

**CORPORATE
AND
PERFORMANCE
PLAN**

2006-09

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Introduction

I am pleased to welcome readers to Cannock Chase Council's Corporate and Performance Plan for 2006-09. In this plan we include information about our priorities for improvement, the targets we have set and our strategies for meeting those targets over the next 12 months. We also bring together a picture of our performance against local and national targets over the last 12 months and show how our results compare with those of other Councils.

The Council organises its service under six portfolio areas. Each portfolio is the responsibility of an elected member of the Council's Cabinet. In each section of this report the Portfolio Leader has outlined both the major achievements over the last year and future plans for their area.

This Corporate and Performance Plan looks back over a very busy year for Cannock Chase Council. We have received a number of awards including Beacon Status for the third year running, a Sustainable Community Award, the Visitor Attraction Quality Assurance Marque for our museum and Quest accreditation for leisure Services. We have continued to make progress on the town centre redevelopment schemes and we have seen tenants vote by a small majority for the Council to retain its housing stock. We have exceeded national recycling targets by introducing alternate weekly collections of household waste and garden refuse with a big increase in participation from residents.

We recognise that we need to continue to improve our performance in a number of areas and you will see from this plan that our ambitions are challenging for us all. We will continue to work with you to improve our standard of service and welcome feedback to determine our future priorities and to help us identify areas that require improvement. This will ensure we continue to deliver services that represent value for money and achieve better outcomes for local people.

To be able to deliver high quality we have to work closely with our partners and local communities. We have a strong history of working in partnership with other organisations and recognise its many benefits. We are a key player in the Local Strategic Partnership (LSP), which was established to promote joint working between agencies. This work is set out in the Community Strategy for the District. The LSP includes representatives from the public, private, voluntary and community sectors and the Portfolio Leaders' statements in this document give more details about how we are working with other organisations.

We produce our Corporate and Performance Plan each year and see it as an opportunity to share our successes and our hopes for the future with you. I hope you will find what is here interesting, and informative. If you would like to share your thoughts on anything covered in this plan, or if you have any comments you wish to make direct to me on this Plan, please write to me at Cannock Chase Council, Civic Centre, P O Box 28, Beecroft Road, Cannock, Staffs, WS11 1BG, or e-mail me at:

neilstanley@cannockchasedc.gov.uk

Councillor Neil Stanley
Leader of the Council

Our Vision and Objectives

All successful organisations have a clear vision of what they want to achieve; a vision that sets their direction, defines their priorities and guides their actions; and a vision that challenges them constantly to strive for improvements. The Council's Vision is:

"By 2015, Cannock Chase District will be recognised as a place where everyone's lives are enriched by a strong cultural identity, vibrant local economy and pride in the outstanding natural environment".

Our own aims must meet the desires and needs of our community, but must also reflect the Government's priorities.

The Government's national priorities are:

Promoting healthier communities

Raising standards in schools

Promoting economic vitality.

Improving the quality of life of children, young people, families at risk and older people

Creating safer communities

Transforming our local environment

We have been working with Cannock Chase's Local Strategic Partnership to develop the community's own vision of the future – the Sustainable Community Strategy. The Cannock Chase Local Strategic Partnership comprises key organisations within the local public, private and voluntary sectors and is committed to realising a shared agenda and supporting the Government's priorities. This is set out in the Sustainable Community Strategy, "Here for you, at the core of your community".

The Local Strategic Partnership's Vision is:

- to provide local people with better opportunities in education, employment and shopping,
- reduce crime and reassure people about their safety,
- develop healthy and active communities,
- develop cleaner and greener communities where information is easily accessed and local people feel well informed.

This shared agenda is driven forward within the Council through our Vision and supported by our key objectives. We have established these by using what we know from the Community Strategy and based on your comments.

Creating a strong cultural identity, vibrant local economy and outstanding environment is dependent on all parts of the community and local organisations and agencies working together in a 'joined up' way. Since our first Performance Plan in 1999 we have used the acronym **CHASE** to identify our objectives, which will enable us to achieve our Vision:

CHASE stands for:

	Culture and Sport - Increasing participation in culture and sporting activities
	Health - Developing a healthy community
	Access to Skills and Economic Development - A vibrant economy, A job for everyone, Learning opportunities for all
	Social Inclusion and Housing- Reducing Inequality, Affordable Decent Homes for all
	Environment- A clean, safe and sustainable environment

We also have a clear understanding of the sort of organisation we need and aspire to be to enable us to deliver our Vision and Objectives and so we have an additional objective, which we believe will enable us to deliver effective public services and become an excellent authority.

	Building an Excellent Council
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Our Vision provides long-term direction for guiding the Council and progress against all of the key objectives will be necessary if we are going to transform Cannock Chase in line with our Vision. This Corporate and Performance Plan sets out how we intend to progress towards the achievement of the Council's Vision, detailing the progress that our services are making as well as the key targets which we are working towards over 2006-09.

The table below shows how the Council's objectives link to the national priorities and the priorities identified in the Community Strategy:

National Priorities	Community Strategy <i>Creating Change</i>		Corporate and Performance Plan	
	By 2010 we will improve the quality of life in the District by: Achieving higher educational standards and developing lifelong learning Providing opportunities for high quality employment Improving long-term health Ensuring that we can live and work in a safe and attractive environment		"By 2015, Cannock Chase District will be recognised as a place where everyone's lives are enriched by a strong cultural identity, vibrant local economy and pride in the outstanding natural environment".	
Promoting healthier communities		Develop healthy and active communities	Culture and Sport	
			Health	
Raising standards in schools		Provide local people with better opportunities in	Access to Skills and Economic Development	

Promoting economic vitality.		education, employment and shopping		
Improving the quality of life of children, young people, families at risk and older people		Develop healthy and active communities	Social Inclusion and Housing	
Creating safer communities		Reduce crime and reassure people about their safety	Environment	
Transforming our local environment		Develop cleaner and greener communities where information is easily accessed and local people feel well informed.		
			Building an Excellent Council	

Key: Performance Targets

Throughout this booklet you will come across tables of information about our performance. To help you understand these tables an explanation is given below to assist you in deciding how well the Council is performing in delivering the services that matter to you.

This column identifies the reference for each indicator as either one set nationally (BV) or local. Where a number is given it relates to the national Best Value reference number

The targets we set ourselves last year and our actual performance is shown here.

To help you assess our performance we have included the targets we set ourselves in previous years

This section shows how we have performed in 2005-06 compared with 2004-05. We have used the following to help you:

-  = Good or improving
-  = Poor or deteriorating
-  = Average or consistent
-  = Performance on target in 2005-06
-  = Performance target not met in 2005-06

PI NO	PERFORMANCE INDICATOR	PERFORMANCE 2005-06		PAST 2004-05	FUTURE TARGETS			PERFORMANCE COMPARISONS ALL ENGLAND 2004-05	PERFORMANCE ANALYSIS
		TARGET	ACTUAL		2006-07	2007-08	2008-09		

A performance indicator (PI) is a measure of the Council's performance in providing services. The Council has set some PIs for itself but most of them are statutory on the basis of their interest to the public. All statutory PIs have strict definitions and wording that the Council must follow.

Targets enable you to assess whether we are providing the level of performance we are expected to achieve. The Council is responsible for setting most of its targets, but for some PIs we are required to set targets over 3 years that are consistent with reaching the performance of the top 25% of Councils in the country. We have not set targets against new PIs or against PIs that we do not have to report against next year.

Where we can we provide information so that you can compare our performance against the best performing of all other Councils. Comparative information is not available for all PIs.

Building an Excellent Council

This objective recognises that to achieve our priorities for the community, we have to build an effective and excellent Council. We have a clear understanding of the sort of organisation we need and aspire to be and we are committed to striving continually to meet the needs and aspirations of our communities and to secure improved levels of customer satisfaction.

This objective recognises that the achievement of our CHASE objectives and the delivery of quality front line services is dependent upon the performance of our support services, and the management of the organisation as a whole. We need to provide high quality, cost effective support to our front line services and to achieve organisational excellence in our corporate management. This objective outlines what we intend to do to improve the effectiveness and efficiency of the whole organization, which will ultimately be reflected in improved performance in the services we deliver.

Our Comprehensive Performance Assessment (CPA) by the Audit Commission in December 2003 gave us a rating as a FAIR authority. Arising from the assessment we developed a high-level improvement plan to address the issues identified by the Audit Commission. For 2006-07 we have updated the plan focusing our attention to dramatically improve our performance. We have developed detailed Business Plans for this improvement priority, which will be monitored closely to ensure we are moving forward at a pace that will result in significant improvements in the quality of services we provide.

Last year we commented on three key areas:

- Improving Customer Care
- Meeting the Government 'Gershon' Efficiency Targets
- Improving Service Performance generally.

Throughout the year every employee received Customer Care training and a new Customer Charter was developed setting challenging targets for responding to letters, e-mails and telephone calls etc.

By a process of comprehensive review of all of our activities, we also identified over £1million of efficiency savings, well exceeding the Government Efficiency targets.

For the coming year we are going to concentrate solely on driving up performance in a key service areas.

We have already dramatically increased our recycling rate but we want to ensure our refuse service as a whole is one of the best in the Country.

Similarly in areas such as street cleaning and grounds maintenance (including grass cutting) we want to ensure our contractors are providing the best possible service for our Council Tax payers money.

Now that our housing tenants have voted to keep the Council as their landlord we will also be looking to dramatically improve our Housing Services generally and move forward from our current one star to a two star service.

We take our role as an elected leader in the local community very seriously and we recognise that no single agency can tackle local priorities like crime, health and the economy on their own. Improvements in local quality of life will result from different agencies pulling together, sharing resources and tackling the issues that really matter to local people. We have therefore recognised that we need to work in partnership with other organisations to meet the needs and aspirations of our communities and we will continue to ensure that our partnerships are effective in doing this.

We know from talking to and listening to the Council tax payers that people have very little interest in which particular Council or Government Agency provides a service, they just want to access the service easily.

We are therefore working very hard with our partner agencies to create 'seamless' public services for our citizens and we hope that in doing so we will be able to identify further efficiency savings by working together.

This year we achieved our third Beacon Council Award in as many years for our innovative approach to partnership working and in particular we are moving forward to a time when the public will need only telephone number to access any public service.

Across Staffordshire all Councils are currently working on our 'Local Area Agreement' will Central Government which will set future challenging targets for us all whilst ensuring that all public agencies collaborate wherever possible in delivering services.

Cannock Chase Council is providing the lead in some of this work across Staffordshire, but to ensure we have the credibility to be a lead agency we must double our efforts to ensure the services we provide to our public are up there with the best performing Councils anywhere in the County.

Stephen Brown
Chief Executive

Cllr Neil Stanley
Policy and Resources Leader
and Leader of the Council

Cllr Reg Butler
External Partnerships
Leader and Deputy
Leader of the Council

What we said we would do in 2005-06

To address our 3 Improvement Priorities we will:

Customer Care

- Continue to deliver the Council's e-government programme, whereby we aim to deliver 100% of our services electronically
- Work with others to investigate ways of providing 'joined up' service delivery
- Work to develop services where the majority of customers' requests can be answered by the first person they speak to
- Ensure we have an effective dialogue between the council and residents
- Review our complaints procedure

Performance Management

- Ensure clearer lines of accountability for management of performance at all levels of the organisation
- Continue to develop Scrutiny's role as part of the wider performance management framework of the Council
- Identify poor performance and look at ways to improve for the future
- Implement fully the Balanced Scorecard approach to Performance Management
- Implement the Capability Procedure
- Implement an effective Member development programme
- Ensure the implementation of the Core Competency Scheme for managers and to link this to the Management Development Programme

Value for Money

- The Government has set us efficiency targets to achieve. Efficiency is not about cuts, but raising productivity and enhancing value for money and our targets are £400,000 for 2005-06, £810,000 for 2006-07 and £1,210,000 for 2007-08. We are currently developing our action plans to enable us to achieve these targets.
- Continue to develop our approach to strategic procurement
- Ensure value for money through e-procurement

With regards to **Local Taxation** we will:

- increase the current levels of collection and the number of direct debit payers
- work with the benefits team to encourage and increase the take-up of Council Tax Benefit by conducting a targeted campaign as part of the annual billing process for 2005-06.
- develop and use technology to improve service provision and achieve E-government targets.
- introduce payment services operating 24 hours per day via the internet and by an automated telephone facility.
- implement and introduce the use of paperless direct debits
- Work in partnership with the Business Sector to develop Business Improvement Districts, where appropriate.

How we have performed:

Performance Headlines:

We will judge our performance for this objective by monitoring two headline indicators - % of citizens satisfied with the overall service provided by the authority and the average number of days sick per employee. For 2005-06, the overall satisfaction with the service provided by the authority failed to meet our target and we recognise that a considerable amount of work needs to be done to improve the public's perception of the Council.

The average number of days sick increased in 2005-06. Again, we recognise that we cannot be complacent in 2006-07 if our target is to be achieved.

Customer Care

- ✓ We have achieved our target of delivering 100% of our services electronically
- ✓ We went live with our Work to develop services where the majority of customers' requests can be answered by the first person they speak to
- ✓ We have continued to look at ways in which we can have an effective dialogue between the council and residents and in 2005-06 we have used our Citizen's Panel to determine views on a number of issues and held focus groups to assist in service developments.
- ✓ We have reviewed our complaints procedure and are in the process of developing a Customer Charter
- ✓ Every employee received customer care training

Performance Management

- ✓ In 2005-06 the Performance Improvement Working Group has made recommendations following reviews into leisure performance and the performance of the Council's Capital programme.
- ✓ Identify poor performance and look at ways to improve for the future.
- ✗ Although work continues on developing the Balanced Scorecard approach to Performance Management it has not been fully implemented across the whole of the authority
- ✓ The Capability Procedure has been formally adopted
- ✗ Work continues on developing an effective Member development programme
- ✓ A management development programme is currently being developed and implemented, which will ensure all managers are ready for the implementation of the Core Competency Scheme for managers.

Value for Money

- ✓ Efficiency savings of £697,500 were identified for 2005-06, which exceeded the target of £400,000. Savings of £357,560 have been identified for 2006-07, which is slightly below the target of £410,000 for the year. Overall the Council is on target to meet the requirement of 2.5% efficiency savings. The savings have generally been achieved through restructuring and a reduction in operational costs.
- ✗ Work continues in developing our approach to strategic procurement. We have provided training for employees involved in procuring goods and services and some services have been procured jointly with other organisations.
- ✗ Our approach to ensuring value for money through e-procurement continues to be developed.

With regards to Local Taxation we have:

- ✓ Developed and used technology to improve service provision and achieve E- government targets.
- ✓ We have introduced payment services operating 24 hours per day via the internet and by an automated telephone facility.
- ✓ In 2005-06 the level of Council tax collected has improved for the fifth consecutive year and the number of council taxpayers paying by Direct Debit has increased to 53%
- ✓ By working in partnership with other authorities in the area, we were able to improve the quality and presentation of the information that was sent out with the 2006-07 annual bills.
- ✓ A Council Tax Benefit take-up campaign was undertaken as a part of the Annual billing process.
- ✓ The Business rate collection rate for 2005-06 was our best ever with 99.7% of amounts due being collected within the year.

Plans for the Future.

Our plan to deliver new facilities to improve our service to our customers goes on. There are a number of new initiatives that we are currently working on;

- It will soon be possible to create a "Paperless" Direct Debit. This will enable the customer to issue a direct debit instruction by telephone or on-line.
- It will be possible for the customer to view their Council Tax accounts on-line, via a secure internet connection.
- We will be reviewing our policies regarding collection and recovery, to make it easier for customers to pay their bills and to enable us to act quickly against those that do not pay.

What we aim to do in 2006-07:

- Improve our customer satisfaction rates
- Give you clear performance information on our key services in our residents newspaper and on our website
- Beat government value for money targets whilst improving service delivery
- Deliver a clear management development programme and ensure that all our employees receive customer care and diversity training
- Develop a training programme for Councillors to support them in giving their best to residents
- Develop, motivate and empower our own staff to reach their full potential
- Focus performance management and effort in our high priority areas
- Work in partnership to deliver shared priorities
- Deliver those efficiency savings identified and continue to identify further savings wherever possible, with an emphasis on savings through effective procurement.
- Continue to develop the approach to strategic procurement with a review of the Council's procurement strategy. There will be an emphasis on procuring goods and services jointly with other organisations wherever possible. Best practice guidance is to be developed for employees to follow when procuring goods and services and this will be supported by training.
- Develop ways of using technology to make procurement efficient and cost effective
- Finalise and agree our Local Area Agreement with Central Government.

Performance Targets

PI No	Performance Indicators	Performance 2005-06		Past	Future Targets			Performance Comparisons All England 2004-05			Performance Analysis	
		Target	Actual	2004-05	2006-07	2007-08	2008-09	Top 25%	Bottom 25%	National Average	2005-06	
4*	% of those making complaints satisfied with handling of complaint	50%	n/a	n/a	53%	n/a	n/a	n/a	n/a	n/a	n/a	
8	% invoices paid on time	93%	90.26%	87%	93%	95%	97%	95.97%	88.65%	90.89%		
9	% Council Tax collected	98%	97.3%	96.6%	98.2%	98.3%	98.4%	98.3%	96.36%	97.01%		
10	% of NNDR collected	99.2%	99.7%	99.2%	99.3%	99.4%	99.5%	99.14%	98%	98.47%		
11	% senior management posts filled by women	32%	24.14%	26.47%	35%	38%	38%	40.23%	19.63%	29.48%		
11b	% senior management posts from ethnic minorities	1.2%	3.4%	0%	1.2%	1.2%	1.2%	3.48%	0	2.87%		
11c	% senior management posts filled by people with a disability	New	0	New	1.2%	1.2%	1.2%	n/a	n/a	n/a	n/a	
14	Early retirements as % of total staff	0.3%	1.13%	3.08%	0.3%	0.3%	0.3%	0.16%	0.84%	0.65%		
15	Ill health retirements as % of total staff	0.3%	0.37%	1.27%	0.3%	0.3%	0.3%	0.12%	0.44%	0.32%		
16	% staff with disabilities	16.5%	1.22%	0.9%	16.5%	16.5%	16.5%	3.73%	1.49%	2.91%		
17	% staff from ethnic minorities	1.2%	0.92%	0.6%	1.2%	1.2%	1.2%	4.6%	0.9%	4.7%		
156	% authority buildings accessible for people with disabilities	100%	77%	70%	100%	100%	100%	n/a	n/a	n/a		
157	% interactions with public delivered electronically	100%	100%	88%	Indicator Deleted from BVPI suite			87.5%	66.59%	75.52%		
226a	Amount spent on advice and guidance services	New	£107,970	New	£110,100	£112,300	£114,500	n/a	n/a	n/a	n/a	
226b	Advice and Guidance to organisations holding CLS Quality Mark	New	100%	New	100%	100%	100%	n/a	n/a	n/a	n/a	
226c	Amount of Advice and Guidance in areas of housing, welfare, benefits and consumer matters provided by the authority to the public	New	£91,857	New	£93,700	£95,600	£97,500	n/a	n/a	n/a	n/a	

CULTURE AND SPORT

Increasing participation in culture and sporting activities

2006-07 will be key year for Culture and Sport as the full Leisure Review continues across the District. This review includes the assessment of facilities and services we need for the community and the feasibility of building new facilities to meet community aspirations of the future.

Culture & Sport have a role to play in improving the quality of life for young and old alike. We can see how sports and arts have played a part in raising standards in our schools and physical activity sessions aimed at older people are helping them remain healthier for longer. Leisure and Sport facilities offer a comprehensive package of activities available to the whole community. They ensure all groups are catered for and have activities for all ages, abilities and ensure access to services for all through the Leisure Pass scheme. The Museum plays a vital role in providing opportunities for both formal and informal lifelong learning. It does this through its schools educational programme, its interactive galleries, its family events and other learning activities.

With increasing levels of obesity and childhood diabetes, participation in sports, offering both traditional and non-traditional activities, is key to improving the health of the District. We have also continued to provide the GP referral scheme at Chase Leisure Centre and Rugeley Leisure Centre in partnership with Cannock Chase Primary Care Trust, as a way of increasing physical activity and so improve the health of our communities.

Cultural services can also help to divert young people away from criminal activity or anti-social behaviour and thereby contribute to safer communities. We have focussed on new initiatives aimed at tackling anti-social behaviour and empowering the youth in the community through the 82Teenzzone scheme which offers 8 to 15 year olds opportunities to take part in special aerobics sessions and supervised sessions in the fitness suites at both Chase and Rugeley Leisure Centre. We are also working with groups such as the Youth Offending Service and the YMCA to give young people the opportunity to take part in activities and join the community in a positive way.

Cultural activities have an impact on our environment. In recent years we have seen the district transformed by public art such as 'Our Heritage', a sculpture commemorating the area's mining history and the 'Route to Health' sculpture trail and health walk. These have helped increase local pride in the area and improved the quality of life for all who live here. We are also working to make our parks become focal points of our communities by striving to improve the local facilities and ensuring our parks are a safe and modern place to use.

Culture also has a big impact on the economic vitality of the District. We have seen regenerative activity at the Museum, which draws over 40,000 day visits per year, creating jobs and attracting business which see the quality of life in our area increasing. Volunteering and coaching are providing individuals with the opportunity to learn new skills and develop confidence, helping them in the long term to find employment and contribute to the economic vitality of our communities.

In Culture and Sport, our aim is to increase participation in culture and sporting activities within all age and social groups right across the District.

Insert Photo of Portfolio
Leader

Councillor Mick Grocott
Culture and Sport Leader

What we said we would do:

- Increase the number of young people participating in leisure activities by 5% per annum
- Increase the number of people with a disability participating in culture and sport activities by 10%
- Raise the awareness of the leisure card concessionary membership scheme by utilising active marketing and the Council webpage to increase usage by 10%
- Extend the Museum to provide a new local history gallery and tourist information point, as part of the "Cannock Chase Heritage Trail" funded by the Heritage Lottery Fund.
- Provide a range of activities for children between 5-13 years in the following categories – disabled, children's parents in receipt of benefit, children with mental health problems, children in rural areas to be delivered through an active 'Chase It' Scheme improving participation by 5%.
- Produce an advocacy document for "The Route to Health" in partnership with Cannock Chase Primary Care Trust and the Forestry Commission.

How we have performed

The Regional Plan for Sport has seven outcomes, which provide clear direction for sport within the West Midlands. One of these measures has been adopted as the "Headline" measure for this objective. The measure is:

The percentage of adults participating in at least 30 minutes moderate intensity sport and active recreation (including walking) on 3 or more days.

- ✓ Through the provision of a Chase It Young Persons' Activity Programme we have provided additional opportunities for young people to take part in a more diverse range of leisure activities. The staging of a series of Sporting Festivals and After School Activity Clubs, with direct links to local Clubs, has provided the ideal opportunity to develop individual progression and sustainability.
- ✓ We have been instrumental in the setting up of a girls' cricket team at the Cannock and Rugeley Cricket Club. They were runners-up in the Staffordshire Youth Games. We have worked closely with a variety of partners to allow for a more socially inclusive range of physical activities. This includes:
 - Supporting the Annual Disability Cricket Festival at the Cannock and Rugeley Cricket Club, with over 200 people taking part.
 - Helping to set up a Youth Club for young people with disability at the Special Needs Adventure Playground.
 - Working with Sports R'Us, a Club for young people with disabilities, by helping to provide additional sporting activities.
 - Working in partnership with the District's two Special Schools (William Baxter/Beecroft), by providing opportunities to integrate young people into mainstream activity programmes.
- ✓ Last year's Chase It Summer Activity Programme saw 70% of those young people taking part with access issues i.e. low income, disabled, special needs and mental health
- ✓ We have increased the number of disabled people participating in sports and leisure by 10%
- ✓ We have increased usage of the leisure card concessionary membership scheme by 10%
- ✓ We have produced an advocacy document for the Route to Health, in partnership with the Primary Care Trust and the Forestry Commission, which resulted in a second round of publication, which will be sent to all appropriate Ministers. We also created a toolkit that enables local community groups to participate in the Route to Health initiative but also supports groups in developing art features to generate a sense of place.

- ✓ We have provided a wealth of initiatives to encourage a healthier lifestyle...
 - Turbulence video and board game which raises the profile of young people's health issues and schools can access the game and use it as a consultation tool.
 - Message in a Box - continuation of developing interactive and multi sensory health tools that raise the profile of the issues around smoking
 - Memory Box - A reminiscence project that reaches isolated elderly members of the community, schools and care homes to encourage conversation and to collate thoughts and memories on our local traditions and past heritage.
- ✓ We have introduced "Park life", a touring programme of art sessions based in our parks one day per week during the Summer to attract Family audiences.
- ✓ We have worked with a local art club to create a mural to contribute towards 'art features' to generate a sense of place.
- ✓ The museum won the VAQAS (Visitor Attraction Quality Assurance Service) award, which is evidence that the museum is succeeding in providing a visitor friendly quality service.
- ✓ We have created and opened a new interactive gallery – Our Toy Zone for children and adults of all ages to handle and play with toys old and new. This compliments our Toys Gallery, which opened in 2002 and provides a more exciting and interactive experience for visitors. The Toy Zone has proved to be a hit with visitors of all ages.
- ✓ We refurbished our 1940s gallery to create a more authentic experience, which included installing a 1930s range from a house in Chadsmoor. The gallery is very popular.
- ✓ The museum has held a number of very successful Family Days, providing free activities for families in the district.
- ✓ We have delivered a local heritage educational programme and other activities to support and enhance lifelong learning

Examples of Innovation and Excellence:

- The Museum has retained the coveted Sandford Award for Heritage Education'
- For its size the museum has exceptionally high numbers of schools usage, compared to other museums.
- Other museums in the UK often look to the museum for examples of good practice in museum education and visitor service and the museum's achievements in this area have been cited at museum sector seminars and meetings. Staff from other museums, most recently Mansfield Museum, have visited the museum to see how we run our education service.
- The Museum Services Officer was asked to sit on the Regional Skills Action Team for the West Midlands region. This innovative new group of eight museum professionals has a remit for training and skills development in the museum sector.
- The museum has introduced a volunteer programme for museum skills development.
- The museum was one of the first in Staffordshire to introduce Cultural Heritage NVQs for its staff, with an assessor on the museum staff and the museum leading the way in extending the programme throughout the region, in partnership with Cannock Chase Technical College.
- We have been able to secure £105,000 worth of funding from the Children's Fund over the next two years (April 2006 – March 2008). This will help provide for a more socially inclusive range of activities, targeting those young people in the District with access issues.
- We were able to bring the Rugby World Cup to the Annual Primary Schools Tops Festival of Sport, where over 700 of the District's young people were able to see this magnificent trophy.
- Working in partnership with Sport Across Staffordshire, we were able to secure additional funding to appoint a Community Sports Coach. This post works directly with the local School Sports Partnership, targeting local schools who require additional support for Sports Coaching.
- Work undertaken with the Cannock Chase Primary Health Care Trust saw their Public Health Nurse work with members of staff and Chase It participants to help deliver a healthy lifestyle message i.e. healthy eating and exercise.
- Cannock and Rugeley Cricket Club, supported by the Sports Development Team, received the prestigious Sports England Clubmark Award.
- The Sports Development Team has achieved the prestigious Quest Award accreditation for the first time.

What we aim to do in 2006-07:

- Further develop the proposal to build a new Swimming Pool at Rugeley
- Develop a playing pitch strategy for the District
- Adopt a new cultural strategy
- Develop a Child Protection Policy to cover all services
- Be a key stakeholder in the developing county sport partnership
- Utilise the 'Towards an Excellent Service Model' to under a self assessment as our services
- Deliver a number of key project to include, new tennis courts, play facilities, park improvements
- Develop an Arts and Health service plan to meet Choosing Health objectives via the Reality Check partnership
- Support the Youth Service to generate a Kite Festival to encourage use of open spaces, particularly targeting young people / children with disabilities
- Develop initiatives that raise the profile of Cultural Diversity with the aim to address racism within the District (working with SHADES)
- Introduce an Outreach museum service for schools
- Contribute to the development of skills in the museum sector through the Regional Skills Action Team, in which the Museum Services Officer plays a key role. Our key target for this year is to introduce the museum sector to Foundation Degrees through partnership working with Cannock Chase Technical College
- Continue to provide a museum education service of the highest quality. Our aim is that 70% or more of school teachers who visit us will rate us 8 out of 10 or higher.
- Continue to provide an education service of the highest quality to annually 9000 school children
- Make further improvements and changes to our galleries

- We will look to use the findings contained in the recently produced Year Six Survey February 2006 on young people's participation in Sport in the Cannock Chase District. Main aim, develop an action plan to respond to the key findings of the survey.
- We will look to develop greater partnership working to help access external funding to develop local community activities.
- To continue to expand and develop the 'Chase It' young persons' activity programme, allowing access for all the District's young people.
- Complete a Feasibility Study into options associated with the Chase Leisure Village concept. Use this Feasibility Study as a basis to commence the process to appoint a Full Design Team to take matters forward to the next design stage.

Culture and Sport Select Committee

The Culture and Sport Select Committee has had a mixed year this year. At the first meeting of the Select Committee, Members discussed a number of topics on which reviews could be undertaken and agreed that their review topic would be to look at the leisure services review.

The review of leisure services has progressed slowly, during which time the Select Committee completed its review on Leisure Concessions and presented its report to Cabinet. In our review it was recognised that the current concessionary scheme needed to be changed and we looked at what services should be subsidised, who should receive those subsidies and what level of subsidy should be given. Our review also highlighted that there was a lack of awareness about the scheme, which needs to be addressed and also there is confusion around eligibility criteria which also needs to be addressed. The Cabinet was supportive of the work of the Select Committee, but has requested that we undertake further work on the financial implications of our proposals. This work will be completed in 2006-07.

We have also looked at and been consulted on a number of other issues during the year including:

- Staffordshire Disability Research Project
- Sports Development Forum Year Nine Survey
- PPG17 Indoor Facilities Strategy
- Developments at the Athletics Stadium
- Play areas
- Rugeley Swimming Pool

Any recommendations we made following our discussion of the issues have been passed through to Cabinet.

We will be determining our work programme for 2006-07 in June 2006 and it is likely that the review of leisure services will continue to be our main focus for the year. However we will continue to be consulted on other issues as they arise throughout the course of the year.

Councillor Mrs Diane Bennett
Chairman
Culture and Sport Select Committee

Performance Targets:

PI No	Performance Indicators	Performance 2005-06		Past	Future Targets			Performance Comparisons All England 2004-05			Performance Analysis
		Target	Actual	2004-05	2006-07	2007-08	2008-09	Top 25%	Bottom 25%	National Average	2005-06
	Museum Satisfaction levels in user categories: a. school visits b. casual visits	Baseline to be determined	a 82% b 84%	n/a	a 70% b 70%	a 70% b 70%	a 70% b 70%	n/a	n/a	n/a	n/a
	Arts Development Route to Health – increase users by 5% p.a	52,500	47,831	50,000	+5%	+5%	+5%	n/a	n/a	n/a	
	Satisfaction levels of Arts Development participants	Baseline to be determined	74%	n/a	75%	75%	75%	n/a	n/a	n/a	n/a
Local	Sports Development Satisfaction levels in user categories: Children's Fund Chase It Summer activities	75%	99%	New Target	+2%	+2%	+2%	n/a	n/a	n/a	
119*	% of residents satisfied with the councils sport and leisure facilities	n/a	n/a	n/a	49%	n/a	n/a	n/a	n/a	n/a	n/a
119*	% of residents satisfied with the councils museums and galleries	n/a	n/a	n/a	31%	n/a	n/a	n/a	n/a	n/a	n/a
119*	% of residents satisfied with the councils theatres and concerts hall	n/a	n/a	n/a	42%	n/a	n/a	n/a	n/a	n/a	n/a
119*	% of residents satisfied with the councils parks and open spaces	n/a	n/a	n/a	71%	n/a	n/a	n/a	n/a	n/a	n/a
170 a	Visits/usage of museums	610	580	609	620	640	640	877	116	807	
170 b	Visits/usage of museums in person	410	477	470	470	480	490	514	78	432	
170c	No. of pupils visiting in organised school groups	9,000	8,873	9122	8,800	8,800	8,800	7,031	539	6,527	

HEALTH

Developing a healthy community

We have a key role to play in promoting healthier communities and narrowing the health inequalities that exist within the District. We acknowledge that we cannot do this in isolation and we will continue to work with our key partners, Cannock Chase Primary Care Trust (PCT) and the NHS Trust to ensure the health and well-being of everyone within the District.

Our successful work, in partnership with the PCT, has been acknowledged through the award of Beacon Status for Healthy Communities and we will continue to build on this very strong foundation over the coming years.

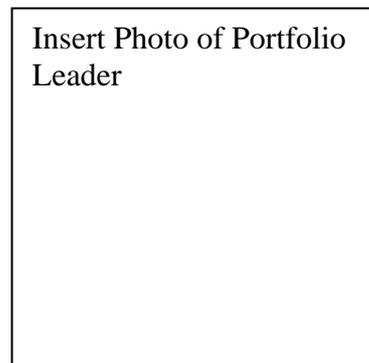
This year we have continued our "Good Health" drop in service, which allows people to get advice on diet, exercise and quitting smoking, along with free blood pressure and diabetes checks. We will need to evaluate this service in the coming year to determine just how successful it has been.

Our work on accident prevention has been widely recognised and we remain committed to the new baby smoke detector scheme, run in conjunction with our Fire Service and PCT partners.

The Government is clear it wishes to shift the balance significantly in favour of smoke free environments and we will strengthen our work on tobacco control encouraging work places and licensed premises to become smoke free ahead of government deadlines.

We recognise that excessive alcohol consumption and binge drinking have an impact on crime rates and the number of accidents and emergencies within the District. We will work with our partners to encourage sensible drinking and we will use our new licensing powers to deal with irresponsible or illegal sales of alcohol. We will also review the effectiveness of the recently introduced Alcohol Control Orders.

We will continue to provide high levels of performance on our statutory work in food hygiene and health and safety. We will use this work to promote a range of advice to businesses, ensuring food is safe to eat and showing businesses how to create healthier work places.



Councillor Mrs Ann Bernard
Health Leader

What we said we would do:

- Work with the Primary Care Trust to identify and deliver the priorities in the White Paper “Choosing Health”, including continuing our work on the Obesity Management and Falls Prevention Groups
- Work with the PCT and others to create a “menu” of advice and services provided which can be used by members of the public and businesses
- Work with the local Primary Care Trust to identify key local health inequity issues and ensure these are addressed in an integrated manner
- Develop our public health role and improve services so that they will have an impact on the determinants of ill health and thus benefit local residents.
- Use the experience of Healthy Communities Beacon Status to further develop the council role in health development.
- Work with the PCT to introduce the recommendation following the evaluation of the “Good Health” service
- Continue using our statutory inspections to deliver information on health issues incorporating Tobacco control and smoke free.
- Respond to concerns over irresponsible or illegal sales of alcohol and tobacco – the latter in partnership with our Trading Standards colleagues
- Review the effectiveness of recently introduced alcohol control orders
- Maintain our performance and high customer satisfaction levels with our pest control service.
- Develop healthy workplace policies & initiatives

How we have performed:

In measuring its performance the Council uses a variety of measures to ensure it covers all aspects of its work. Previously the Council set a high level indicator of Standard Mortality Ratios (SMR) of all causes of death per 100,000 populations, in an attempt to monitor the outcomes of its work over an extended time period.

In setting these performance measures the Council recognised that its work is unlikely to have an immediate or direct effect on this indicator as by its nature this target will be affected by a wide range of confounding factors. This year we have introduced new headline measures for Health, which we believe will provide a better indication of how health within the District of Cannock Chase is improving. These headline measures reflect our emphasis on working together with our partners to enhance the quality of everyday life across Cannock Chase by reducing the level of smoking the prevalence of and improving workplace health.

Our "headline" measures for Health are:

- reduce adult smoking rates
- reduce obesity among children under 11 by 2010
- improve work-related ill health, including number of work days lost due to work-related ill health and ill health to members of the public caused by work activity

Performance Indicator	Performance 2005-06	Past 2004-05	Future Targets			Performance Analysis
			2006-07	2007-08	2008-09	
Tackle the underlying determinants of ill health and health inequalities by reducing adult smoking		26% in 2002			21% or less by 2010	New indicator
A reduction in prevalence smoking routine manual group		31% in 2002			26% or less by 2010	New Indicator
Halt the year in year rise in obesity among children under 11 by 2010			Develop Baseline			New Indicator
A 20% reduction in work-related ill health by 2010			Develop Baseline			New Indicator

- ✓ A Choosing Health Implementation Plan has been developed in conjunction with Cannock Chase Primary Care Trust and Staffordshire County Council and the recommendations from the Fundamental Review Steering Group on Falls Prevention will be presented to Cabinet in July 2006
- ✓ We have worked with the PCT and others to create a “menu” of advice and services provided and a local service directory has been produced and distributed.
- ✓ The Director of Public Health’s Annual Report provides comprehensive information and interpretation of the local inequalities affecting the area, this will be shared with other partner organisations and Local Strategic Partnership.
- ✓ An evaluation of the “Good Health” service has been completed and recommendations for the future development of the service being considered
- ✓ Childhood Obesity review was presented to Cabinet and then taken forward by the LSP

Examples of Innovation and Excellence

- Joint Public Health Report - which is being used to inform the local Strategic Partnership Agenda
- Joint Choosing Health Delivery Plan, including County Council, district Council and Primary Care Trust
- Health Communities Beacon Award - discrimination of best practice at a local and National level
- Reports by council Committee has been progressed by partners. This includes the Health Select Committee report into Childhood Obesity
- Regional Award for most effective small project (Reality Check)

What we aim to do in 2006-07:

- Develop our public health role and improve services so that they will have an impact on the determinants of ill health and thus benefit local residents.
- Use the experience of Healthy Communities Beacon Status to further develop the council role in health development.
- Implement Workplace Health Initiative within Cannock Chase Council.
- Implement Smoke Free policies in the workplace to meet the new Tobacco Control Legislation.

Health Select Committee

Once again the Health Select Committee has had a very busy year. At the start of the year the Select Committee recognised that its work programme would be very much influenced by the proposed changes in the NHS, in particular those changes that would arise as a result of the document on Creating a Patient Led NHS.

The Select Committee has consulted with representatives from the Primary Care Trust, Staffordshire Ambulance Trust and the Strategic Health Authority to determine its response to the pre-consultation document and then ultimately the consultation documents, which outlined proposals for changes to the configuration of Primary Care Trusts and Ambulance Trusts. The Select Committee clearly did not support the proposals being consulted on by the Strategic Health Authority, instead wishing to see Cannock Chase Primary Care Trust remain. The Select Committee believes that many of the benefits and success of Cannock Chase PCT have been achieved through a strong local focus and a commitment to secure better services for local people, and are concerned that this strong local focus will be lost under the new arrangements. The Select Committee was also concerned that the proposed options can only deliver the requirements of Creating a Patient led NHS with considerable disruption to current service provision, a loss of focus on local initiatives, a considerable reduction in the strength of local partnership working and the loss of high calibre expertise, all to the detriment of patients within Cannock Chase. The Select Committee acknowledges that it will need to focus on the impact on the new arrangements once they have been determined and implemented and it is likely that this will form a major part of the Select Committee's work over the next year.

With regards to the Ambulance Trust, the Select Committee was also opposed to the reconfiguration of ambulance services. The Select Committee believes that the Ambulance Service in Staffordshire has proven itself to be the most successful Ambulance Service in the country. There is no area of its operation that has been bettered by another service in the country and the Select Committee could therefore not support the merger of Staffordshire Ambulance Trust into a West Central Trust, which it believes can only result in a reduction of the high standard of services residents of Staffordshire can now expect of the Staffordshire Ambulance Service. I believe the Select Committee has been instrumental in the final decision regarding Staffordshire Ambulance Trust, whereby the merger has now been delayed for two years, enabling Staffordshire Ambulance to continue to provide its excellent service and to also share good practice with the new ambulance trusts.

This year has also seen the development of much better relationships with Mid Staffordshire General Hospital Trust, which manages Cannock Hospital. In particular communication has greatly improved and the Select Committee was pleased with the proposed improvements at Cannock hospital. We do however recognise that we will need to continue to develop even better communication channels over this next year and plans for the hospital are put into place.

Councillor John Beddows
Chairman
Health Select Committee

Performance Targets

PI No	Performance Indicators	Performance 2005-06		Past 2004-05	Future Targets			Performance Comparisons All England 2004-05			Performance Analysis 2005-06
		Target	Actual		2006-07	2007-08	2008-09	Top 25%	Bottom 25%	National Average	
166a	Score against checklist of Environmental Health best practice	100%	100%	100%	100%	100%	100%	97%	79.1%	84.9%	 
Local	Proportion of premises acting on advice to create healthy workplaces	10% of premises visited	N/A	New	10% of premises visited	10% of premises visited	10% of premises visited	n/a	n/a	n/a	n/a
Local	Proportion of people making lifestyle changes after visiting "Good Health" service	10% of visitors	62%	New	60% of visitors	70% of visitors	75% of visitors	n/a	n/a	n/a	
Local	Percentage of food premises inspections that should have been carried out that were carried out for high risk premises	100%	100%	100%	100%	100%	100%	n/a	n/a	n/a	 
Local	Number of interventions carried out to improve workplace health and safety	300	300	300	300	300	300	n/a	n/a	n/a	 

Access to Skills and Economic Development

*A vibrant economy
A job for everyone
Learning opportunities for all*

2005-06 proved to be a momentous year for employment creation across Cannock Chase District. Between August and November 2005 the opening of the DHL/Unilever Food Distribution Depot at Kingswood Lakeside and Asda in Cannock; together with relocation of 3663 Food Service from Brownhills to Cannock secured over 650 new jobs in the District. New job opportunities elsewhere increased the number of new jobs secured during the year to more than 760; thus achieving the best year for new employment creation since monitoring commenced in 2000/01.

One of the most rewarding aspects of this achievement is that each of the companies noted above not only placed great value on the Council's support, but also had a very positive story to tell about the attitudes and abilities of their staff, the vast majority of whom are drawn from the District.

However, it must also be recognised if the local economy is to be strengthened, future inward investors need to be able to draw on a workforce that is better skilled and educated than at present. In this context it is gratifying to see that there has been a marked improvement in the number of pupils obtaining five or more GCSEs at A*-C grades. Nevertheless, there is still a substantial gap between local performance and the County-wide and England averages.

The Council and partner organisations are working to secure vocational training opportunities to complement the academic needs of the District. Plans for an Enterprise Centre to facilitate new business start ups with the support of the Cannock Chase College and Staffordshire University are also moving forward.

The Council have also combined with other Staffordshire authorities to launch a Destination Management Partnership to promote the virtues of the County as a whole to visitors. The visitor economy has considerable potential for future growth and as such, its growth will help to strengthen and diversify the local economic base. Investment proposed for the Districts three town centres over the next few years will complement this ambition.

Councillor Pat Ansell
Access to Skills and Economic Development Leader

What we said we would do:-

- We will continue to work with others to achieve the outcomes of the Chase Collegiate Project, aimed at 14-19 year olds, to provide vocational learning opportunities and enhance staying on rates at school/college.
- We will continue to work with partners to secure the long-term future of Cannock Chase College.
- We will work to gain commitment from Staffordshire University to bring a higher education presence into the area.
- We will continue to work with private and public sector partners to secure plans for an Enterprise and Entrepreneurship centre in the District.
- We will continue to progress our work on town centre redevelopment schemes in Hednesford, Cannock and Rugeley.
- We aim to provide a further 750 jobs over a 2-year period.
- We aim to exceed our target to secure £8.1 million tourism expenditure in 2005.
- We aim to secure the provision of an average of 15,000 sq. m. new commercial floor space over a three-year period.
- We are seeking to achieve a trend in the number of VAT registered businesses which is better than the regional average. For 2006-07 this performance area has been reviewed and an amended, more challenging target introduced which is based upon the number of VAT registered business per 10,000 population.

How we have performed:

Our “headline” measures for Access to Skills and Economic Development are:

Performance Indicators	Performance 2005-06		Past	Future Targets			Performance Analysis
	Target	Actual	2004-05	2006-07	2007-08	2008-09	2005-06
To increase the proportion of school leavers continuing into further education and structured learning to the County average by 2010	To narrow the gap with the County Figure by 1% p.a.	CCDC 87.2% Staffs 89.6% (2005 data)	New Indicator	To Narrow gap with County figure by 0.6% p.a.	To Narrow gap with County figure by 0.6% p.a.	To narrow gap with County figure by 0.6 p.a.	
To ensure that unemployment rates for the District do not exceed the County average by 2010	To narrow the gap with the County figure by 0.1% per annum	CCDC 2.18% Staffs 1.66% Gap widened by 0.12%	CCDC 1.88% Staffs 1.48% Gap widened by 0.3%	To narrow gap with County figure by 0.13% p.a.	To narrow gap with County figure by 0.13% p.a.	To narrow gap with County figure by 0.13% p.a.	

- ✓ In 2005-06, the proportion of school leavers continuing into further education and structured learning increased to 87.2%, an improvement of 4.6% compared to the County figure which increased by 1.9%. The Cannock Chase figure improved more than any other Staffordshire District.
- X The gap between the District and County unemployment rates has widened, but remains well below that of the West Midlands Region.
- ✓ Over 850 new jobs have been secured within the District since April 2004, with significant new jobs growth anticipated through the current year.
- ✓ The construction of commercial floorspace continues apace, with 61,573 sq. m. completed during 2005-06, providing a three year rolling average of 30,283 sq. m. per annum.
- ✓ The proportion of pupils achieving 5 or more GCSE's at A*-C or equivalent increased significantly during the 2004-05 Academic Year with the Cannock Chase District figure increasing from 42.0% in 2003-04 to 48.9%, this compares to 50.8% and 54.5% respectively across the County.
- ✓ The revised performance indicator for VAT registered businesses confirmed that net registrations per 10,000 population were higher than the Regional figure which is a reflection of the strengthening of the local economy.
- ✓ Tourist expenditure exceeded the target of £8.10m, achieving £8.75m at the District's eight benchmarked locations.
- X Youth unemployment remained a problem area with the gap widening between the District and County averages. The District figure increased from 31.7% in 2004-05 to 37.0% in 2005-06 compared to the County figures of 28.4% and 31.5%.

- ✓ However, there was an increase in the number of 17 year olds in full time education locally, from 65.5% to 71.4%.

Examples of Innovation and Excellence

- Participation in the newly formed Staffordshire Destination Management Partnership (DMP) which seeks to promote attractions across the County effectively and efficiently.
- Building on robust approach to monitoring tourist/visitor expenditure by securing the same methodology within the DMP.
- Successfully exploiting the locational advantages of the District to attract major new employers thus providing important employment opportunities. The opening of DHL, 3663 Food Service and Asda between August and November 2005 resulted in over 650 new jobs being secured in the District.
- Supporting the recruitment and training requirements those businesses noted above to maximise the potential to secure 'local jobs for local people'.
- Efforts to increase the availability of vocational training opportunities across the District working with local employers, training organisations and schools.
- The staging of a 'Choices Day' at Chase Leisure Centre to showcase employment opportunities to school pupils drawn from Kingsmead Technology College and Norton Canes High School.
- Support to Young Enterprise in the delivery of the Entrepreneur Masterclass and Primary Programme to schools across the District.

What we aim to do in 2006-07:

- We will continue to work with others to support and promote improvements to local educational attainment and skill levels through the encouragement of vocational learning opportunities, increased participation rates in further and higher education and the securing of a Staffordshire University presence in the District.
- We will continue to work with partners to secure the long-term future of Cannock Chase College.
- We will continue our efforts to secure plans for an Enterprise Centre within the District.
- We will continue to progress our work on town centre redevelopment schemes in Hednesford, Cannock and Rugeley, with planning permission for the first phase of the Hednesford Town Centre Regeneration anticipated by the end of 2006.
- We aim to build upon the excellent job creation figures of 2005-06 by securing a further 750 jobs over the next two years (April 2006 – March 2008).
- We will work with partner organisations to launch the Staffordshire Destination Management Partnership to promote the visitor economy across the County as a whole.
- We aim to secure the provision of an average of 15,000 sq. m. new commercial floorspace per annum over a three year period, which will include the commencement of the G-Park scheme of Towers Business Park by March 2007.
- We will work with other partners to develop and implement the Local Area Agreement Block 4 (Economic Development and Enterprise),
- We will work with partner organisations to stage Choices 2007 to showcase local career opportunities.
- We will publish the Economic Development and Tourism Handbook 2006-07 to help promote the growth of the commercial and visit on economy of the District.

Access to Skills and Economic Development Select Committee

During 2005-06 the Access to Skills and Economic Development Select Committee gave consideration to an extensive agenda which included:-

- Proposals to promote the development of Phase II of the Kingswood Lakeside Business Park in Cannock via a presentation from Ron Hilton, Corporate Director (Development Services) at Staffordshire County Council.
- A presentation from Graham Morley of Cannock Chase Technical College and Vivien Quayle of Staffordshire Learning and Skills Council to illustrate various initiatives being pursued by the College.
- The review of the Council's Economic Regeneration and Tourism Strategies, including presentation from Mike Kinghan, the Partnership Director of the Southern Staffordshire Partnership on the Economic Future Study.
- A progress report on the Chase Collegiate 14-19 Initiative and vocational training from David Johnson the Collegiate Director and Paul Fell, Headteacher of Norton Canes High School.
- The future of business support within the West Midlands Region and implications for local delivery via presentations from Jonathan Andrew of Business Link Staffordshire and Teresa Addinell of Staffordshire Learning and Skills Council.
- The achievement of 'local jobs for local people' with contributions from DHL (formerly Exel Logistics), 3663 Food Service and Asda, all of whom opened their Cannock facilities during 2005.
- An analysis of future population projections and wage levels.

The Select Committee were grateful for the numerous contributions which were forthcoming from a wide variety of organisations during the year. A number of issues which are significant for the District were considered by the Select Committee. There is a need for appropriate training and education initiatives to be pursued to ensure that the major employment opportunities which are being secured within the District are available to local communities.

The investment forthcoming from the opening of DHL, 3663 Food Service and Asda have secured over 650 new jobs within the District, many of which are 'local jobs for local people'. The Select Committee will wish to consider how the benefits of such investment can be maximised.

Councillor Ray Jones
Chairman
Access to Skills & Economic Development Select Committee

Performance Targets:

PI No	Performance Indicators	Performance 2005-06		Past	Future Targets			Performance Comparisons All England 2004-05			Performance Analysis
		Target	Actual	2004-05	2006-07	2007-08	2008-09	Top 25%	Bottom 25%	National Average	2005-06
local	To increase the proportion of school leavers continuing into further education and structured learning to the County average by 2010	To narrow the gap with the County figure by 1% p.a.	CCDC 87.2% Staffs 89.6% (2005 data)	CCDC 82.6% Staffs 88.0% (2004 data)	To narrow gap by 0.6% p.a.	To narrow gap by 0.6% p.a.	To narrow gap by 0.6% p.a.	n/a	n/a	n/a	
local	To ensure that unemployment rates for the District do not exceed the County average by 2010	To narrow the gap with the County figure by 0.1 p.a.	CCDC 2.18% Staffs 1.66% Gap widened by 0.12%	CCDC 1.88% Staffs 1.48% Gap Widened by 0.3%	Narrow gap by 0.13%	Narrow gap by 0.13%	Narrow gap by 0.13%	n/a	n/a	n/a	
local	To secure the creation of 750 new jobs within the District over a 2 year period	750 jobs since April 2004	858 jobs since April 2004	501 between April 2003 March 2005	750 jobs over 2 years	750 jobs over 2 years	750 jobs over 2 years	n/a	n/a	n/a	
local	To secure the provision of 15,000 sq. m. of new commercial floor space per annual averaged over a 3 year period	Average of 15,000 sq. m. p.a.	61,573 sq. m 3 year av 30,283	16,091 sq. m. 3 year av 19,705	Average of 15,000 sq. m. p.a.	Average of 15,000 sq. m. p.a.	Average of 15,000 sq. m. p.a.	n/a	n/a	n/a	
local	To increase the percentage of pupils achieving 5 or more GCSEs at grades A*-C or equivalent to County average by 2010	To achieve an annual improvement equivalent to 2.0%	CCDC 48.9% Staffs 54.5% (2005 gap narrowed by 3.2%)	CCDC 42.0% Staffs 50.8% (2004 gap widened by 2.7%)	To achieve an annual improvement equivalent to 1.4%	To achieve an annual improvement equivalent to 1.4%	To achieve an annual improvement equivalent to 1.4%	n/a	n/a	n/a	
local	To ensure that local VAT registered business exceed the Regional figure (measured by no. of business per 10,000 population)	CCDC > WMR	2004 data CCDC 288 WMR 285	2003 data CCDC 278 WMR 286	CCDC > WMR	CCDC > WMR	CCDC > WMR	n/a	n/a	n/a	
local	To secure at least £8.10m of tourist expenditure within the local economy during 2005	£8.10m	£8.75m	2004 data target £7.72m actual £8.2m	£8.50m	£8.93m	£9.37m	n/a	n/a	n/a	
local	To achieve a level of customer satisfaction in tourism services that exceeds the Audit Commission target (75%)	New Indicator	New Indicator	2004 98.6%	> 75%	> 75%	> 75%	n/a	n/a	n/a	n/a
local	To reduce youth unemployment to the average for Staffordshire by 2010	To narrow gap with the County figure by 1.5% p.a.	CCDC 37.0% Staffs 31.5% Gap widened by 2.2% from 2004-05 figures	CCDC 31.7% Staffs 28.4% Gap narrowed by 0.4% from 2003-04 figures	Narrow gap by 1.5% p.a.	Narrow gap by 1.5% p.a.	Narrow gap by 1.5% p.a.	n/a	n/a	n/a	

local	To achieve a year-on-year increase in the proportion of 17 year olds in full time education (Year 11's)	More than 65.0%	71.4% (2005)	65.5% (2004)	More than 2005-06 figure	More than 2006-07 figure	More than 2007-08 figure	n/a	n/a	n/a	 
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* Based upon data received at May 2005

SOCIAL INCLUSION AND HOUSING

Reducing Inequality
Affordable Decent Homes for all

Social exclusion is a term used to describe what can happen when people or areas suffer from a combination of problems such as unemployment, poor skills, low incomes, poor housing, high crime environments, poor health and family breakdown.

As such “social inclusion” could be used to describe virtually all of the issues that the Council is giving priority to. We feel that such an approach could lead to a loss of focus on some specific issues, such as community safety and health that we consider are worthy of special attention. For these reasons we need to be specific about the issues that we will focus on under the heading of Social Inclusion and Housing. Our approach is to help people by involving communities and ensuring that mainstream policies really work for the poorest neighbourhoods and areas, so that everyone is given the same opportunity to improve their own quality of life, regardless of race, gender, disability, sexual orientation, age and religious faith.

When we are talking about Social Inclusion and Housing, we have identified a number of groups we consider to be “at risk” and therefore require specific action to ensure that they are socially included within our society:

- Young unemployed
- Lone parents
- Long term unemployed
- Disabled
- Elderly people
- Homeless people
- People from black and other ethnic minorities

One of the most important issues we need to address is the exclusion of these “at risk” groups from the activities that many of us take for granted. We are working closely with various agencies and the voluntary sector, in particular, to tackle the problems faced by these groups and to help us build communities that promote diversity in all aspects of life. As a community leader we are building an organisation that promotes diversity in all of our services and functions.

We clearly have a lot to do under the Social Inclusion and Housing Objective and this chapter sets out what we have achieved over the past twelve months and what we aim to achieve this year.

Councillor Brian Williams
Social Inclusion & Housing Leader

What we said we would do:

Housing

- Implement a Capital Programme to progress achievement of the Decent Homes Standard by 2010.
- Progress, in partnership with tenants, the development of detailed proposals for the proposed large scale voluntary transfer of the Council's housing stock and subject these to a ballot of all tenants.
- Produce a 'fit for purpose' 3-year Housing Strategy for the District, which will include details of how we will provide new affordable housing.
- Produce a new Homelessness Strategy which will show how we will prevent and tackle homelessness within the Cannock Chase District.
- Launch a "Home Repair Club" to promote home maintenance in privately-owned homes.
- We will publish an Empty Homes Strategy which will give the details of how will plan to bring empty homes in Cannock Chase back into use.

Benefits

- To work towards achieving The Department for Work and Pensions' Performance Standards and implementation of the Verification Framework
- To maintain current levels of performance with regards to the processing of benefit claims during the implementation of the Verification Framework
- Encourage and increase the take-up of Housing and Council Tax Benefit, Tax Credits, Pension Credits and other welfare by conducting targeted campaigns as part of the Concessionary Travel Scheme and the annual Council Tax bills issued for 2005-06.
- To develop the role of Housing Benefits within the Housing Department's Homeless Strategy and provide support through the payment of Discretionary Housing payments where appropriate.
- To continually look for opportunities to work with voluntary sector advice agencies, Registered Social Landlords and Private Sector Landlords to improve the efficiency of the benefits service.

Community Consultation

- Continue to seek the views of our residents through the Council's Citizens' Panel and in particular we will continue to meet with a number of 'hard to reach' groups such as ethnic minorities, people in receipt of benefit and young people.

Equality and Diversity

- Work towards achieving the higher levels of the Equality Standard for Local Government

How we have performed:

Our “headline” measures for Social Inclusion and Housing are:

The proportion of children under 16 who live in low-income households and the % of council houses which are non decent.

Performance Indicators	Performance 2005-06		Past	Future Targets			Performance Comparisons All England 2004-05			Performance Analysis
	Target	Actual	2004-05	2006-07	2007-08	2008-09	Top 25%	Bottom 25%	National Average	2005-06
The proportion of children under 16 who live in low income households	Below Staffordshire average by 2015	(2004) 18%	(2004) 18%	Below Staffordshire average by 2015	Below Staffordshire average by 2015	Below Staffordshire average by 2015	n/a	n/a	n/a	
% of Council dwellings which were non-decent at the start of the financial year	53%	53%	66%	46%	38%	23%	21%	48%	35%	

Housing

- ✓ Undertaken a comprehensive consultation process and agreed a ‘Housing Vision’ and four key strategic housing priorities for the District, which will form the basis of a 3-year Housing Strategy for the District.
- ✓ Given housing advice to 1,943 households who were either homeless or in housing need. As a whole, our Housing Advice Centre dealt with 2,659 enquiries from residents seeking assistance in housing matters.
- ✓ We reduced the number of people who were housed through homelessness legislation by 40%.
- ✓ We continued to assist people to stay in their own homes through the provision of grants for disabled facilities / adaptations to their properties. In 2005-06 we provided 73 grants. In the last 6 years we have assisted disabled people through the provision of 516 grants.
- ✓ Social Inclusion and Housing Select Committee made recommendations to increase the provision of new affordable housing, which will form the basis of the Council's approach to dealing with the problem of increasingly unaffordable house prices for local people.
- ✓ We have launched the ‘Safe As Houses’ scheme that provides extra security measures to prevent perpetrators of domestic violence gaining access to the homes of their victims and therefore preventing potential homelessness applicants.
- ✓ Funded Walbrook Care & Repair to provide a Handy Person Scheme, to assist in the maintenance of privately owned homes of elderly people.
- ✗ We did not publish an Empty Homes Strategy, although we have contacted owners of long term empty properties to assisting them to bring these back into use.
- ✓ Undertaken, in partnership with tenants, the development of detailed proposals for large scale voluntary transfer of the housing stock and subjected these to a ballot of tenants.

- ✓ Implemented a £7.9m Capital Programme to progress the achievement of the Decent Homes Standard to Council housing by 2010.

Benefits

- ✓ Work is continuing towards achieving the Department for Works and Pensions Performance Standards and the Council became fully compliant with the Verification Framework on 1st April 2006, as planned.
- ✗ Performance levels with regards to the processing of benefit claims dipped slightly following the implementation of the Verification Framework.
- ✓ The Council undertook a take-up campaign as part of the Concessionary Travel Scheme in 2005-06 and as a result, a number of local residents qualified for a variety of welfare benefits, including Attendance Allowance, Disability Living allowance and Pension Credits.
- ✓ Work is continuing to develop the role of Housing Benefits within the Council's Homelessness Strategy, through the discretionary housing Payments scheme.
- ✓ Work is continuing with Voluntary Sector advice agencies, Registered Social Landlords and Private Sector Landlords, through targeted meetings and attendance at Forum Meetings to improve the efficiency of the benefit service.

Community Consultation

- ✓ We have continued to seek the views of our residents through three questionnaires to our Citizens' Panel and a number of focus groups covering issues such as the Chase It! scheme and recycling.

Equality and Diversity

- ✗ Although work is continuing on the Equality Standard, we have not achieved the higher levels of the Equality Standard for Local Government.

Examples of Innovation and Excellence

'Safe As Houses' Scheme

The 'Safe As Houses' Scheme was launched in 2005 with the aim of providing security measures to victims of domestic violence and hate crime to enable them to remain safely in their home. The scheme is a victim centred initiative to enable victims of domestic violence to remain in their homes and feel safe, without having to make themselves voluntarily homeless.

The Safe As Houses is a partnership between the Council, Staffordshire Police, security contractors, Staffordshire Fire & Rescue, and Chase Community Partners. The scheme could not work with any one agency working in isolation.

Referrals to the scheme began in June 2005, and by February 2006 11 victims of domestic violence have received adaptations to their properties. Over the same period compared to the previous year, there was a 60% reduction in homelessness acceptances on the grounds of fleeing domestic violence. The scheme also represents Value for Money when compared against the cost of an average stay in temporary accommodation. The average cost of a 'Safe as Houses' adaptation is only £774.47 compared to average temporary accommodation costs of £1,575.

The Government Office for the West Midlands has identified this scheme as an example of best practice, and invited the partnership to present the scheme to other Local Authorities at a best practice seminar.

Electrical Safety Award

For the third year running the Council's Housing Property Service achieved the National Home Improvement Award for their effective electrical safety awareness programme.

LSVT Consultation Programme

The LSVT consultation programme was the largest ever for the Council and included a visit by a member of the Housing Department to all 5990 of the Council's tenants, together with a comprehensive offer document, supporting video, newsletters, leaflets, mobile exhibition and two show homes. The range of materials used ensured that all tenants were able to access information in a format which suited their needs and enabled them to make an informed decision in the tenants' ballot held in March 2006 when nearly 70% of the Council's eligible tenants cast a vote.

Bright Ideas

The tenants' Bright Ideas schemes has lead to a number of innovations to the Council's Housing Service including a web based solution for capturing tenants ideas.

Tenant Approved Stamp

A Tenant Approved Stamp has been introduced where tenants have approved the introduction of new policies and procedures to the housing service.

Training and Development Pathways

All members of the Council's Housing Department have been provided with a training pathway identifying required training specific to their job, together with a diary to evidence training undertaken.

What we aim to do in 2006-07:

Housing

- Produce a 'fit for purpose' 3-year Housing Strategy for the District, which is based on delivering our 'Housing Vision' and four strategic housing priorities.
- Produce a Private Sector Housing Strategy, which will incorporate our approach to enforcement to take account of the revised and new duties under the Housing Act 2004, how we are tackling the condition of the worst private housing in the District and show our plans for delivering decent homes for vulnerable homeowners.
- Reduce the use of bed & breakfast accommodation for people being assessed under the homelessness legislation.
- Produce a new Homelessness Strategy, which will show how we will continue to help prevent homelessness.
- Prepare for an inspection of the Council's strategic housing functions by the Audit Commission in December 2006.
- Progress the implementation of the Council's Housing Investment Plan to achieve the decent homes standard for the Council's housing stock by 2010
- Further develop the Council's housing landlord service by developing and commencing the implementation of an Improvement Plan which will secure a two-star rating (with promising prospects for improvement) for the housing service as a whole by 2009
- Continue the implementation of the redevelopment scheme for the Smith houses on the Bevan Lee Estate in partnership with the Beth Johnson Housing Association
- Submit in partnership with other housing agencies a bid for additional resources to assist with the formulation and implementation of a sub-regional choice based lettings scheme
- Formulate a Housing Revenue Account Business Plan which meets ODPM 'fit for purpose' criteria
- Assess and evaluate the options for procuring repair works to major voids
- Review the use of garage sites to identify those which are surplus to requirements
- Review the estate management activities to ensure that they meet the benchmark set by the Government's 'Respect Standard for Housing Management
- Introduce a comprehensive appointments system for responsive repairs through the implementation of the 'opti-time' job scheduling system
- Introduce the 'Leave It Clean' incentive policy specifically aimed at outgoing tenants to reduce the cost of repairing and cleaning vacated properties.

Benefits

- Continue to reduce our processing times and improve our accuracy rate
- Maintain our customer satisfaction levels.
- Further develop our service in respect of mobile working, payment of benefit into claimants' bank accounts and development of remote access technology.
- Review our Performance Standards Action Plan and implement.
- Implement our Benefit Fraud action Plan.

Community Consultation

- Continue to seek the views of our residents through the Council's Citizens' Panel and in particular we will continue to meet with a number of 'hard to reach' groups such as ethnic minorities, people in receipt of benefit and young people.

Equality and Diversity

- Work towards achieving the higher levels of the Equality Standard for Local Government

Social Inclusion and Housing Select Committee

I have taken over responsibility for the Social Inclusion and Housing Select Committee from Councillor Collis. Councillor Collis has been instrumental in leading the Select Committee's review of access issues for people with disabilities. This topic was chosen at our initial meeting of the 2005-06 year. We recognised that this was a wide-ranging review, and highlighted that we did not want to focus solely on access to buildings, but needed to extend the review to look at access to information for people with all types of disabilities.

It has been an incredibly interesting review, with a wide range of speakers attending meetings of the Select Committee to inform us of current good practice both within and outside the District. We are now currently drafting our recommendations, which cover issues about disabled facilities grants, ways to raise awareness of services available to people with disabilities, monitoring of compliance with legislation and disabled parking provision, to name but a few. The review report is currently being drafted and we intend to take our recommendations to Cabinet in June for their determination.

This has been a major review and has taken up the whole of the Select Committee's work programme for the year and we hope that it will prove to have been a worthwhile review with our recommendations being implemented to make a difference for people with disabilities within the Cannock Chase District.

I know Councillor Collis will be a difficult act to follow, but I hope that the Select Committee will prove to have a successful year under my guidance as Chairman.

Councillor Bob Meaden
Chairman
Social Inclusion and Housing Select Committee

Performance Indicators

PI No	Performance Indicators	Performance 2005-06		Past	Future Targets			Performance Comparisons All England 2004-05			Performance Analysis
		Target	Actual	2004-05	2006-07	2007-08	2008-09	Top 25%	Bottom 25%	National Average	2005-06
	Housing										
63	Average SAP rating of local authority owned dwellings	51	51	50	52	53	54	68	60	64	
64	Private sector dwellings empty	15	21	14	16	18	20	56.25	4	61.04	
66a	% of rent collected	98%	97.07%	97.25%	97.5%	97.75%	98%	98.33%	96.43%	97.17%	
66b	No. of tenants with more than 7 weeks rent arrears	6%	5.86%	New	5.75%	5.5%	5.25%	n/a	n/a	n/a	
66c	% tenants who have had Notices Seeking Possession	20%	16.37%	New	19%	18%	17%	n/a	n/a	n/a	
66d	% of tenants evicted as a result of rent arrears	1.0%	0.62%	New	1.0%	1.0%	1.0%	n/a	n/a	n/a	
74*	Tenant satisfaction overall	n/a	82%	82%	88%	n/a	n/a	n/a	n/a	n/a	n/a
74b*	Tenant satisfaction – black and minority ethnics	n/a	67%	67%	70%	n/a	n/a	n/a	n/a	n/a	n/a
74c*	Tenant satisfaction – non black and minority ethnics	n/a	83%	83%	83%	n/a	n/a	n/a	n/a	n/a	n/a
75*	Tenant satisfaction with opportunities for participation	n/a	71%	71%	73%	n/a	n/a	n/a	n/a	n/a	n/a
75b*	Tenant satisfaction with opportunities for participation – black and minority ethnics	n/a	40%	40%	40%	n/a	n/a	n/a	n/a	n/a	n/a
75c*	Tenant satisfaction with opportunities for participation – non black and minority ethnics	n/a	72%	72%	72%	n/a	n/a	n/a	n/a	n/a	n/a
164	Equal Access to Social Housing	Yes	Yes	Yes	Yes	Yes	Yes	n/a	n/a	Yes 48%	
183 a	Average length of stay in bed and breakfast	30 days (4.3 weeks)	44.69 days (6 weeks)	36.47 days (5.2 weeks)	30 days (4.3 weeks)	28 days (4 weeks)	25 days (3.6 weeks)	1 week	5 Weeks	4 weeks	
183 b	Average length of stay in hostels	50 days (7.18 weeks)	0 days (0 weeks)	50 days (7.18 weeks)	0 days (0 weeks)	0 days (0 weeks)	0 days (0 weeks)	0	18 weeks	12 weeks	
184 a	LA homes which were non-decent at start of year	53%	53%	66%	39%	31%	23%	21%	48%	35%	
184 b	Change in proportion of non decent homes	15.1%	28.3%	21.2%	23.1%	25.8%	39%	n/a	n/a	n/a	
202	Number of people sleeping rough on a single night within the area of the LA	0	0	0	0	0	0	n/a	n/a	n/a	
203	% change in average number of families placed in temporary accommodation	-20%	-25%	-7.7%	-20%	-20%	-20%	-6.94%	28.31%	20.63%	
212	Average time to re-let local authority housing	29 days	30 days	New	28 days	27 days	26 days	n/a	n/a	n/a	
213	Housing Advice Service: preventing homelessness	2.5	2.57	New	2.75	3.0	3.25	n/a	n/a	n/a	
214	Proportion households accepted as homeless who were accepted as homeless within last 2 years	New	2.88	New	2.75	2.65	2.55	n/a	n/a	n/a	n/a

PI No	Performance Indicators	Performance 2005-06		Past	Future Targets			Performance Comparisons All England 2004-05			Performance Analysis
		Target	Actual	2004-05	2006-07	2007-08	2008-09	Top 25%	Bottom 25%	National Average	2005-06
	Benefits										
76a	Claimants visited per 1000 caseload	125	62.77	117.62	150	160	165	282.16	155.86	222.82	
76b	Fraud investigators per 1000 caseload	0.21	0.13	0.10	0.30	0.35	0.4	n/a	n/a	n/a	
76c	Fraud investigations per 1000 caseload	65.67	35.01	33.55	43.75	50	58	53.4	24.01	40.92	
76d	Prosecutions/sanctions per 1000 caseload	3.55	3.38	0.13	4	5	6	5.31	2.06	4.3	
78a	Average time for processing new claims	30 days	36.47 days	29.19 days	27 days	25 days	23 days	29.38	44.55	39.02	
78b	Average time for processing change in circumstances	9 days	14.11 days	5.14 days	9 days	9 days	9 days	7.4 days	14.9 days	12.3 days	
79a	% of cases processed correctly	98%	98.6%	97.2%	99%	99%	99%	99%	96.2%	97.14%	
79bi	% of recoverable overpayments recovered – definition changes in 2005-06	55%	39.81%	47.27%	60%	61%	62%	n/a	n/a	n/a	
79bii	% of recoverable overpayments recovered	52%	41.90%	New	55%	60%	62%	n/a	n/a	n/a	
79biii	Overpayments written off	5%	2.09%	New	5%	5%	5%	n/a	n/a	n/a	
80*	% of all respondents satisfied with contact facilities at benefit office	n/a	n/a	n/a	85%	n/a	n/a	n/a	n/a	n/a	n/a
80*	% of all respondents satisfied with service in benefit office	n/a	n/a	n/a	88%	n/a	n/a	n/a	n/a	n/a	n/a
80*	% of all respondents satisfied with telephone service	n/a	n/a	n/a	82%	n/a	n/a	n/a	n/a	n/a	n/a
80*	% of all respondents satisfied with staff in benefit office	n/a	n/a	n/a	87%	n/a	n/a	n/a	n/a	n/a	n/a
80*	% of all respondents satisfied with clarity of forms	n/a	n/a	n/a	67%	n/a	n/a	n/a	n/a	n/a	n/a
80*	% of all respondents satisfied with time taken for a decision	n/a	n/a	n/a	77%	n/a	n/a	n/a	n/a	n/a	n/a
80*	% of all respondents – overall satisfaction	n/a	n/a	n/a	83%	n/a	n/a	n/a	n/a	n/a	n/a
	Equality and Diversity										
2a	Level of equality standard	2	1	1	2	2	2	n/a	n/a	n/a	
2b	Duty to promote race equality	No target set	47%	47%	57%	63%	63%	72%	42%	55%	

Environment

A clean, safe and sustainable environment

The Council's vision for the District is of attractive, safe, thriving towns, neighbourhoods and communities surrounded by some of the most outstanding natural landscapes in the country. We aim to develop a strong sustainable environment for the District where the needs of the present are addressed but not at the expense of the future generations of people to come.

Through planning and environmental policies we will continue to play a part in encouraging a more sustainable way of life in the District. We will achieve this by focussing our efforts on a number of inter-related issues to sustain our environment and communities.

We are committed to reducing any environmental damage from our activities and we aim to encourage the businesses and you, as part of the local community to do the same. Though the preparation and implementation of the Local Development Framework over the coming years, we will seek to provide the basis of the creation of sustainable communities which can enjoy the benefits of a high quality environment. Development proposed within the District will be controlled in accordance with the policies of the Local Development Framework, in order to maintain and enhance the high quality environment for the benefit of all.

Where new buildings are needed e.g. to meet the targets for new housing and employment development, we encourage the re-use of land which has been developed in the past (brownfield land) rather than the use of greenfield sites, provided that the interests of nature conservation are not compromised.

Increasingly Building Regulations relate to sustainability as well as the traditional areas of health and safety. By providing a comprehensive and customer focussed Building Control service, the Council ensures that the aims of the regulations are met. We will also continue to ensure that dangerous buildings are made safe to protect the buildings' users and members of the public.

We are committed to pursuing a policy that retains substantial areas of open space and recreational land and areas that are visually important via the protection, management and enhancement of the Green Space Network.

With its partners, the Council will implement the policies and the proposals of the Management Plan for the Cannock Chase Area of Outstanding Natural Beauty in order to protect and enhance the nationally recognised important landscape that lies at the heart of the District. We will also contribute to the protection and management of the designated natural areas (SACs, SSSIs and SBIs) and areas which are important habitats for protected species.

Our countryside service ensures that the land it manages on behalf of the Council, including Hednesford Hills, Hazel Slade and Mill Green/Hawks Green Valleys nature reserve, are protected to promote their value for nature conservation.

We work with other partners The Forest of Mercia and Green Arc in the southern half of the District to improve downgraded landscapes, increase countryside access and engage with the community in countryside activities.

The District has a small number of historic sites including 4 Ancient Monuments, 65 Listed Buildings and 8 Conservation Areas. Consequently it is important that they are protected. We will ensure that they are protected from inappropriate development and that where development is acceptable, for example in Conservation Areas, it is of a design and quality such that the historic or architectural integrity is not adversely affected.

Protecting and improving both air and water quality within the District is undertaken by the Environmental Health service in partnership with the Environment Agency and the sewage and water supply undertakings.

The whole of the District is covered by Smoke Control Areas and continuous air quality monitoring is undertaken. Industrial and Commercial processes are regulated to ensure that any emissions from them to air, water or land are within permitted limits.

A programme of investigations is being carried out across the District to identify any contaminated land and ensure that it is reclaimed. This will prevent potential harm to the environment.

Improving the Council's recycling performance is a key priority. A kerbside recycling service is provided to all houses in the district where this is possible. Alternative services are being developed for those properties that do not currently receive the service, such as flats and properties with access difficulties. During 2005/06 green waste collections were introduced, and cardboard will also be accepted by the kerbside recycling service. The number of recycling centres has been increased from 13 to 40.

Tackling crime is one of the Government's and your top priorities. You think that drugs, alcohol, anti-social behaviour, domestic violence, bullying, bogus callers, vandalism, fear of crime, burglary, theft and violence are behind many local problems.

We are a key player in the local Crime and Disorder Partnership which has a joint plan to address these issues. As part of our improvement in partnership working, the Council hosts a small Community Safety team from Chase Division police at its civic Offices.

A safe environment is an important part of improving the quality of life. Communities where there is less crime and anti-social behaviour helps people to feel they are safe and helps to encourage a positive outlook on life and the future. Safe communities can make all the difference to people wanting to live, work or stay in an area. We aim to create a safer environment, in which people can live and work, and local businesses can flourish, free from the fear of crime.

Photograph of Environment
Portfolio Leader

Councillor Danny Davies
Environment Leader

What we said we would do:

- Continue to maintain high performance in processing of planning applications.
- Commence preparation of the Local Development Framework to replace the current Cannock Chase Local Plan, in accordance with the Local Development Scheme.
- Work with partners to conserve Cannock Chase to enable the enjoyment of future generations by the implementation of actions contained within the AONB Management Plan.
- Implement the Chase Heritage Trail.
- Improve the nature conservation value of the authority's countryside sites.
- Work with Staffordshire Wildlife Trust, undertake a programme of ecological surveys.
- Continue the preparation of Conservation Area Appraisals, which will become Supplementary Planning Documents.
- Introduce fixed penalty notices for litter and dog fouling.
- Introduce green waste collection across the District.
- Introduce kerbside collection of plastics to improve our recycling performance. Our recycling target for 2005-06 is 11.8% recyclables and 6.2% compost.
- Offer subsidised home composters.
- Provide home security advice for local people.
- Provide home security measures so that people feel safer in their own homes.
- Continue to work together with representatives in the community and our partner agencies in Community Action Teams (CATs) to identify local anti-social behaviour problems and come up with solutions.
- Continue to deploy Street Wardens to reassure the community, hear their concerns and, wherever possible, help to resolve them.

How we have performed:

Our "headline" measures are:

Performance Indicators	Performance 2005-06		Past	Future Targets			Performance Comparisons All England 2004-05			Performance Analysis
	Target	Actual	2004-05	2006-07	2007-08	2008-09	Top 25%	Bottom 25%	National Average	2005-06
The percentage of the total tonnage of household waste which has been recycled	11.8%	13.4%	9.85%	14.68%	15.74%	16.72%	17.89%	11.78%	15.22%	 
The percentage of residents surveyed who said they feel "fairly safe" or "very safe" whilst outside during the day and after dark.	80% during the day 40% after dark	86.1% 38.1%	85.4% 52.2% (Feb 2005)	90% during the day 50% after dark	90% during the day 50% after dark	90% during the day 50% after dark	N/A	N/A	N/A	   

- ✘ In relation processing planning applications, performance dipped during the year as a result of resource difficulties but has now moved back towards meeting our targets, which we aim to continue to meet in 2006/7.
- ✓ We completed the work on various elements of the new Local Development Framework by submitting our Annual Monitoring Statement to the Government Office on time and have now an adopted Statement of Community Involvement following its examination by an Independent Inspector. We produced two Conservation Area Appraisals for the Talbot Street/Lichfield Street area and Church Street area of Rugeley, which will provide a policy context for maintaining and enhancing the environmental quality of those conservation areas.
- ✓ We continue to work with partners to conserve and enhance the Cannock Chase Area of Outstanding Natural Beauty implementing actions contained within the AONB Management Plan.
- ✓ We achieved electronic delivery of the planning application process by December 2005 so that people can make their planning applications online and also interrogate all information about current and historic planning applications via the Council's Website
- ✓ We are continuing to work with partners to create a 10 mile long heritage trail across the Cannock Chase district and to extend the Museum of Cannock Chase which is at the centre of the trail. The project's primary aims are to:
 - Provide a heritage "corridor" between the towns of Cannock, Hednesford and Rugeley, passing through, or close to many heritage sites, interpreting their history along the route,
 - Enhance Cannock Chase District Council's museum through the creation of a new local history gallery and enlarged reception and tourist information point,
 - Introduce Information Technology at several existing visitor centres along the route.

- ✓ All Environmental Health enforcement officers are authorised to serve fixed penalty notices in respect of litter and dog fouling. During 2005/6 a total of 7 notices were served in respect of dog fouling and 26 in respect of litter.
- ✓ We have met our target for recycling due to increase participation in the kerbside recycling scheme and the higher tonnages for recyclable materials collected. The phased introduction of alternate weekly green waste and domestic waste collections from June 2005 contributed to increase performance over the coming year and what our performance was above target. The total amount of waste recycled for 2005-06 was 21.24% against a target of 18%.
- ✓ We have collected 423.12kg of waste per head against a target of 469 kg, improved the percentage of household waste recycled to 13.4%, against a target for 2005-06 of 11.8% and introduced a Green waste collection to all residents with gardens and collected 7.85% of compost waste against a target of 6.2% for 2005-06.
- ✓ We have issued 27 grants to older people for improved security measures in their own homes, totaling £4612.14 - pensioners 65 over, the scheme has been running for three and half years, started by the Community Safety Partnership.
- ✓ Council funded Home Security Grants - we completed 101, spending £30,091.56.
- ✓ Safer Community Funding - we completed 97, spending £14,482.19.
- ✓ Safe as Houses - we completed 14, spending £5,590.56 from the ODPM and £4,921.86 from the Safer Community Funding.
- ✓ In 2005, the role of the Community Action Teams has been reviewed and more recently the Community Action Team in Chadsmoor has been instrumental in running a 'tidy-up' campaign.
- ✓ We will continue to deploy Street Wardens to reassure the community and support the activities of various Council departments. The Street Wardens have been successful in community engagement.

Examples of Innovation and Excellence

During the spring of 2005 the Council decided to introduce alternate weekly collections of household waste (non-recyclables) and kerbside collections of dry recyclables and garden waste. This was in response to the need of the authority to increase its poor performance on recycling waste and reduce the amount of waste total to landfill. The introduction and changes to this collection method was not an easy process, however, by September 2005 the new collection practice had been fully phased in across the whole district. The outcome resulted in the Council significantly improving its recycling performance with participation levels in kerbside recycling moving from 52% (April 2005) to 79% (March 2006). Recycling rates have almost doubled to that of April 2005 and the amount of waste taken to landfill continues to fall. More recently, in response to customer survey analysis, we have introduced cardboard collections on our kerbside recycling service.

On 7 March 2006 a joint operation was undertaken with the Police, Environment Agency, Vehicle Inspectorate and Trading Standards to target illegal waste carriers. Vehicles were checked on a stretch of the A5. The various agencies undertook compliance checks in respect of waste licensing, vehicle safety, and other relevant statutory provisions. Two unlicensed waste carriers were found, and four overloaded vehicles. The drivers of fifteen vehicles were issued with penalty notices in respect of various Road Traffic Act offences, and one prosecution is being pursued in respect of a driver without a driving licence or insurance. The exercise was judged to be successful by all of the agencies involved and will be repeated.

The Council's Street Wardens introduced a junior Street Wardens scheme for year 5 and 6 children into 4 schools in the Rugeley area. This has been highly successful and is being extended to 11 schools this year.

We host a small Police Community Safety team at the Civic Offices to improve joint working.

Environment Select Committee

During 2005-06, the Environment Select Committee, under the Chairmanship of Councillor Ron Turville, agreed to look at a number of issues. In the first instance, the Select Committee was keen to improve upon the previous year's Christmas lighting. The Select Committee's work had clearly been invaluable in securing Christmas lighting in many areas across the District and will continue to look at ways lighting can be enhanced in future years.

A public meeting was held by members of the Select Committee to discuss concerns raised by rail users over reliability issues relating to the operation of the Birmingham-Walsall-Cannock-Hednesford-Rugeley-Stafford Chase Line. Representatives from Central Trains were present to discuss issues raised by members of the public. It proved to be a useful meeting and the Select Committee will continue to keep an eye on the service over the coming year.

The Select Committee was consulted on a number of other issues including:

- developments with the Local Development Framework
- developments in refuse and recycling
- implementation of the Domestic Violence Against Men action plan.

With regards to the Domestic Violence Against Men action plan, the Select Committee was pleased to see that a number of their recommendations had been implemented and that as a result there has been an increase in male victims reporting to the police. Advertising campaigns and leaflets now include contact numbers for male victims and flyers were being distributed to tyre and exhaust centres, pubs and large employees.

The Select Committee also considered education and enforcement activities in connection with litter and dog fouling and were informed that enforcement patrols for dog fouling had already issued a number of fixed penalty notices. Following on from the post of Dog Warden being made redundant the Select Committee has agreed to look at education and enforcement activities again this year.

I trust that as Chairman of the Environment Select Committee, we will have another busy and worthwhile year.

Councillor Tony Williams
Chairman
Environment Select Committee

What we plan to do in 2006-07:

- To meet the three BVPI targets for processing of planning applications.
- Complete the E-Government processes by enabling all planning application drawings to be viewed on the Council's Website.
- To complete two more Conservation Area Appraisals for the Brereton Conservation Area and the Bow Street/Sheepfair Conservation Area.
- Take forward various components of the new Local Development Framework including the Core Strategy, the Site Allocations and the Development Control Policies through their various stages in accordance with an agreed programme which takes us through to adoption towards the end of 2008/early 2009.
- Adopt Supplementary Planning Guidance in relation to affordable housing, open space, sport and recreation and developer contributions to infrastructure to provide a robust policy base for determining planning applications where these are relevant policy issues.
- Adopt a new policy on the validation of planning applications to improve the quality of applications when they are first submitted in consultation with Agents who submit applications in the District and also offer a pre-application advised Contract to Agents that they can expect to rely on in terms of the quality of advice given and the timescale within which it is offered.
- Introduce kerbside collection of cardboards to improve our recycling performance. Our recycling target for 2006-07 to 14.68% recyclables and 10.55% compost.
- Following an air quality monitoring exercise, an Air Quality Management Area (AQMA) will be declared in the Bridgtown and Longford area. This is required by the Environment Act 1995 due to the elevated levels of Nitrogen Dioxide. A Public Consultation exercise has been undertaken. Following declaration of the AQMA an action plan will be developed with the aim of improving the air quality.
- In order to apprehend more perpetrators of fly-tipping and act as a deterrent to others enforcement exercises will be undertaken in known problem areas.
- We will continue to work with our community safety partners to reduce overall crime figures by 5% this year.

Performance Targets –

PI No	Performance Indicators	Performance 2005-06		Past	Future Targets			Performance Comparisons All England 2004-05			Performance Analysis
		Target	Actual	2004-05	2006-07	2007-08	2008-09	Top 25%	Bottom 25%	National Average	2005-06
106	% new homes built on previously developed land	55%	53.11%	56.33%	55%	55%	55%	94%	57.14%	73.69%	
109 a	% major applications in 13 weeks	60%	60.61%	73.5%	60%	65%	65%	68.9%	46.88%	57.64%	
109 b	% minor applications in 8 weeks	65%	62.7%	61.8%	65%	65%	65%	75.4%	61.12%	67.85%	
109c	% other applications in 8 weeks	83.5%	77.29%	81.3%	84%	84%	85%	88%	80%	82.48%	
179	% standard searches done in 10 working days	96%	98.79%	98.09%	97%	97%	97%	100%	96.96%	95.54%	
111*	% applicants satisfied with service they receive	n/a	n/a	n/a	85%	n/a	n/a	n/a	n/a	n/a	n/a
200 a	Did the Local Authority submit LDS by 28 th March 05	n/a	Yes	No	Yes	Yes	Yes	n/a	n/a	Yes 47%	
200 b	Did the LA meet the milestones set out in by the LDS?	n/a	No	No	Yes	Yes	Yes	n/a	n/a	Yes 41%	
200c	Did the LA publish an annual monitoring report?	n/a	Yes	n/a	Yes	Yes	Yes	n/a	n/a	n/a	n/a
204	% appeals against an authority's decision to refuse planning application	50%	42%	58.3%	40%	35%	35%	25%	37.5%	31%	
205	Quality of service checklist	83.3%	72.2%	66.6%	88.8%	100%	100%	88.9%	72.2%	78.8%	
local	Dangerous structure inspected within 24 hours of notification	95%	100%	88%	95%	95%	95%	n/a	n/a	n/a	
local	Customers satisfied with the Building Control service	95%	97%	89%	91%	92%	95%	n/a	n/a	n/a	
local	Building Regulation plans assessed within 3 weeks of submission	60%	54%	41%	65%	70%	72%	n/a	n/a	n/a	
local	Building Regulation inspections carried out on same day where requested prior to 10.30am	95%	100%	99.6%	96%	97%	98%	n/a	n/a	n/a	
82a	Household waste – percentage recycled	11.8%	13.4%	9.85%	14.68%	15.74%	16.72%	17.89%	11.78%	15.22%	
82aii	Total tonnage sent for recycling	5,235	5260.87	New	5,665	6,091	6,415	n/a	n/a	n/a	
82b	Household waste – percentage composted	6.2%	7.86%	0.94%	10.55%	12.28%	13.29%	9.8%	1.53%	6.44%	
82bii	Total tonnage sent for composting	2,750	3,085	New	4,070	4,750	5,100	n/a	n/a	n/a	
84	Kg of household waste collected per head	469	423.12	436.35	416	417	413	397.7	491.6	444.9	
84b	% change in no. of kg collected per head	7.5%	-3.03%	New	4.73%	4.47%	5.27%	n/a	n/a	n/a	
86	Cost of waste collection per household (£)	£42.55	£54.84	£38.31	£50.99	£47.40	£45.73	£35.31	£48.31	£43.41	
89*	% of respondents expressing satisfaction with standards of cleanliness -	n/a	n/a	n/a	60%	n/a	n/a	n/a	n/a	n/a	n/a
90a*	% of respondents expressing satisfaction with waste collection -	n/a	n/a	n/a	85%	n/a	n/a	n/a	n/a	n/a	n/a

PI No	Performance Indicators	Performance 2005-06		Past	Future Targets			Performance Comparisons All England 2004-05			Performance Analysis	
		Target	Actual	2004-05	2006-07	2007-08	2008-09	Top 25%	Bottom 25%	National Average	2005-06	
90b*	% of respondents expressing satisfaction with recycling facilities -	n/a	n/a	n/a	75%	n/a	n/a	n/a	n/a	n/a	n/a	
91a	% of pop. Served by kerbside collection or within 1km of recycling centre	98%	99.35%	98%	99.5%	100%	100%	100%	88.7%	91.2%		
91b	% of population served by kerbside collection of at least 2 recyclables	98%	99.02%	New	99%	100%	100%	n/a	n/a	n/a		
199a	Cleanliness of relevant land and highways	19%	26%	23%	18%	17%	16%	11%	24%	18.1%		
199b	% of land and highways from which unacceptable levels of graffiti are visible	n/a	n/a	New	n/a	n/a	n/a	n/a	n/a	n/a	n/a	
199c	Unacceptable levels of flyposting	n/a	n/a	New	n/a	n/a	n/a	n/a	n/a	n/a	n/a	
199d	Reduction in number of incidences of fly-tipping	n/a	n/a	New	n/a	n/a	n/a	n/a	n/a	n/a	n/a	
216a	Number of sites of potential concern with respect to contaminated land	n/a	59	New	109	120	128	n/a	n/a	n/a	n/a	
216b	% of sites where remediation of land is necessary	n/a	22%	New	25%	30%	35%	n/a	n/a	n/a	n/a	
217	% of pollution control improvements to existing installations completed on time	n/a	60%	New	85%	90%	90%	n/a	n/a	n/a	n/a	
218a	% of new reports of Abandoned Vehicles investigated within 24 hours of notification	n/a	82.5%	New	95%	100%	100%	n/a	n/a	n/a	n/a	
218b	% of Abandoned vehicles removed within 24 hours from point of legal entitlement for removal	n/a	77.5%	New	95%	100%	100%	n/a	n/a	n/a	n/a	
219a	Number of conservation areas in LA area	n/a	8	New	8	8	8	n/a	n/a	n/a	n/a	
219b	% of conservation areas with an up to date character appraisal	n/a	50%	New	62.5%	87.5%	100%	n/a	n/a	n/a	n/a	
219c	% of conservation areas with published management proposals	n/a	0%	New	13%	25%	25%	n/a	n/a	n/a	n/a	
126	Domestic burglaries per 1,000 households	8.75	9.2	9.14	10.7	10.2	9.7	6.9	14.23	11.54		
127a	Violent crimes per 1,000 population	n/a	25.3	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	
127b	Robberies per 1,000 population	n/a	0.5	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	
128	Vehicle Crimes per 1,000 population	8.94	9.8	9.26	7.6	7.2	6.9	7.77	15.04	11.99		
174	Number racial incidences reported to the Council per 100,000 population	0	1.08	0	0	0	0	n/a	n/a	n/a		
175	% resulting in further action	100%	100%	100%	100%	100%	100%	n/a	n/a	n/a		
225 (176)	Actions against Domestic Violence	New definition	90.9%	1	100%	100%	100%	n/a	n/a	n/a	n/a	

OUR PERFORMANCE

OUR PERFORMANCE

2005-06

This section provides an overview of our performance last year. Here you can see:

- A summary of how we performed on the Best Value Performance Indicators
- A summary of how we have performed against each of our CHASE objectives, including information about our performance against the headline indicators
- whether we improved or not
- whether we met our targets or not
- what our trends are like over a period of time

Summary of last year's performance

During 2005-06 we were required to produce a total of 86 Best Value Performance indicators for the Government, many of these having more than one result to show. These indicators fell into the following categories:

- corporate health, those indicators showing how the council as a whole is doing
- housing, including benefits
- environment, including cleanliness and planning
- cultural and related services, and
- community safety, including crime

Each of these categories have been incorporated into our CHASE objectives and are analysed as we:

- achieved our targets in 44% of cases;
- improved on last year in 55% of cases;

Please note that where we identify top quartile comparisons, these are based on information from published All England Authorities during 2004-05. Information for 2005-06 is not yet available and as a result we could compare better or worse for performance last year.

Culture and Sport

The Audit Commission states that there have been some notable achievements through successful projects in this area during the year such as the 'Chase It!' activity programme with over 2,300 children participating and a 99% satisfaction level from participants.

The Audit Commission also recognised that the Council is investing to improve performance in Culture and Sport with positive outcomes to date - improved parks and play areas to encourage more use, leisure activities for young people such as the 82Teenzone scheme of fitness activities for 8 to 15 year olds, a local community action group to raise awareness of the services available for special needs groups and a primary school heritage programme in which 9091 children attended workshops in 2004-05.

Other achievements in 2005-06 include:

- Increase in the number of disabled people participating in sports and leisure by 10%
- Supporting the Annual Disability Cricket Festival at the Cannock and Rugeley Cricket Club, with over 200 people taking part.
- Helping to set up a Youth Club for young people with disability at the Special Needs Adventure Playground.
- Working with Sports R'Us, a Club for young people with disabilities, by helping to provide additional sporting activities.
- Working in partnership with the District's two Special Schools (William Baxter/Beecroft), by providing opportunities to integrate young people into mainstream activity programmes.

However, performance as measured by BVPIs, (including satisfaction surveys) is mixed.

In 2005-06, there are only three culture and related services BVPIs:

- Visits to the museum
- Visits to the museum in person
- The number of pupils visiting the museum in organised school groups

Of these three indicators, visits to the museum in person achieved the target, with the two other indicators missing the target. However, when compared to All England Best Performing Authorities the number of pupils visiting the museum in organised schools groups was in the top quartile and visits to the museum in person was above average performance.

The most recent BVPI survey in 2003 showed that with only 26 per cent of people satisfied with museums and galleries, the Council was amongst the lowest in England. Of those responding to the BVPI survey 585 people (24.1%) had visited the museum during 2003. However, the Council's own more recent Citizens Panel survey showed that of those that did visit the Museum 98.6 per cent were satisfied.

During 2006-07 there is development planned at the Museum in connection with the Chase Heritage Trail. The development will include an extension to front of the building to house a new Tourist Information Point, Reception and Shop. There will also be a new local history gallery covering other aspects of local history from the area.

Health

The Audit Commission noted that there has been some strong performance in this priority area and recognised that the Council works effectively with partners to improve health in the community. This is also reflected in the Council's Beacon Status Award for its work on healthy communities.

Successful examples of joint work with the primary care trust (PCT) includes the appointment of a joint director of public health, a GP referral scheme to local leisure centres to help combat coronary heart disease and obesity and free drop in sessions for residents to discuss health issues with advisors. The proportion of people making lifestyle changes after visiting the free drop in sessions was 62%. In conjunction with the fire and rescue service, a scheme to install smoke detectors in households in the more disadvantaged areas of the district has also been implemented.

Against the CHASE objective for Health there is only one BVPI - Score against a checklist of good practice for Environmental Health. This BVPI at 100% puts the Council among the top performing authorities in England when compared to 2004-05 quartile performance.

Access to Skills and Economic Development

The Audit Commission confirms that the Council has made some progress in this area. In 2005-06 some of the achievements include:

- A forum for local business leaders has been set up to influence work to improve the local economy,
- In an effort to tackle the declining numbers of pupils achieving five plus GCSE grades A-C the Council has set up a group with partners to coordinate joint work on improving education and employment opportunities and help meet the priorities in a recently adopted an economic regeneration strategy.
- There has been a pilot project bringing together a local school and a major employer aiming to increase the number of Cannock students going into engineering.

- Successfully exploiting the locational advantages of the District to attract major new employers thus providing important employment opportunities. The opening of DHL, 3663 Food Service and Asda between August and November 2005 resulted in over 650 new jobs being secured in the District.

This objective does not contain any BVPIs. However, the local performance indicators which have been reported show improved performance in a number of instances with these indicators also achieving the targets set -

- To increase the proportion of school leavers continuing into further education and structured learning to the County average by 2010 – There has been an increase from 2004-05 (82.6%) to 87.2% in 2005-06
- The construction of commercial floorspace continues apace, with 61,573 sq. m. completed during 2005-06, providing a three year rolling average of 30,283 sq. m. per annum.
- The proportion of pupils achieving 5 or more GCSE's at A*-C or equivalent increased significantly during the 2004-05 Academic Year with the Cannock Chase District figure increasing from 42.0% in 2003-04 to 48.9%, this compares to 50.8% and 54.5% respectively across the County. Cannock Chase district is improving at a greater rate than Staffordshire.
- Youth unemployment remains a problem area with the gap widening between the District and County averages. The District figure increased from 31.7% in 2004-05 to 37.0% in 2005-06 compared to the County figures of 28.4% and 31.5%.

Social Inclusion and Housing

The Audit Commission recognises that the Council has improved access to its services. The one stop shop in partnership with the county council's library service continues to operate in Hednesford. Performance on making services accessible electronically increased to 100 per cent in 2005-06. The Council has helped the elderly and disabled access welfare benefits through a targeted campaign, which has resulted in 89 residents accessing £169,000 of unclaimed benefits. The percentage of buildings accessible to disabled people has increased to 77% from 70% last year. However, the council remains at level 1 of the equalities standard, and the proportions of employees with a disability and from ethnic minorities are below average and have not improved.

Other achievements include:

- Given housing advice to 1,943 households who were either homeless or in housing need. As a whole, our Housing Advice Centre dealt with 2,659 enquiries from residents seeking assistance in housing matters.
- We continued to assist people to stay in their own homes through the provision of grants for disabled facilities / adaptations to their properties. In 2005-06 we provided 73 grants. In the last 6 years we have assisted disabled people through the provision of 516 grants.
- We have launched the 'Safe As Houses' scheme that provides extra security measures to prevent perpetrators of domestic violence gaining access to the homes of their victims and therefore preventing potential homelessness applicants. The scheme has been recognised as best practise by other local authorities, Government Office and the Department for Communities and Local Government.

This objective contains best value performance indicators relating to Housing, Benefits and Equality and Diversity. The Audit Commission recognises that there has been steady progress in housing and in terms of Benefits performance was above average in most areas.

In terms of Housing there were 16 BVPIs reported upon with 12 achieving the targets set. Analysis of the performance highlights that:

- The headline indicator, which measures the % of Council dwellings, which were non-decent, shows an improvement on 2004-05 from 66% to achieving the target of 53% in 2005-06.
- There has been a slight drop in performance for the % of rent collected from 97.25% in 2004-05 to 97.07% against a target of 98%.
- Overall tenants' satisfaction is 82%.
- Average length of stay in hostels has decreased to zero days from 50 days in 2004-05. However, average length of stay in bed and breakfast has continued to increase to 44.69 compared with 36.47 in 2004-05.
- Performance for 2005-06 for the average re-let time for local authority housing was 30 days.

Benefits reported against 10 BVPIs. Performance overall was mixed but four indicators showed improvement. Of particular interest:

- Improved performance for Prosecutions/sanctions per 1,000 caseload from 0.13 to 3.38 sees this indicator move out of the bottom quartile.
- Performance is still above average, although performance has dropped, for the average time to process new claims with the time taken increasing from 29.19 days to 36.47 days.

- Performance is above average for the % of cases processed correctly. Performance has increased from 97.2% to 98.6% in 2005-06 against a target of 98%.

Environment

The Council has achieved positive results against its headline indicators for this objective.

- The percentage of the total tonnage of household waste which has been recycled has increased from 9.85% in 2004-05 to 13.4% in 2005-06, against a target of 11.8%. The total amount of waste recycled for 2005-06 was 21.24% against a target of 18%.
- 86% of people surveyed said they felt fairly safe or very safe whilst outside during the day. However 38.1% said they felt fairly safe or very safe whilst outside after dark.

Performance against this objective also highlights a number of other successes, including:

- Completion of the work on various elements of the new Local Development Framework by submitting the Annual Monitoring Statement to the Government Office on time and have now an adopted Statement of Community Involvement following its examination by an Independent Inspector.
- Electronic delivery of the planning application process was achieved by December 2005 so that people can make their planning applications online and also interrogate all information about current and historic planning applications via the Council's Website
- Work with partners continues to create a 10-mile long heritage trail across the Cannock Chase district and to extend the Museum of Cannock Chase, which is at the centre of the trail.
- 27 grants to older people were issued for improved security measures in their own homes, totaling £4612.14
- The Council's Street Wardens introduced a junior Street Wardens scheme for year 5 and 6 children into 4 schools in the Rugeley area. This has been highly successful and is being extended to 11 schools this year.

The Audit Commission recognised that performance in this area was mixed, however in 2005-06 there has been significant improvement in a number of the BVPIs. This objective contains the largest number of BVPIs - 38. Fifteen indicators are new for 2005-06 and therefore year on year comparison is not possible. There were 8 indicators which have improved. Of particular interest are:

- There has been a reduction in the Kg of household waste collected per head with 423.12kg of waste collected per head against a target of 469 kg.
- 98.7% of standard searches were carried out in 10 working days, compared to 98.09% in 2004-05, against a target of 96%.
- Improvement in performance for % minor applications in 8 weeks to 62.7% from 61.8%.
- A drop in performance for % of major applications in 13 weeks from 73.5% to 60.61%. Performance is above the All England Average of 57.64%.
- An improvement in the Planning Quality of service checklist, from 66.6% to 72.2%.

Building an Excellent Council

The Audit Commission highlights that the Council has strengthened capacity in some areas and has been innovative in its approach to partnerships setting up a multi agency Partnership Development Unit with County Council, PCT and Police partners.

Some of the Council's achievements in 2005-06 include:

- Efficiency savings of £697,500 were identified for 2005-06, which exceeded the target of £400,000. This resulted in a lower Council Tax increase than originally envisaged. Savings of £357,560 have been identified for 2006-07, which is slightly below the target of £410,000 for the year. Overall the Council is on target to meet the requirement of 2.5% efficiency savings. The savings have generally been achieved through restructuring and a reduction in operational costs.
- Payment services operating 24 hours per day via the internet and by an automated telephone facility have been introduced.
- A Council Tax Benefit take-up campaign was undertaken as a part of the Annual billing process.

The Performance Improvement Working Group has made recommendations following reviews into leisure performance and the performance of the Council's Capital programme.

Performance against the headline indicators for this objective did not meet target. The Citizen's Panel survey identified the % of citizens satisfied with the overall service provided by the authority dropped to 29.8%. The average number of days sick increased from 10.29 days to 12.39 days.

Against this objective 14 BVPIs are collected. Performance has been mixed but 8 indicators have shown improvement in performance from 2004-05 to 2005-06, including:

- Performance for the % of invoices paid on time has improved from 87% to 90.26%
- % Council Tax collected has increased from 96.6% to 97.3%

- % of NNDR collected has increased from 99.2% to 99.7%

Best Quartile performance has been demonstrated by NNDR collection and above average performance has been achieved by % of council tax collected and also % of senior management posts from ethnic minorities.

FINANCIAL INFORMATION

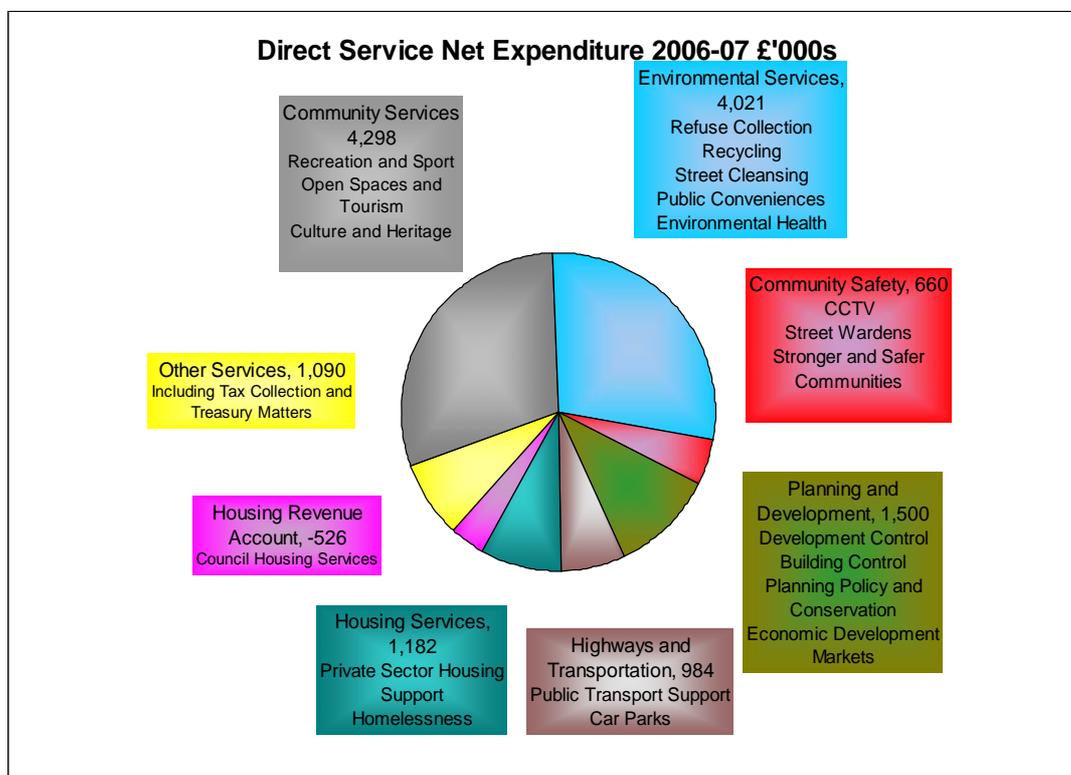
2002-03 saw the introduction of a new process for setting the Council's budget, called "Delivering Change". Delivering Change is designed to ensure that our budgets and spending are aligned to meet our policy objectives, in particular to improve the quality of life for everyone in the Cannock Chase District.

It is a very open and transparent process. We have consulted widely with the public to gain your views on the services that are most important to you and those which are of least importance. Like any new process we have learnt from our early experiences for the future and we are confident that our budget now complements and assists in meeting our major policy priorities.

The budget is divided into four distinct areas of spending –

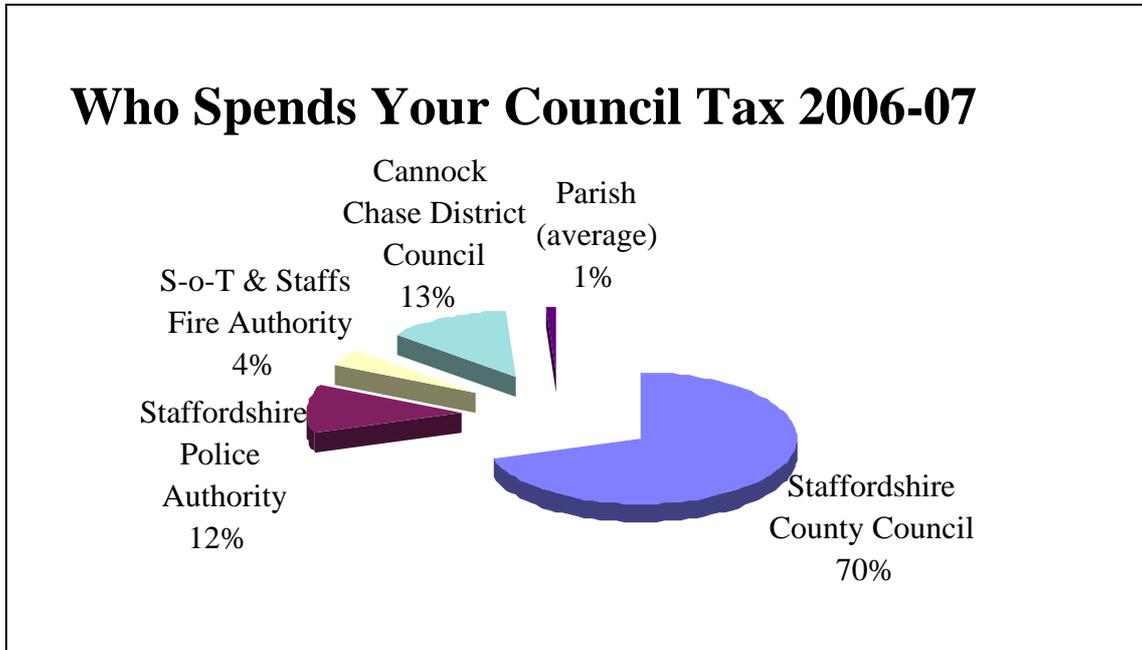
- our General Fund revenue budget funded by the Government and Council Tax contributions,
- our capital budget for spending on assets that have a long term life,
- the Housing Revenue Account which pays for the day to day costs of providing services to Council house tenants and
- a separate Housing Capital Budget for improvements to Council housing.

A summary of our General Fund Revenue Budget is given below:



General Fund Budget	£'000
Withdrawals from Reserves	13,735
Net General Fund Revenue Budget	760
	<u>12,975</u>

The General Fund Revenue Budget is financed from Government Grant and Council Tax. The Council also collects Council Tax for other authorities. The amount paid by taxpayers is distributed in the following proportions:



For 2006-07 Cannock Chase Council has increased its share of the Council Tax by 2.75%. The level of increase assumed in the initial planning for the budget in 2007-08 and 2008-09 is 4.6%, though it will be subject to a full review and potential amendment when next years budget is set.

The overall rise in Council Tax is dependent upon increases required by the Staffordshire County Council, the Police Authority, the Staffordshire Fire and Rescue Service and various Parish Councils. Taking account of all increases for a Band D property in an area without a Parish Council the increase in Council Tax for 2006-07 is £57.13 of which only £4.60 is for Cannock Chase Council.

The Council's Budget for 2006-07 is summarised as follows:

Service area	Expenditure £000	Income £000	Net Spending £000	Net Spending £000
Culture and Heritage	1,306	269	1,037	
Recreation and Sport	3,430	1,407	2,023	
Open Spaces & Tourism	1,356	117	1,239	
Total Cultural and Related Services				4,299
Environmental Health Services	1,748	478	1,270	
Litter Control & Street Cleansing	664	0	664	
Waste Collection	2,905	818	2,087	
Community Safety	857	197	660	
Total Environmental Services				4,681
Economic Development	1,548	1,092	456	
Total Economic Development Services				456
Planning Policy & Dev Control	1,929	886	1,043	
Total Planning Services				1,043
Highways Roads & Transport	1,909	925	984	
Total Highways Services				984
Housing Services	16,710	15,528	1,182	
Total Housing Services				1,182
Local Tax Collection	4,685	3,954	731	
Other Central Services	679	184	495	
Total Central Services				1,226
Miscellaneous/Other Services	6,116	6,252	(136)	
Total Other Services				(136)
				13,735
Housing Revenue Account	15,629	16,155	(526)	
Withdrawals from reserves				(760)
Net Budget				12,975

Our Capital Programme for 2006-07 is

General Fund Capital	2006-07 £
Access to Skills and Economic Development	189,320
Culture and Sport	267,360
Environment	30,000
Landscape Schemes	235,870
Houseproud	65,000
Renovation Grants	150,000
Disabled Facility Grants	480,000
Facilities for the Disabled	32,000
Total	1,449,550

The Housing Revenue Account is summarised as follows:

HRA Summary	2005-06	2006-07
	Estimated Outturn	Original Budget
	£	£
Income		
Dwelling Rents (gross)	15,415,990	15,576,080
Non Dwelling Rents (gross)	413,480	426,540
Interest – Mortgage Interest	17,590	16,760
Other Income	85,730	85,390
Transfer to General Fund Services	48,210	50,100
Total Income	15,981,000	16,154,870
Expenditure		
HRA Subsidy Repayable	1,755,070	2,387,520
Repairs and Maintenance	4,281,070	3,859,890
Supervision & Management General	2,474,600	2,452,550
Supervision & Management Special	612,130	653,310
Rents, Rates, Taxes & Other Charges	293,040	273,710
Rent Rebates	199,980	0
Provision for Bad/Doubtful Debts	87,440	89,190
Capital Financing Costs	4,661,000	4,512,260
Revenue Contributions to Capital Expenditure	1,082,000	1,400,000
Total Expenditure	15,446,330	15,628,430
(Surplus)/Deficit for the year	(534,670)	(526,440)

The Housing Revenue Account Capital budget is made up as follows:

Housing Revenue Account Capital	2006-07
	£
Disabled Facilities (Council Dwellings)	318,000
Right to Compensation	5,000
Replacement of Kitchens	1,722,000
Replacement of Bathrooms	1,234,000
Replacement of Central Heating	1,044,000
Estate Security	5,000
Void Properties	159,000
PRC Dwellings	648,000
Upgrade of Electrical Systems	605,000
External Envelope Works	2,069,000
Bevan Lee	298,000
Total	8,107,000

This section of the document has been produced to help you understand the Council's financial performance for 2005-06. The document has been split into the four statutory reporting statements of the Council's accounts. These are:

- Consolidated Revenue Account
- Housing Revenue Account
- Collection Fund
- Consolidated Balance Sheet

Each statutory reporting statement has been split into four logical sections to explain what the accounts show and what this means to you and the Council. The four sections are:

- 'Brief Description' – A brief description of what the account is and what the Council use it for.
- 'Summarised Accounts' – A summary of the detailed accounts included within the Council's Statement of Accounts for 2005-06.
- 'What Does It Mean To Me?' – What impact those accounts have on you as a resident of the District.
- 'Impact On The Budget' – What impact those accounts have on future budgets and / or policies of the Council.

Consolidated Revenue Account

Brief Description

The Consolidated Revenue Account (CRA) summarises the costs and income relating to the Councils' day to day activities. It shows the net cost of all services delivered by the Council and how they have been financed through Government Grants and income from local taxpayers.

Summarised CRA¹

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What Does It Mean To Me?

The financial figures indicate that the Council utilised £814,000 of reserves to fund services in 2005-06. The figures cannot be used in isolation and need to be viewed against the Council's medium term strategy and in particular the plan that existed for 2005-06.

The best way to show what it means to you is to compare the actual outturn to the 2005-06 District Service Costs included within the 2005-06 Council Tax leaflet. You should have received your 2005-06 Council Tax leaflet with your Council Tax correspondence for that year.

¹ Detailed accounts can be obtained from Cannock Chase Council for a small fee. Please contact the Finance Department for more information.

District Service Costs

The table below compares the budget to actual for each service area.

From the table you can see that with the exception of Waste Collection and the additional recycling activities undertaken in the year the majority of services have been contained within the original budget for the year even though a number of additional commitments and variations were approved during the year.

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An analysis of Direct Service costs shows that the Council overspent by £0.221 million as compared to the Original Budget for 2005-06 however after taking into account rollovers and other variations approved during the year there was a resultant under spend of £0.790 million. The under-spend primarily related to the planned rollover of budgets to the 2006-07 financial year of £Error! Not a valid link.Error! Not a valid link.million. Budget rollovers allow managers to better plan the future of their service delivery by allowing them to 'save' over a number of years for service improvements. Budget rollovers are only allowed when there is an under-spend. The effect of the 2005-06 allowed rollovers on the Councils' £Error! Not a valid link.million Error! Not a valid link. is a decreased under-spend to £Error! Not a valid link.million. **This net under-spend shows a Error! Not a valid link.% financial performance for 2005-06 with the rollovers and under-spend being invested into Council services in the future.**

Annex 1 provides a detailed analysis showing what the anticipated net costs were at the time the 2005-06 budget was approved, and what the resulting net costs actually were.

District Service Financing

The amount of money required to finance the above costs is set before the start of the year as part of the budget process and hence represents actual income for the year. The Council tax set for a Band D property of £Error! Not a valid link. represented Error! Not a valid link.% of funding as follows:

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Impact On The Budget

The Council was able to control its net expenditure within its approved level for 2005-06 with a minor net under spend of £0.010 million. Although this clearly will have no material impact on future year budgets the individual services are continually subject to cost pressures and changes in demand which feeds into the Council's medium term financial planning process.

Housing Revenue Account

Brief Description

The Council is split into three funds. These are the Housing Revenue Account (HRA), the General Fund and the Collection Fund. The HRA reflects a statutory requirement to account separately for all services that relate to public housing (Council) provision. Income and expenditure on Council housing is 'ring-fenced' within the HRA. The account is self-financing, and contributions from the General Fund Account are not permitted.

Summarised Accounts

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What Does It Mean To Me?

The housing revenue account specifically relates to Council Tenants and shows how the rent income has been utilised to provide services.

The graph below displays what your rent is spent on within the HRA.

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Impact On The Budget

An analysis of Income and Expenditure shows that the Council made a contribution to its Decent Homes Strategy of £Error! Not a valid link.million.

The HRA medium term strategy anticipated a contribution of £0.535 million with an additional contribution of £0.317 million being achieved in the year. The additional contribution is however partly offset by the impact of rollovers into 2006-07 of £100,000 with a resultant net additional resource of £0.217 million.

The balance of the under-spend will be available to invest in housing in future years.

Collection Fund

Brief Description

The Collection Fund is the means by which the council taxes and business rates collected from local residents and businesses in Cannock Chase District are accounted. It shows how this money is then allocated between Authorities and delivering services to the people and businesses within the district.

Summarised Accounts

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What Does It Mean To Me?

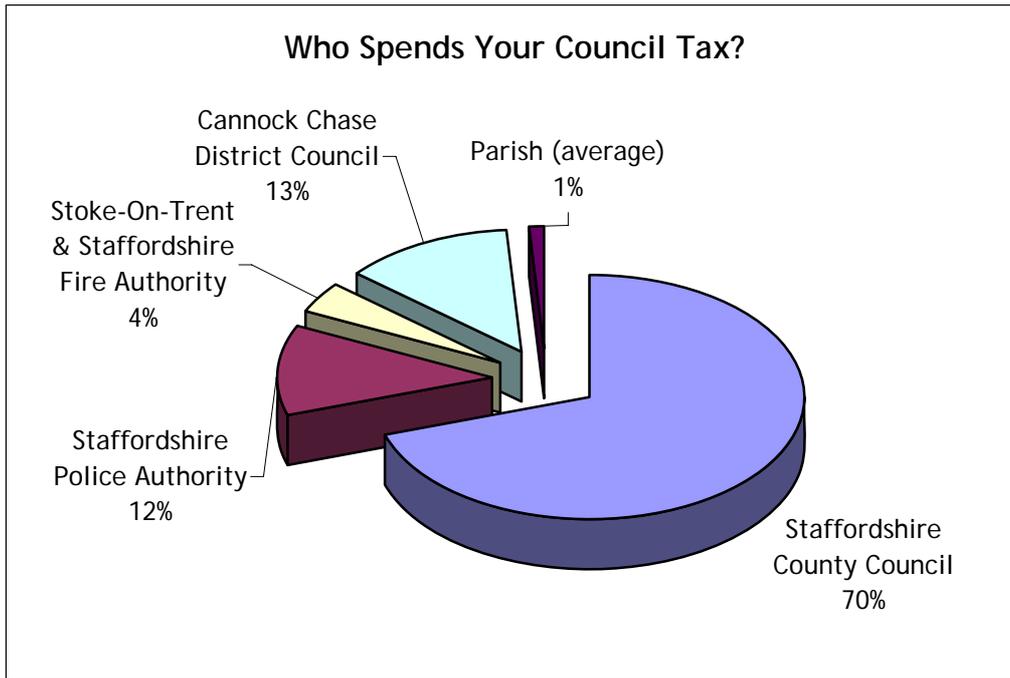
The Collection Fund consists of two accounts; Business Rates and Council Tax. Business Rates are determined and collected on behalf of the Government with no impact upon the Collection Fund i.e. the amount of income collected is paid over to the Government and appears as expenditure.

Council Tax comprises charges from four principal authorities in the area, Staffordshire County Council, Staffordshire Police Authority, Stoke-On-Trent and Staffordshire Fire Authority and Cannock Chase District Council. In addition a further charge is included for the spending of Parish Councils where appropriate.

The District Council is solely responsible for collection of the Council Tax.

The average bill for a Band D property for 2005-06 is as follows:

	Net Expenditure £	Average Band D £ p	Percentage %
Staffordshire County Council	25,255,674	860.27	70%
Staffordshire Police Authority	4,265,150	145.28	12%
Stoke-On-Trent & Staffordshire Fire Authority	1,605,883	54.70	4%
Cannock Chase District Council	4,906,004	167.11	13%
Parish (average)	414,750	14.13	1%
Total	36,447,461	1,241.49	100%



Impact On The Budget

The council's performance in 2005-06 reflects a 99.5 % recovery rate. As the Collection Fund is one of the accounts used for calculating the funding available to this Council for service provision, the outcome of this account can have an effect on the budget. For example, if this account shows a potential shortfall in income collection, the Council will need to take appropriate action to ensure that it can still provide the quality services that residents and businesses within the District expect.

Consolidated Balance Sheet

Brief Description

The Consolidated Balance Sheet (CBS) sets out the financial position of the Council as at 31st March, 2006. It records the assets owned by the Council and how these have been funded.

Summarised CBS

Summary Consolidated Balance Sheet

31st March 2005 £000		31st March 2006 £000	
198,391	Fixed Assets	220,739	Examples
149	Intangible Assets	121	Council Dwellings & Other Land
<u>198,540</u>	Long-term Assets	<u>220,860</u>	Long Term Debtors
20,306	Current Assets	20,239	Stocks / WIP & Debtors
-8,421	Current Liabilities	-9,814	Creditors & Short-term borrowing
<u>11,885</u>	Net Current assets	<u>10,425</u>	
<u>210,425</u>	Total Assets Less Current Liabilities	<u>231,285</u>	
-42,853	Other Liabilities	-45,903	Long-term borrowing & Provisions
<u>167,572</u>	Total Assets Less Liabilities	<u>185,382</u>	
<u>-167,572</u>	Financing/ Net worth	<u>-185,382</u>	Reserves and Balances

What Does It Mean To Me?

Long Term Assets

In the main, what this means to you is the value of the Councils' Long-term assets has increased. Long term assets are effectively tangible assets that yield benefits to the Council and the services it provides for a period of more than one year. Examples include land buildings and vehicles.

The value has increased due to the increase in property valuation, the amount that existing properties and land have been re-valued at, and the amount actually spent to maintain and improve the Councils assets.

Assets have increased by £22.3 million due to revaluations and, in accordance with accounting practice; reserves have increased by a similar amount reflecting this revaluation.

Capital expenditure in 2005-06 amounted to £9.765 million compared with an approved budget of £9.566 million, representing an over achievement of £0.199 million

A summary of each Portfolio's revised Capital budget and actual expenditure is shown below:

Portfolio	Revised Budget £m	Final Outturn £m	Variance £m
Culture and Sport	0.129	0.214	0.085
Housing	7.922	7.976	0.054
Access to Skills and Economic Devel	0.196	0.217	0.021
Social Inclusion	0.683	0.713	0.030
Environment	0.636	0.645	0.009
Total -Under/Over Spend	9.566	9.765	0.199

The assets have been financed by the sale of assets, government grants and other contributions. The Council operates a 3 year capital programme and the funding available to support this programme has been adjusted as follows:

	£m
Funding Available at 1st April, 2005	8.8
New Funds Generated	7.3
Total Funding	16.1
Funding Utilised in Year (Excluding Borrowing)	8.4
Balance Available at 31st March, 2006	7.7

Net Current Assets

This relates to how the Council finances its day to day operations and the favourable balance primarily relates to temporary investments. The Council currently has a number of reserves and balances which are earmarked for special projects etc and are currently invested with the interest gained being used to offset Council Tax. The level of Investments as at 31st March, 2006, was £12.114 million. This will return an estimated £0.609 million in interest for the Council in 2006-07.

Net current assets reduced in the year by £1.4 million and will reflect both the use of reserves and movements on day to day creditors and debtors.

Other Liabilities – Long Term Borrowing

This relates to the amount of loans that the Council currently has outstanding having financed its Capital Programme. The Government support the Council by providing it with funding to repay the part of the interest on the loans. They do this through the Revenue Support Grant and Housing Subsidy that the Council receives.

Currently the Council has a Capital Financing or borrowing requirement of £23.711 .However, the Council currently only has actual external borrowing of £14.758 million. The current level of borrowing is below the actual level of supported borrowing with the council utilising its existing unused capital resources to offset the borrowing requirement until loans are deemed to be at a favourable rate.

Pensions Liability

Other liabilities reflect an increase in the pension liability of the Council of £3.565 million. This however represents a snap shot as at 31 March, 2006, of a fund administered for the whole of Staffordshire that is managed long term and, hence, represents an accounting and reporting consideration rather than an actual cash consideration. In determining the annual contributions to be made by the Council the funds 'valuer' will take into account such a deficit.

Net Worth

The net worth of the Council brings together the impact of all of the above changes and consists of essentially 5 elements:

	£m
1) Asset financing and revaluations	197.441
2) Pensions reserve equivalent to liability	(30.889)
3) Available Capital & Revenue resources	14.907
4) Contingency reserves	<u>3.923</u>
	<u>185.382</u>

The only part of these reserves that can be utilised by the Council to enhance its services are Revenue and Capital resources (including Section 106 projects) and they have all been earmarked for specific projects as part of its Medium Term Strategy.

These reserves are however effectively managed and are either currently invested (see net current assets) or utilised to fund asset financing (see Long Term Borrowing) with the interest gained being used to offset Council Tax.

Impact On The Budget

The revenue impact on the budget is contained within the Consolidated Revenue Account, Housing Revenue Account and Collection fund. The Balance sheet will primarily contain budget details for the capital programme.

The outturn for 2005-06 reveals the early achievement of the rolling Housing Capital Programme however there are no budgetary implications arising from this.

Although overall capital resources as at the 31st March, 2006, have decreased by £1.138 million this is some £0.113 lower than anticipated for the general council services and £0.159 for housing services and is available for future investment and has been reflected in future years capital programmes.

Annex 1

District Service Costs

	Council Tax Budget			Actual		
	2005-06			2005-06		
	Gross Expenditure £'000	Income £'000	Net Expenditure £'000	Gross Expenditure £'000	Income £'000	Net Expenditure £'000
Culture and Heritage	1,196	253	943	1,425	373	1,052
Recreation and Sport	3,389	1,336	2,053	3,019	1,033	1,986
Open Spaces & Tourism	1,368	128	1,240	1,395	202	1,193
Environmental Health	1,603	468	1,135	1,680	522	1,158
Litter Control & Street Cleansing	603	0	603	730	1	729
Waste Collection	1,925	188	1,737	2,579	366	2,213
Community Safety	712	59	653	886	310	576
Economic Development	1,119	538	581	1,036	514	522
Planning Policy & Dev. Control	1,722	717	1,005	1,802	895	907
Highways, Roads & Transport	1,419	899	520	1,604	858	746
Housing Services	16,544	15,053	1,491	18,433	17,093	1,340
Local Tax Collection	4,695	3,946	749	6,215	5,690	525
Other Central Services	535	268	267	618	300	318
Miscellaneous/Other Services	6,571	6,547	24	7,071	7,114	-43
	<u>43,401</u>	<u>30,400</u>	<u>13,001</u>	<u>48,493</u>	<u>35,271</u>	<u>13,222</u>
Business Growth Incentive Grant					-355	-355
Housing Revenue Account	15,672	15,814	-142	16,290	17,142	-852
Total for all services	<u>59,073</u>	<u>46,214</u>	<u>12,859</u>	<u>64,783</u>	<u>52,058</u>	<u>12,015</u>
Less withdrawals from reserves			-1,045			-201
Net Budget			<u><u>11,814</u></u>			<u><u>11,814</u></u>

Other Financial Information

A full detailed copy of the Statements of Accounts is available at www.cannockchasedc.gov.uk or in hard copy from the Accountancy Section.

Additional supporting information is also available in the form of:

- General Fund Revenue Outturn Reports
- General Fund Capital Outturn Report
- Housing Capital Outturn Reports

The Councils Budget for 2005-06 and its medium term plan can be accessed at www.cannockchasedc.gov.uk or in hard copy from the Accountancy Section.

Performance information can also be accessed via the Corporate Performance Plan.

Glossary of Terms

Consolidated Revenue Account (CRA) ~ The Consolidated Revenue Account (CRA) summarises the costs and income relating to the Councils' day to day activities.

Housing Revenue Account (HRA) ~ The HRA reflects a statutory requirement to account separately for all services that relate to housing provision.

Collection Fund (CF) ~ The Collection Fund is the means by which the council taxes and business rates collected from local residents and businesses in Cannock Chase District are accounted.

Consolidated Balance Sheet (CBS) ~ Records the assets and liabilities of the Council and the relationship between these and the revenue activities of the Council.

General Fund ~ The General Fund reflects a statutory requirement to account separately for all services that **do not** relate to housing provision.

Government Grants ~ Money received from Central Government to support Revenue and Capital expenditure.

Revenue Support Grant ~ A Government Grant that relates to General Fund expenditure.

National Non-Domestic Rates Pool ~ Taxes collected from local businesses that is then paid over to Central Government. The Council receives back some of the money based on certain criteria. This is used to support the General Fund budget.

Housing Subsidy ~ A Government Grant that relates to HRA expenditure.

Net Operating Expenditure ~ the cost of services after income for that service has been taken into account.

Long Term Assets ~ Long term assets are effectively tangible assets that yield benefits to the Council and the services it provides for a period of more than one year.

Long Term Borrowing ~ Relates to the amount of loans that the Council currently has outstanding having financed its Capital Programme.

Out turn ~ after taking into account all income and expenditure, the final financial outcome within that specific area.

If you need a large print version, an audio version or this document in a different language please contact Donna Colgrave on 01543 464477.

আপনি অনুরোধ জানালে এই কাগজপত্রগুলোর বাংলা অনুবাদের ব্যবস্থা করা যেতে পারে।

如有要求的話我們可將此文件翻譯成中文

વિનંતી કરવાથી તમને આ દસ્તાવેજ તમારી માતૃભાષામાં મળી શકે છે.

ਜੇ ਤੁਸੀਂ ਚਾਹੋਂ ਤਾਂ ਇਹ ਪਰਚਾ ਤੁਹਾਡੀ ਬੋਲੀ ਵਿੱਚ ਮਿਲ ਸਕਦਾ ਹੈ

یہ دستاویز آپ کی زبان میں، گزارش پر دستیاب کی جا سکتی ہے۔

Statement of Contracts

We are required to include a brief statement on contracts that all individual contracts awarded during the past year involving a transfer of staff comply, where applicable, with the requirements in the Code of Practice on Workforce Matters in Local Authority Service Contracts. We have not awarded any such contracts, so no statement is included.

Feedback

If you have any feedback about this document or need more copies call Donna Colgrave on 01543 464477 or email donnacolgrave@cannockchasedc.gov.uk

This document is also available on our website at www.cannockchasedc.gov.uk

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