

<b>Report of:</b>	<b>Head of Governance and Corporate Services</b>
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<b>Portfolio Leader:</b>	<b>Leader of the Council</b>
<b>Key Decision:</b>	<b>No</b>
<b>Report Track:</b>	<b>Cabinet: 13/04/17</b>

**CABINET**  
**13 APRIL 2017**  
**PRIORITY DELIVERY PLANS 2017-18**

**1 Purpose of Report**

- 1.1 To obtain Members' approval of the Priority Delivery Plans (PDPs) for the financial year 2017-18, that detail the actions and indicators relating to the Council's mission and priorities as set out in the Corporate Plan 2015-18.

**2 Recommendations**

Cabinet is asked to

- 2.1 Recommend to Council that the Priority Delivery Plans for 2017-18 be adopted and approved for publication.

**3 Key Issues and Reasons for Recommendation**

- 3.1 The Corporate Plan 2015-18, approved by Cabinet in July 2015, superseded the Council's previous Corporate Plan 2011-14 and set out the revised mission, priorities and strategic objectives of Cannock Chase District Council for the following three years.
- 3.2 The supporting Priority Delivery Plans (PDPs) are the annual documents that set out how the Council will achieve progress against its strategic objectives; these plans establish the actions, performance measures and timetables for delivery that are the basis of the Council's quarterly and annual performance reporting framework.

## 4 Relationship to Corporate Priorities

4.1 This report supports the Council's Corporate Priorities as follows:

- (i) The Corporate Plan sets out the Council's mission, priorities and strategic objectives for the period 2015-18, and is therefore a central element of the corporate priority planning process. The Priority Delivery Plans form the annual mechanism for reporting and monitoring progress in regard to these priorities.

## 5 Report Detail

### Corporate Plan

5.1 In July 2015, Cabinet approved the Corporate Plan 2015-18, establishing the mission, strategic priorities and performance management framework for the three year period. Priority Delivery Plans (PDPs) are developed and published annually during this period, providing the basis for the Council's performance management framework through reports to Leadership Team, Cabinet and Scrutiny Committees.

### Priority Delivery Plans

5.2 The fundamental elements of the mission set out in the Corporate Plan are mirrored in the Council's revised priorities, namely

- Better jobs and skills
- More and better housing
- Cleaner and safer environments
- Better health outcomes
- Customers

For each of these priorities, a revised Priority Delivery Plan has been developed for the 2017-18 financial year. To enable a more consistent approach with the revisions to the Council's Scrutiny Committees and the Senior Management structure, the Plans have been realigned under the following headings:

- Customers and Corporate
- Economic Development and Town Centres
- Health, Culture and Environment
- Housing, Crime and Partnerships

The actions and Direction of Travel performance indicators identified in the PDPs will form the basis of the performance management reports received by Members on a quarterly basis. The PDPs for 2017-18 will also include review

and evaluation items from the Financial Recovery Plan to ensure Members are kept updated on the progress of these options.

The PDP documents, which are reviewed and updated annually and may be subject to minor amendments during the financial year, form Appendices 1 to 4 to this report.

## **6 Implications**

### **6.1 Financial**

The Corporate Plan sets out the mission, priorities and strategic objectives of Cannock Chase District Council for the three years 2015-18.

The supporting Priority Delivery Plans (PDPs) relate to the current year and set out how the Council will achieve progress against its strategic objectives in 2017-18 in accordance with the existing revenue and capital budgets already approved by Council.

### **6.2 Legal**

None

### **6.3 Human Resources**

None

### **6.4 Section 17 (Crime Prevention)**

None

### **6.5 Human Rights Act**

None

### **6.6 Data Protection**

None

### **6.7 Risk Management**

None

### **6.8 Equality & Diversity**

None

### **6.9 Best Value**

None

**7 Appendices to the Report**

Appendix 1	Customers and Corporate PDP 2017-18
Appendix 2	Economic Development and Town Centres PDP 2017-18
Appendix 3	Health, Culture and Environment PDP 2017-18
Appendix 4	Housing, Crime and Partnerships PDP 2017-18

**Previous Consideration**

None

**Background Papers**

**Appendix 1**

**Customers & Corporate Priority Delivery Plan 2017-18**

	<b>Target 2017-18</b>
<b>Customers: Delivering Council services that are customer centred and accessible</b>	
Customer contact data	93% calls answered
Use of Online Forms	410
E – Payments Transactions – Payments made via the Council’s website	20,000 (5,000 per quarter)
Payments made via the Council’s automated telephone payment system	20,000 (5,000 per quarter)

<b>Strategic Objective</b>		
<b>Delivering Council services that are customer centred and accessible</b>		
<b>Action &amp; Progress Update</b>	<b>Outcomes</b>	<b>Timescale</b>
<b>Develop and implement a Customer Interaction Strategy</b>	Customers have clarity as to the standards of service that they can expect to receive Increase the ways customers can interact with the Council via digital means	Draft Strategy to be completed by 31 January 2018 for consideration by Leadership Team.

<b>Strategic Objective</b>		
<b>Making the best use of limited resources</b>		
<b>Action &amp; Progress Update</b>	<b>Outcomes</b>	<b>Timescale</b>
<b>Development and delivery of an action plan to take forward the recommendations from the Peer Review</b>	Improve the resilience and efficiency of the Council	A draft action plan will be completed by April 2017. This will set out the timetable for implementation of actions.
<b>Prepare outline business cases for sharing the following services:</b> <ul style="list-style-type: none"> <li>• <b>Development Control, Planning Policy and Land Charges;</b></li> <li>• <b>Environmental Health; and</b></li> <li>• <b>Information Governance</b></li> </ul>	FRP option	Outline business case to be considered by Strategic Board April 2017 and then on to Cabinet June 2017. A timetable for implementation will be prepared if Cabinet approves the outline business case.
<b>Develop proposals for delivery of savings of £94k from the Stafford led shared services, as part of the FRP process, for delivery in 2018/19</b>	FRP option	September 2017
<b>Review of call handling operation between the Contact Centre and the Social Alarm Service</b>	FRP option	Work on this can only commence once the Social Alarms team have moved into the Civic Centre in October 2017. Greater integration between the teams should be completed by March 2018.
<b>Reduce the opening days/hours for the Revenues &amp; Benefits reception and enquiry service for 2017/18 as follows:</b> <ul style="list-style-type: none"> <li>• <b>Rugeley Area Office – to 2 days per week; and</b></li> <li>• <b>Hednesford Library – to 1 day per week.</b></li> </ul> <p>Usage of the enquiry Services to be monitored from April 2017 and reported to members in Q3 enabling consideration of options re ongoing service provision.</p>	FRP option	The revised service starts in April 2017.  There will be a monitoring report to Members in Quarter 3.

<b>Strategic Objective</b>		
<b>Improving skills and accessibility to local employment opportunities</b>		
<b>Action &amp; Progress Update</b>	<b>Outcomes</b>	<b>Timescale</b>
A strategy is to be developed regarding the Apprenticeship Levy		A draft strategy for 2018-19 will be submitted to Leadership Team in Quarter 3.

**Appendix 2**

**Economic Development and Town Centres Priority Delivery Plan 2017-18**

	<b>Target 2017-18</b>
<b>Better jobs and skills - Supporting a successful business economy</b>	
<b>Private sector workforce growth</b> (GBSLEP target to achieve 250,000 by 2030) Reported annually with one year time lag Change 2010 – 2015: 5400 or 18.9% increase	2016 - Maintain or improve position - third highest job growth across GBSLEP area (behind Lichfield and Solihull)
<b>Business Counts</b> Change 2010 – 2016 Enterprises (autonomous unit): 2995 to 3280 or 10% increase Local Units (individual site in an enterprise): 3635 to 3,930 or 8% increase	2017 1.7% increase (av. since 2010)  1.3% increase (av. since 2010)
<b>Better jobs and skills - Improving skills and accessibility to local employment opportunities</b>	
Employment/ unemployment (January 2017) - 54,600 (84.8%) 765 (1.2%)* Males / Females - 485 (1.5%) / 285 (0.9%)  Total population (2015) - 98,500; Males / Females - 48,700 / 49,800 Population aged 16-64 (2015) - 62,800; Males / Females - 31,300 / 31,400  * % is number of claimants as a proportion of resident population aged 16-64 Main out-of-work benefits includes the groups: job seekers, ESA and incapacity benefits, lone parents and others on income related benefits.	Attain Staffordshire Average - 1% Males 1.2% / Females 0.7%
Qualifications – Jan to December 2015 No Qualifications      5,100 (8.3%) Other Qualifications    5,400 (8.7%) NVQ1 and above        51,100 (83%) NVQ2 and above        41,300 (67.1%) NVQ3 and above        27,900 (45.3%) NVQ4 and above        17,500 (28.5%)	Attain Staffordshire Average Maintain Maintain 86.2% 73.8% 50.7% 31.2%

<b>Better jobs and skills - Growing the number of successful businesses</b>	
UK Business Counts (2016) Enterprises (autonomous) – 3,280 Local Units (individual site (for example a factory or shop) in an enterprise) – 3,930	Increase over 2016 figure
<b>Better jobs and skills - Supporting attractive and competitive town centres</b>	
Town vacancy rates	Maintain/Decrease over 2016/17 figures
Visitor numbers – footfall for Cannock Shopping Centre and Cannock Indoor Market	Increase over 2016/17 figures
<b>More and better housing: Planning for the housing needs of the District</b>	
Number of affordable dwellings secured through S106 agreements	57

<b>Strategic Objective:</b>		
<b>Supporting a successful business economy</b>		
<b>Action &amp; Progress Update</b>	<b>Outcomes</b>	<b>Timescale</b>
<p><b>Cannock Chase Local Plan Part 2</b>  <b>Progress work in key areas to underpin production of the Plan, including:-</b></p> <ul style="list-style-type: none"> <li>• Responses to the Issues and Options Consultation - Assess all of the sites and any new policy options, taking into account the representations made at the issues and options stage.</li> <li>• Production of an updated Strategic Housing Land Availability Assessment (SHLAA)</li> <li>• Decide which sites should be put forward for allocation and for what use.</li> <li>• Draft the proposed policy detail.</li> <li>• Prepare the 'Proposed Submission' Plan</li> </ul> <p>A robust and up-to-date evidence base is required to ensure that the Local Plan is considered 'sound' at Examination in Public and can stand up to scrutiny from potential objectors.</p>	<p>Meeting the future needs of the district for housing and economic development together with the related community facilities and infrastructure and matters relating to environmental protection and enhancement</p> <p>Ensuring the community has a say in the planning of the district.</p>	<ul style="list-style-type: none"> <li>- Analysis of responses – April / May 2017</li> <li>- Production of SHLAA –October 2017</li> <li>- Prepare the 'Proposed Submission' Plan and supporting documents including the Sustainability Appraisal– June to September 2017 with consultation Autumn 2017</li> </ul>

Action & Progress Update	Outcomes	Timescale
<p><b>Develop a strategy to secure improvements to Cannock Railway Station (in association with improved connectivity between Mill Green Designer Outlet Village, the station and the town centre), Hednesford and Rugeley Railway Stations</b></p> <ul style="list-style-type: none"> <li>• Cannock Station - Footfall Analysis &amp; Economic Impact Study commissioned. This is a two phased piece of work, progressing depending on the outcome of phase 1.</li> </ul> <p>Further work will depend on the outcome of the study being that improvements to Cannock Station are economically viable (subject to any grant funding secured) as there are no allocated capital or revenue funds from the Council or partners.</p>	<p>Enhance connectivity across the District and outside of the District.</p> <p>Increased numbers of rail passengers.</p>	<p>Report Commissioned March/April 2017</p> <p>Inception Meeting – April 2017</p> <p>Receipt of report – July/August 2017</p>
<p><b>Co-ordinate the production of a development brief for the former Rugeley ‘B’ Power Station and work with partners to ensure redevelopment of the site.</b></p> <ul style="list-style-type: none"> <li>• Production of Masterplan/Planning Brief – with the site owners, Engie, and Lichfield DC</li> <li>• Production of Supplementary Planning Document (Local Plan Document)</li> <li>• Demolition and clearance of site (Engie) - Contractor mobilised</li> <li>• First buildings to be demolished (Engie contractor)</li> </ul> <p>Progress on the masterplan is dependent on ongoing partnership work between owners and CCDC/LDC</p>	<p>Local economy in Rugeley protected and new uses, employment, housing and community facilities established on site as soon as possible.</p>	<p>June/July 2017</p> <p>Draft for public consultation May 2017</p> <p>September 2017</p> <p>September 2018</p>

<b>Strategic Objective</b>		
<b>Improving skills and accessibility to local employment opportunities</b>		
<b>Action &amp; Progress Update</b>	<b>Outcomes</b>	<b>Timescale</b>
<p><b>Seek to maximise local employment opportunities in large projects (businesses supporting the initiative creating 50+ jobs) with the ambition that 50% of new employees would be residents of the District.</b></p> <p>This action requires the co-operation of development partners to work with the Council and key stakeholders. The most notable opportunity is via the Mill Green Designer Outlet Village proposal with an element of the S106 Agreement supporting the development of a Retail Skills Academy which would be delivered by South Staffordshire College. The DOV is due to open in Spring 2019 with works starting in 2017.</p> <p>Mill Green – negotiation with developers of Employment and Skills Plan (S106 requirement)</p>	Local jobs for local people.	<p>Ongoing as opportunity arises</p> <p>April/May 2017</p>
<p><b>Setting up a Retail Skills Academy for Mill Green DOV</b></p> <p>Under the requirement of the S106 Planning Agreement the applicant is required to develop a Retail Skills Academy which would be delivered by South Staffordshire College, or another Further Education provider in the locality.</p>	Upskilling Employment opportunities for local people at the MG DOV and other retail outlets in the area	Timescale to be agreed as the applicant has not confirmed final details

<b>Strategic Objective</b>		
<b>Growing the number of successful businesses</b>		
<b>Action &amp; Progress Update</b>	<b>Outcomes</b>	<b>Timescale</b>
<p><b>Support the growth and expansion of local companies through the 'Let's Grow' Programme</b></p> <p>The programme has supported small businesses which are not able to otherwise secure funding to expand through the award of small grants to achieve business growth and employment. Revenue support for this programme comes to an end early 2017, however, capital funding support still available. Forecast from March 2017 to programme end i.e December 2018 - Minimum of further 5 grants to be awarded.</p>	<p>Small businesses supported to grow and increase employment</p>	<p>Revenue funding support ends May 2017</p>
<p><b>Continue working with partners to formulate and implement EU funded projects to support business start ups and the growth of existing businesses (SMEs) and help businesses to access the resultant funding.</b></p> <p>Programmes now live for both Business Growth Programme and Enterprise for Success.</p>	<p>New businesses formation. Jobs protected/created.</p>	<p>Runs until December 2018</p>

<b>Strategic Objective</b>		
<b>Supporting attractive and competitive town centres</b>		
<b>Action &amp; Progress Update</b>	<b>Outcomes</b>	<b>Timescale</b>
<p><b>To continue the production of an Area Action Plan for Cannock Town Centre to sit alongside Local Plan Part 2 and secure the participation of key stakeholders in developing and delivering plans for the future of the Centre.</b></p> <p>Analysis consultation responses to the AAP Drafting the 'Preferred Options' Area Action Plan for Cannock Town Centre Consultation on Preferred Options AAP</p>	<p>Development of Cannock Town Centre to meet future needs. Redevelopment opportunities. More competitive and attractive town centre.</p>	<p>May/June 2017 May/June 2017 Autumn 2017</p>
<p><b>Produce a Cannock Town Centre Prospectus to generate interest in investment opportunities.</b></p> <p>The prospectus will be developed alongside the AAP for the Town Centre but will focus on marketing and promoting opportunities to complement the planning documents information on site opportunities, policies and infrastructure. Both will capture future aspirations for the Town Centre.</p>	<p>Redevelopment opportunities. More competitive and attractive town centre.</p>	<p>Part 1 Baseline Autumn 2017</p>
<p><b>Work with developers to secure a commencement to construction works for the Mill Green Designer Outlet Village and progress measures required to enhance connectivity with Cannock Railway Station and Cannock Town Centre.</b></p>	<p>Enhanced profile of Cannock Chase as a visitor destination. Improved retail and leisure offer. Construction jobs. Increased access to training opportunities.</p>	<p>Commencement Autumn 2017</p>
<p><b>Deliver the Town Centre Discretionary Business Rates Scheme to facilitate the reoccupation of previously vacant town centre accommodation</b></p>	<p>More competitive and attractive town centre.</p>	<p>New policy as result of a review in 2016</p>

<b>Strategic Objective</b>		
<b>Planning for the housing needs of the District</b>		
<b>Action &amp; Progress Update</b>	<b>Outcomes</b>	<b>Timescale</b>
<b>Development with Staffordshire County Council under a joint venture partnership arrangement of the Wharf Road / Pear Tree site, Rugeley</b>	Open market and affordable dwellings to meet housing needs in Rugeley.	Acquisition of site by developer Autumn 2017

<b>Strategic Objective</b>		
<b>Making the best use of limited resources</b>		
<b>Action &amp; Progress Update</b>	<b>Outcomes</b>	<b>Timescale</b>
<b>Develop a comprehensive Asset Management Plan which includes all maintenance costs and opportunities for income generation etc.</b> Discussion on the AMP by senior management has supported the broadening of the scope of the Plan which is currently focused on a narrow range of assets	The effective use of the Council's land and property assets that meet operational needs and make the greatest return on investment	Production of scoping and document and process plan to achieve revised AMP – April 2017
<b>Pursue additional external funding to support regeneration projects in the District</b>	Maximise funding available to the Council	Ongoing
<b>Bring forward detailed business case for an extended shared service for Building Control Services</b>	A well-resourced, expert and competitive local authority building control service to ensure a safe local built environment	Summer 2017
<b>Delivery of improvement works to Cannock Indoor Market Hall, Increase trading days at Cannock Market from 3 days to 4 days and increase fees</b>	FRP option	April 2017
<b>Start charging for pre-application advice on major planning applications</b>	FRP option	Summer 2017
<b>Delivery of Civic Centre Car Parking Scheme to create pay &amp; display spaces in support of the Hospital</b>	Improved public car parking for visitors to Cannock Hospital	Completion Autumn 2017

ITEM NO. 7.

**Appendix 3**

**Health, Culture and Environment Priority Delivery Plan 2017-18**

	<b>Target 2017-18</b>
<b>Increase concessionary membership scheme to areas of inactivity/deprived wards etc</b>	Increase 2016-17 outturn by 1%

<b>Strategic Objective</b>		
<b>Increasing access to physically active and healthy lifestyles</b>		
<b>Action &amp; Progress Update</b>	<b>Outcomes</b>	<b>Timescale</b>
<p><b>To develop and provide a new community multi sport and recreation hub facility at the former stadium site</b></p> <p>Contractor – Start on Site</p> <p>Construction of Phase 1 elements including adventure play area, footpaths/cycle ways, lighting, car parking, BMX Pump track, Green Gym Equipment and Community Allotments and building.</p>	To provide new and improved sport and recreation facilities in the local community	<p>Quarter 1- 2017-18</p> <p>Quarter 2 – Quarter 4 - 2017-18</p>
<p><b>Achieve a green flag for Hednesford Park</b></p> <p>Submit Application and undergo inspection Decision received</p>		<p>Quarter 1 – 2017-18</p> <p>Quarter 2 – 2017-18</p>
<p><b>“Inspiring Health Lifestyles” Capital Investment proposal to deliver £50,000 additional revenue by 2019/20 at Chase Leisure Centre</b></p> <p>Develop Outline proposals for capital investment options Review Options Implement Option</p>	FRP option	<p>Quarter 2 – 2017-18</p> <p>Quarter 3 – 2017 -18</p> <p>Quarter 4 - 2017 -18</p>

<b>Strategic Objective</b>		
<b>Working with our partners to reduce health inequalities in the District</b>		
<b>Action + Progress Update</b>	<b>Outcomes</b>	<b>Timescale</b>
<p><b>To promote concessionary membership scheme to areas of inactivity/deprived wards etc</b></p> <p>An apprentice will be appointed to help with social marketing and engagement with Chase Fit / Well Active / Grow Up Great and concessionary memberships.</p>	Making services more accessible to those on low incomes and those aged over 65	
Childrens Art expo working with schools from the most deprived communities to highlight the importance of healthy lifestyles		Quarter 4
Disability enterprise support – Inspiring Catherine Care and Hednesford Valley social enterprise arms to develop saleable craft products as part of the their skills development for clients / students learning to fund raise for healthy lifestyle activities.		Quarter 1
“Our Parks” (Sportivate) – Due to start in April and run through-out the year. These sessions will be run at Hednesford Park and will offer outdoor fitness sessions with qualified instructors. Aim to engage with people who might experience barriers in accessing traditional leisure centre provision.		Start in Q1, ongoing through year
“Start Peddling” – Cycle sessions will be provided in Hednesford Park, including inclusive cycling.		Due to start June/July 2017
Festival of Sport and Culture (Link to healthy lifestyle message) to be run at Rugeley Leisure Centre – aimed at local primary schools.		June 2017
Tesco Gardening Project		Due to open in June/July 2017

Target 2017-18	
<b>Cleaner and safer environments: Striving for cleaner, greener and attractive public environments across the District</b>	
Percentage of household waste recycled	50%
Residual household waste collected	<20,000
Number of fly tipping incidents	No target - this is a measure only

Strategic Objective		
Striving for cleaner, greener and attractive public environments across the District		
Action & Progress Update	Outcomes	Timescale
<b>Explore delivery options for a new cemetery site</b>  Determine Core requirements for new cemetery before exploring delivery options  Explore Delivery Options and Review		Quarter 2 2017-18  Quarter 3 and Quarter 4 – 2017-18
<b>Declare Air Quality Management Area (AQMA) no. 3 Five Ways Island, Heath Hayes.</b>	AQMA declared and operational.  Action Plan produced	by 1 <sup>st</sup> May 2017  by 1 <sup>st</sup> May 2018

<b>Strategic Objective</b>		
<b>Making the best use of limited resources</b>		
<b>Action &amp; Progress Update</b>	<b>Outcomes</b>	<b>Timescale</b>
<p><b>To relocate the CAB in to the Council offices so that their direct costs can be reduced to deliver savings.</b></p> <p>Determine possible Options and costs/ savings for re-location</p> <p>Implement any accommodation requirements</p>	<p><b>FRP option</b></p>	<p>Quarter 2 - 2017-18</p> <p>Quarter 3 – Quarter 4 2017-18</p>
<p><b>Review the staffed parks service</b></p> <p>Review and determine operational requirements</p> <p>Commence Implementation process</p>	<p><b>FRP option</b></p>	<p>Quarter 2 2017-18</p> <p>Quarter 3 and Quarter 4 2017-18</p>

**Housing, Crime and Partnerships Priority Delivery Plan 2017-18**

	Target 2017-18
<b>Increasing the supply of affordable housing</b>	
<b>More and better housing: Increasing the supply of affordable housing</b>	
Number of affordable housing completions	160
<b>More and better housing: Planning for the housing needs of the District</b>	
Number of affordable dwellings secured through S106 agreements	45

<b>Strategic Objective</b>		
<b>Increasing the supply of affordable housing</b>		
<b>Action &amp; Progress Update</b>	<b>Outcomes</b>	<b>Timescale</b>
<b>Progress the redevelopment of the Reema flats on the Moss Road Estate, Chadsmoor</b>	<ul style="list-style-type: none"> <li>• Meet the need for additional affordable housing</li> <li>• Increase the Council's housing stock</li> <li>• Complete the implementation of the Moss Road Estate Regeneration Strategy.</li> <li>• Enhance the appearance of the Moss Road Estate</li> <li>• Provide local employment and training opportunities</li> </ul>	<p>Scheme completion March 2018 Remaining 19 properties delivered by December 2017.</p> <p>Completion of two new play areas contained within the scheme by March 2018</p>
<b>Progress the redevelopment of 5 former garage sites and other areas of Council owned land to build 25 new properties for Council rent. Extend scheme by a further 14 properties on 6 additional sites utilising GBSLEP funding.</b>	<ul style="list-style-type: none"> <li>• Meet the need for additional affordable housing</li> <li>• Increase the council's housing stock</li> <li>• Enhance the appearance of the Council's housing estates</li> </ul>	25 properties by March 2018

Strategic Objective																
Improving the Council's social housing stock and raising standards in the private rented sector																
Action & Progress Update	Outcomes	Timescale														
<p><b>Implement a range of improvements works as provided for in the 2017-18 HRA Capital Programme</b></p> <p>Programme works are on track to meet annual targets, see table below:</p> <table border="1"> <thead> <tr> <th>Programme</th> <th>Annual Target</th> </tr> </thead> <tbody> <tr> <td>No. of properties having gas heating replaced</td> <td>275</td> </tr> <tr> <td>No. of properties benefitting from external envelope work</td> <td>635</td> </tr> <tr> <td>No. of properties benefitting from electrical upgrading works</td> <td>600</td> </tr> <tr> <td>No. of properties benefitting from kitchen replacement</td> <td>60</td> </tr> <tr> <td>No. of properties benefitting from bathroom upgrade</td> <td>260</td> </tr> <tr> <td>No. of properties benefitting from double glazing works</td> <td>525</td> </tr> </tbody> </table>	Programme	Annual Target	No. of properties having gas heating replaced	275	No. of properties benefitting from external envelope work	635	No. of properties benefitting from electrical upgrading works	600	No. of properties benefitting from kitchen replacement	60	No. of properties benefitting from bathroom upgrade	260	No. of properties benefitting from double glazing works	525	<ul style="list-style-type: none"> <li>• Meet the needs and aspirations of the Council's tenants.</li> <li>• Maintain the Council's housing stock to the Decent Homes standard.</li> <li>• Reduce the need for responsive repairs</li> <li>• Improve the energy efficiency of the Council's housing stock</li> <li>• Enhance the appearance of the Councils housing estates.</li> </ul>	
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No. of properties benefitting from double glazing works	525															

	<b>Target 2017-18</b>
<b>Cleaner and safer environments: Working with partners to foster safer and stronger communities</b>	
Satisfaction with local area (Feeling the Difference Survey)	
<b>Committed Crime Over Time (Variation)</b> All crime groupings – Acquisitive crime, Violence against the person, Sexual Offences, Police generated crime and other  ASB Incidents Over Time (Variation) – Police data ASB – Number of referrals to ASB Champion – Victim Support data  Hate Crime Incidents Over Time (Variation) – Police data Hate Crime – Number of self referrals to CACH – CACH data	These are all measures only and will be reported quarterly.

<b>Strategic Objective</b>		
<b>Working with partners to foster safer and stronger communities</b>		
<b>Action &amp; Progress Update</b>	<b>Outcomes</b>	<b>Timescale</b>
Explore the feasibility of introducing charges for CCTV evidence requested by Staffordshire Police and insurance companies	FRP option	
Explore offer from West Midlands CA (Transport for WM) re CCTV provision	FRP option	
<b>Lead and roll-out the “Let’s Work Together” project across the District</b>  Produce programme of training sessions for CCDC staff and members, and partner organisations.	The programme will be designed to deliver against the Cannock Chase LSP priorities.	Quarter 1 – Develop Programme  Quarter 4 – Training Sessions Delivered

<b>Action &amp; Progress Update</b>	<b>Outcomes</b>	<b>Timescale</b>
<b>Develop a District Wide Anti Social Behaviour &amp; Hate Crime Policy</b>	<ul style="list-style-type: none"> <li>• Consistent approach to handling reports of anti social behaviour</li> <li>• Managing Partner expectations</li> <li>• Number of ASB Victims and witnesses supported</li> <li>• Increased reassurance</li> <li>• Number of referrals and from where</li> </ul>	<p>Quarter 1 – Research Best Practice</p> <p>Quarter 2 – 3 Draft Policy</p> <p>Quarter 4 – Final Policy</p>
<b>Raise awareness of the Community Trigger by providing workshops for staff, members and partners.</b>	Increased awareness and use of the Community Trigger.	<p>Quarter 1 – Design Programme</p> <p>Quarters 2 to 4 – Deliver 3 Workshops</p>