



**Staffordshire Moorlands: Annual Report**

**2021-2022**

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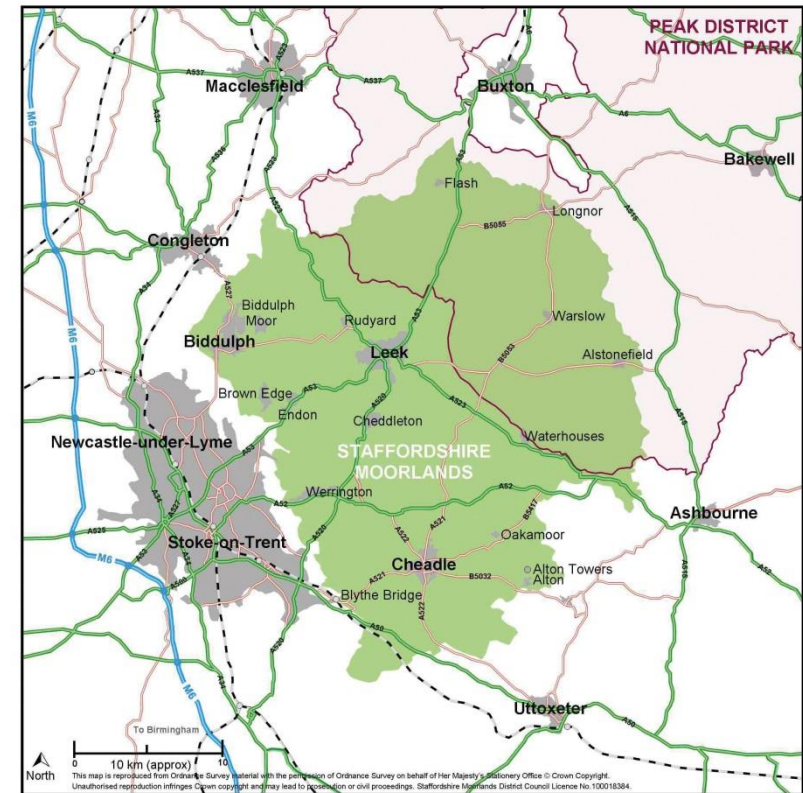
Appendix D: Aim 4 Analysis of comparative performance and costs

## 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 44,539 domestic households on the Council Tax valuation list at the end of March 2022.

### 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)
- Only 2.52% of the local population is non-white, compared to 6.44% in Staffordshire and 20.25% nationally. Mixed or multiple ethnic groups make up the second largest proportion of the local population at 0.62% (2011 census )
- One person households make up the largest group in the District followed by couples with no children (2011 census)
- 47.89% of the population are educated to degree level or higher (Dec 2021) which is higher than the county and national average. The proportion of residents with no qualifications has risen to 8.66% (Dec 2018) again higher than the county and national average.



### What's it like to live in the Staffordshire Moorlands?

**Crime** – Figures show that Staffs Moorlands recorded the lowest level of total recorded crime (exc fraud) per 1,000 population across the West Midlands at 39.39 in 2021. Nuneaton and Bedworth recorded the highest level at 76.94. Nationally Staffs Moorlands sits amongst the lowest 10 areas for recorded crime.

**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 80.35 and 83.38 years respectively (2017-19) Compared to the West Midlands region, the health indicators below are higher than the comparative average:

- Adults who are overweight / obese
- Adult smoking prevalence

**Housing** – Staffs Moorlands has a housing affordability ratio amongst the lowest 20% of the country at 6.4 (this ratio compares house prices to annual earnings, the lower the ratio the more affordable the housing 2021). In March 2022 the average house price in the area was £212,389 an increase of 4.6% from £202,979 in March 2021. In England (Mar 2022) the average property value was £275,838

- 79.69% of households in Staffs Moorlands are owner occupied, which is higher than the county and national average (2011 census)
- 8.86% of households live in social rented accommodation putting the area in the lowest 20% of areas nationally (2011 census)

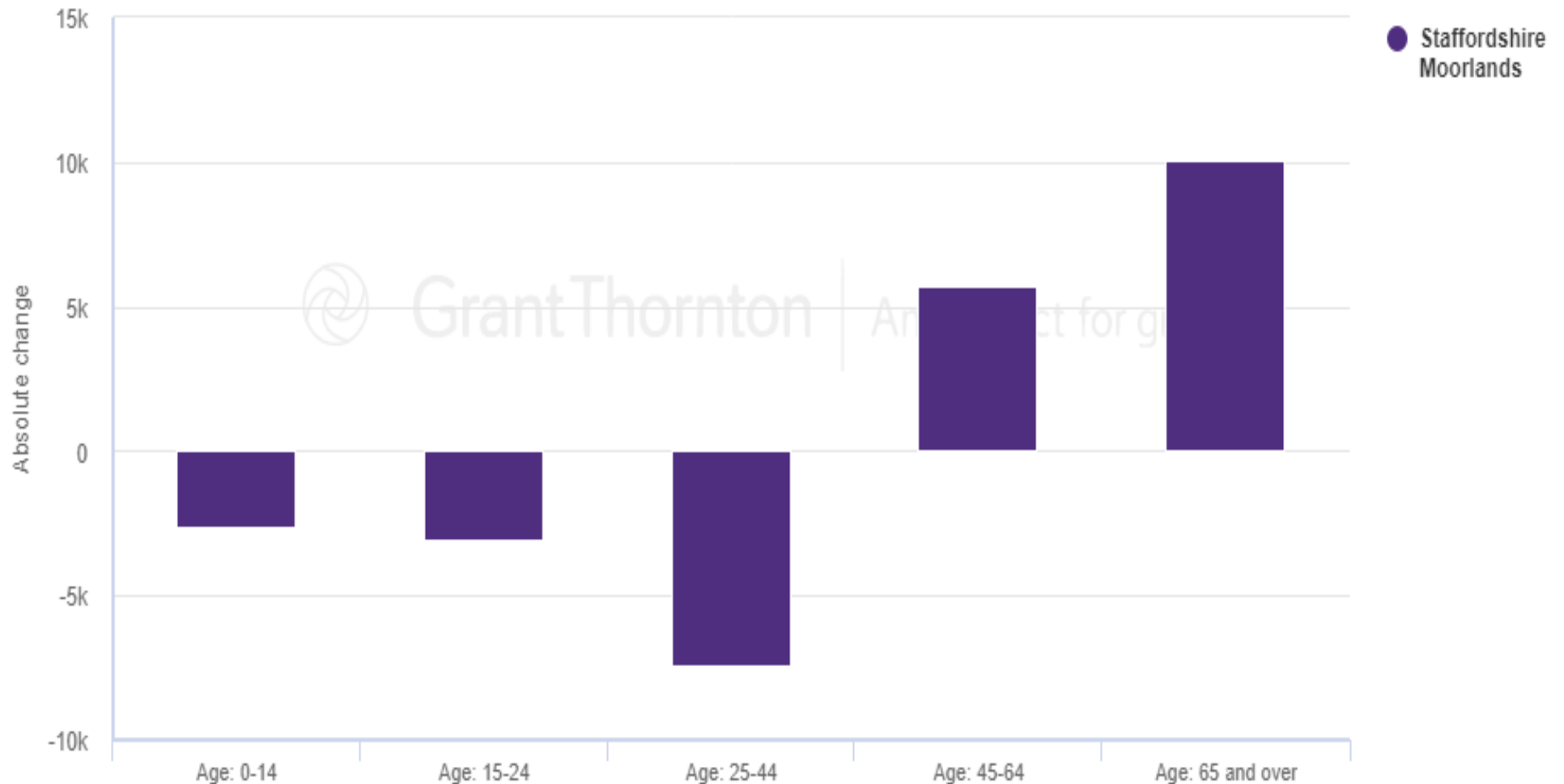
**Employment** – 58.63% of Staffordshire Moorlands residents are of working age, placing it amongst the bottom 40% of areas nationally (2020). The employment rate of 82.76% (Mar 2022) is higher than Staffordshire (77.6%) and England (75.43%) . Unemployment rates are low at 3.8%.

- Staffs Moorlands has a high proportion of residents who are employed in knowledge and professional roles. The proportion of the population employed in process, plant and machine trades and caring, leisure and other services is lower than the West Midlands (Dec 2021)
- Average earnings of Staffordshire Moorlands residents are estimated as £20,766 (median 2021) which sits below the Staffordshire median of £23,205 and the national median of £26,204

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.

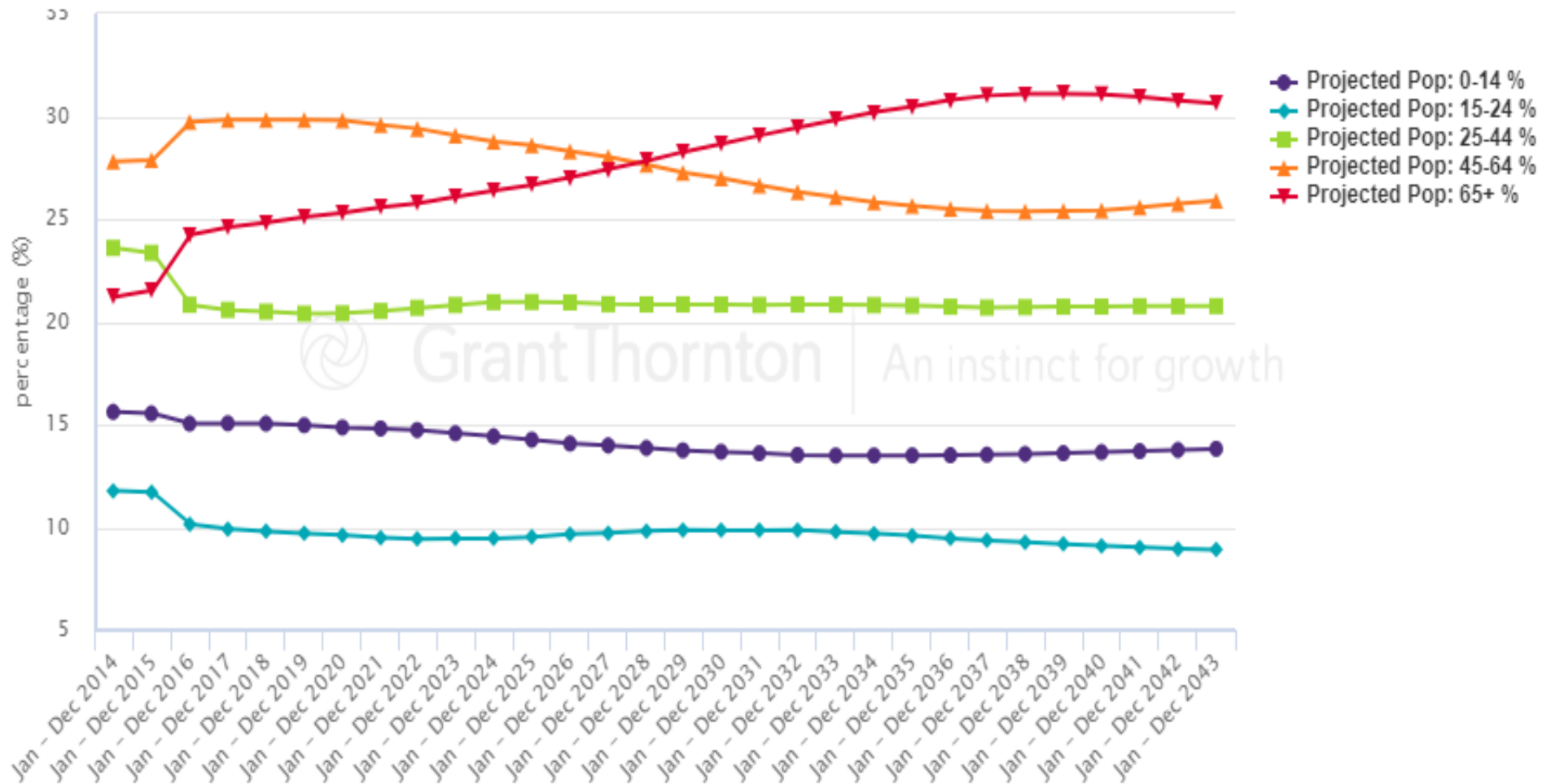
## Age: Change over time.

The chart below shows the absolute change in age profile from 1991 to 2020. Age 25-44 age profile has decreased by 7,397, the 65 and over profile has increased by 10,069.



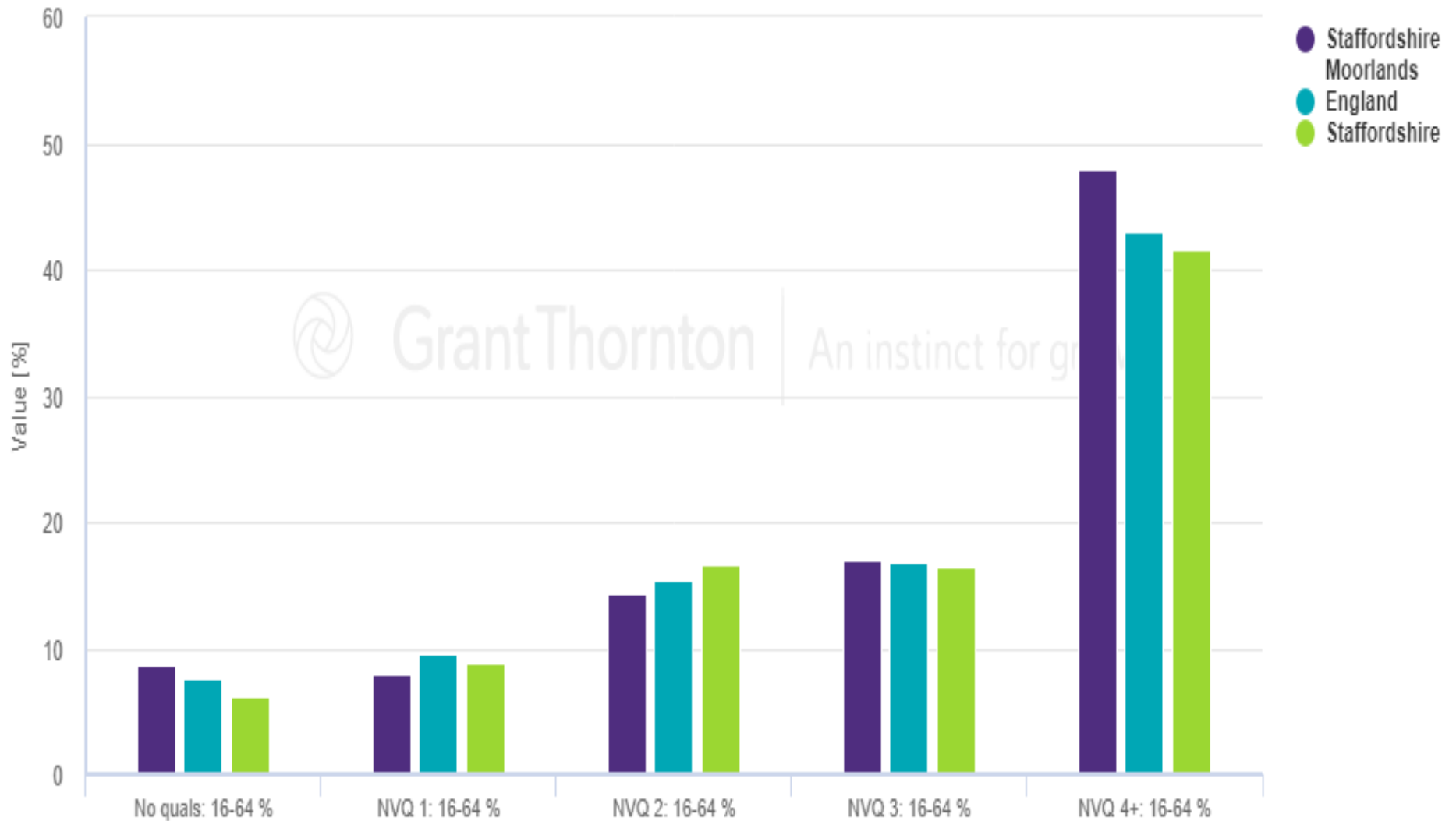
## Age : Population Projections

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:



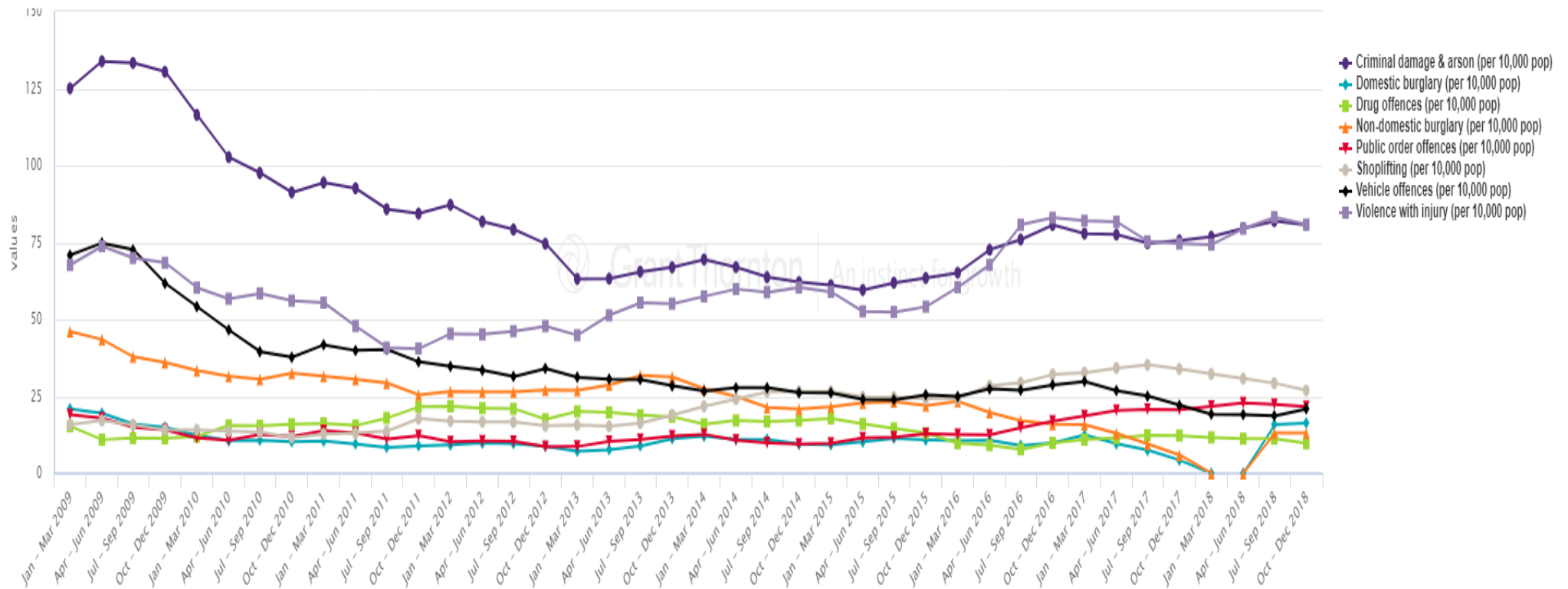
### Skills and Qualifications:

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



## Crime:

The line chart below shows the types of crime more prevalent in the area and how this has changed since 2009:

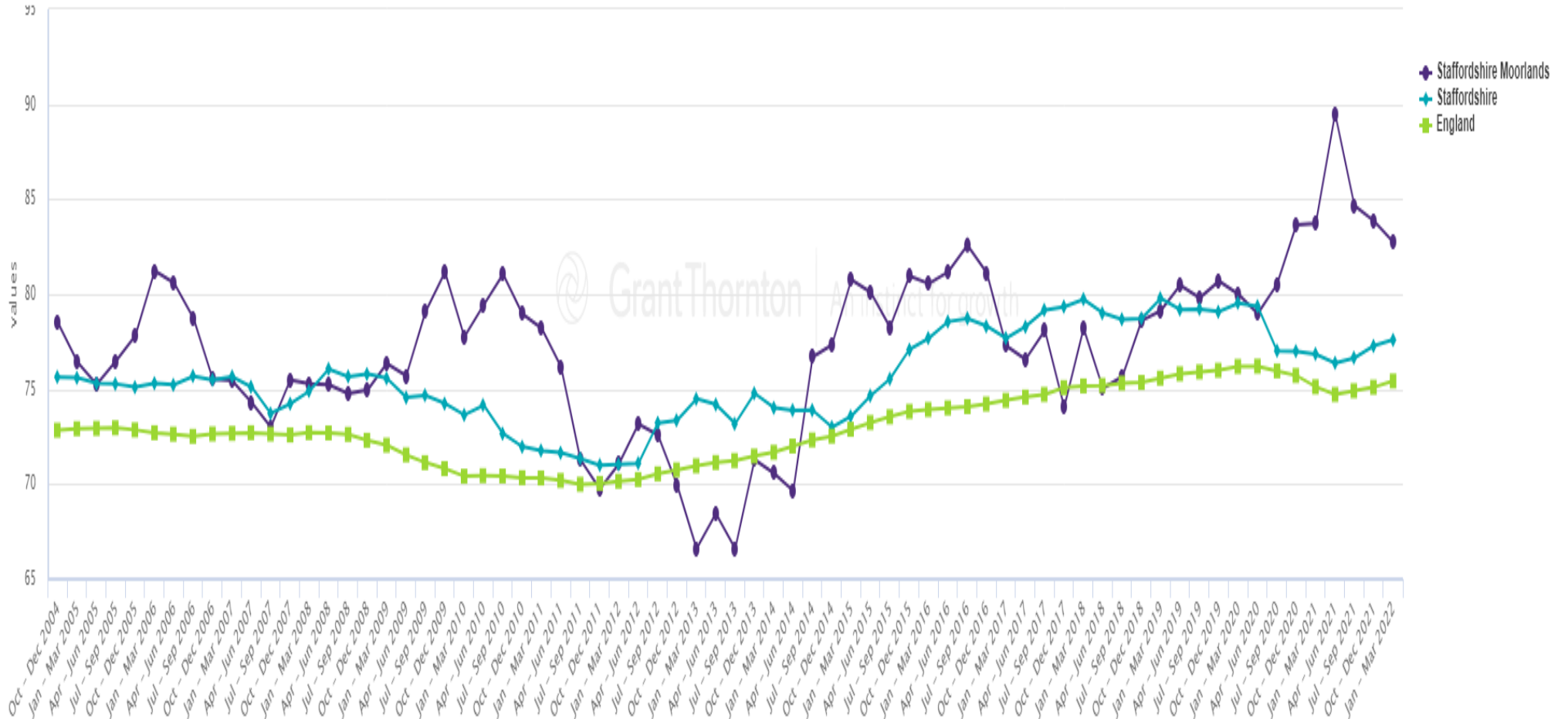




## Labour Market:

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

The District has faced significant financial challenges over recent years because of austerity measures, alongside cost pressures within services and greater volatility in financing streams. The shift in local authority financing has increased the focus on locally generated income streams – such as Council Tax and Business Rates and core Central Government funding has 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. The negative impact of the on-going Coronavirus Pandemic on the world economy has been further worsened by Russia’s invasion of Ukraine. The latter has caused a severe spike in global commodity prices. The UK and local economy is not immune to the resulting inflationary pressures. The table below compares Council spend per capita against all District Councils and shows that Staffs Moorlands has the lowest spend nationally at £83.15 per head.

<b>Staffordshire Moorlands</b>	<b>2020/21 (£000's)</b>	<b>Unit</b>	<b>Unit Cost (£)</b>	<b>Unit Cost Score</b>
<b>TOTAL SERVICE NET EXPENDITURE (RO) / Population</b>	8,184	98,427	83.15	Very Low
<b>TOTAL HOUSING SERVICES (GFRA ONLY) (RO Bal) / Population</b>	729	98,427	7.41	Very Low
<b>TOTAL CULTURAL &amp; RELATED SERVICES (RO Bal) / Population</b>	1,717	98,427	17.44	Low
<b>TOTAL ENVIRONMENTAL &amp; REGULATORY SERVICES (RO Bal) / Population (Average last year)</b>	3,670	98,427	37.29	Low
<b>TOTAL PLANNING &amp; DEVELOPMENT SERVICES (RO Bal) / Population (low last year)</b>	1,061	98,427	10.78	Low
<b>TOTAL CENTRAL SERVICES (RO Bal) / Population (Low last year)</b>	839	98,427	8.52	Very Low

## Changes to Accounting Reporting Deadlines

The Department of Levelling Up Housing and Communities (DLUHC) has put in place revised regulations to extend statutory deadlines for 2021/22. This year the Council's draft accounts (which must be confirmed by the responsible finance officer [RFO]) are required to be published by 31<sup>st</sup> July and to be audited by 30th November 2022.

## Future Challenges and Opportunities

The lingering impact of coronavirus pandemic on inflationary pressures has been compounded by the Ukraine conflict. The narrative below sets out some of the more significant recent developments which have or may have a potential impact on the financial position of the Authority.

## Changes to Local Government Finance

The below paragraphs detail any changes or proposed changes to Local Government financing which have had or may have a significant impact on the Council's future financial position:

**Business Rates** – As part of the current Business Rates Retention system, authorities are currently able to retain a 50% proportion of any growth in Business Rates over and above a centrally established baseline. The Retention system is being reviewed by Government along with the Fair Funding Review but has been 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. In 2022-23, the threshold was 3% the Council set a tax increase of 2.99%.

**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 will receive £255,050 in 2022/23. Going forwards the Medium Term Financial Plan (MTFP) assumes that the Council will receive funding at a reducing level of £100,000 in 2023/24 and £75,000 per annum in the following years pending the outcome of the current consultation.

**Other Government Funding** – The December 2021 spending review announcement confirmed the following Government support to the Authority in 2022/23: a Lower Tier Services Grant of £117,630; a Services Grant of £180,780; and a Rural Services Delivery Grant of £63,440. It



is assumed that the Rural Services Delivery Grant will be on-going throughout the life of the MTFP; the New Services Grant will reduce to 75% of that received in 2022/23; and the Lower Tier Services Grant will not be awarded in 2023/24 or thereafter.

### **Inflation Pressures**

The negative impact of Russia's invasion of Ukraine, meant that there was a unprecedented pressure on European energy markets, at this stage it is impossible to predict the impact on the Authority's finances and financial planning due the resulting volatility. Inflationary pressures across all services, including partner organisations, will be monitored throughout the coming years.

### **Efficiency & Rationalisation Programme**

The Efficiency and Rationalisation Strategy approved by Members in February 2017 identified a programme of £3.1million in savings to be made over the period 2017/18 to 2020/21. Whilst a good proportion of the savings were delivered, a remaining in-year target of £830,430 was set for 2021/22, focusing on the removal of surplus budgets no longer needed. Against the challenging backdrop of the peri- and post-pandemic pressures, a shortfall of £134,000 has been rolled forward to be realised in 2022/23 onwards. The Council carries the longstanding earmarked reserve of £493,000 established to support with any reprofiling requirements.

## Chapter 3: Equality and Diversity

Over the last 12 months the Council has been driving the Equalities and Diversity agenda forward within the authority. In March 2022 new Equality objectives were reviewed and approved by the Council. The objectives were evaluated against the latest version of the Local Government Association's Equality Framework. The framework sets out four modules for improvement, underpinned by a range of criteria and practical guidance that can help a council plan, implement and deliver real equality outcomes for employees and the community. The four modules are:

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

We are proud of our Disability Confidence Standard status since signing up to the scheme which supports the Council in its objectives as an employer for both current and future employees to challenge attitudes towards disability, provide an increased understanding, remove potential barriers to disabled people and those with long-term health conditions and ensure that disabled people have the opportunities to fulfil their potential and realise their aspirations.

The introduction of a new Agile working policy following Covid has provided employees with flexible working arrangements including mobile and home working which compliments the existing flexible working policy. The policy supports the diversity of our current and future workforce needs.

Analysis of our current workforce against the area population shows that it is broadly representative of the population. The Council employs more females (14% more) in comparison to the population and in terms of ethnicity our workforce is predominately White British at 76.3% in comparison to the population at 97.5%.



## Chapter 4: 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 5: 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; local resilience forums
- Cyber risk and IT security –health check undertaken by external specialists; action plan for new IT strategy; regular training & comms
- Employees – agile working policy implemented; wellbeing hub established , mental health first aiders trained and operational
- Environmental Regulations – air quality plan; climate change action plan; TEEP assessments; Taxi Policy & Street Trading review
- Contract Management – updated procurement strategy including new toolkit; annual financial health checks; contractor checks and regular liaison meetings; monitor key strategic suppliers
- Investment in assets – new database completed; energy audits & stock condition surveys complete; asset management plan review
- Safeguarding – risks overseen by corporate group; regular training for all employees; policy reviewed annually via 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. In the last 12 months work has been commissioned to provide a tree safety and liability review to evaluate the current injury and liability risk management arrangements in relation to the management of trees. This will take place in the summer 2022.

Progress on areas identified in previous years:

Project Risk Management – the recommendations around version control have been adopted and we will be implementing project risk management training for relevant staff.

Cyber Health Check – the recommendations around the critical aspects of Cyber Certification, Privileged Access Management and End of Life Systems are either complete or in progress. The actions continue to be monitored through Information Governance Group.

## Opportunities

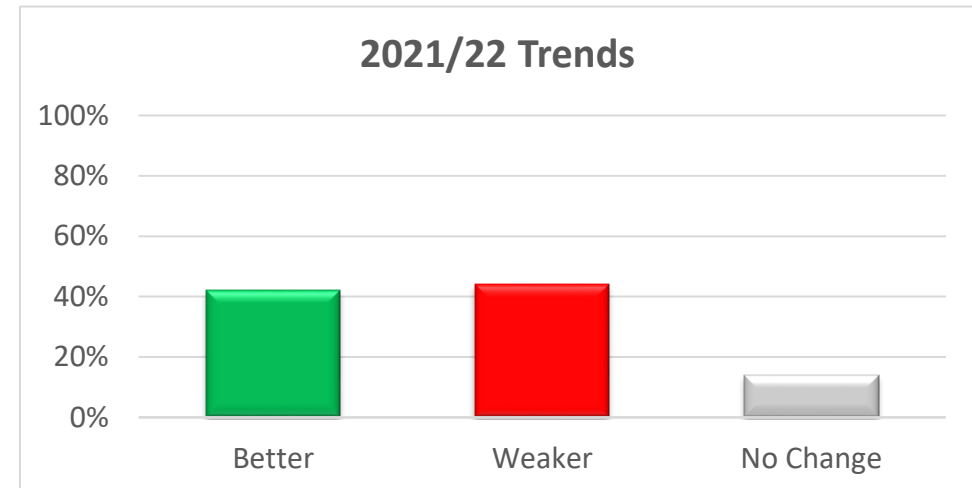
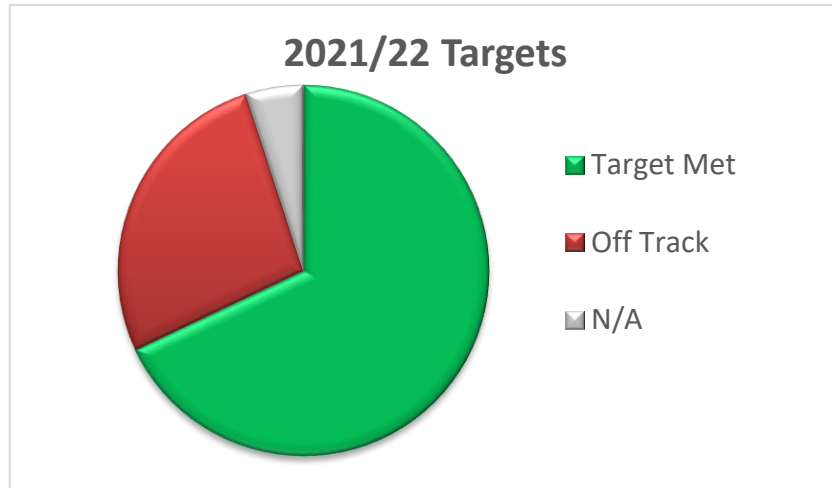
		Impact				
		5	4	3	2	1
Likelihood	5					
	4			Effective contractor relations		
	3	Housing & Business Growth				
	2					
	1					

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 three top rated opportunities facing the council in 2022 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; 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

## Chapter 6: Demonstrating value for money - our performance and how we compare

At the close of 2021/22 the Council had achieved 68% of its key performance indicator targets for the year (-2% on the previous year) and had maintained or improved performance levels in 56% of these measures (down from 60% last year)



The service areas which fell short of target include processing times for housing benefit changes, the use of temporary accommodation, FOI response times, use of contracts register and procurement activity on forward plan, recycling rates.

The effect of the Covid 19 has continued to have an impact on some service areas and we have taken that into account when setting the targets for 2021/22, although this now only relates to a relatively small proportion of indicators.

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
- ✓ Benefits processing times for changes of circumstance
- ✓ Homelessness applications opened at the prevention and relief duty stages
- ✓ 11 households in temporary accommodation over 6 weeks (no families)
- ✓ Homelessness settled accommodation outcomes
- ✓ 13.5% of housing register applicants in priority need have been waiting in excess of 6 months (up from 8% last year)
- ✓ Housing Benefits processing – accuracy rates

In 2020/21 Staffs Moorlands' performance in determining new Housing Benefit claims was 8 days, an improvement from 15 days the previous year, one of the fastest of the 19 councils in the regional comparator group. Processing times have increased slightly to 9.8 days in 2021/22. The processing of changes in circumstance improved from 9 days to 4.5 days in 2020/21, ranked 6<sup>th</sup> fastest in the comparator group. This has increased to 6.2 days in 2021/22. The Council's costs decreased from £320k to £362k in 2020/21 and are now the 11<sup>th</sup> lowest in the region. The correlation charts in Appendix A detail the regional performances and identify those councils with lower costs in 2020/21. The number of households in temporary accommodation has decreased from 14 to 11 in 2021-21.

### Contextual Measures:

- ❖ 91% of benefit overpayments were recovered
- ❖ 20 affordable homes delivered
- ❖ 177 new dwelling completions were made in 2021/22
- ❖ 218 homes stood empty for more than two years
- ❖ 61 complaints were received in relation to private sector accommodation, with 13 category 1 hazard properties and 47 category 2 hazard properties (up from 6), 1 improvement notice was issued
- ❖ At the end of March there were 12 households in temporary accommodation

### Achievements

- ✓ *Secured grant funding from the Rough Sleeping Accommodation Programme for the delivery of 4 self-contained supported accommodation for rough sleepers*

- ✓ *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 20% to 66%)**

Benchmarking confirms that the Staffs Moorlands area enjoys low crime levels (the lowest in the West Midlands comparator group), the Council's spend on CCTV has increased from £161k to £124k, now ranked 5<sup>th</sup> highest in the group.

Contextual Measures:

- ❖ 48 voluntary groups supported
- ❖ 4425 recorded crimes across the borough last year and 14509 anti-social behaviour reports

Achievements

- ✓ *Introduced new Community Safety Strategies and delivered Community Safety Action Plans*
- ✓ *Led on the upgrade of the Councils public realm CCTV system*
- ✓ *Linked with Support Staffordshire and other community groups to support the response to the pandemic and other activity*

### ***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**

2020/21 benchmarking evidences that relative spend by Staffs Moorlands on the provision of sports and recreation has increased from £34k to £672k, ranked 7<sup>th</sup> highest spend in the West Midlands comparator group. The active lives survey Nov 21 shows that the proportion of residents taking part in 150+ minutes of exercise each week has increased from 61.5% to 62.9%

Contextual Measures:

- ❖ 24.4% of the local population are 'inactive', down from 29.1%% (Nov 2021 Active Lives Survey)
- ❖ 11.2% of the local population (9,200) volunteer in sports clubs, down from 25.3% (Nov 2021 Active Lives Survey)

## Achievements

- ✓ *Supported Waterhouses Parish Council and local sports clubs to access 10-year pitch maintenance funding from the Football Foundation in addition to part funding new machinery via the outdoor sport capital fund*
- ✓ *Created an amazing new activity zone in Brough Park, comprising of a new destination standard play area and two refurbished tennis courts*
- ✓ *Assisted Leek Town FC to transform their grass pitch at Harrison Park into a full size, state of the art 3G facility – the first of its kind in the Moorlands*
- ✓ *Allocated a further £16,000 funding to projects to improve outdoor play, sport and recreation facilities in Whiston, Leek and Endon*
- ✓ *Provided £35,000 capital funding to Werrington Parish Council to develop a new pump track facility at Meigh Road Recreation Ground. This was match funded by a further £25,000 from British Cycling*
- ✓ *Awarded £9,000 in sports grants to assist nearly 30 clubs, coaches and athletes from across the 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
- ✓ Sundry debt reduction
- ✓ % invoices paid in line with terms of contract
- ✓ Efficiency savings met
- Income variance to budget
- ✓ Expenditure variance to budget

Staffs Moorlands Council Tax collection rate has decreased from 98.55% to 98.17% in 2020/21, the rank within the region dropping from 3<sup>rd</sup> highest to 4<sup>th</sup> , however nationally the ranking has increased from 28<sup>th</sup> to 21<sup>st</sup> highest. Costs have increased from £138,000 in 2019/20 to £422,000 taking our national ranking to the 142 lowest out of 180 councils nationally and the 11th lowest in the region. Performance in collecting Business Rates decreased in 2020/21 from 99.3% to 97.35% , placing the council 33rd highest in the country, down from 14th.

In January 2022 we commenced our first Local Government Association ‘Corporate Peer Challenge’ , a week long voluntary process to aid improvement and learning. This was held as a virtual event involving six Peers drawn from local government providing challenge and to share learning to aid future improvement. The Peers met with councillors, staff , trade unions, neighbouring council leaders, local media and a vast range of key strategic partners. Headline findings were that we ‘ *Deliver high-quality , low cost services that are value for money and have been well managed over a number of years*’ highlighted our ‘*Strengths in governance and financial management and in investing in staff and elected members*’ praised us for being ‘ *At the forefront of creative thinking with a clear focus on efficiency and resilience*’. An action plan has been created from the recommendations for further development and will be implemented throughout 2022-23.

### Contextual Measures:

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



### Achievements

- ✓ *Processed the payment of £20million in Government Covid-19 support to local businesses across the Alliance and again played a pivotal role in implementing the processes behind this*
- ✓ *Achieved unqualified auditor opinion on the 2020/21 Statement of Accounts for both Councils, following another year of disruption and remote audit*
- ✓ *Successfully produced a balanced Medium Term Financial Plan and 2022/23 budget.*

### **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
- ✓ Avoidable contact
- **FOI requests dealt with on time**
- ✓ Sitemorse Index compliance rating

The level of ombudsman complaints have increased from 5 to 9 in 2020/21, ranked 8<sup>th</sup> in the region. General complaints at Stage 1 have increased slightly from 52 to 61 but the figure remains relatively low.

### Contextual Measures:

- ❖ 10% of FOI requests were diverted to the Council's website / publication scheme
- ❖ 75 complaints (stage 1 and 2) were received during 2021/22, up from 63 the previous year
- ❖ The cost of handling FOI requests was estimated at £31,636
- ❖ 787 retweets on Twitter; down from 1238 the previous year

## Achievements

- ✓ *36,863 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*
- ✓ *Increase in online forms made available for customers to self-serve*
- ✓ *Developed Access to Service Strategy, engaging with service areas and external partners*
- ✓ *Implemented Civica Pay for payment at front line*

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

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

Sickness absence (Alliance) has increased following the initial decline in 2020/21. Covid cases were included in the calculation from February 2022 which has contributed towards the increase in sickness rate. The council's agile working policy is now in place and the 2022/23 target has been amended as we re-adjust to the new ways of working and the changes in staff structure due to the Norse transfer. Staff appraisals have been delayed but will re-commence, to be led from the top.

## Contextual Measures:

- ❖ We received 43 compliments in 2021/22, down from 100
- ❖ There are 4 apprentices across the Alliance, of which 3 are working on the higher level scheme
- ❖ 100% of the apprenticeship levy was spent by the Alliance
- ❖ Staff turnover increased to 13.4% from 10.6% (Alliance)

## Achievements

- ✓ *Delivered external training for Climate Change and a Senior Leadership Programme*
- ✓ *Developed a suite of Covid 19 risk assessments*
- ✓ *Developed guidance and training on working safely from home, fire safety, ergonomic guidance, stress awareness and wellbeing, returning to the workplace, working in other properties*
- ✓ *Reviewed DSE risk assessments along with 1-2-1 discussions and home visits to ensure compliance*

- ✓ *Recruited 4 senior managers, promoted 4 staff and seconded 11 staff (Alliance)*
- ✓ *1 post entry training agreements in place*
- ✓ *Implemented the Agile Working Policy*

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

- ✓ **Council-owned business units that are occupied (98%)**



The creation of a joint venture company with Norse Commercial Services Ltd was approved and the transfer of the maintenance and facilities management functions and project management of the capital programmes commenced in July 2022 (Phase 2) . Phase 1 involved the transfer of the cleaning and caretaking services into the new company from April 2022.

### Contextual Measures:

- ❖ 743,000 litres of oil fuelled our main office building costing £23,000 and 316,800 Kwh of electricity, costing £62,000

### 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.*
- ✓ *Undertook stock condition surveys of building fabric, mechanical and electrical*
- ✓ *Completed Energy Audits across General Fund properties*



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

- **On-contract spend**
- **Procurement activity on forward plan**



#### Contextual Measures:

- ❖ 20% of contracts over £5,000 were awarded to local businesses following submitted expressions of interest
- ❖ 5.7% of council supplier spend stays within the local area

#### Achievements

- ✓ *Local businesses spend over £1,162,198*
- ✓ *Completed 131 Procurement exercises delivering the Council's Procurement forward plan (Alliance)*
- ✓ *Supported Welcome back programme of funding for local High Streets*
- ✓ *Delivered strategic procurement exercises including renewal of IT Managed Services Contract and Brough Park improvements inc. Tennis Courts*

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

- ✓ **IT network and system availability**

#### Achievements

- ✓ *Supported home working and conducted a Return to Office IT review*
- ✓ *Completed the server migrations*
- ✓ *Worked with Customer Services, Finance and NEC to implement CivicaPay replacing PARIS for the processing of all incoming payments*
- ✓ *Worked with Socitm to deliver the Digital Maturity , IT and Digital Strategy review*
- ✓ *Led the Collective project to implement a brand new bin operation system replacing Flare*
- ✓ *Led the Alliance Norse project , the joint venture to deliver Repairs and Maintenance, Capital Projects and Facilities Management to corporate, commercial and housing property assets.*

### **Aim 3: To support economic development and regeneration**

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

Benchmarking reveals that our business formation rate is the lowest in the West Midlands region and in the lowest 20% nationally at 8.38 % this has decreased from the previous year's rate of 9.24% .

Contextual Measures:

- ❖ 4115 enterprises are operating within the Staffs Moorlands, an decrease of 65 on the previous year
- ❖ 686m2 employment space delivered for 2021-22 (use classes B1/B2/B8)
- ❖ 1704 hits on the business page of our website, down from 5455 in 2020/21

#### **Achievements**

- ✓ *Prepared and distributed Christmas Gift Guides and Local Food to help promote local businesses as they recover from lockdown*
- ✓ *Supported a number of business events including the Leek and Biddulph Xmas lights switch on, Cheadle Town Council Music and Halloween events, Leek Town Council family fun day, writers festival and Americana Blues event.*
- ✓ *Distributed the E-newsletter to over 1000 businesses each month*
- ✓ *Distributed over £4.7 m discretionary grants to businesses affected by Covid*
- ✓ *Granted free membership for one year to the Federation of Small Businesses to help 25 micro-businesses plan for the future*

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

- ✓ *The district had an average town centre vacancy rate of 10.2% , an increase from 8.7% in 2020/21 , which is below the national average of 11.8% . Leek is 8/9%, Cheadle 12.9%, and Biddulph 10.7%.*



## Achievements

- ✓ *An overview and update of the economic profiles for High Peak and Staffordshire Moorlands was completed to give an insight into the local economy as we moved out of lockdown*
- ✓ *The Cheadle Stakeholder Panel met six times in 2021 to guide community engagement work and offer feedback to the Council regarding residents' priorities. A community newsletter and survey was delivered to Cheadle households in summer 2021, inviting those who live, work or visit the town to offer their views on issues and opportunities for the town centre.*

## **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 is being prepared with an aim to boost visitor numbers and spend in the area*
- ✓ *Staffordshire Moorlands tourism were represented at the Group Travel show in October 2021 and a ten day SM Walking Festival was organised with 50 guided walks offered*
- ✓ *Although closed for part of the year due to COVID, business support continued via the Leek TIC, with activity moving on-line where possible. Social media campaigns were delivered, including the Staffordshire Moorlands Lockdown Awards, a Staffordshire Moorlands Tourism Photography Competition and a Festive Shop Window competition.*



## ***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
- 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
- ❖ 268 customers attended the new Planning Surgeries: up from 257 last year

2020/21 benchmarking data across the West Midlands region shows that Staffordshire Moorlands performs above average for the processing of major, minor and other planning applications but is above average cost regionally. The costs of development control has increased from £318k to £495k placing the council in the mid 20% of councils nationally and the 7<sup>th</sup> highest in the region.

### Achievements

- ✓ *Listed building enforcement notice served and Appeal against it successfully defended for illegal replacement of roof tiles at Hales Hall, Cheadle*
- ✓ *Completed successful transfer of building control to Derbyshire Building Control Partnership*

## 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 2020/21 shows Staffs Moorlands are still ranked 2<sup>nd</sup> highest amongst the 19 councils for recycling with a rate of 57.7%. The residual waste collected at 405kg is also the 2<sup>nd</sup> lowest but has increased from the previous year. Recycling costs in 2020/21 are 7<sup>th</sup> highest compared to 4<sup>th</sup> highest the previous year, whilst waste collection costs are 10<sup>th</sup> lowest regionally and now amongst the bottom 20% of councils nationally.

### Achievements

- ✓ *Implemented a new bin operation system 'Collective' allowing residents to see real time updates greatly reducing the need for customer contact*

### ***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 - 212 compared to 160 last year

Our 2020/21 fly-tipping results rose to 558 incidents which sits in the lowest 20% nationally, but have fallen to 382 in 2021/22 which is in line with national trends following lockdown. However this remains an area of concern because of the environmental impact and the drain on resources. Last year we launched a joint comms campaign with our AES partners in response, as well as reviewing our enforcement policy. The Council's spend on public conveniences in 2020/21 is the highest across the regional comparator group at £558,000 an increase from £359,00 in 2019/20. Food hygiene in establishments across the District look healthy with only 18 premises achieving 0-2 stars (1 less than the previous year) and 638 premises achieving 3 stars or above (an increase from 606 in 2020/21 when the pandemic affected the ability to access premises to perform the inspection).



### Contextual Measures:

- ❖ The Council issued no fixed penalty notices for environmental antisocial behaviour in 2021/22
- ❖ 392 fly tipping incidents were collected by the council, down from 558 the year before

### Achievements

- ✓ Investigated 143 reports of abandoned vehicles and disposed of 3
- ✓ Issued 12 fixed penalty notices for fly-tipping
- ✓ Issued 251 written warnings and dealt with 74 food hygiene complaint
- ✓ Dealt with 1171 pollution related complaints (Alliance)
- ✓ Handled 248 covid queries
- ✓ Investigated 61 Health and Safety concerns
- ✓ Undertook 140 water samples and risk assessments (Alliance)
- ✓ Carried out 61 Ukraine support and housing inspections



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

- ✓ Green Flag maintained for Ladderedge Country Park for the 7<sup>th</sup> consecutive year

Council spend on parks and open spaces has decreased from £832,000 to £801,000 and places the council amongst the middle 20% of councils nationally.

### Achievements

- ✓ The Friends of Ladderedge Country Park and the variety of tasks they assist with are growing in number : 105 volunteer days or 410 hours contributed since last April 2021



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

### Contextual Measures:

- ❖ 867 PCNs were issued in 2021/22 of which 87.3% 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

- ✓ *Completion of the SMDC Parking Review and adoption of new strategy*

## ***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

- ✓ *Introduced the Staffordshire Moorlands Climate Change Strategy*
- ✓ *Appointed a new Climate Change and Biodiversity Officer*
- ✓ *Supported the planting of 421 trees for the community orchard project, bringing our total of orchards planted to 20, 16 of which are on our land.*

AIMING LOW: THE  
WAY TO NET ZERO  
2021 TO 2030



The Council approved the 2021/22 Climate Change Plan (Part 1) in July 2021 which focussed on reducing our own emissions and we are now implementing the second phase: *Publish Part 2 of the Climate Change Action plan and commence delivery of the priorities contained within*

*Part 1 and 2.* Part 2 is concerned with how the Council intends to help the whole District achieve net zero emissions and was published in November 2021. Both Part 1 and Part 2 are 'dynamic' documents that will be amended as more data/ assessments and opportunities arise.

Work done to date includes:

- ✓ Staff have undertaken Carbon Literacy Training together with Train the Trainers for Community Champions . Gained Bronze Level certification in Carbon Literacy, Silver accreditation on track for December 2022.
- ✓ The new agile working policy has been implemented and it is expected the trends established by the new ways of working will be sustained: reduction in business mileage; increased customer self-service and reduced paper consumption.
- ✓ Developed an action plan to reach the 2030 net zero target
- ✓ The Climate Change working group continues to meet to discuss and agree actions in respect of a number of key themes including biodiversity, transport and travel, planning, waste and energy

## Chapter 7: 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 into 2022/23, together with any new priorities that may have emerged as outlined below.

Corporate Plan Aim	Rolled forward Priority Actions	New 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>Together with partners we will seek to influence the following outcomes:</b> <ul style="list-style-type: none"> <li>➤ Ensuring effective health, particularly for the elderly</li> </ul>		
<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	

Corporate Plan Aim	Rolled forward Priority Actions	New Priority Actions
<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>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	
<p><b>Together with partners we will seek to influence the following outcomes:</b></p> <ul style="list-style-type: none"> <li>➤ Expand the Growth Deal Partnership to provide inward investment</li> <li>➤ Support the Churnet Valley Railway with their plans to bring trains back to Leek</li> <li>➤ Improve access and traffic flows to our town centre</li> </ul>		
<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	
	Develop a plan to improve Brough Park and John Hall Gardens	

Corporate Plan Aim	Rolled forward Priority Actions	New Priority Actions
<b>Aim 4:</b> Protect and Improve the Environment and respond to the climate emergency	Publish part 2 of the Climate Change Action Plan and commence delivery of the priorities contained within Parts 1 and 2.	
<p><b>Together with partners we will seek to influence the following outcomes:</b></p> <ul style="list-style-type: none"> <li>➤ Provide waste and recycling centres across the district</li> <li>➤ The provision of accessible on street parking</li> </ul>		

## 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



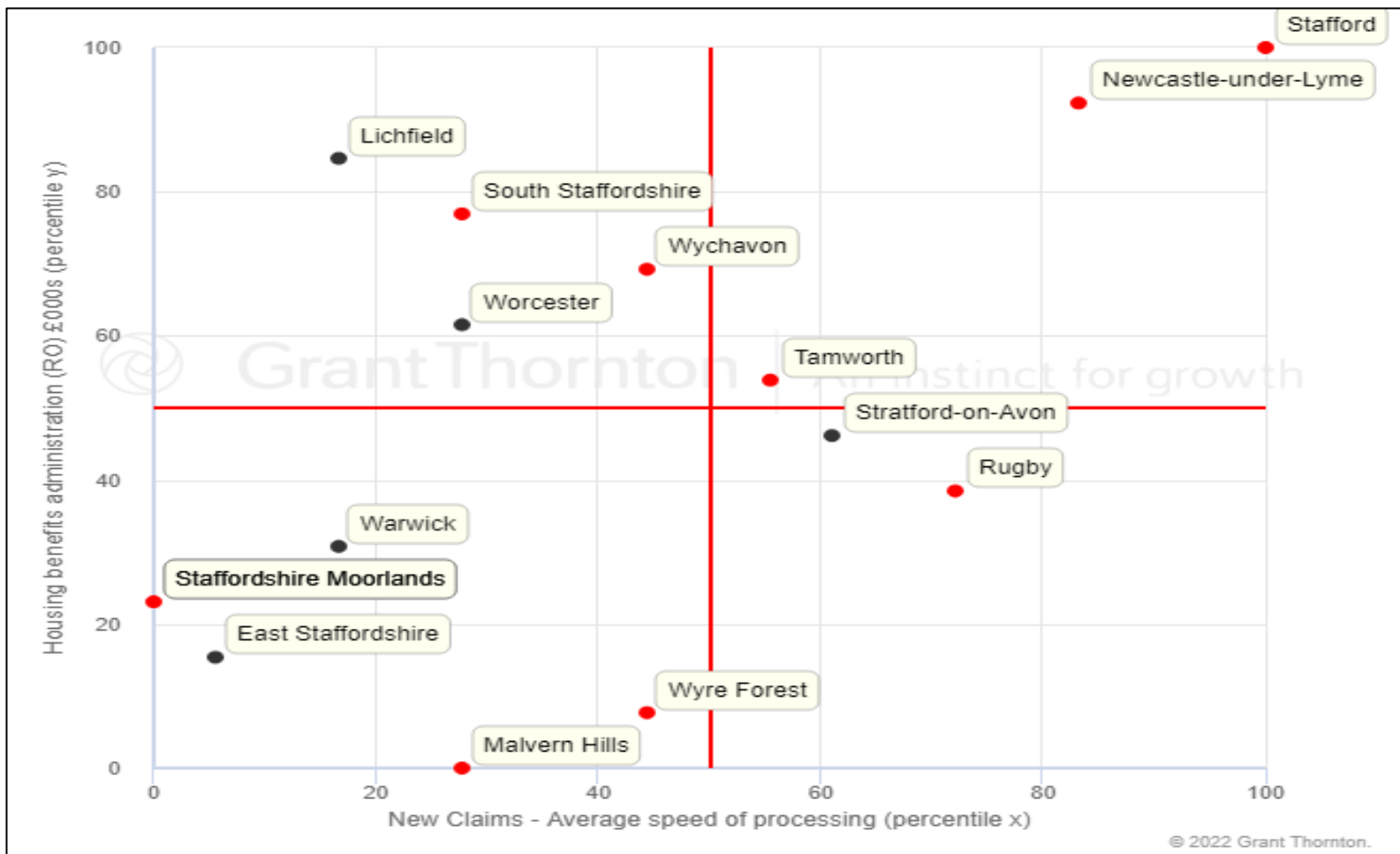
*APPENDICES*

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



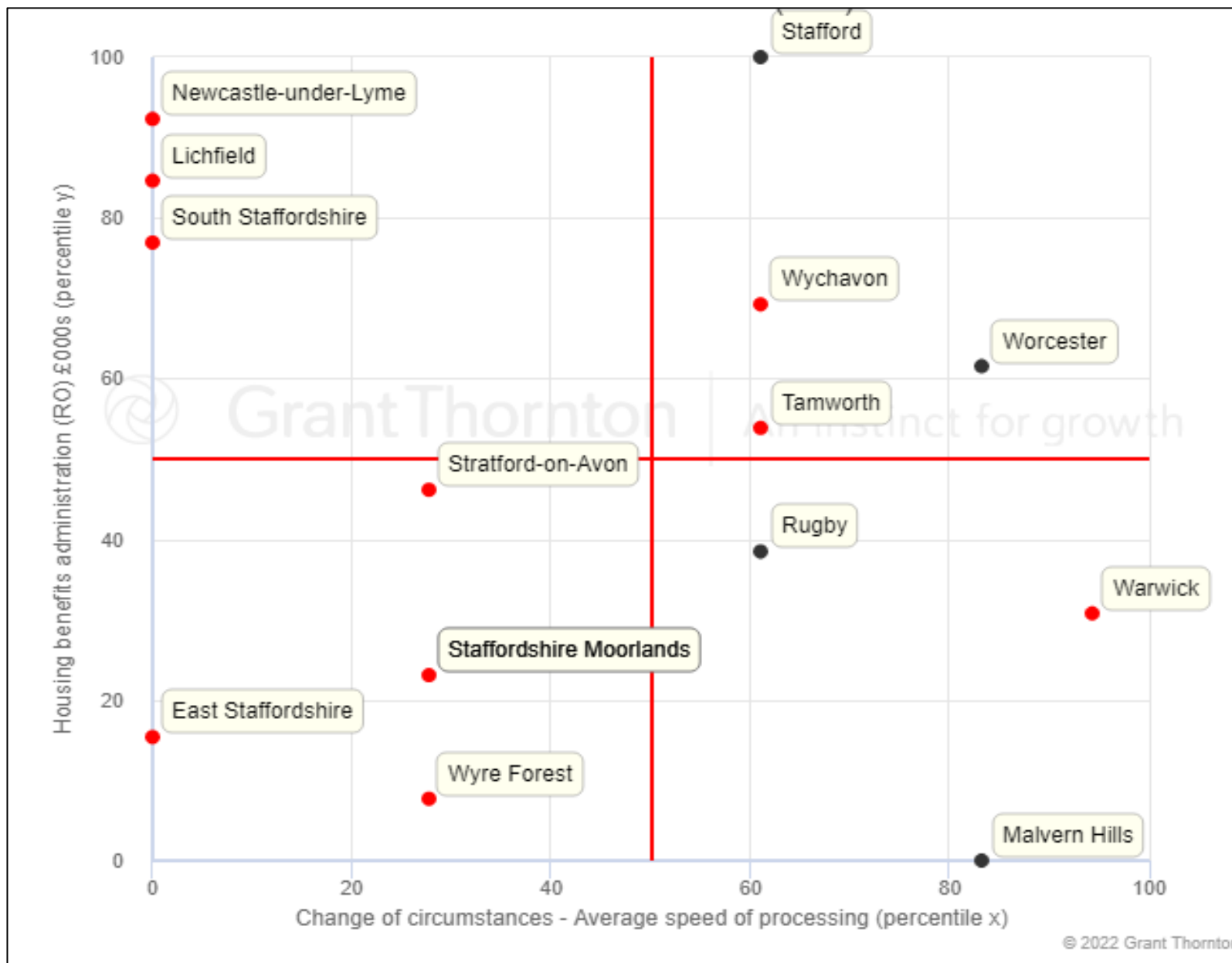
Increased supply of good quality affordable homes.

The following chart shows the correlation between Housing Benefit costs and New Claims average speed of processing against the West Midlands Non- Metropolitan group 2020-21 using Grant Thornton's CFO Insight tool. In 2020-21, average speed of processing has decreased from 15 to 8 days. Housing Benefit costs have decreased from £362k to £320k. No other areas process new claims faster at a similar or lower cost.

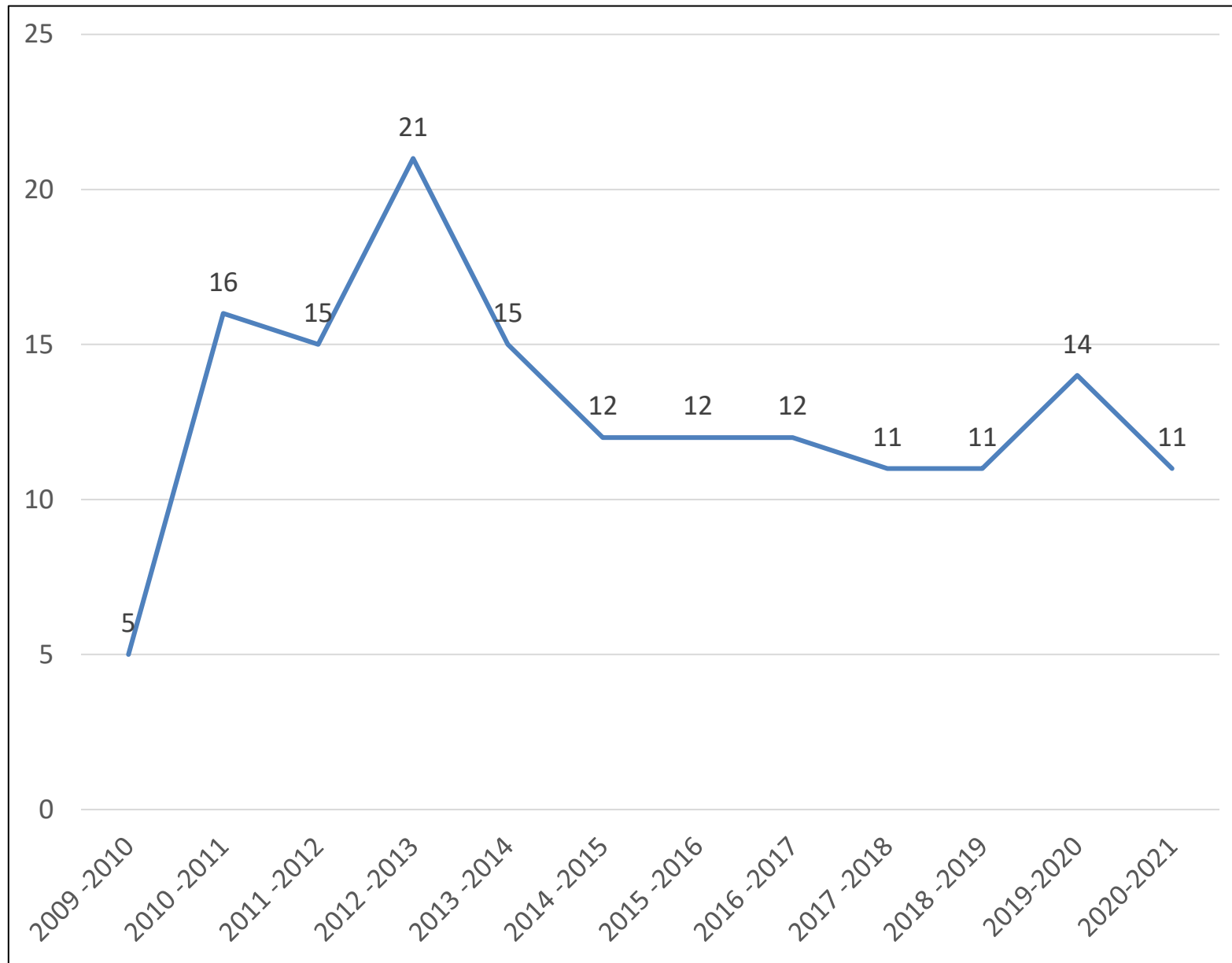




This chart shows the correlation between Housing Benefit costs and Change in Circumstances average speed of processing against the group. In 2020-21 costs have decreased to £320k, average processing times have also decreased from 9 (highest no. days in the group) to 4 days. East Staffordshire and Wyre Forest process change of circumstances within a similar or faster time but at a lower cost.

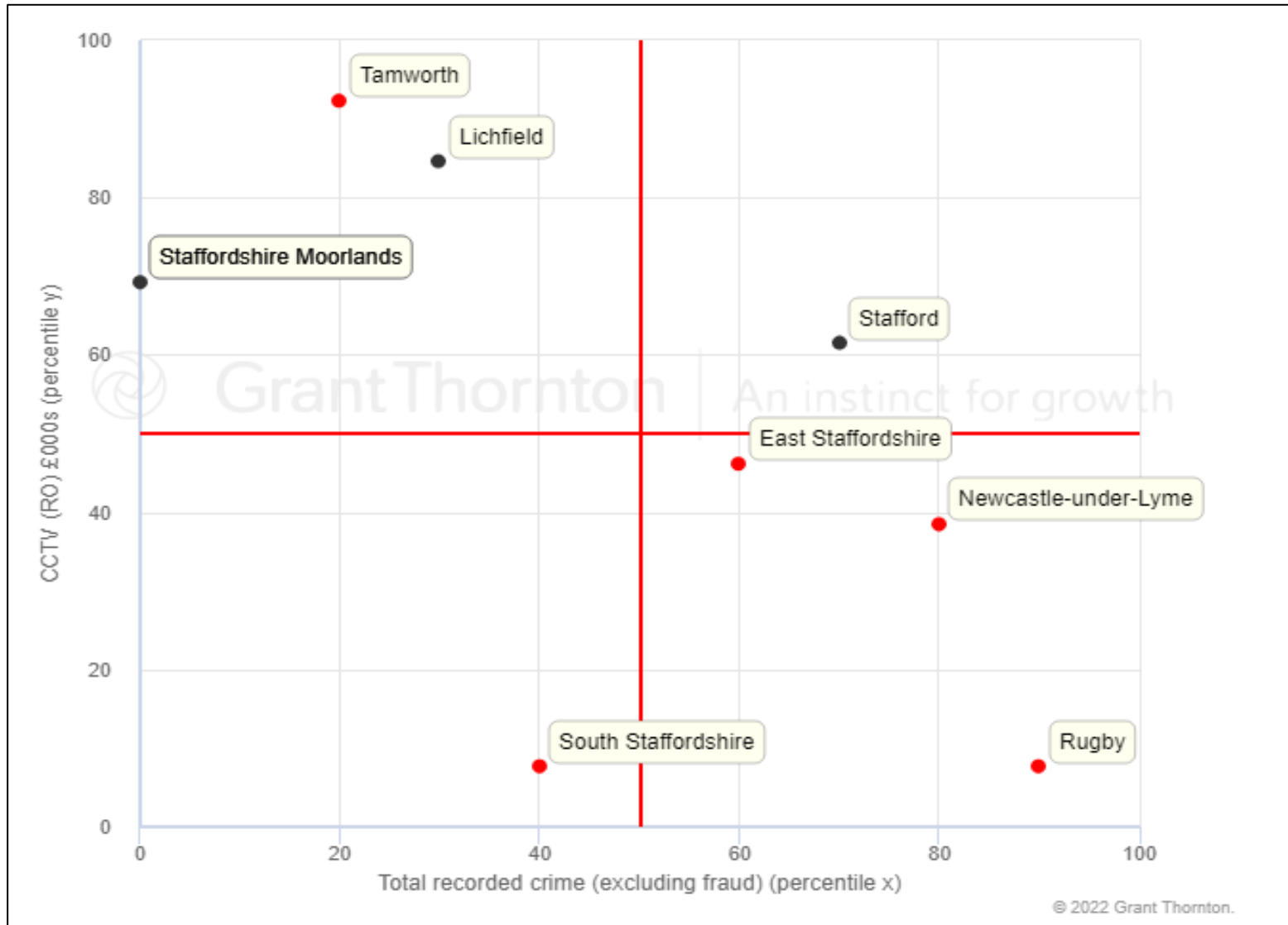


This time series shows changes in the number of households in temporary accommodation in Staffordshire Moorlands since 2009. Overall there has been an increase of 120% between Mar 2009 and Mar 2021 (2009: 5 households, 2021: 11 households).



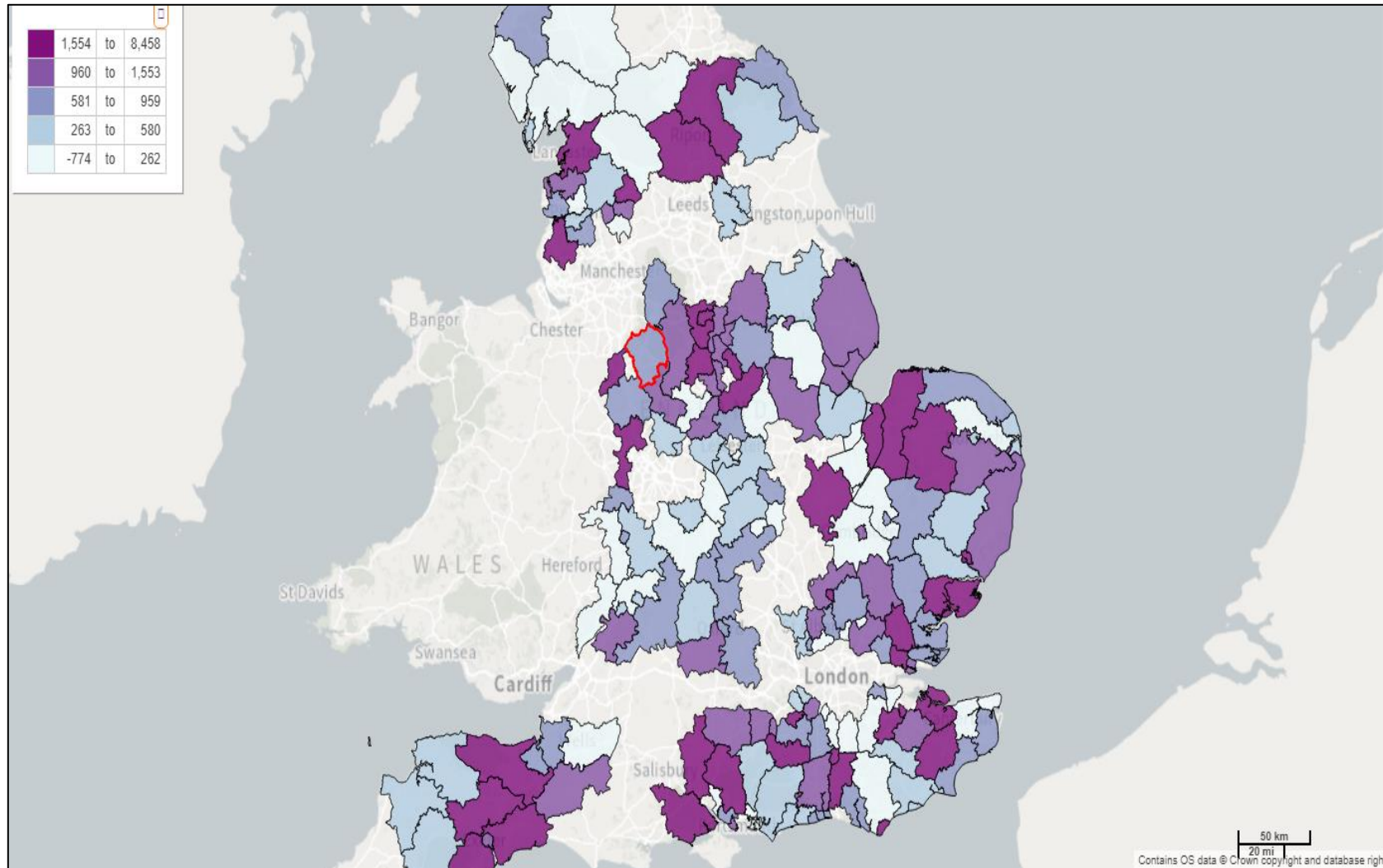
## Effective support of community safety arrangements including CCTV

The chart below shows the cost of CCTV compared to the total recorded crimes (excluding fraud) (percentile) for Staffordshire Moorlands against the West Midlands group 2020-21. Costs have decreased from £161,000 to £124,000 and the total number of crimes are low at 3,877 (lowest out of the group of 11).

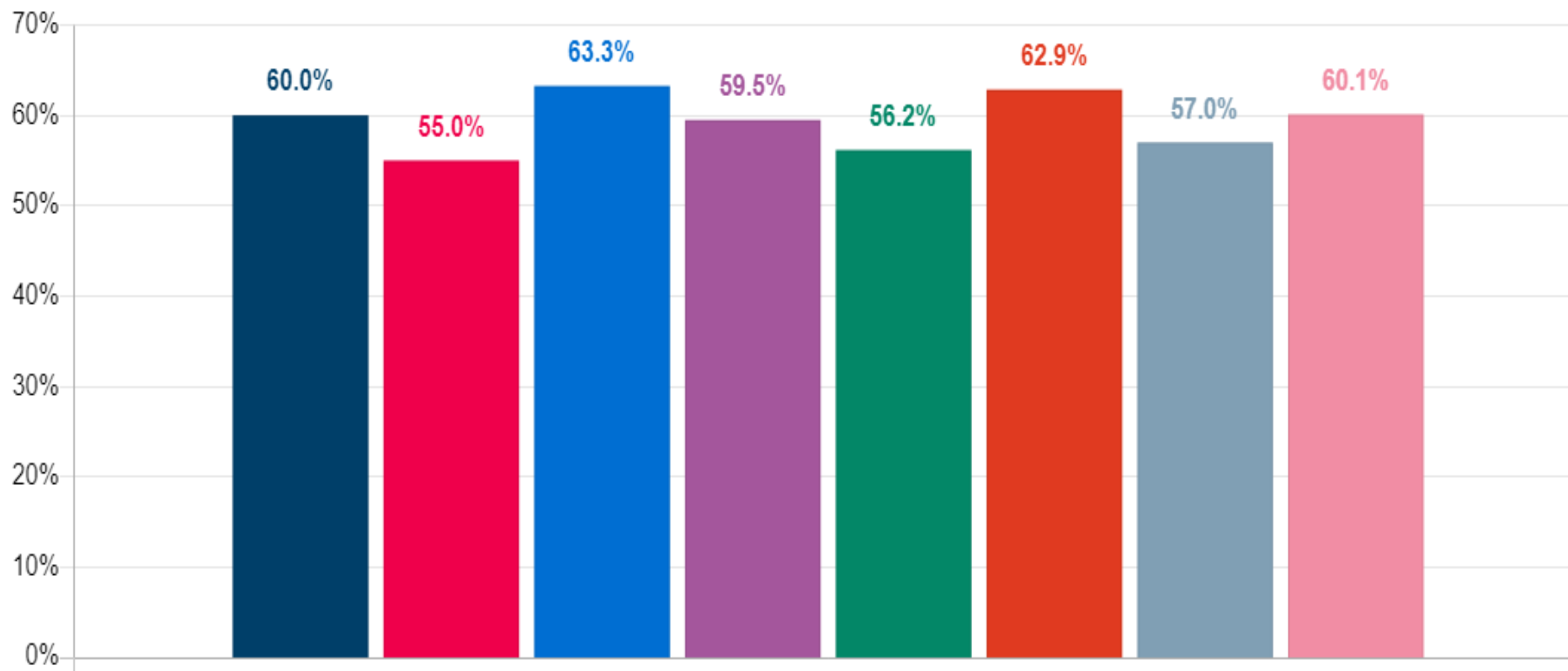


## *Provision of sports facilities and leisure opportunities focused upon improving health*

This map shows that Staffordshire Moorlands falls into the mid 20% of all English districts for sport and recreational facilities (including golf) (RO) £000's in 2020-21 at £672. Compared to the West Midlands Group, Staffordshire Moorlands is ranked 7<sup>th</sup> out of the group 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 20-21 Sport England). Staffordshire Moorlands residents participating in 150+ minutes of exercise per week have increased from 61.5% in Nov 19-20 to 62.9%. The Staffordshire average is 60.1 %.



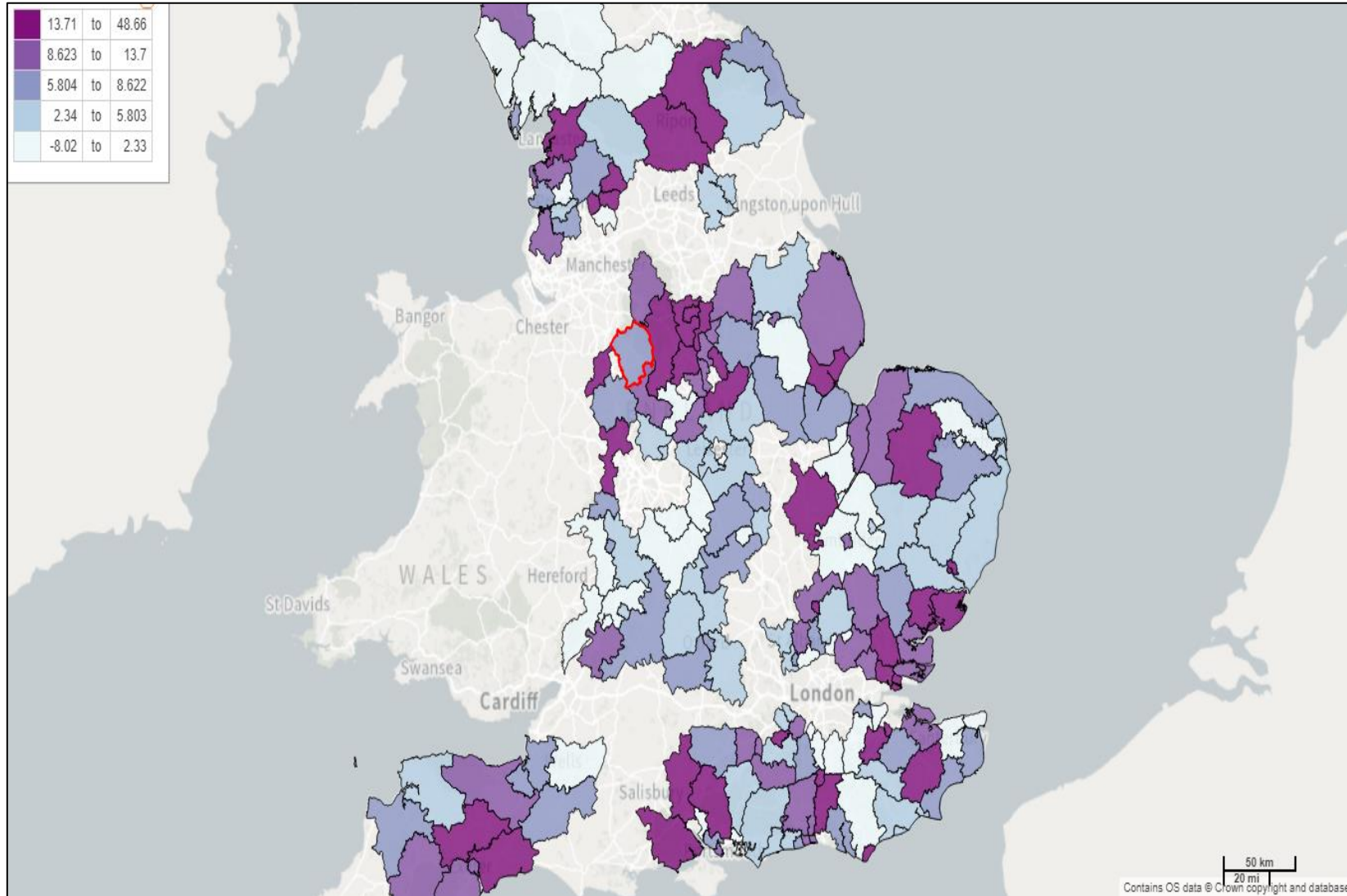
Active: at least 150 minutes a week

Levels of activity

% Levels of activity by Local Authority and County Council:

- Cannock Chase LA
- East Staffordshire LA
- Lichfield LA
- Newcastle-under-Lyme LA
- South Staffordshire LA
- Staffordshire Moorlands LA
- Tamworth LA
- Staffordshire CC

This map shows spend per head of population on sports and recreation facilities for all English districts (RO, £/head 2020-21) and shows that Staffordshire Moorlands sit in the mid 20% for unit spend on sports and recreational facilities at £6.83 per head, ranked 92 out of 180 areas, an increase from £0.35, ranked 127 in 2019-20.

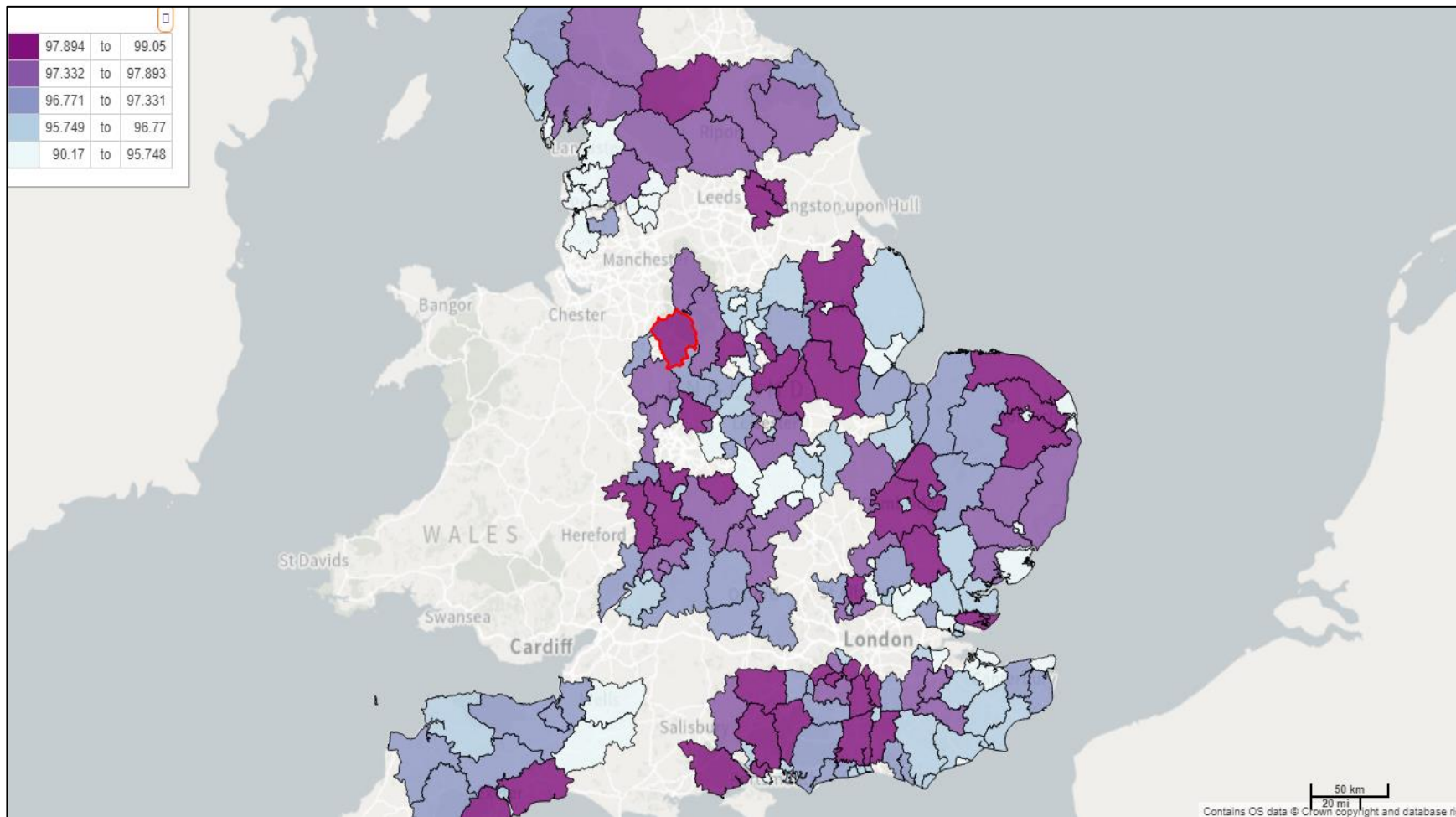


# ***To use resources effectively and provide value for money***

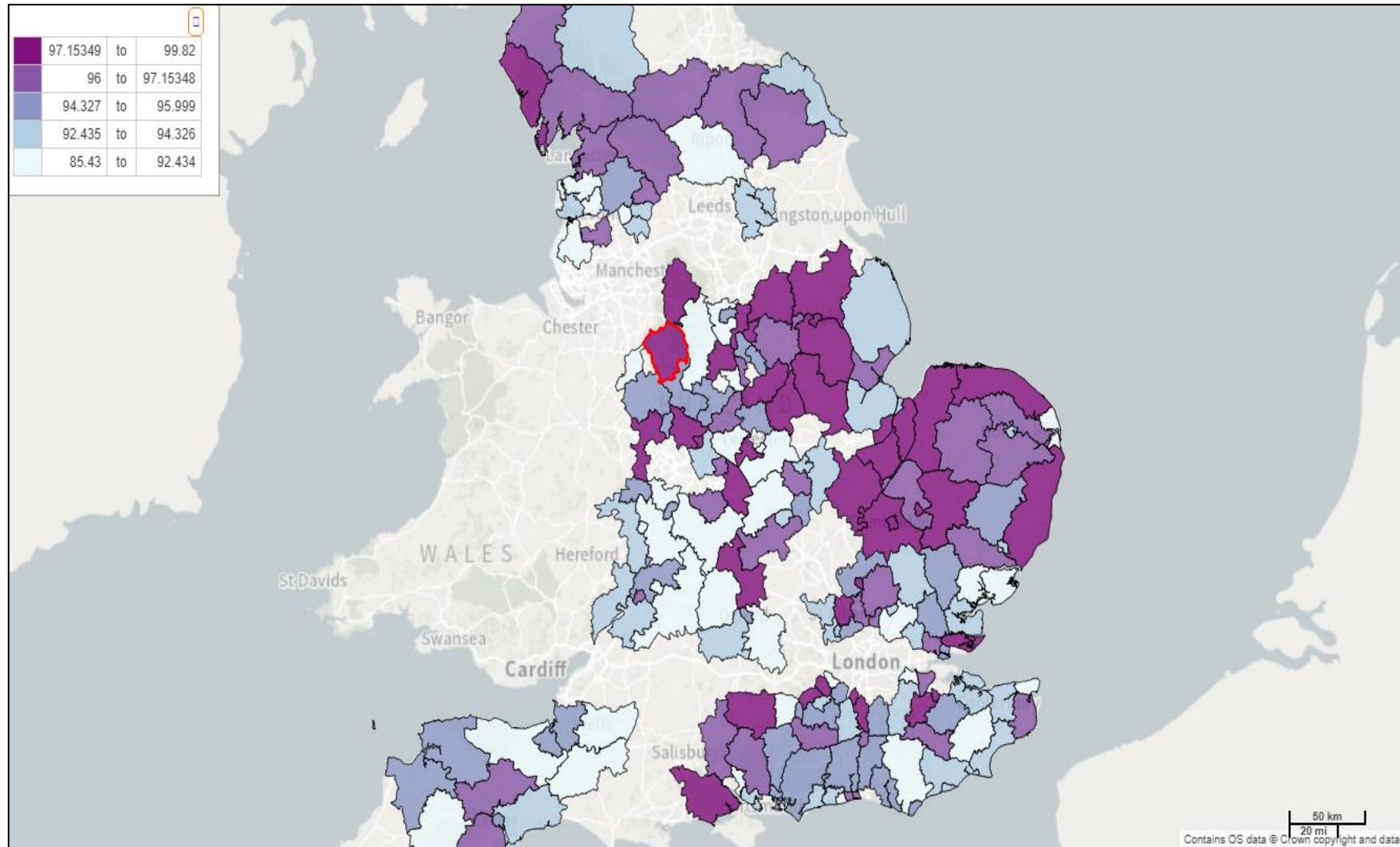


## ***Effective use of financial and other resources to ensure value for money***

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 98.17%, sitting within the top 20% of districts nationally. The cost of Council Tax Collection has increased from £138,000 in 2019-20 to £422,00 and is ranked is 142<sup>nd</sup> out of 180 areas (where rank 1 is the highest spend)



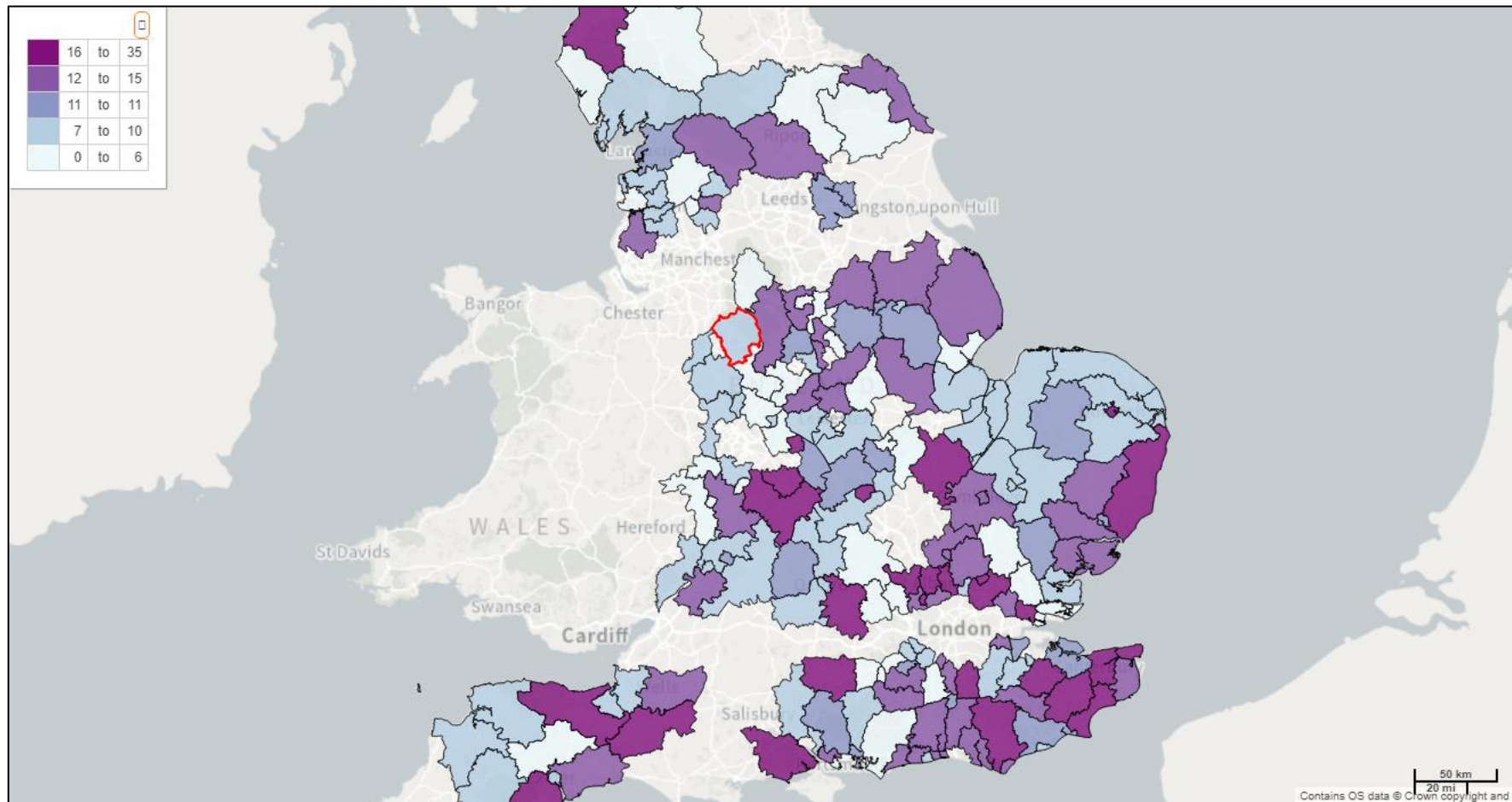
This map shows Non-Domestic Tax collection rates across all English districts. Staffordshire Moorlands has a high rate of collection at 97.35%, still sitting within the top 20% of districts nationally. The collection rate in 2019-20 was 99.30%.





*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 2020-21. The Staffordshire Moorlands score of 9 has increased from 5 in 2019-20 but remains low compared to the national context, sitting within the bottom 40% of all districts (bottom 20% 2019-20).

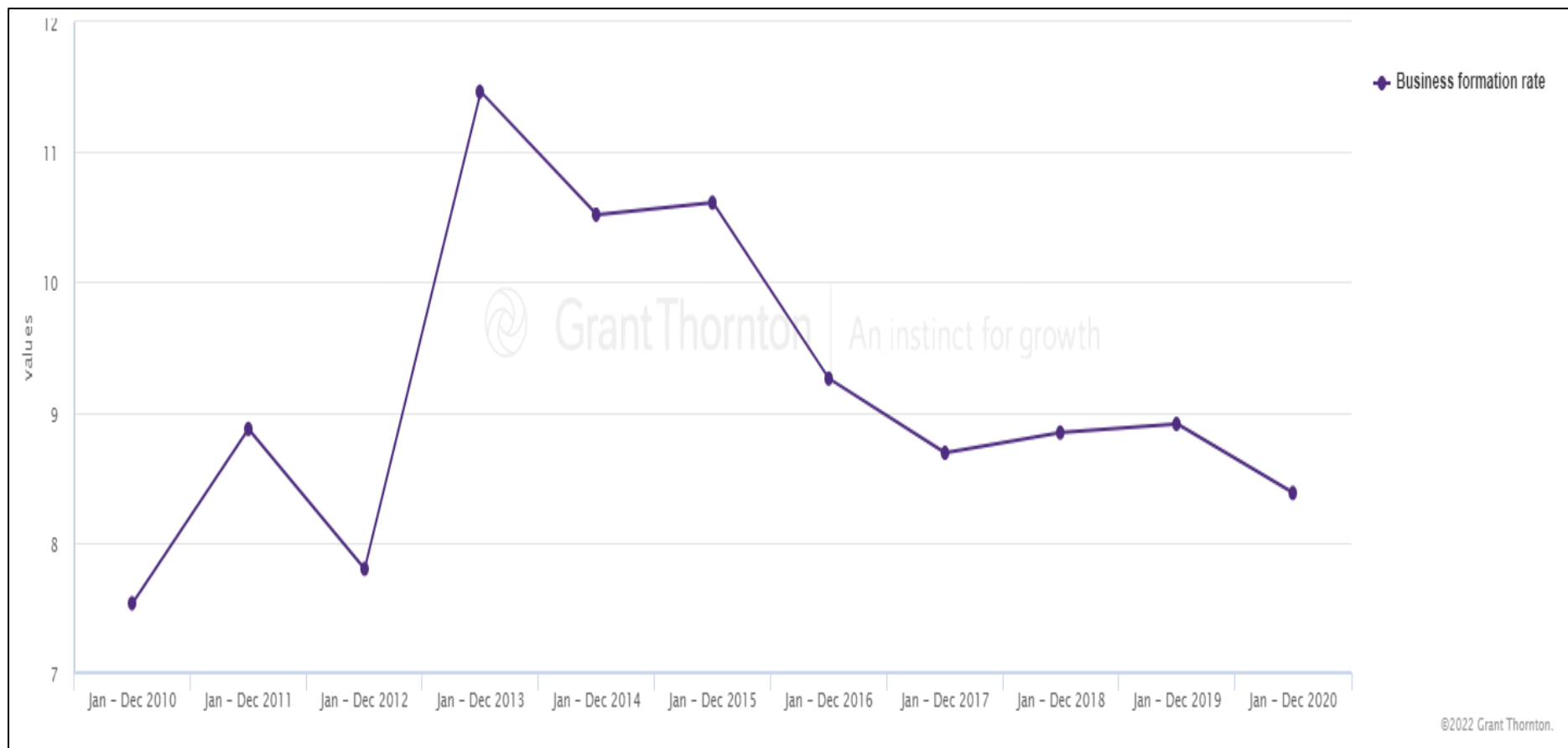


# ***To help create a strong economy by supporting further regeneration of towns and villages***

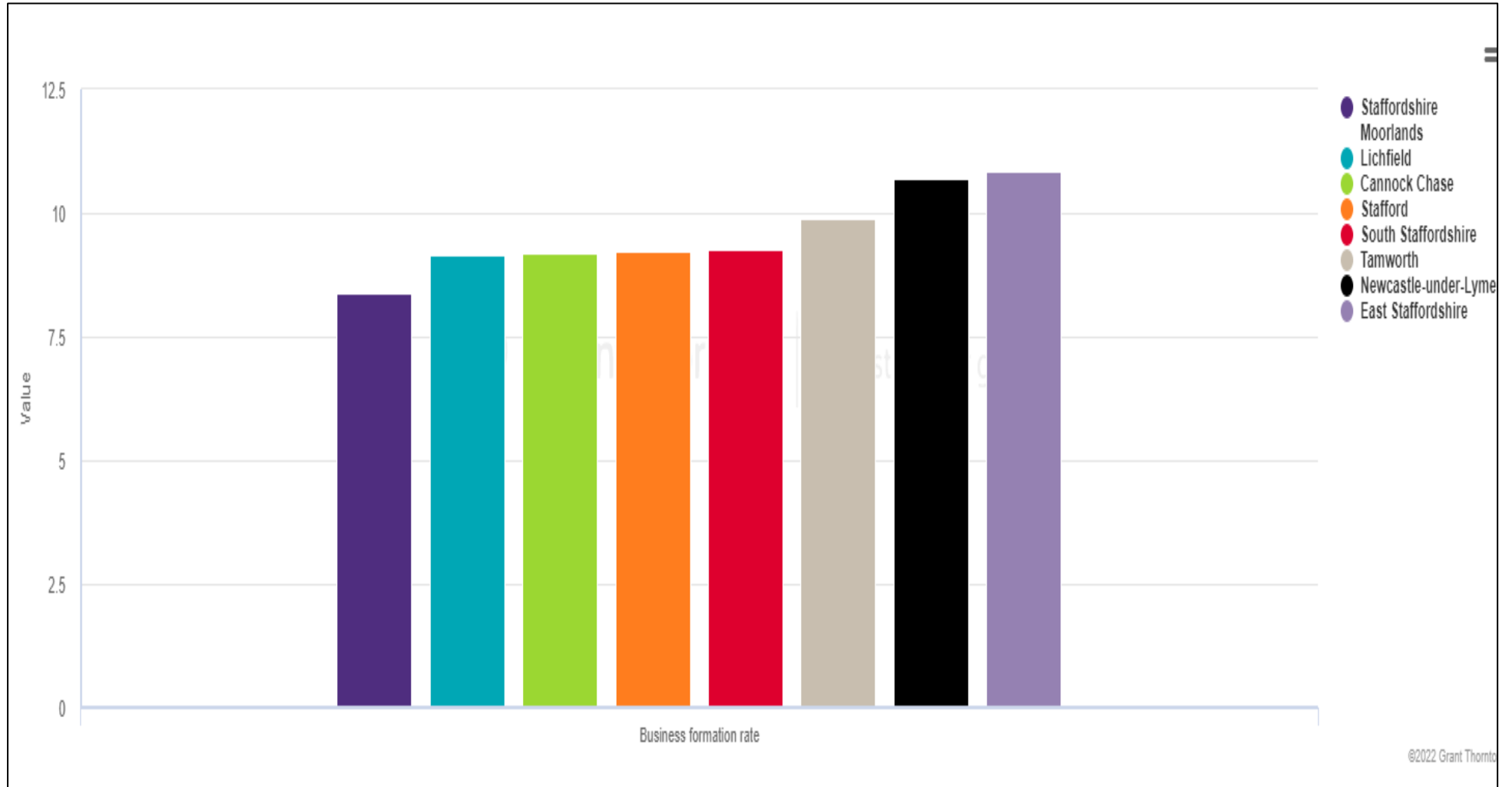


## ***Encourage business start-ups and enterprises***

This time series demonstrates changes in business formation rate from 2010-2020. The rate of new businesses as a proportion of total business stock has fallen to 8.38% in 2020 from 8.91% in 2019.

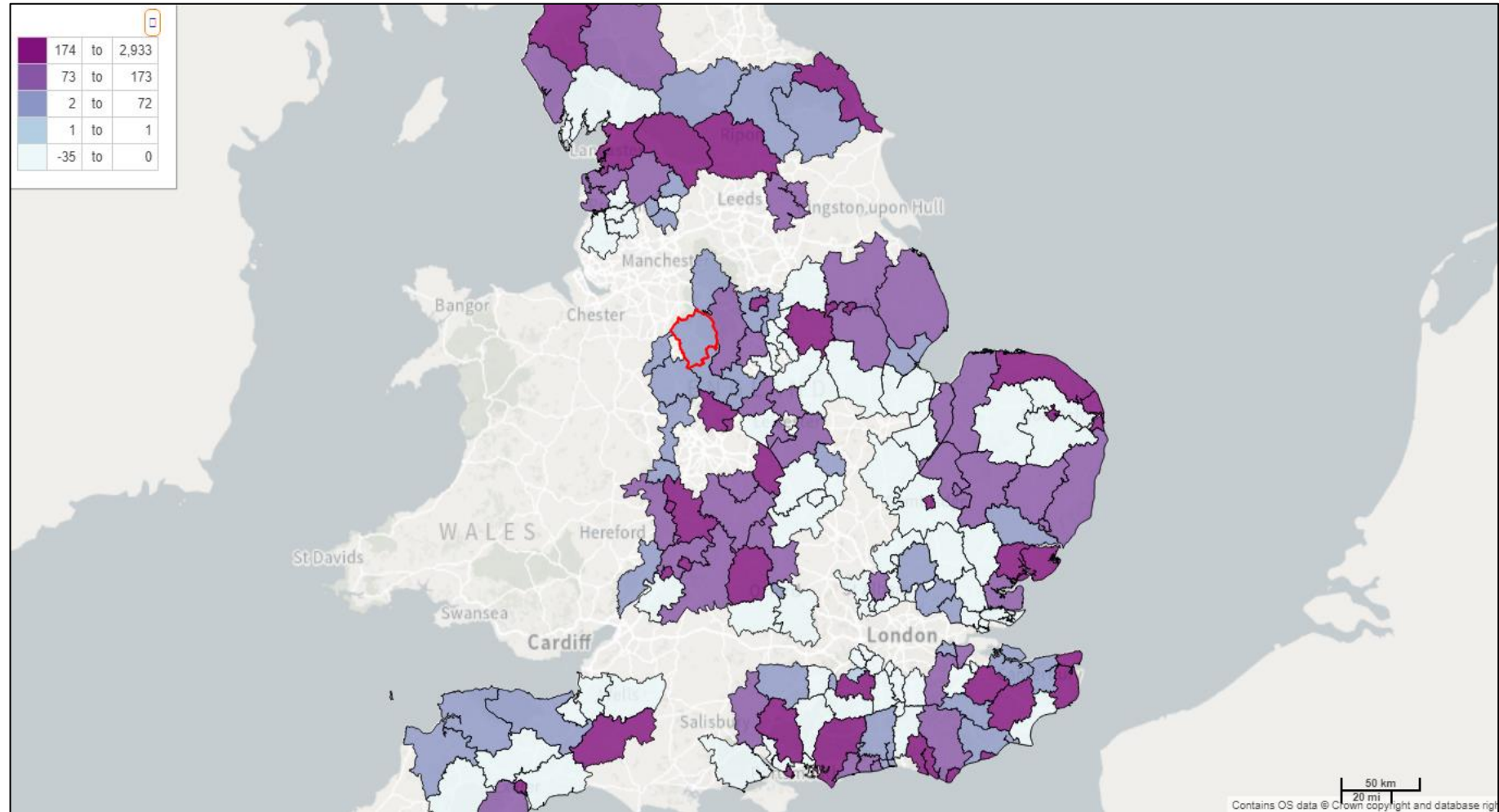


This bar chart shows the Staffordshire Moorlands new business formation rate % for 2020 compared to other authorities in the county.



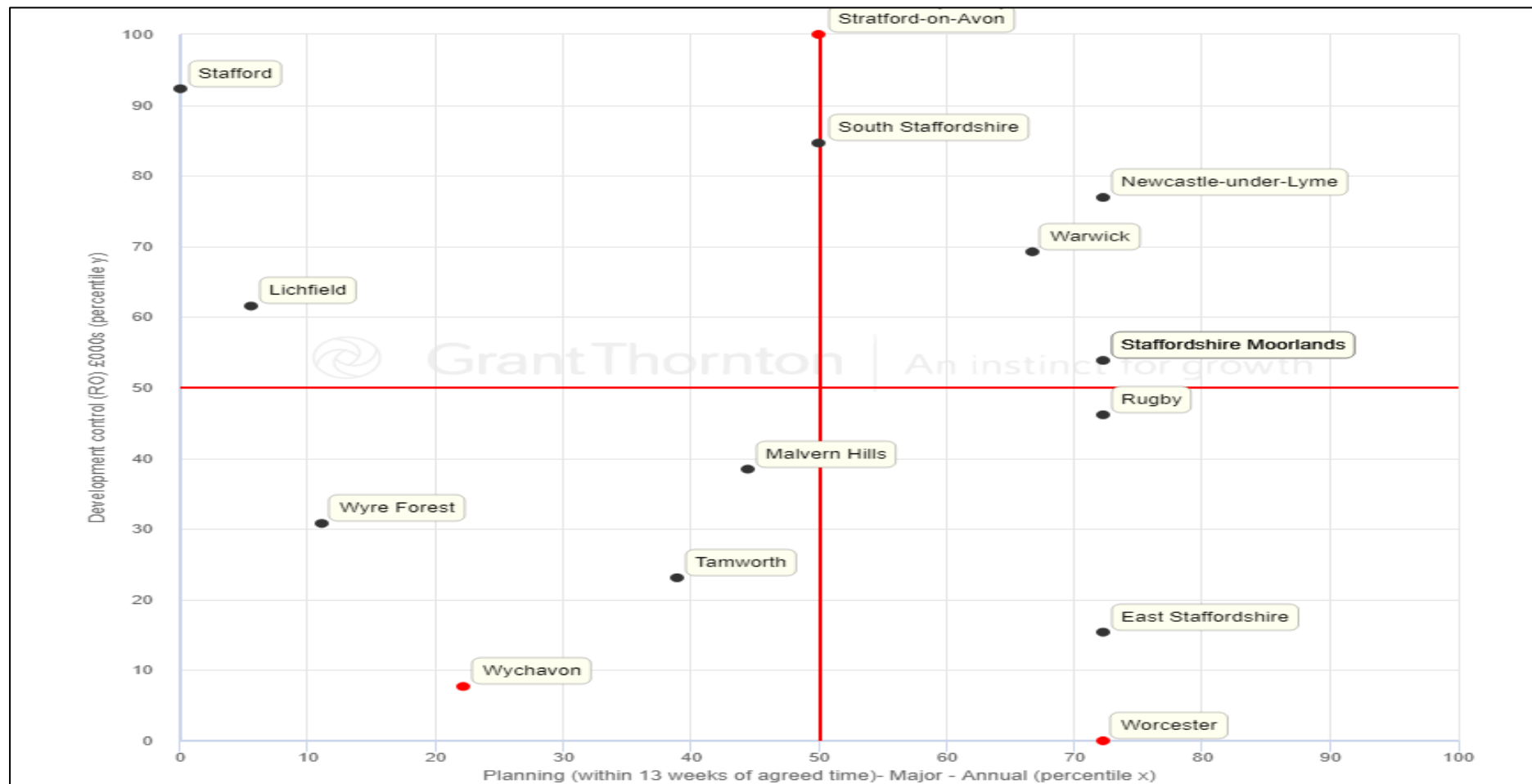
## Encourage and develop tourism

This map shows the total spend on tourism (RO £000's 2020-21) across all English districts. Staffordshire Moorlands sits in the mid 20% of districts nationally, spending £40,000 on tourism. Spend in 2019-20 was £83,00 which sat in the top 40%.

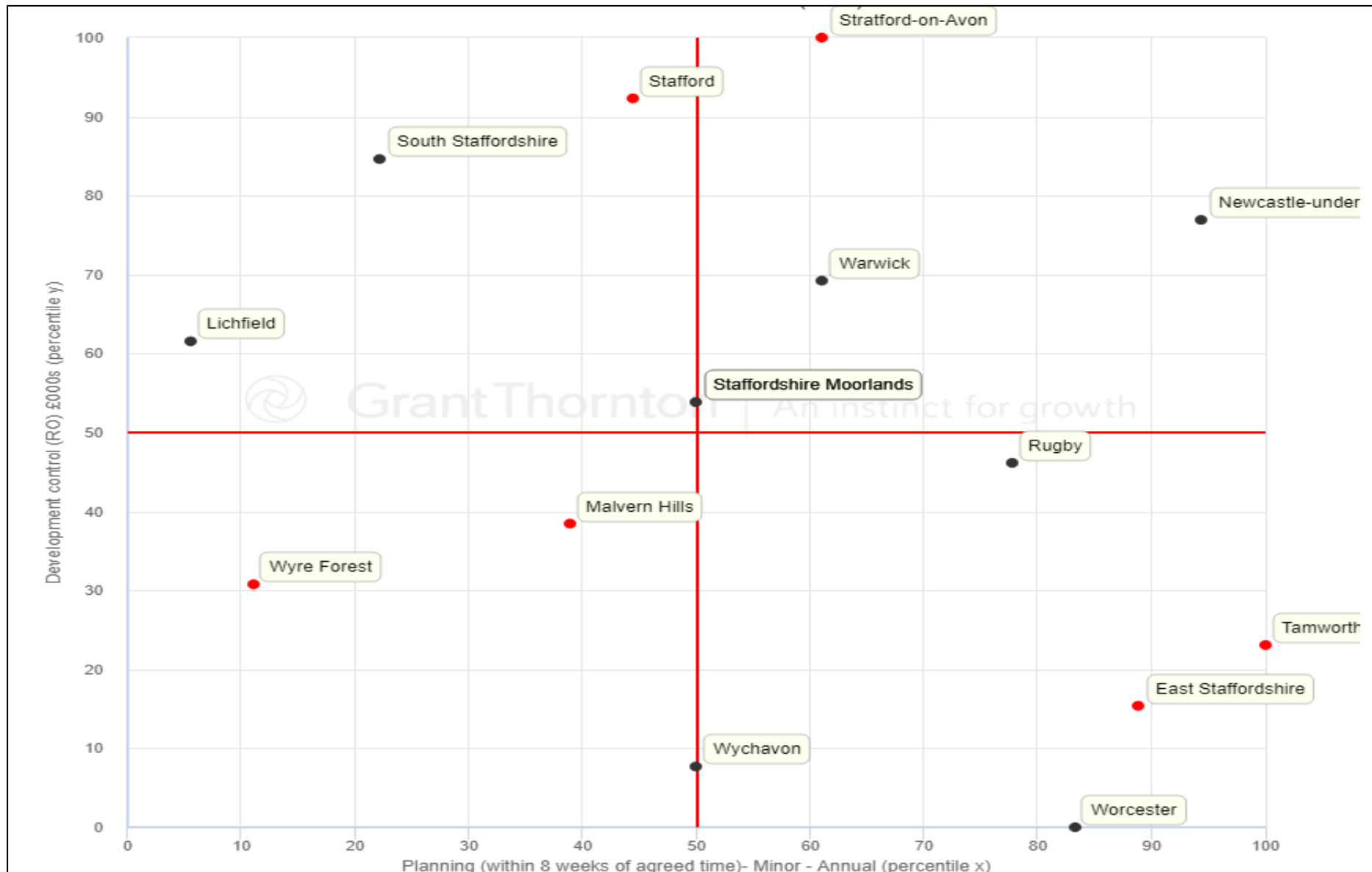


## High quality development and building control with an 'open for business' approach

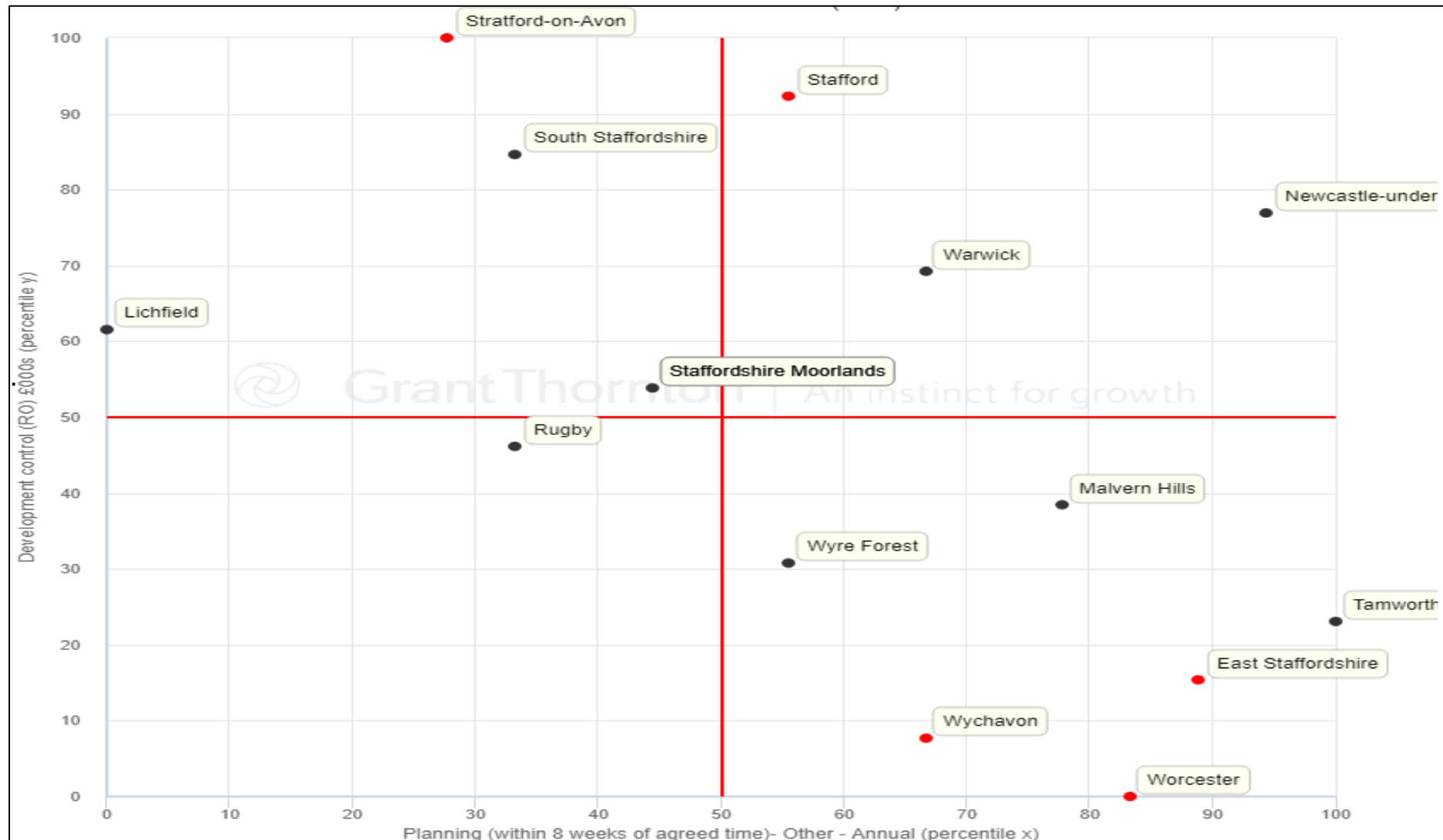
This chart shows the correlation between the cost of development control and major application processing within 13 weeks compared with the West Midlands Non-Metropolitan Group. In 2020-21, Staffordshire Moorlands processed 100% of major applications within target times compared to 94% in 2019-20, ranked joint 1<sup>st</sup> from 7<sup>th</sup>. Development control costs have increased from £318k to £495k. Worcester, East Staffordshire and Rugby have processed 100% applications to target but at a lower spend.



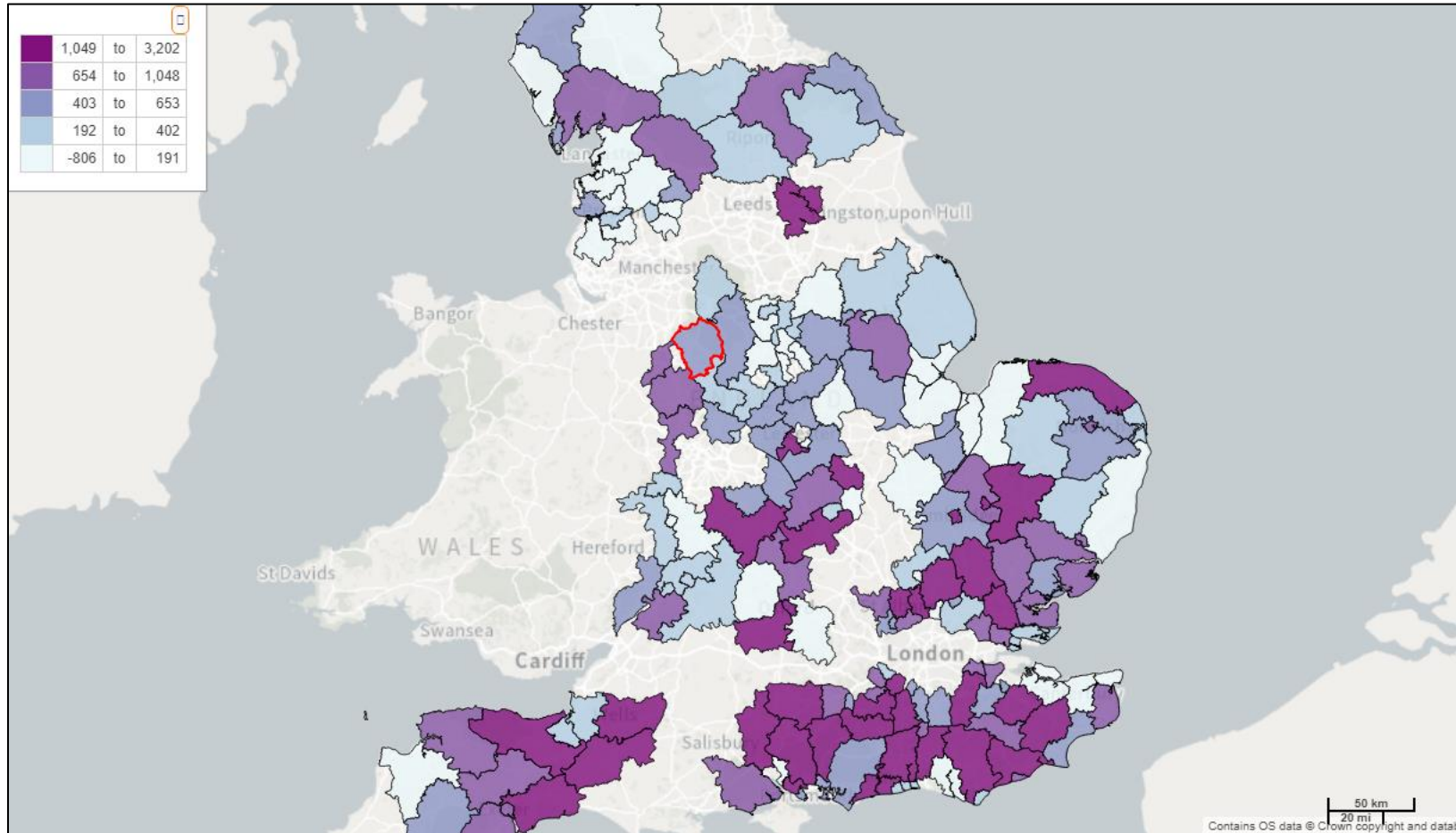
This chart shows the correlation between the cost of development control and minor application processing within 8 weeks compared with the West Midlands Non-Metropolitan Group. In 2020-21, Staffordshire Moorlands processed 88% of minor applications within target times compared to 94% in 2019-20, ranking has decreased from 4<sup>th</sup> to 9<sup>th</sup>. Rugby, Tamworth, East Staffordshire and Worcester 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 2020-21, Staffordshire Moorlands processed 90% of other applications within target times compared to 92% in 2019-20, ranking has dropped from 9<sup>th</sup> to 10<sup>th</sup> East Staffs, Worcester and Wychavon for example have processed more applications to target at a lower spend.



The map below shows the spend on development control (RO) £000's 2020-21 across all English districts. Staffordshire Moorlands spent £495,000 on development control, which places it in the mid 20% of all districts nationally. Spend in 2019-20 was £318,000 which sat in the lowest 40%.



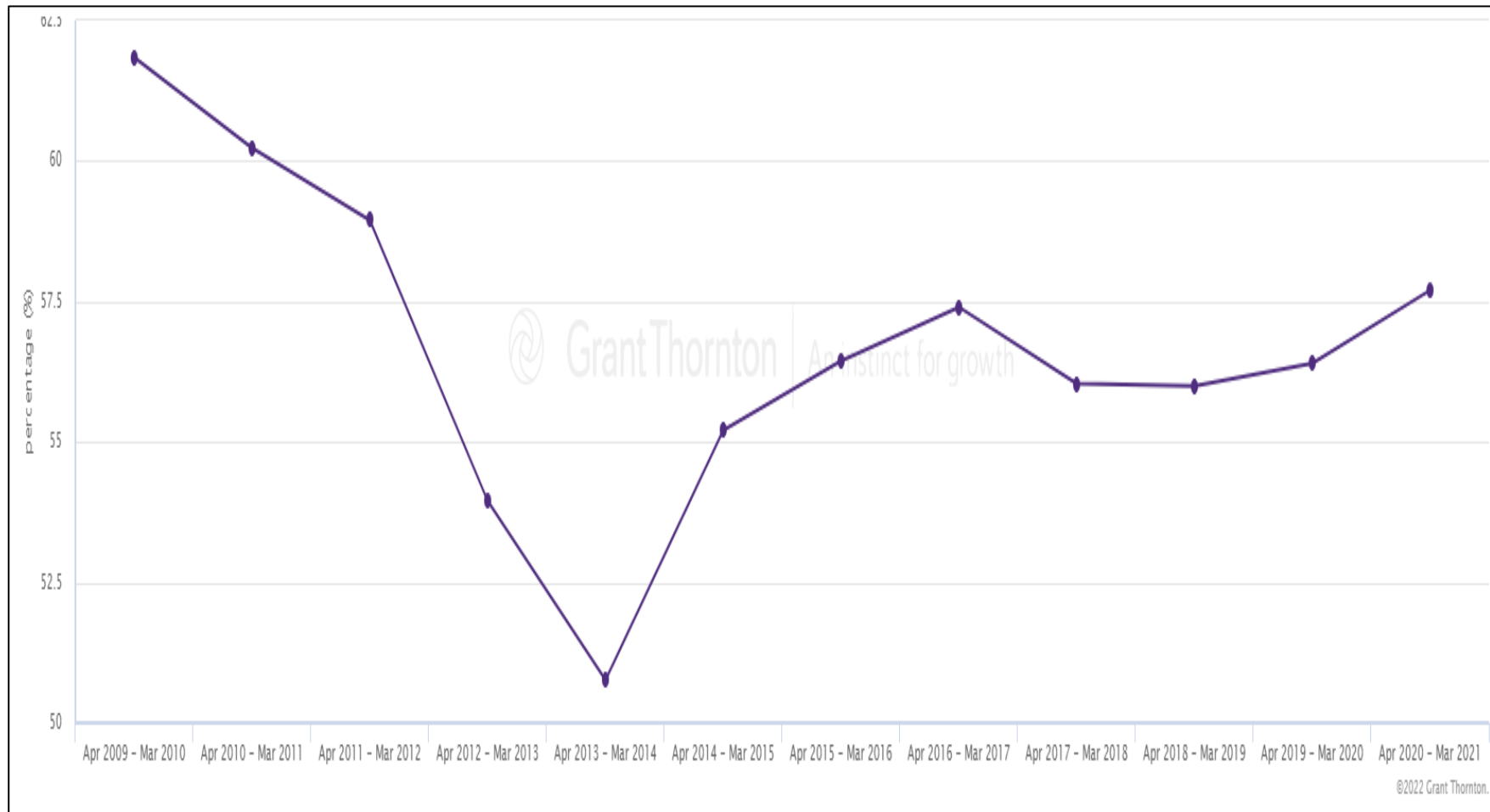




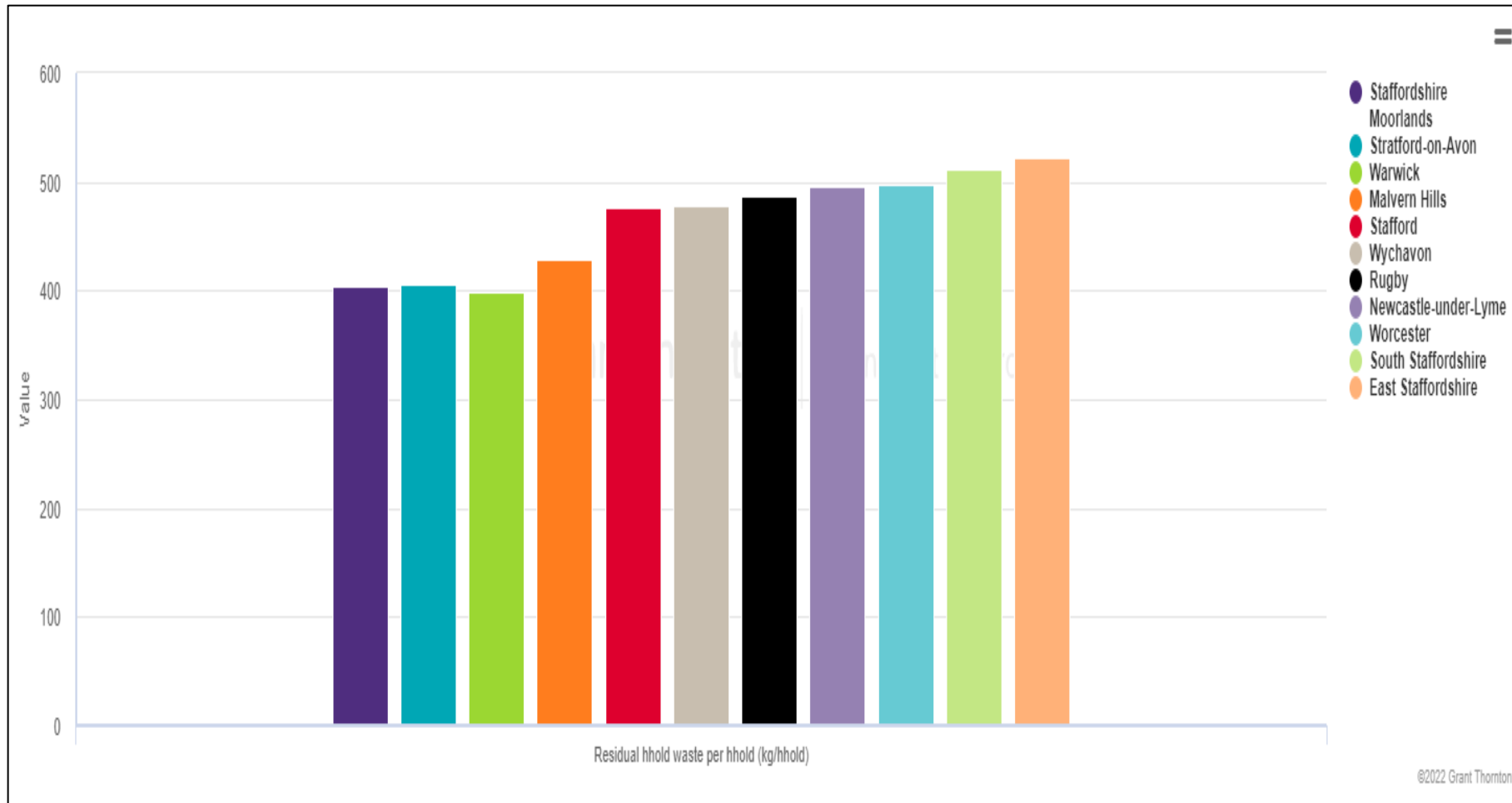
# ***To protect and improve the environment and respond to the climate emergency***

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

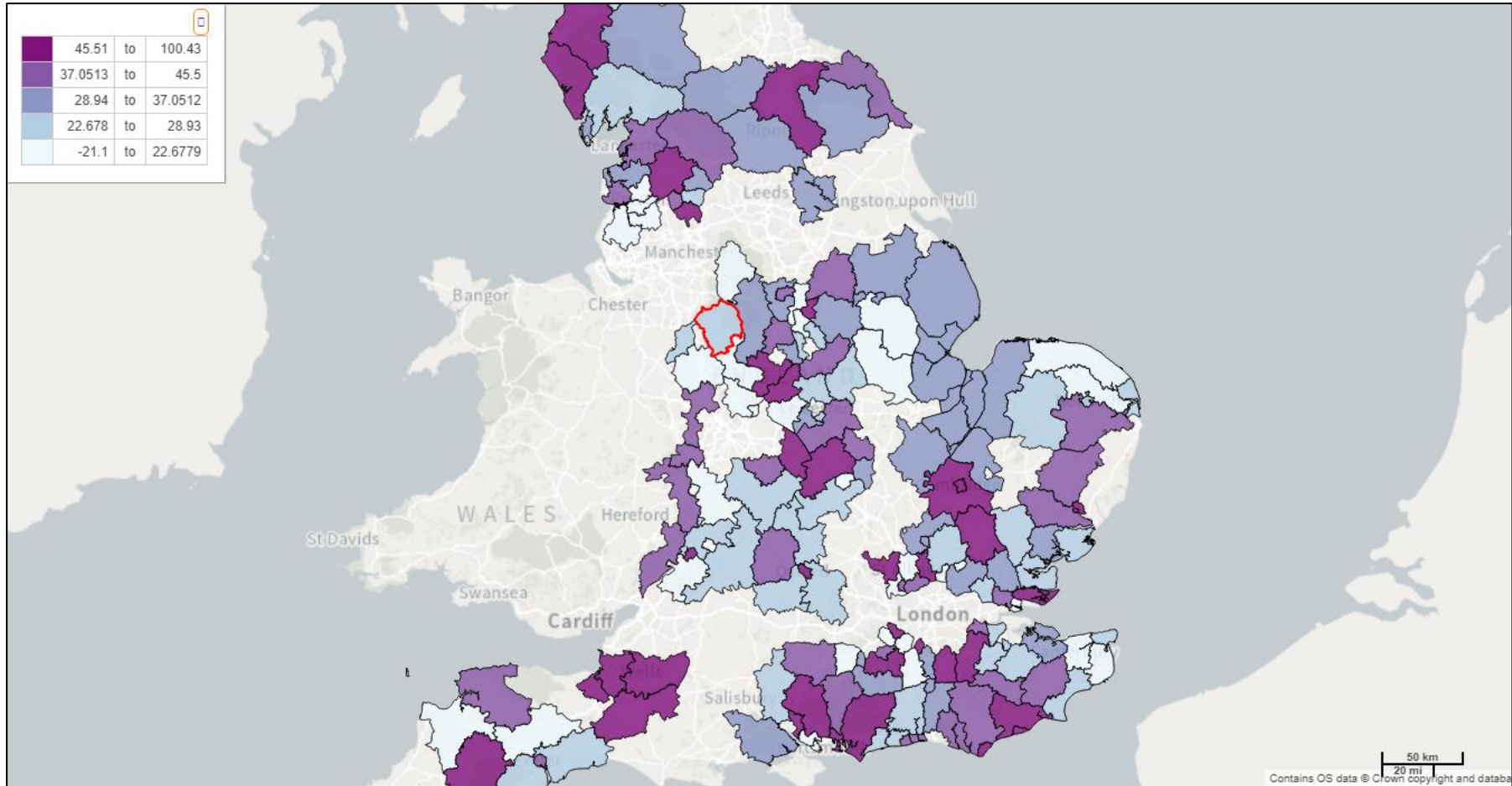
This line chart shows the proportion of household waste that is sent for reuse, recycling or composting from 2009-2021. Within Staffordshire Moorlands, the recycling rate of 57.7% has increased slightly from 56.4% in 2019-20, this sits in the top 20% nationally. Other areas in the top quintile have achieved between 53.52% and 64.2%.



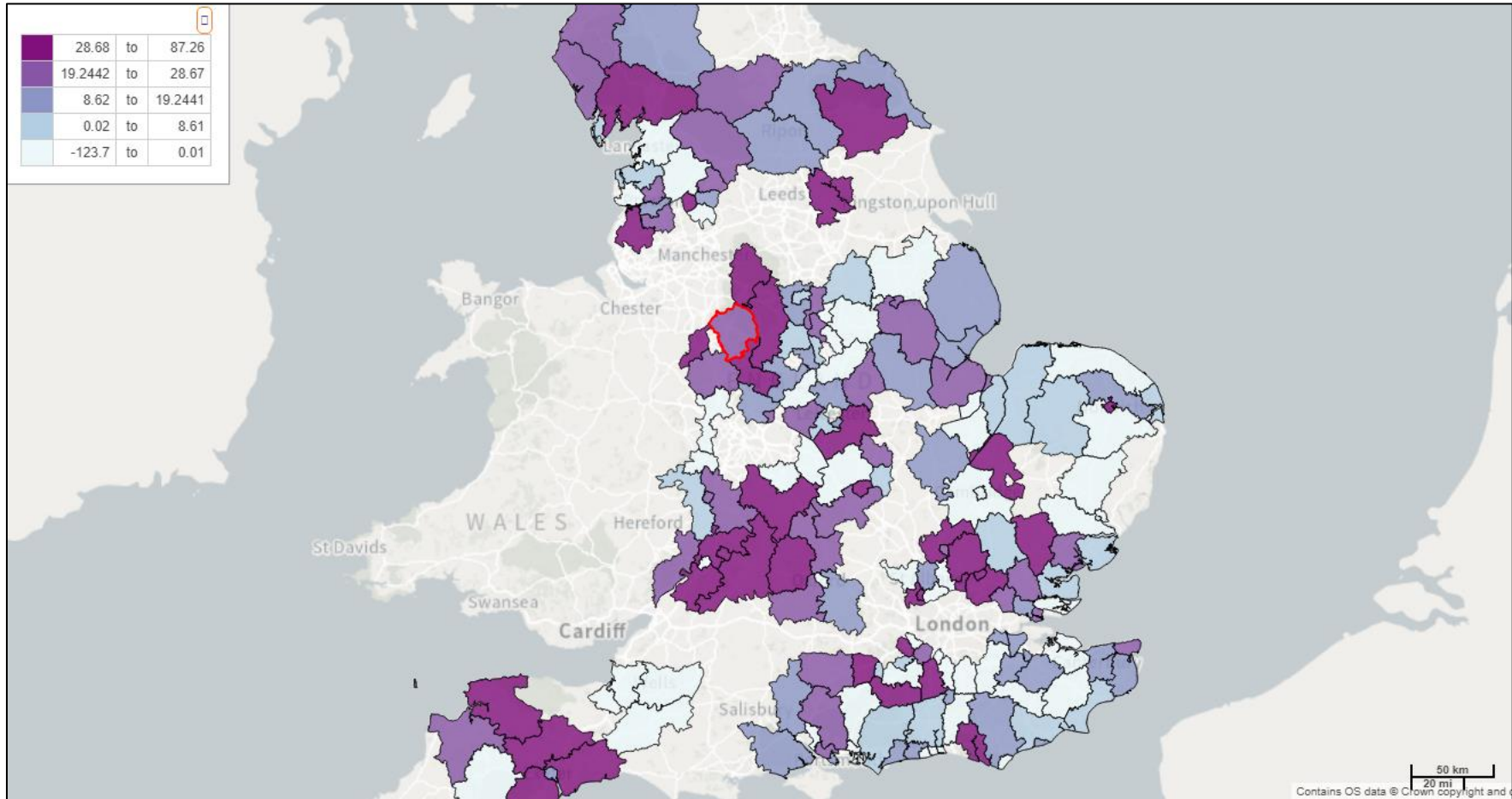
This bar chart shows the residual household waste per household in kilograms (2020-21) for Staffordshire Moorlands compared to the 10 nearest neighbours within the West Midlands Group. Staffordshire Moorlands had 404.6 kg of residual waste per household, the lowest amount within this group was Warwick with 398.3kg.



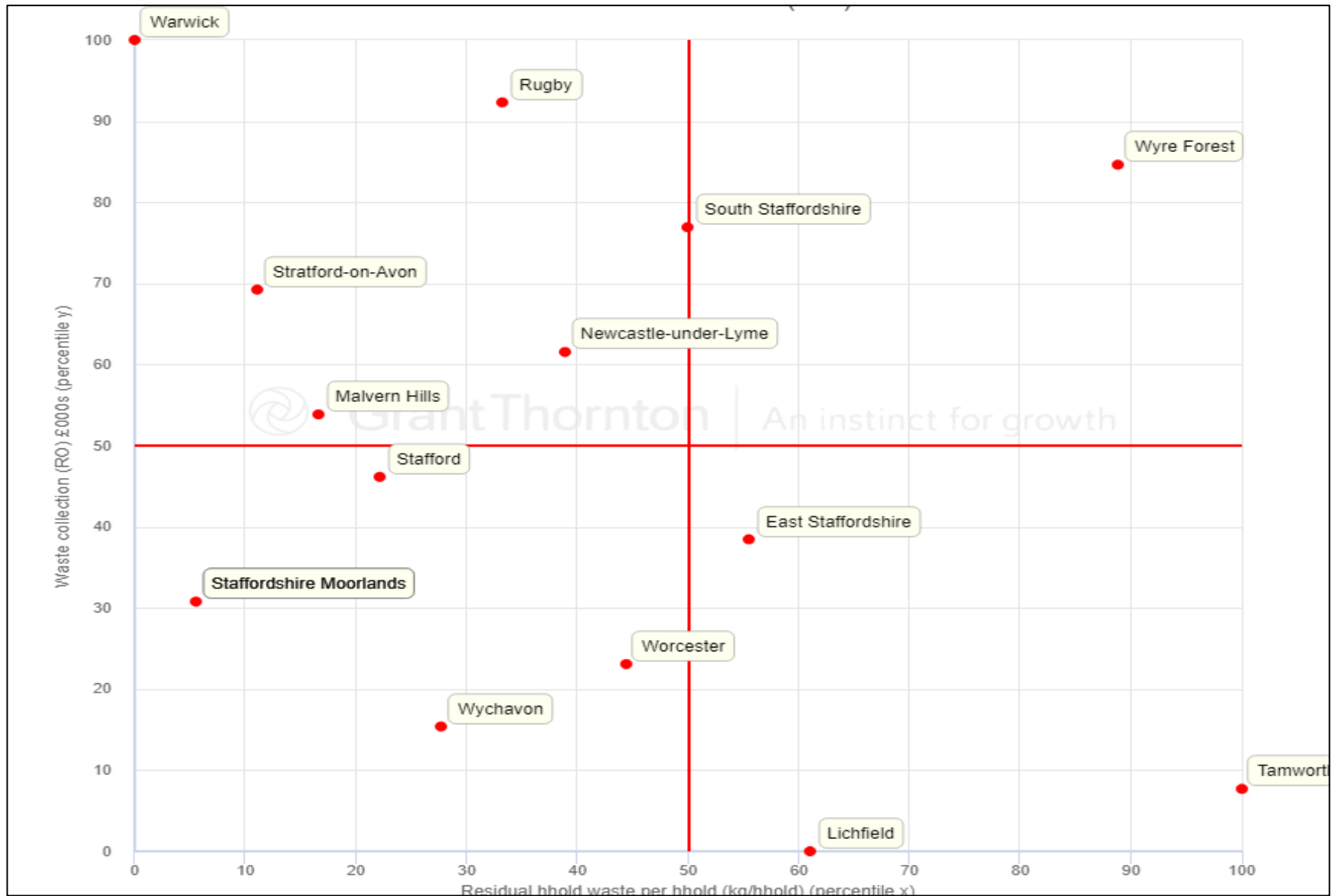
The map shows the unit spend on Waste Collection (RO, £/dwelling 2020-21) across all English districts. Staffordshire Moorlands has a unit spend of £22.68 and sits within the lowest 40% of all districts nationally. In 2019-20 the unit spend was £24.53



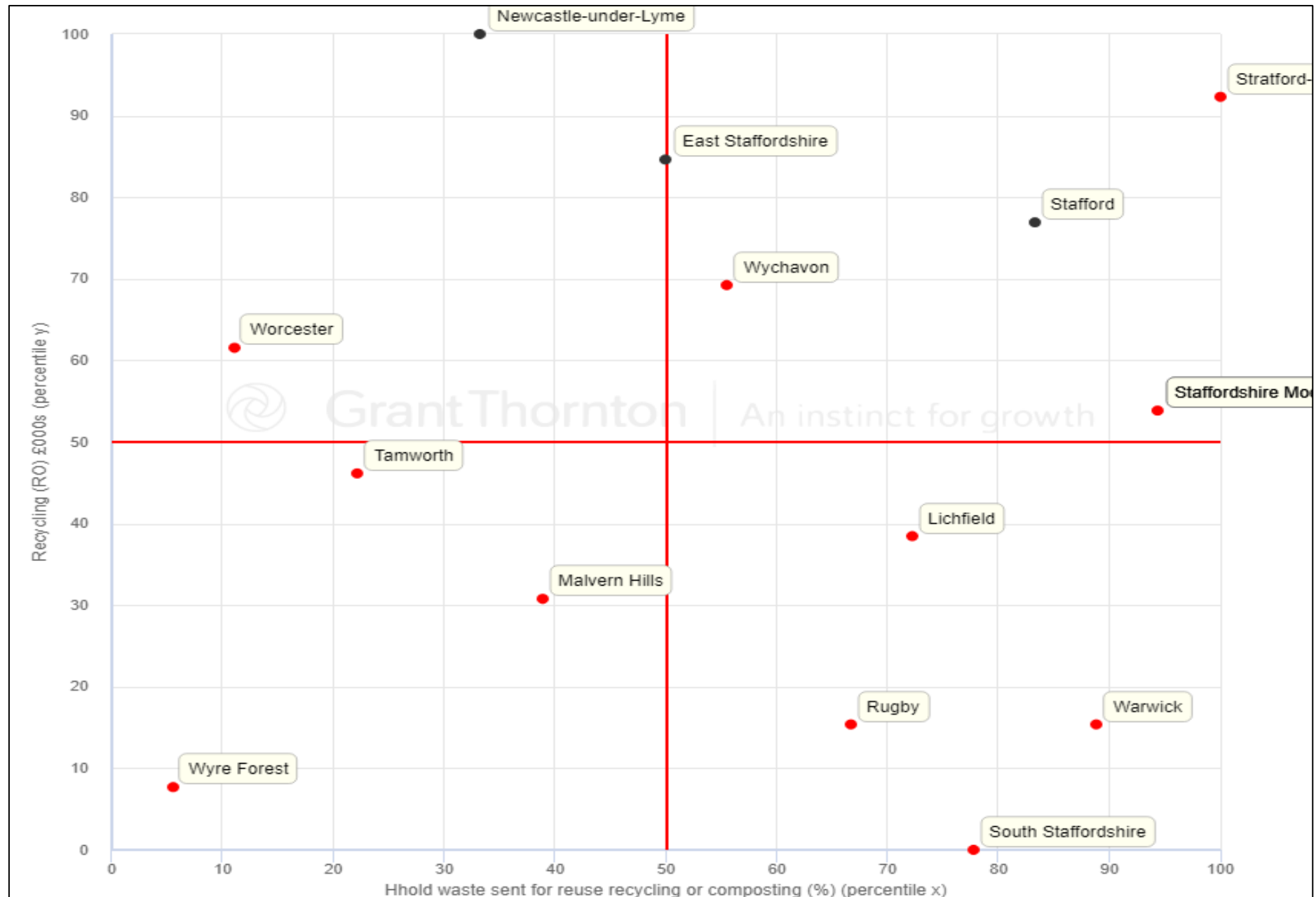
The map shows the unit spend on Recycling (RO, £/dwelling 2020-21) across all English districts. Staffordshire Moorlands has a unit spend of £26.24 and sits within the top 40% of all districts nationally. In 2019-20 the unit spend of £33.70 sat in the top 20%.



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.

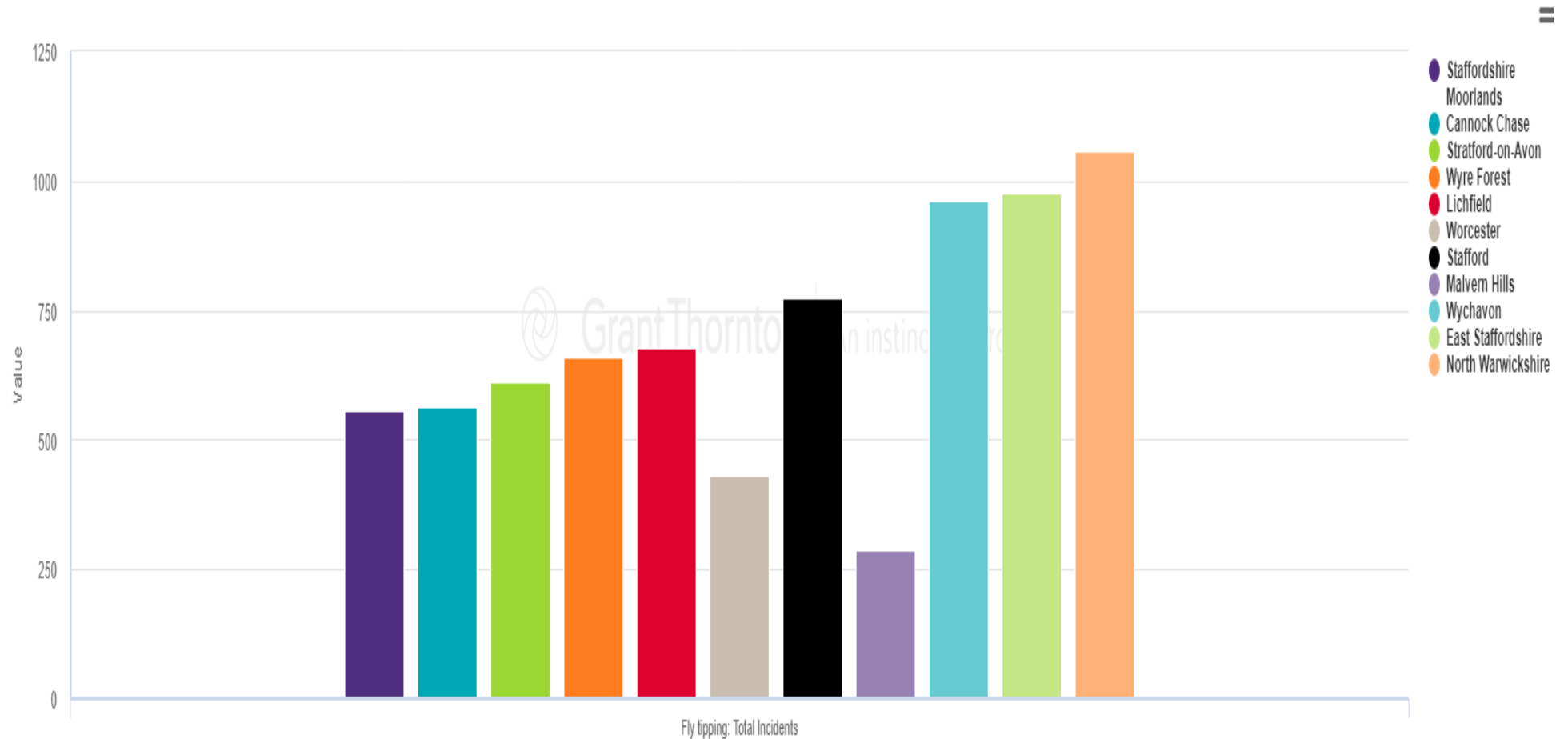


This scatter chart shows the correlation between the recycling RO (£000's) and the % of household waste sent for reuse, recycling or composting. Out of the group, only Stratford have a higher recycling rate, but their costs are also higher.

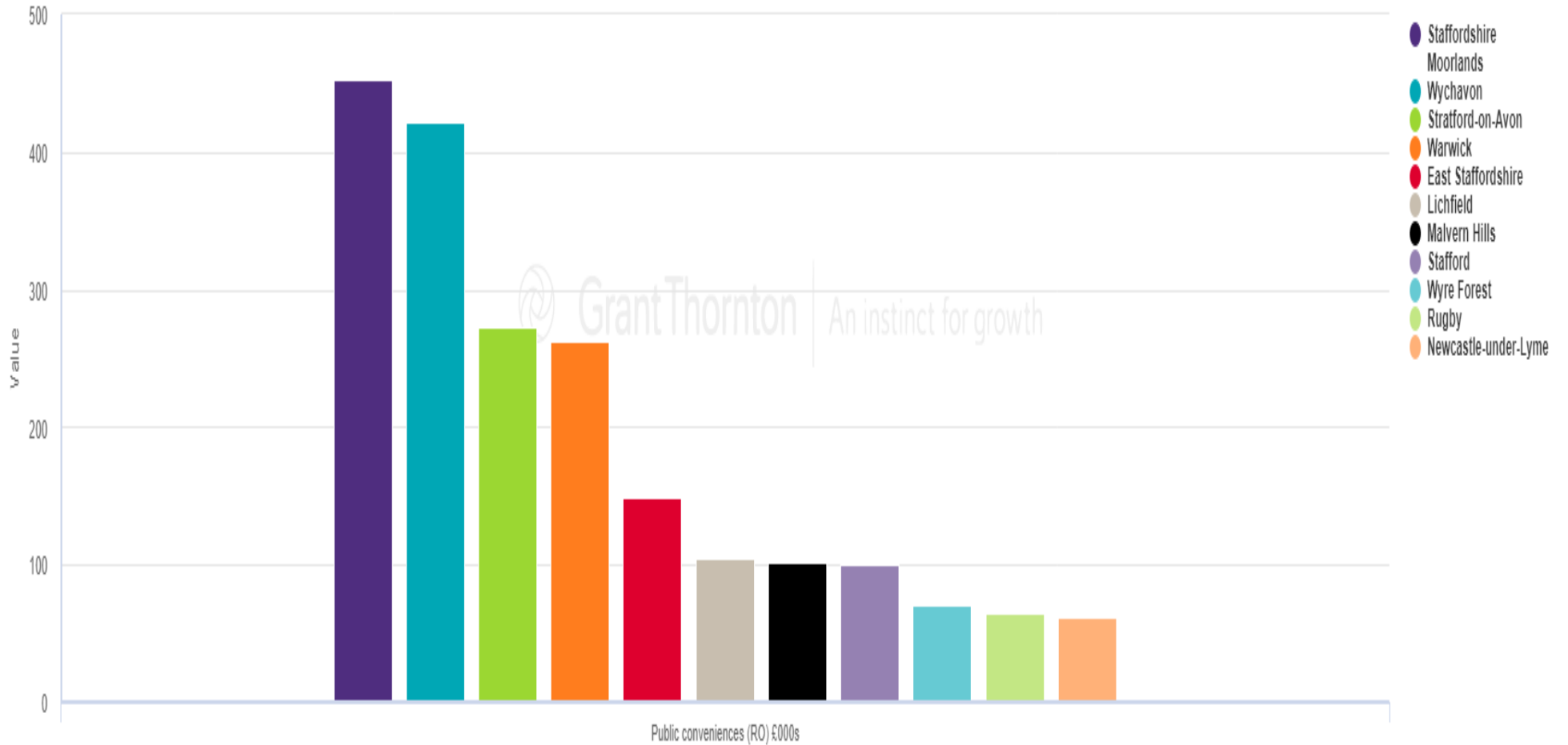


## Provision of high-quality public amenities, clean streets and environmental health

The table shows the number of fly tipping incidents in 2020-21 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> (out of 19) with 558 incidents, an increase compared to 2019-20 when the rank was 15<sup>th</sup> with 359 incidents.



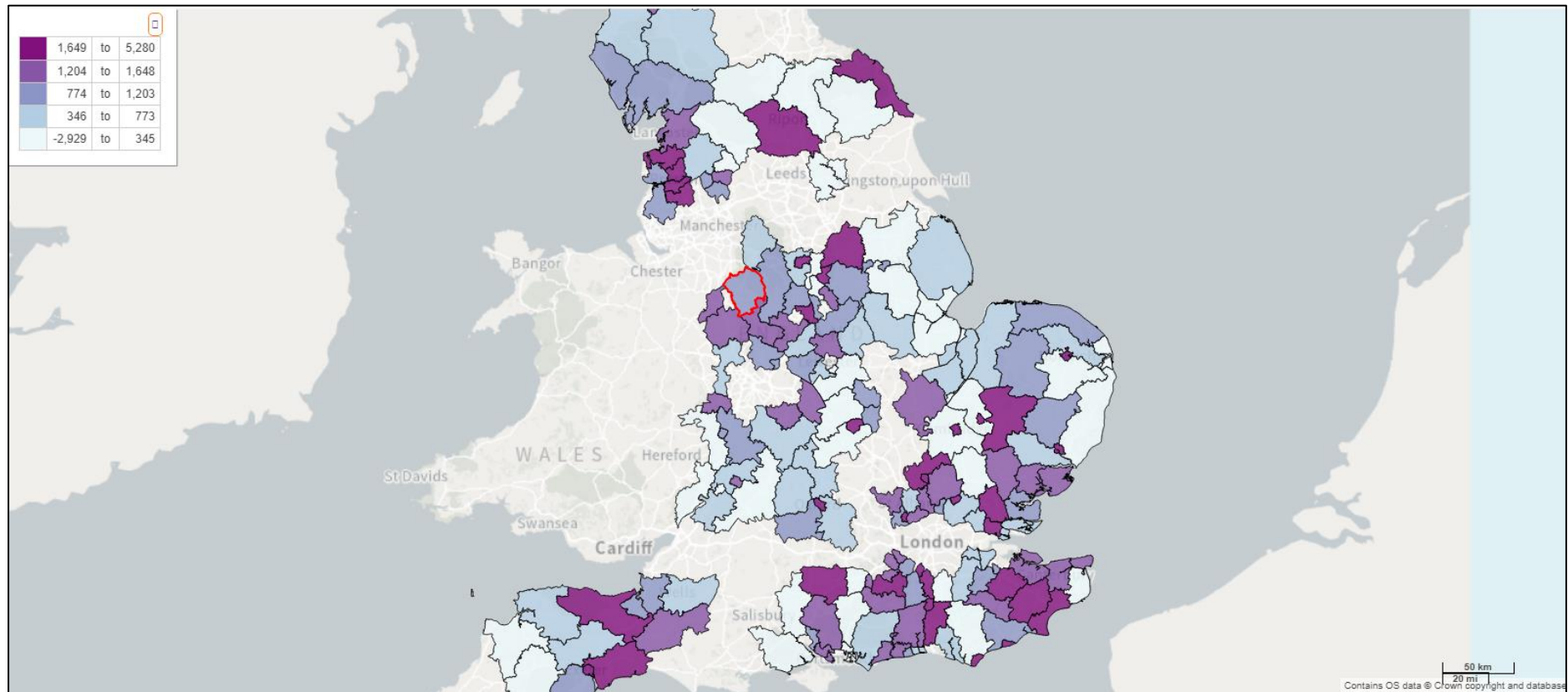
This chart shows the cost (in £ 000's) of Public Conveniences (RO) compared to the 10 nearest neighbours from the West Midlands group in 2020-21. Staffordshire Moorlands had the highest spend in the group at £453,000, an increase compared to £359,000 in 2019-20.





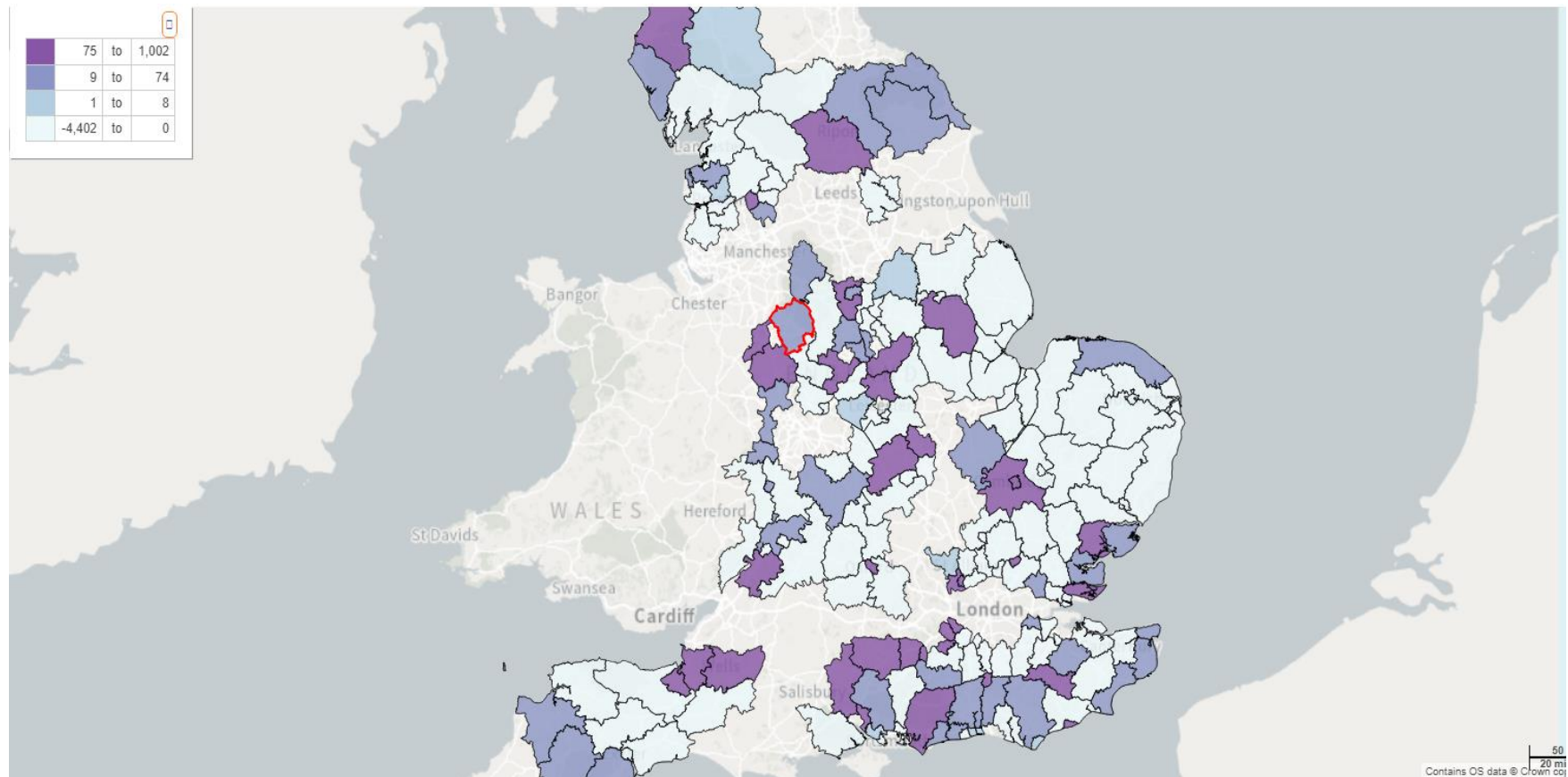
## Provision of quality parks and open spaces

This map shows the cost of open spaces (RO) £000's 2020-21 across all English districts. Staffordshire Moorlands are ranked 106<sup>th</sup> out of 187 areas at £801,000 and sit in the mid quintile of all districts nationally. In 2019-20 Staffordshire Moorlands were ranked 107<sup>th</sup> with a spend of £832,000.



## Meeting the challenges of climate change

This map shows the Environmental Initiatives RO in 2020-21 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 66<sup>th</sup> out of 180 areas with a spend of £17,000 and sit in the top 50% of all districts nationally. This is an decrease from £22,000 in 2019-20.



This map shows CO2 emissions estimates -total per capita (2020) in the context of All Local Authority Districts in the West Midlands using LG Inform Tools. The Staffordshire Moorlands score was 10.4 CO2 emissions per capita (11.7 in 2019) which is ranked 3rd highest in the group. The lowest was Tamworth at 2.9.

