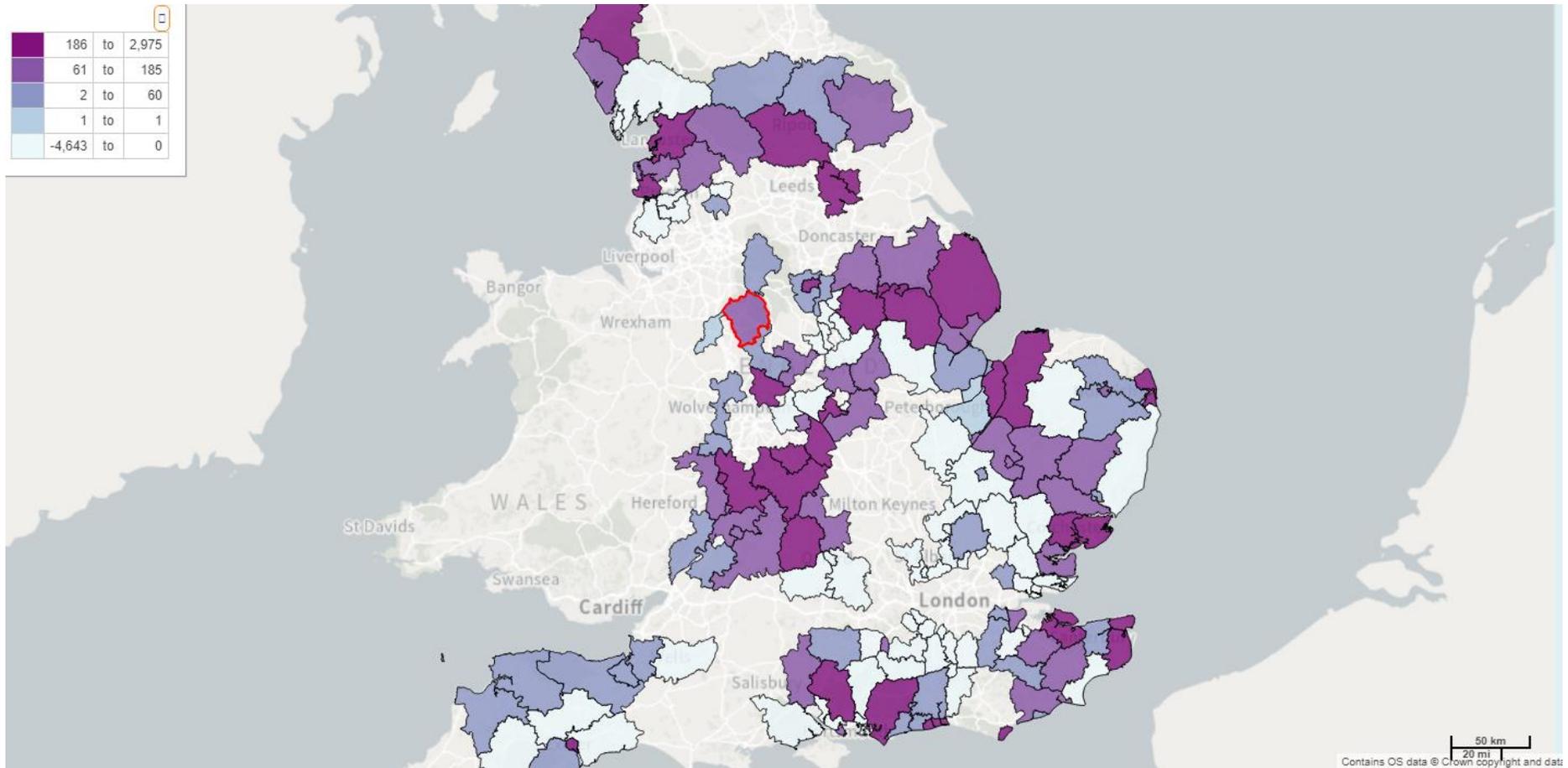


This bar chart shows the Staffordshire Moorlands new business formation rate % for 2021 compared to other authorities in the county.



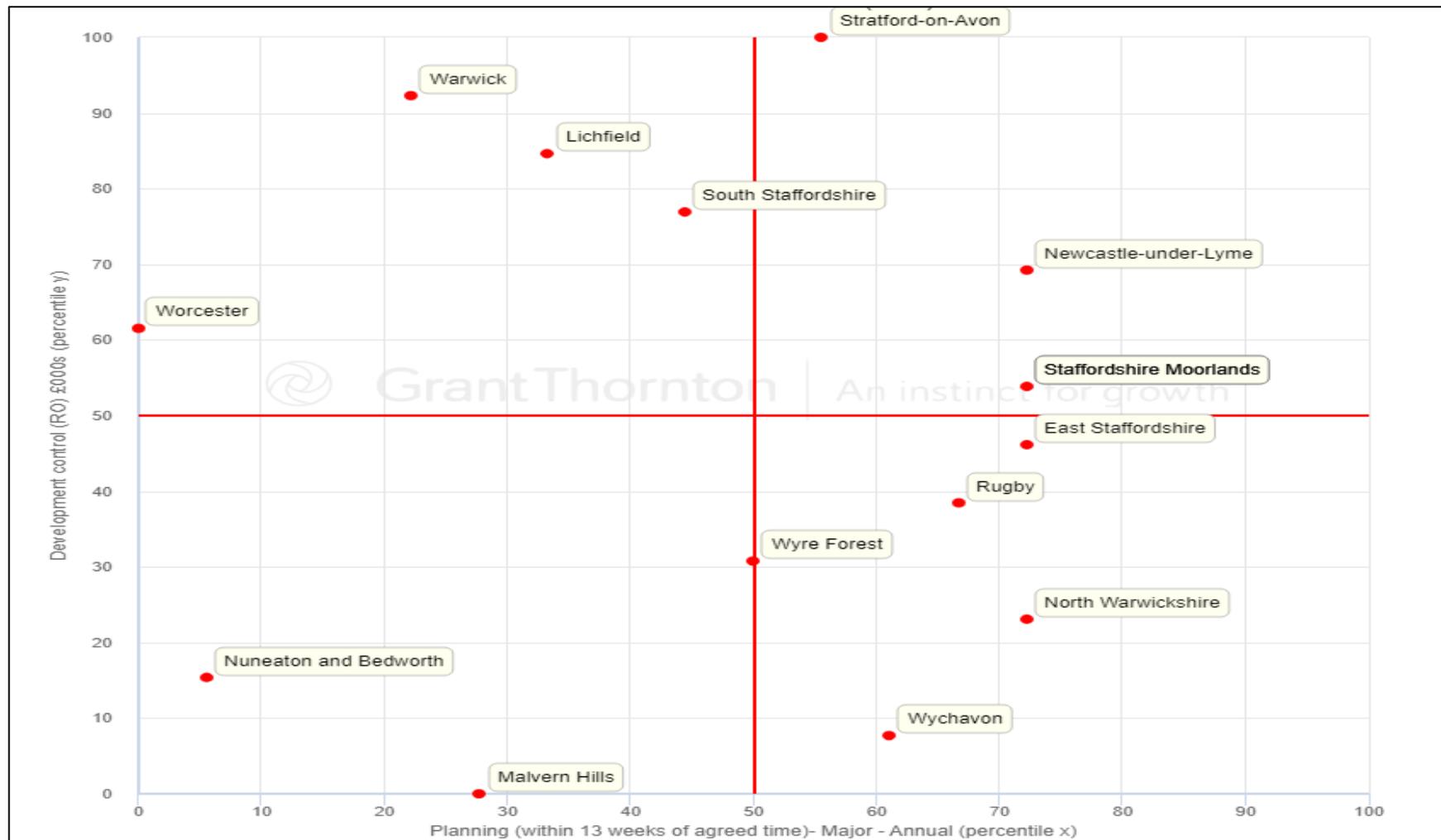
## Encourage and develop tourism

This map shows the total spend on tourism (RO £000's 2021-22) across all English districts. Staffordshire Moorlands sits in the top 40% of districts nationally, spending £69,000 on tourism. Spend in 2020-21 was £40,00 which sat in the mid 20%.

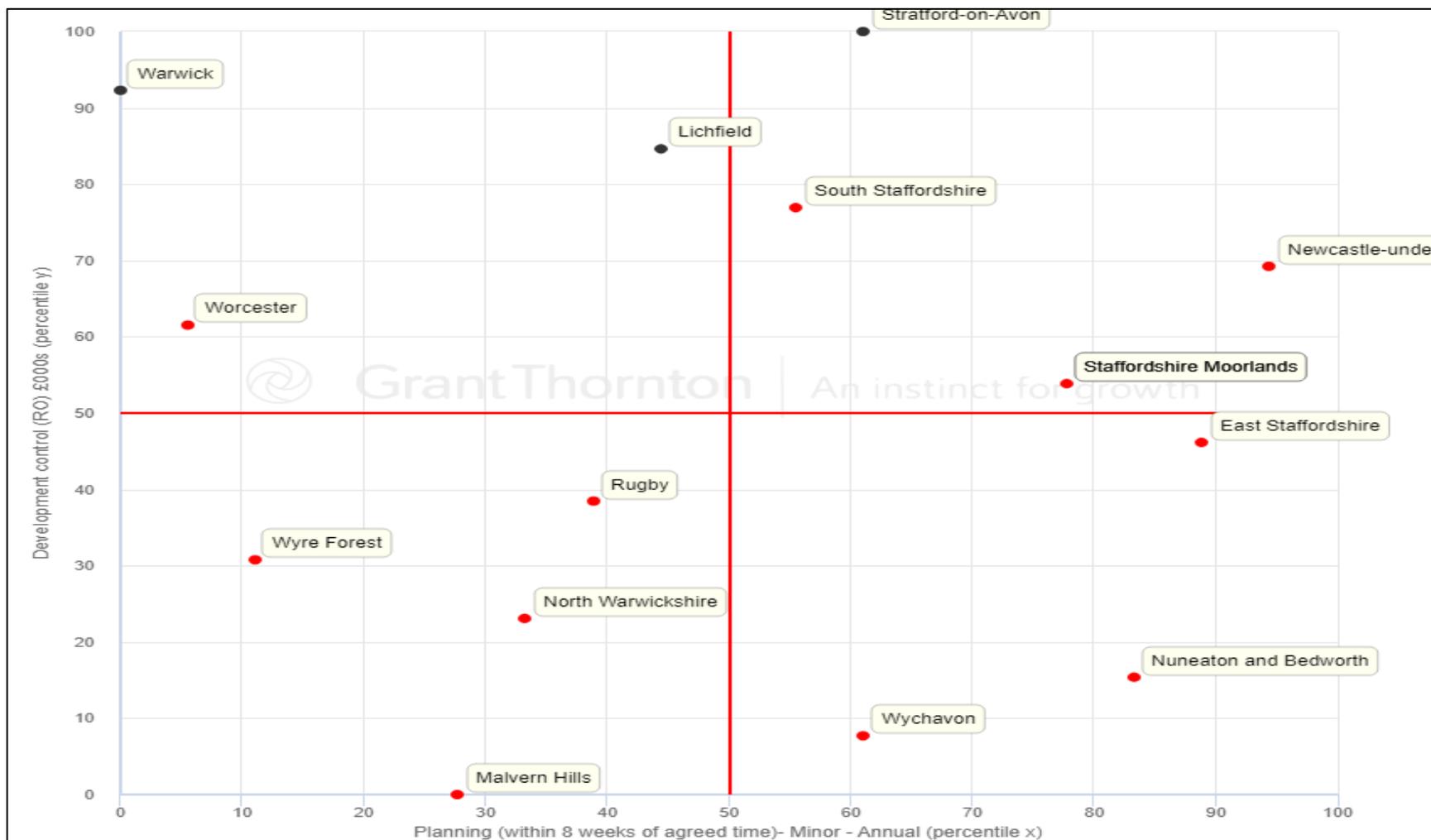


## High quality development and building control with an 'open for business' approach

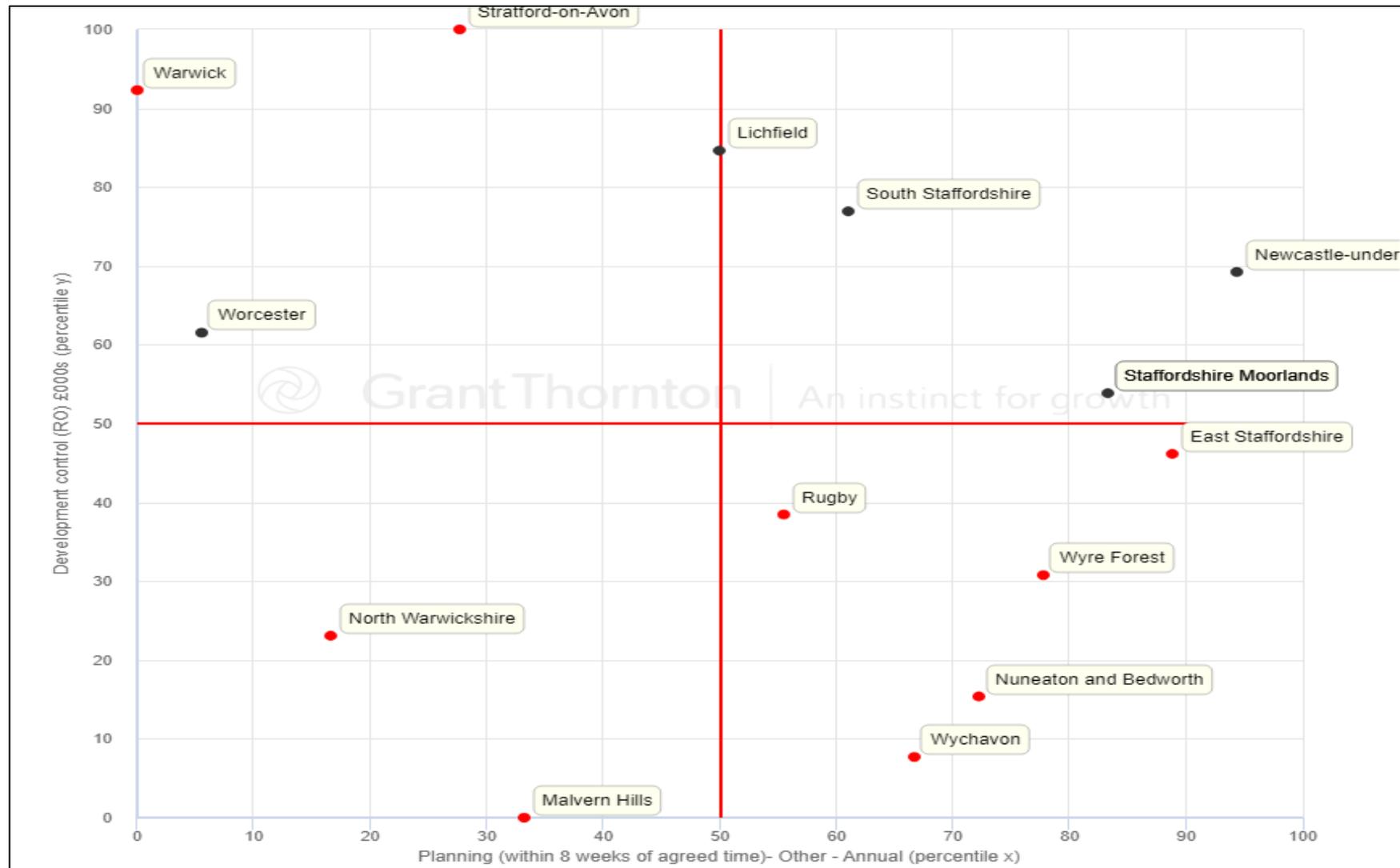
This chart shows the correlation between the cost of development control and major application processing within 13 weeks compared with the West Midlands Non-Metropolitan Group. In 2021-22, Staffordshire Moorlands processed 100% of major applications within target times - no change compared 2020-21. Development control costs have decreased from £495k to £313k. East Staffordshire and North Warwickshire have processed 100% applications to target but at a lower spend.



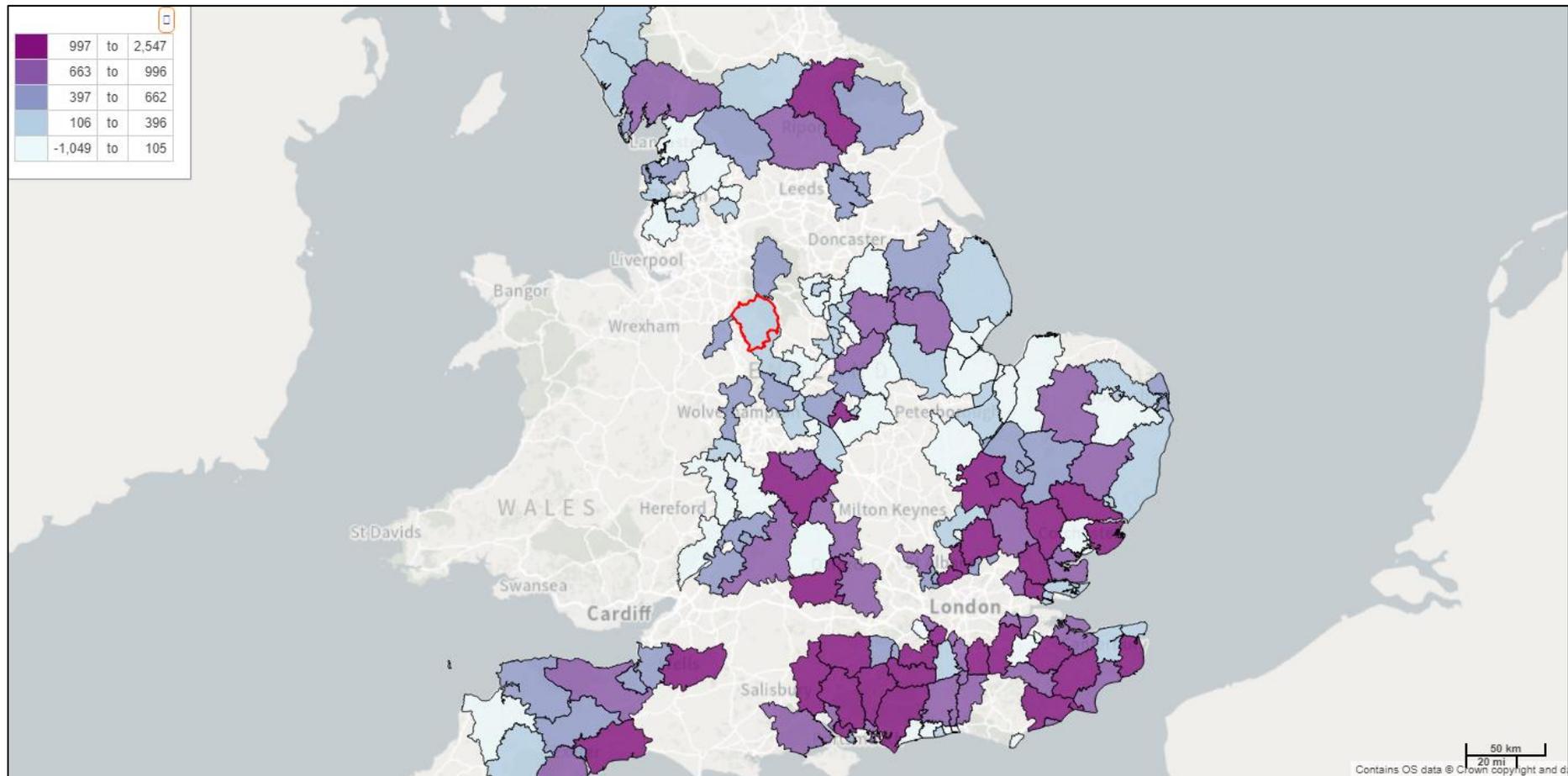
This chart shows the correlation between the cost of development control and minor application processing within 8 weeks compared with the West Midlands Non-Metropolitan Group. In 2021-21, Staffordshire Moorlands processed 88% of minor applications within target times, no change compared to 2020-21. East Staffordshire and Nuneaton & Bedworth have processed more applications to target but at a lower spend.



This chart shows the correlation between the cost of development control and other application processing within 8 weeks compared with the West Midlands Non-Metropolitan Group. In 2021-2 Staffordshire Moorlands processed 92% of other applications within target times compared to 90% in 2020-21, ranking has increased from 10th to 4<sup>th</sup>. East Staffordshire have processed more applications to target at a lower spend.



The map below shows the spend on development control (RO) £000's 2021-22 across all English districts. Staffordshire Moorlands spent £313,000 on development control, which places it in the lowest 40% of all districts nationally. Spend in 2020-21 was £495,000 which sat in the mid 20%

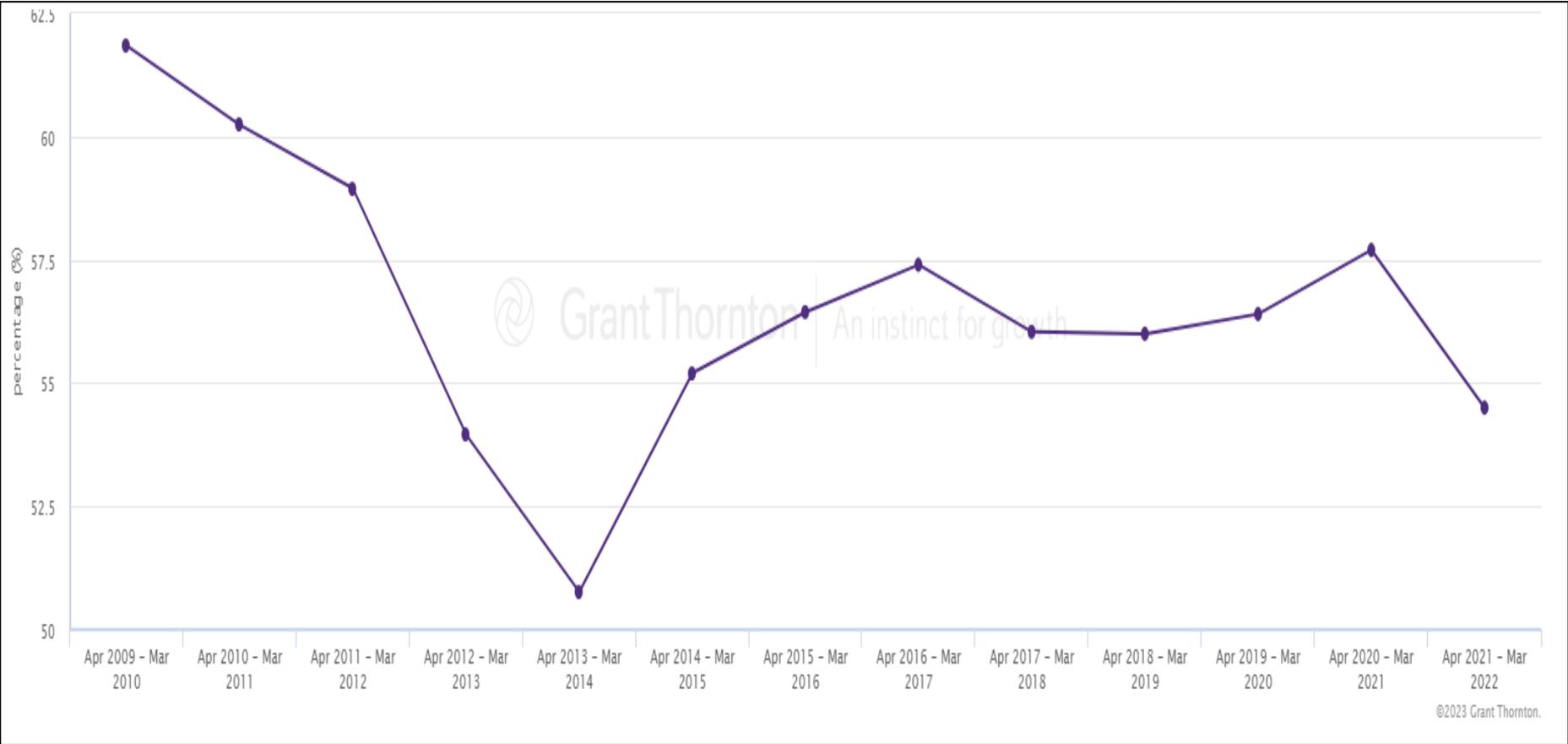




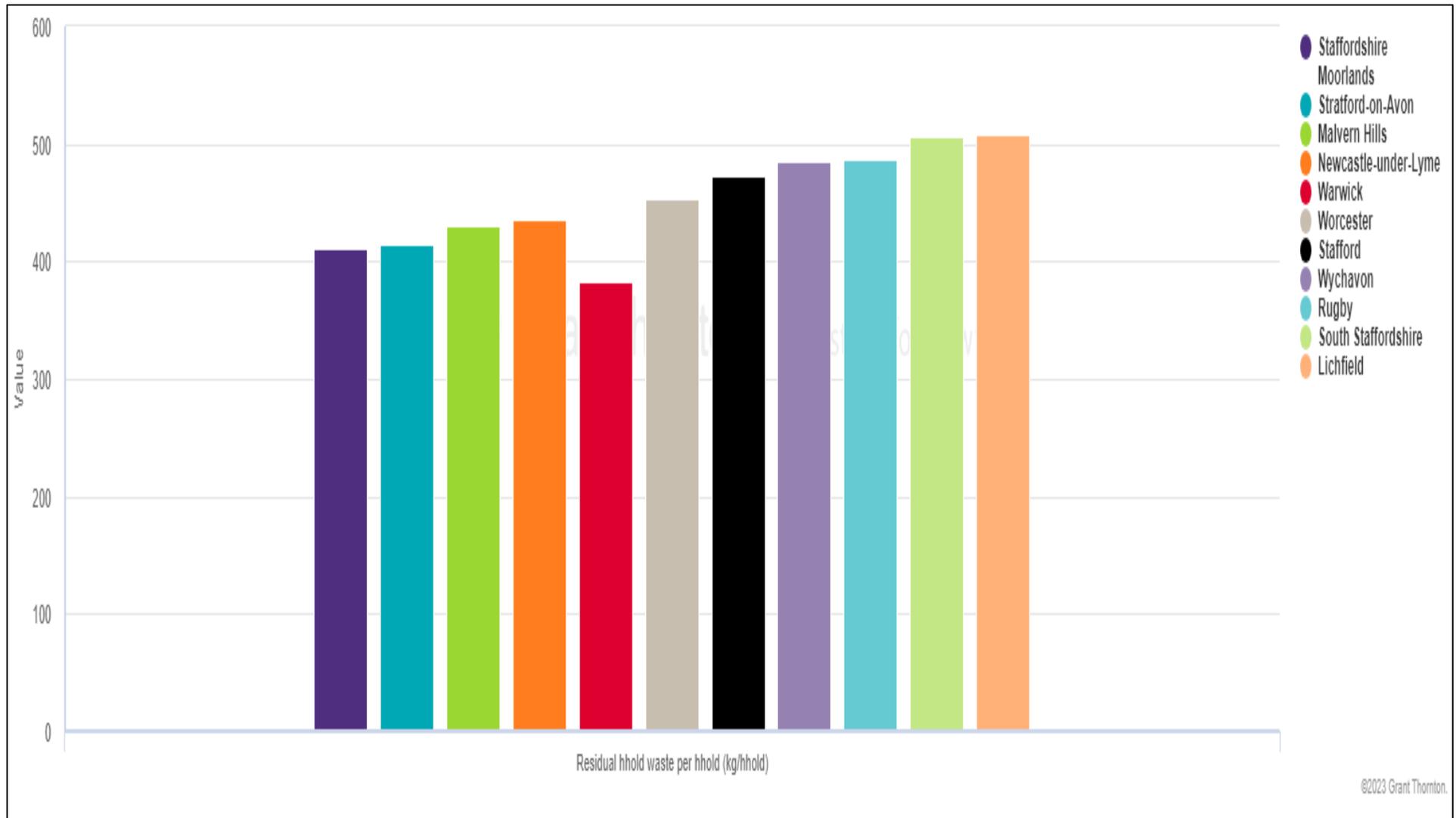
# ***To protect and improve the environment and respond to the climate emergency***

## ***Effective recycling and waste management***

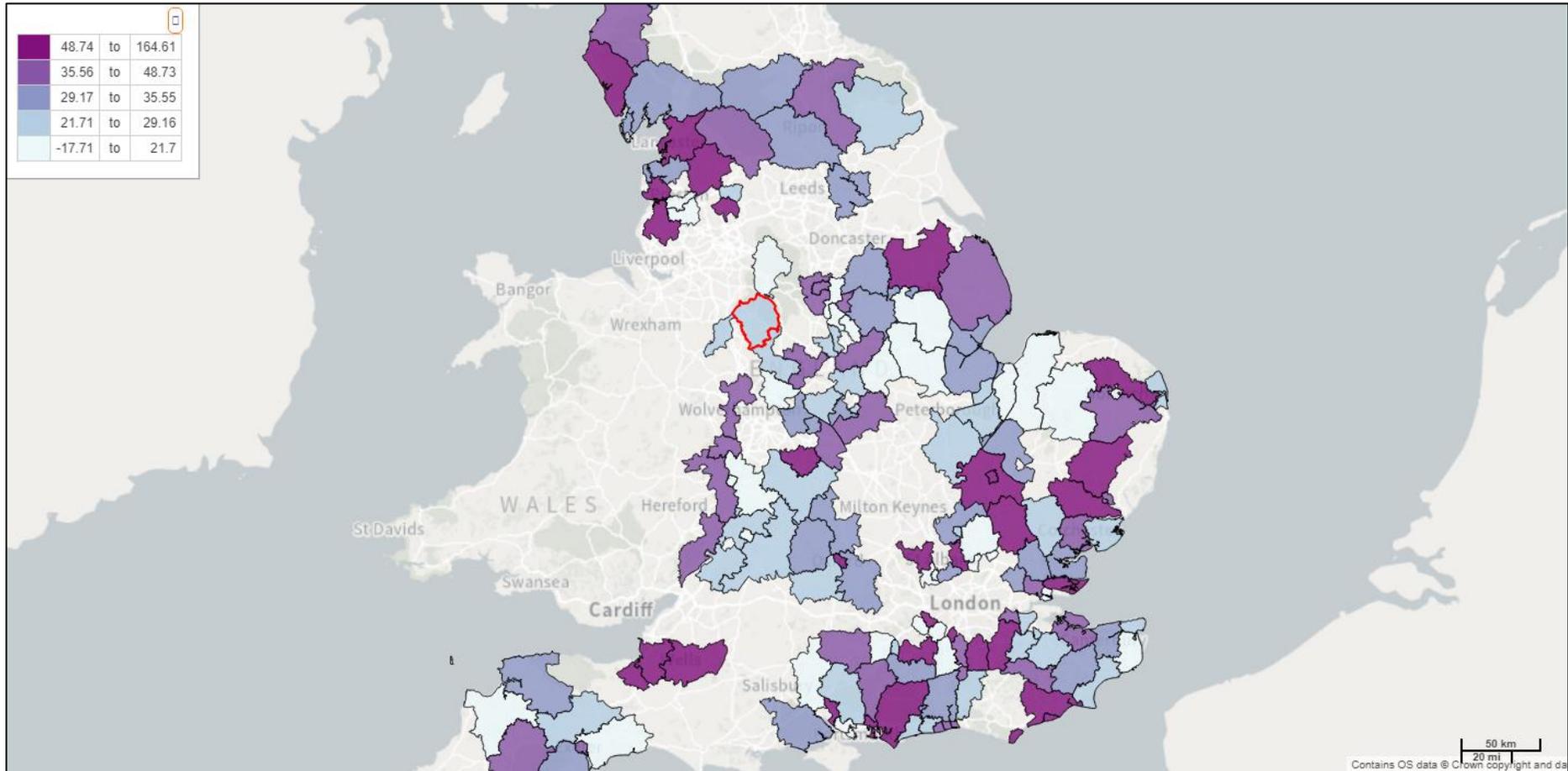
This line chart shows the proportion of household waste that is sent for reuse, recycling or composting from 2009-2022. Within Staffordshire Moorlands, the recycling rate of 54.5% has decreased from 57.7% in 2020-21, this still sits in the top 20% nationally. Other areas in the top quintile have achieved between 51.82% and 63.5%.



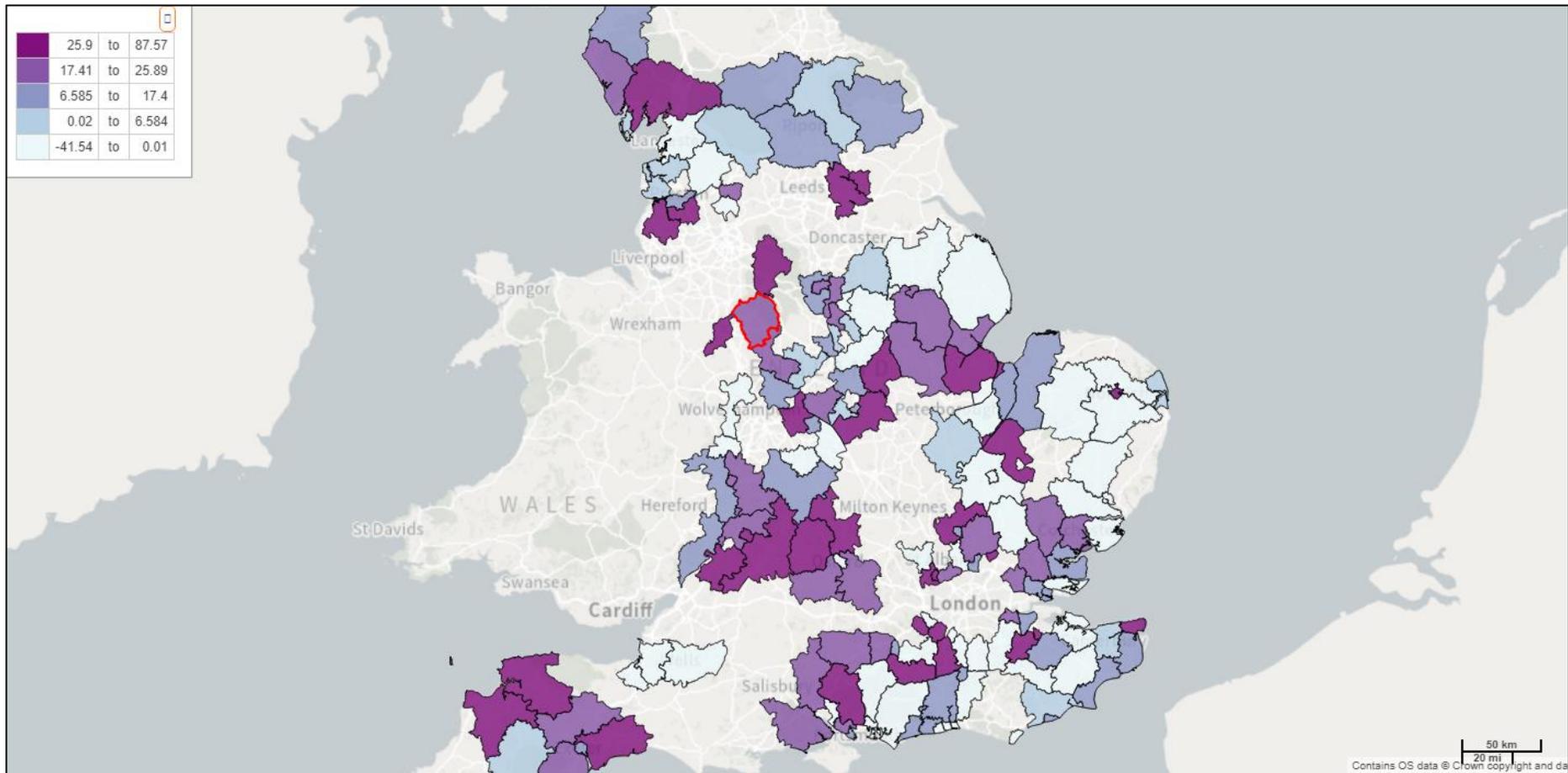
This bar chart shows the residual household waste per household in kilograms (2021-22) for Staffordshire Moorlands compared to the 10 nearest neighbours within the West Midlands Group. Staffordshire Moorlands had 411.8 kg of residual waste per household, the lowest within this group was Warwick with 383.4kg.



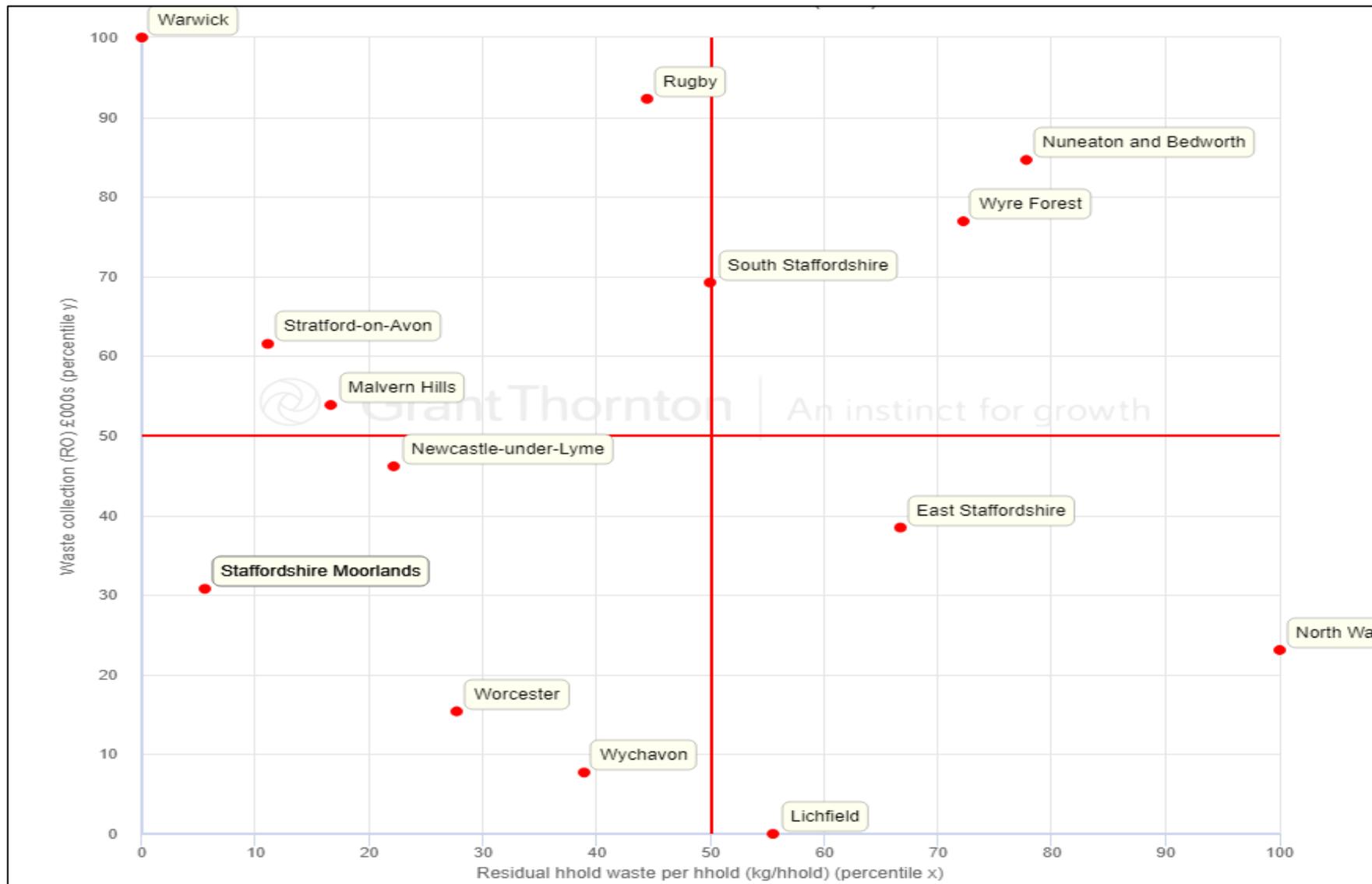
The map shows the unit spend on Waste Collection (RO, £/dwelling 2021-22) across all English districts. Staffordshire Moorlands has a unit spend of £22.74 and sits within the lowest 40% of all districts nationally. In 2020-21 the unit spend was £22.68



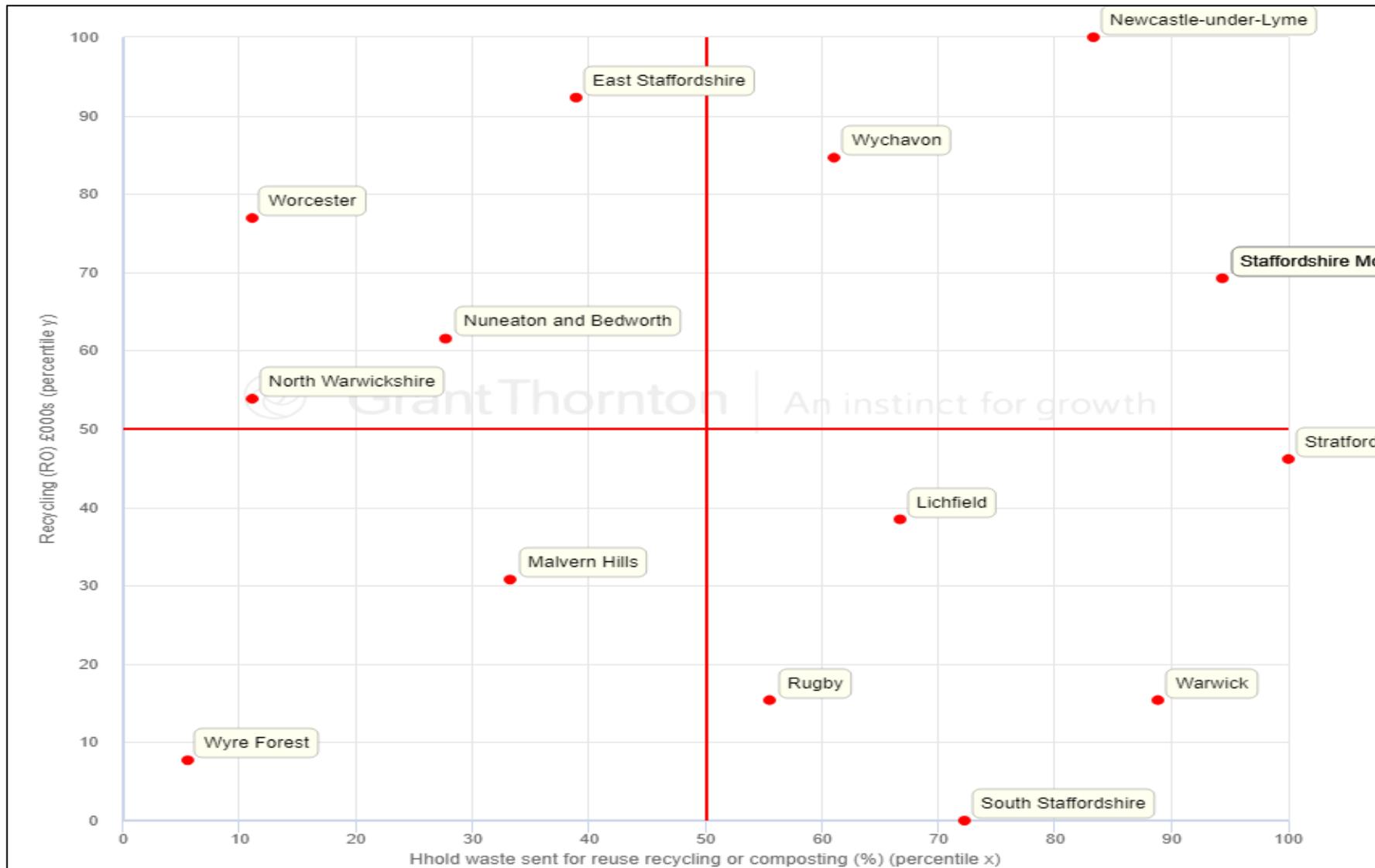
The map shows the unit spend on Recycling (RO, £/dwelling 2021-22) across all English districts. Staffordshire Moorlands has a unit spend of £26.65 and sits within the top 40% of all districts nationally. In 2020-21 the unit spend was £26.24.



This scatter chart shows the correlation between the waste collection RO (£000's) and the kg of residual waste per household. Only Warwick has a lower amount of residual waste, but at a much higher cost.

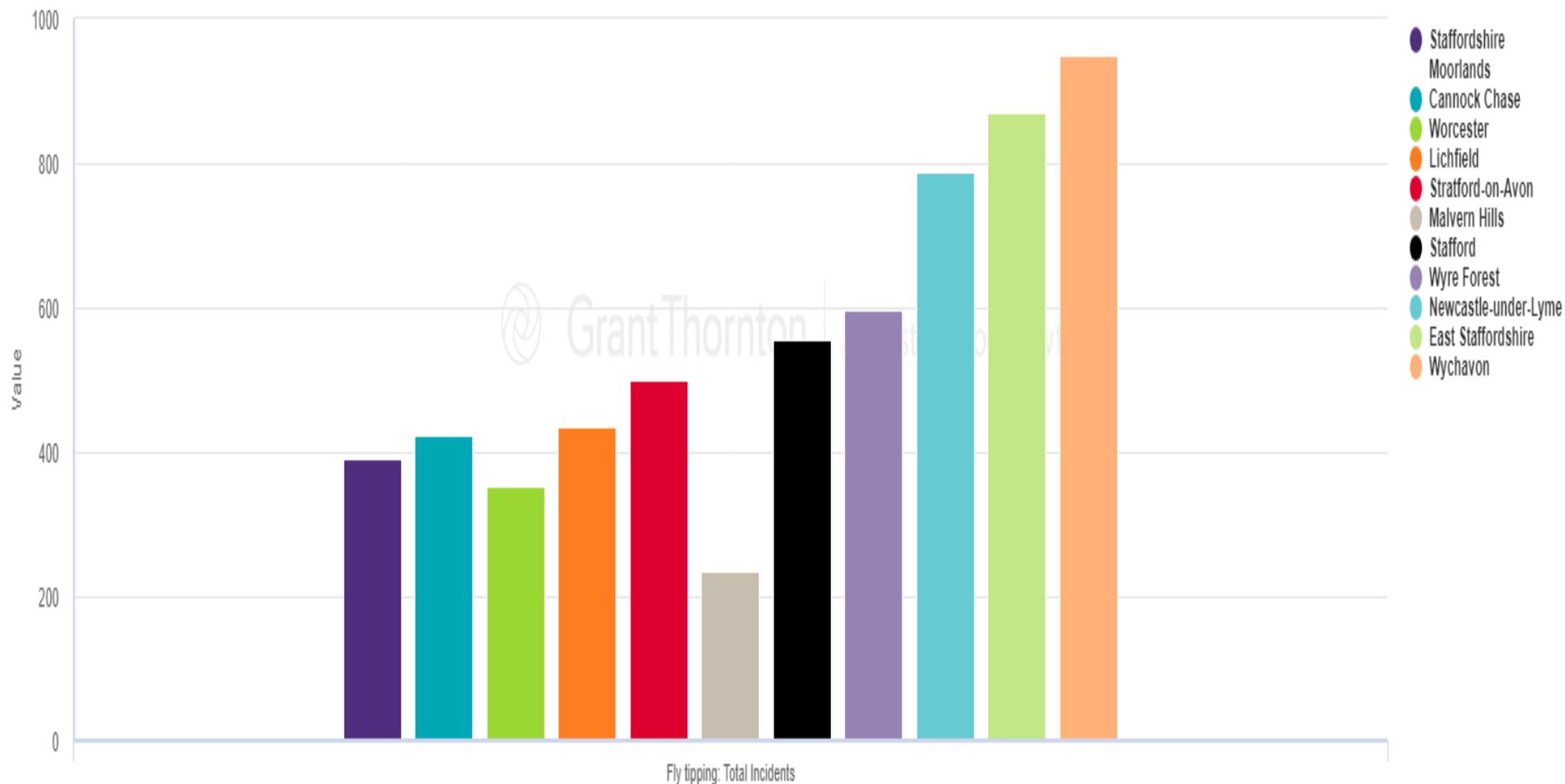


This scatter chart shows the correlation between the recycling RO (£000's) and the % of household waste sent for reuse, recycling or composting. Out of the group, only Stratford have a higher recycling rate at a lower cost.

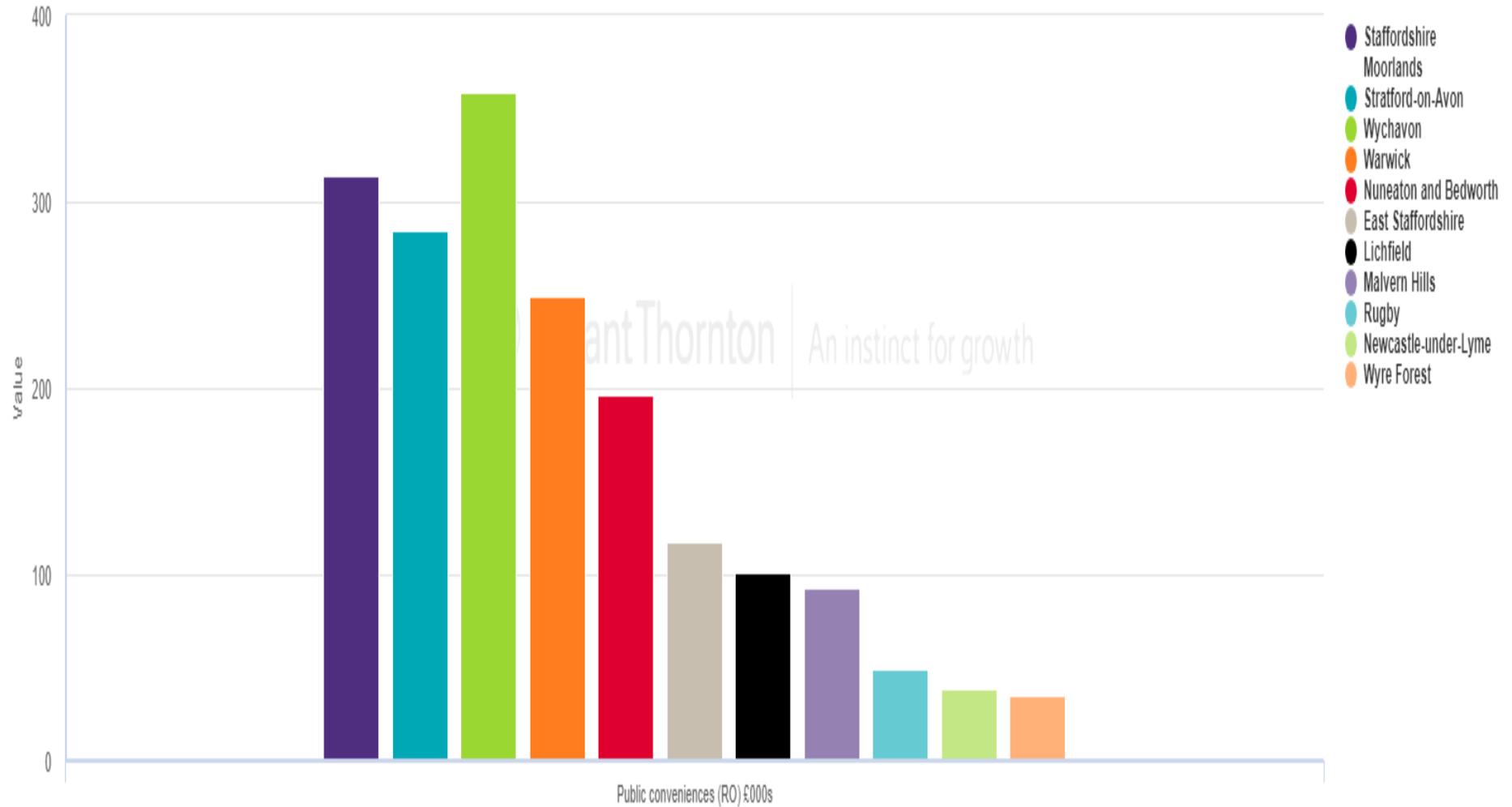


## Provision of high-quality public amenities, clean streets and environmental health

The table shows the number of fly tipping incidents in 2021-22 compared to the 10 nearest neighbours from the West Midlands Group. Compared to the whole West Midlands, Staffordshire Moorlands were ranked 17<sup>th</sup> lowest (out of 19) with 391 incidents, a decrease compared to 2020-21 with 558 incidents.

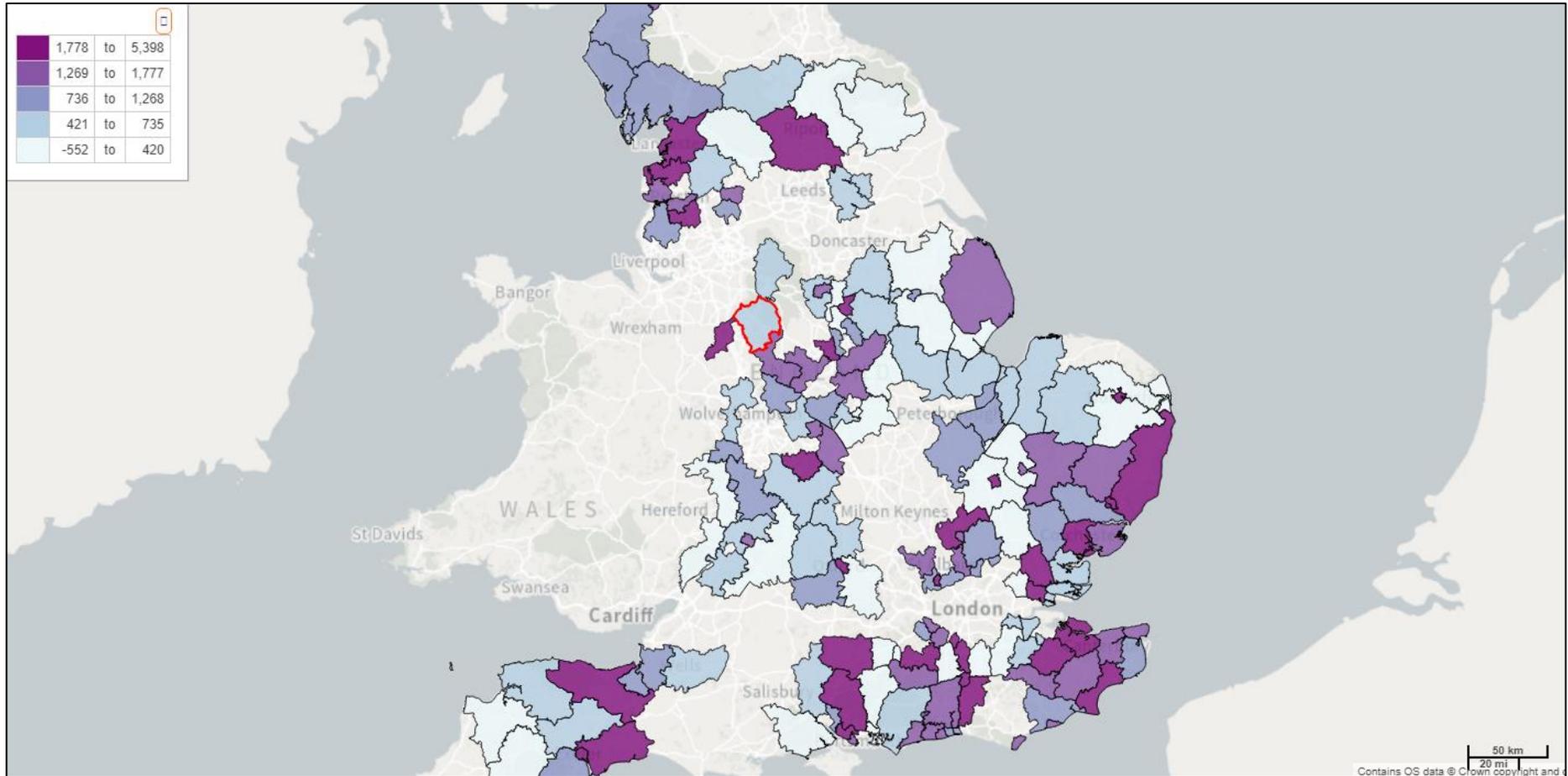


This chart shows the cost (in £ 000's) of Public Conveniences (RO) compared to the 10 nearest neighbours from the West Midlands group in 2021-22. Staffordshire Moorlands had the second highest spend in the group at £314,000, a decrease compared to £453,000 in 2020-21.



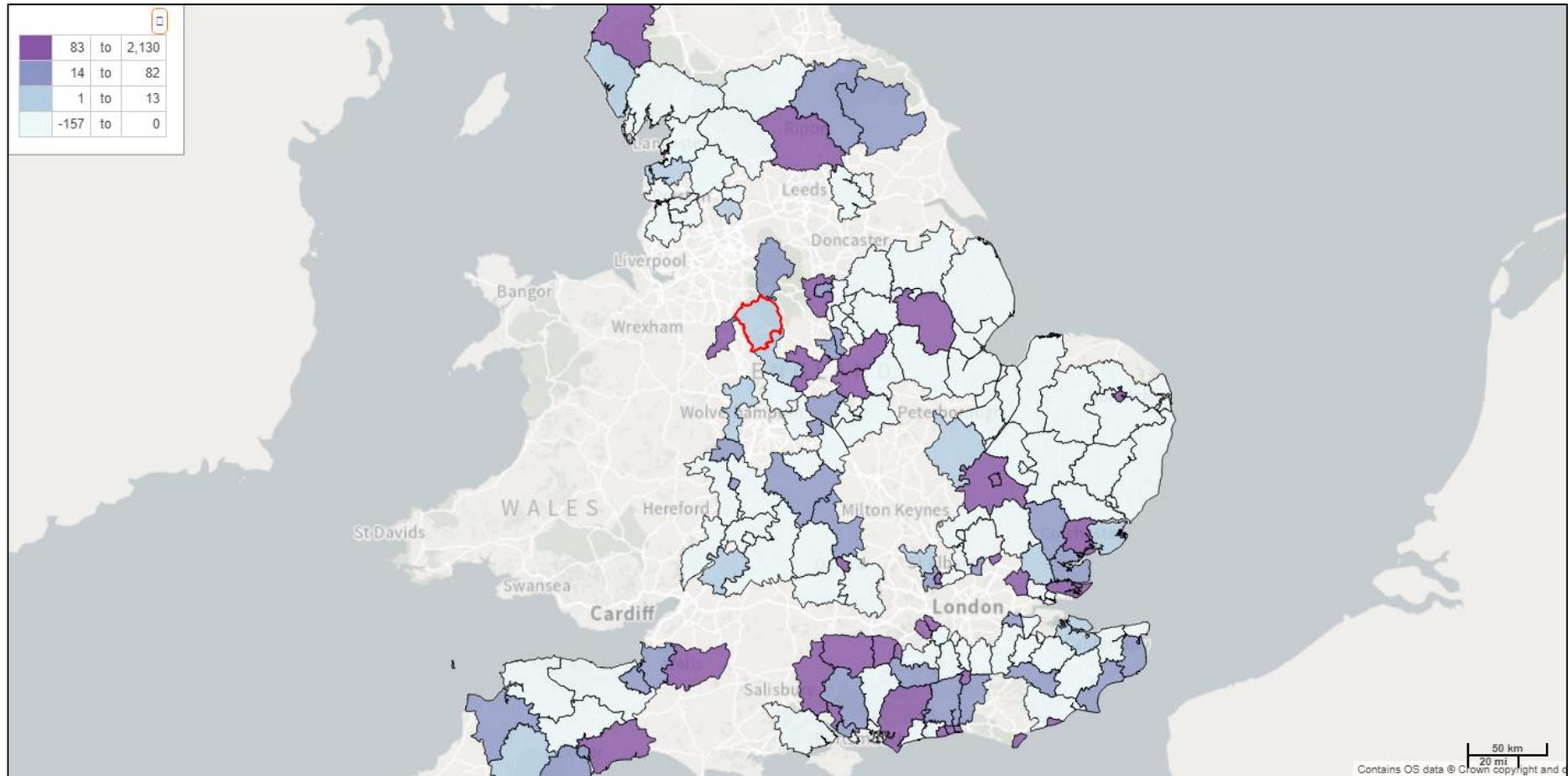
## Provision of quality parks and open spaces

This map shows the cost of open spaces (RO) £000's 2021-22 across all English districts. Staffordshire Moorlands are ranked 102<sup>nd</sup> out of 159 areas at £676,000 and sit in the lowest 40% of all districts nationally. In 2019-20 Staffordshire Moorlands were ranked 106<sup>th</sup> with a spend of £801,000.



## Meeting the challenges of climate change

This map shows the Environmental Initiatives RO in 2021-22 across all English districts. This value refers to net current expenditure for environmental education, grants related to environmental initiatives and individual environmental projects. Staffordshire Moorlands are ranked 63<sup>rd</sup> out of 159 areas with a spend of £13,000 and sit in the lowest 50% of all districts nationally. This is an decrease from £17,000 in 2020-21.



This map shows CO2 emissions estimates -total per capita (2021) in the context of All Local Authority Districts in the West Midlands using LG Inform Tools. The Staffordshire Moorlands score was 11.1 CO2 emissions per capita (10.4 in 2020) which is ranked 3rd highest in the group. The lowest was Tamworth at 3.

