

Report of:	Head of Governance
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Portfolio Leader:	All
Key Decision:	No
Report Track:	Cabinet: 24/03/16

CABINET
24 MARCH 2016
QUARTER 3 PERFORMANCE REPORT

1 Purpose of Report

- 1.1 To advise Members on the progress of the Council during Quarter 3 of 2015/16, in respect of the Priority Outcomes as set out in the Corporate Plan 2015-18 and the supporting Priority Delivery Plans (PDPs) for 2015/16.

2 Recommendations

- 2.1 Note the performance information and the case studies relating to PDPs as detailed at Appendices 1-6.
- 2.2 Note the actions and indicators which are rated Red or Amber and confirm the remedial action or rescheduled delivery stated to address performance.

3 Key Issues and Reasons for Recommendation

- 3.1 Information for performance actions and indicators for Quarter 3 (October – December) is included in Appendices 1 - 6. The ratings provided for these items indicate that 76.6% of actions have been achieved or are on target for success.

4 Relationship to Corporate Priorities

- 4.1 This report supports the Council's Corporate Priorities as follows:
- (i) The indicators and actions contribute individually to the Council's Strategic Objectives as set out in the Corporate Plan 2015-18.

5 Report Detail

- 5.1 The Council's Corporate Plan 2015-18 was approved by Cabinet on 23 June 2015, superseding the previous Corporate Plan for 2011-14 and setting out the revised mission, priorities and strategic objectives of Cannock Chase District Council for the next three years.
- 5.2 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.
- 5.3 The PDPs includes "Direction of Travel" performance indicators (PIs) and actions outlining the significant projects and initiatives being undertaken by the Council in regard to the strategic objectives. Information regarding performance indicators is being collected, however the majority are annual targets and will be reported at the end of the year.
- 5.4 These measures and the relevant ratings and commentary provided by Lead Officers are included in Appendices 1-6. The actions and PIs are rated according to the system illustrated below, and at the end of Quarter 3 76.6% of actions are rated as competed or on target.

5.5

						No Rating
	Project completed	Project on target	Project scope/target date requires attention. Alterations considered by Leadership Team.	Project requires amendment. Alterations considered by Cabinet.	Project aborted/closed	
Customers	3 23.1%	6 46.2%	4 30.7%	0 0%	0 0%	0 0%
Better Jobs and Skills	6 35.3%	9 52.9%	2 11.8%	0 0%	0 0%	0 0%
Better Health Outcomes	3 20.0%	5 33.3%	7 46.7%	0 0%	0 0%	0 0%
Cleaner and Safer Environments – Community Safety	0 0%	2 100%	0 0%	0 0%	0 0%	0 0%
Cleaner and Safer Environments – Environment	2 40%	3 60%	0 0%	0 0%	0 0%	0 0%
More and Better Housing	1 8.3%	9 75%	2 16.7%	0 0%	0 0%	0 0%
TOTAL	15 23.4%	34 53.2%	15 23.4%	0 0%	0 0%	0 0%

6 Implications**6.1 Financial**

There are no direct financial implications arising from the report.

The financial management of the PDPs is standard in accordance with Financial Regulations and any measure to address a performance shortfall as reflected in a PDP report will require compensatory savings to be identified in the current year and be referred to the Delivering Change Process for additional resources in future years.

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

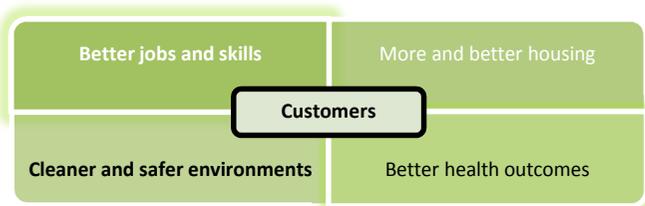
Appendix 1	Customers 2015/16 PDP Performance Report
Appendix 2	Better Jobs and Skills 2015/16 PDP Performance Report
Appendix 3	Better Health Outcomes 2015/16 PDP Performance Report
Appendix 4	Cleaner and Safer Environments – Community Safety 2015/16 PDP Performance Report
Appendix 5	Cleaner and Safer Environments – Environment 2015/16 PDP Performance Report
Appendix 6	More Better Housing 2015/16 PDP Performance Report

Previous Consideration

None

Background Papers

None

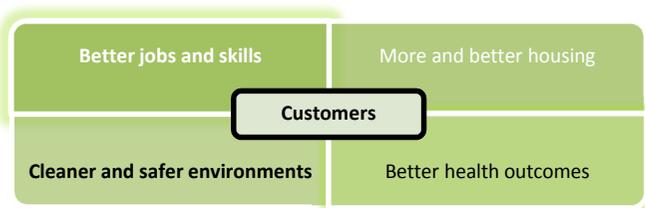


Customers: Delivering Council services that are customer centred and accessible

Direction of Travel PIs				
	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Customer contact data	25,147 calls received Target 92% 95% answered	25,456 calls received Target 92% 92.5% answered	22,018 calls received Target 92% 93.2% answered	
Uptake of online services				
	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Use of Online Forms	System not live	System not live	Target – 150 279 Forms completed (221 Reporting Issues + 58 Requesting Information)	Target - 200
E – Payments Transactions	Target – TBC Actual – 5435 Value - £601,242	Target – TBC Actual – 5854 Value - £ 624,169		

Strategic Objective					
Delivering Council services that are customer centred and accessible					
Action	Outcomes	Q1 Rating	Q2 Rating	Q3 Rating	
<p>Implement electronic web based forms (E-forms)</p> <p>All forms are up to date future forms are being created by ICT on the Abavus system</p> <p>Quarter 3 – To implement e-forms in live</p> <ul style="list-style-type: none"> ➤ All developed e-forms have been implemented in live and progress is being made on developing a mobile app to access services. 	Making services more accessible on-line				
<p>Install modern dispersed Social Alarms as required</p> <p>Quarter 2 – To complete the installation of dispersed alarms.</p> <p>All dispersed alarms have been installed by the end of Quarter 2. In total 1,050 stand-alone alarm systems (connecting directly into client's telephone lines) have been installed replacing the previous hardwired alarm systems during the programme.</p>	System is easier for customers to use, improves their safety and allows them to stay in their own homes				
<p>Refresh the Council's website</p> <p>Launched new website 28.09.15</p> <p>A 24/7 access point to information, portal to requesting services and paying bills.</p> <p>The website receives over 4,600 page views every day (1.7 million each year)</p> <p>Gives our residents immediate interaction with automated payment services and tools for example; 'who are your councillors', benefits calculator and bin collection dates.</p> <p>This is by far the most efficient way for us to interact with our residents and provides a very significant cost saving to us.</p> <p>National figures show that the cost to us of each interaction with residents / businesses cost us approximately:</p> <p>Face to Face: £7.50</p> <p>Telephone: £3.00</p> <p>Website: 30p</p>	Website more customer friendly allowing easy access to information and services				

Action	Outcomes	Q1 Rating	Q2 Rating	Q3 Rating	
<p>Develop and implement a Customer Services Strategy</p> <p>Quarter 3 – To develop strategy</p> <ul style="list-style-type: none"> ➤ Progress is being made on developing the strategy with the aim of completing during Quarter 4. 	Customers have clarity as to the standards of service that they can expect to receive				
<p>Undertake review of the Council’s community engagement methods & delivery</p> <p>The review is slightly behind schedule but a meeting to scope the review and provide background information has been arranged for 8 February 2016.</p>	To ensure that there are appropriate and sufficient channels of engagement with customers and residents				
<p>Develop support strategy for Universal Credit Claimants, including:</p> <ul style="list-style-type: none"> • Personal budget skills. Benefits Customer Services Team have received training from CAB, to the same standard as CAB advisors and will be able to deal with requests for this service. Support will continue to be available from CAB in the more complex cases, or those customers needing more than budget skills. • Access to online services. An on-line portal is being created and a Public Access Computer will be available in our reception area. • Assisting with UC claims. Benefit Customer Services staff are able to assist when necessary. <p>Additionally, Benefit staff provide to support to the DWP’s UC staff, when assistance is needed regarding the assessment of Housing Costs.</p> <p>Universal Credit is now “Live” in Cannock Chase. This means that new claimants, who are single and do not have special needs will be paid UC by the DWP, which will include their rent, and so will not need to claim Housing Benefit. The next phase of the role out of UC will be for DWP to make it available to families. We have been told that this will not happen in Cannock Chase before March 2017. No further indicative timescales are available.</p>	To support customers in the move to Universal Credit and assist them in managing their finances				



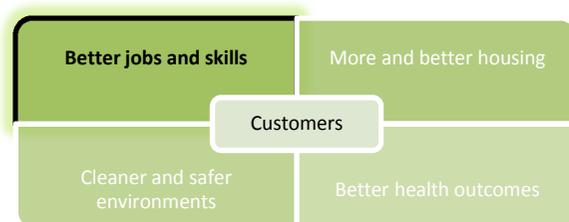
Customers

Strategic Objective					
Making the best use of limited resources					
Action	Outcomes	Q1 Rating	Q2 Rating	Q3 Rating	
<p>To develop a comprehensive Asset Management Plan which includes all maintenance costs etc.</p> <p>It has not been possible to update the AMP principally due to resource issues in the Property Team. Discussions were undertaken with the Penda private/public partnership involving Staffordshire County Council, the Police and Crime Commissioner and construction and engineering company Keir to assess the opportunity for joint working and securing assistance to meet the Council’s resource shortfall. However, this does not now appear an option so a programme is currently being completed for development of the APM which may require the utilisation of external resources. Work on the AMP will not now start until Q4.</p>	<p>The effective use of the Council’s land and property assets that meet operational needs and make the greatest return on investment</p>	▲	▲	▲	
<p>Evaluate opportunities for maximising the return from property and land assets</p> <p>This work is heavily linked to the item above as the AMP will include an evaluation of assets and returns. An evaluation of leases is required, however, with regard to disposals it is a requirement on public sector agencies to achieve best value and this is applied in Cannock, unless other priorities justify excepting less than best, for instance the disposal of 94 High Green to the Burton Addiction Trust. It should be noted that the Council’s operational, investment and incidental estate is relatively small due to past disposals and very little acquisition over a significant period. Evaluation is made on an ongoing basis as leases come up for renewal.</p>	<p>The effective use of the Council’s land and property assets that meet operational needs and make the greatest return on investment</p>	▲	▲	▲	

Action	Outcomes	Q1 Rating	Q2 Rating	Q3 Rating	
<p>Evaluate opportunities for alternative service delivery models for Building Control services Cannock delivers building control for Cannock and Stafford BC. Discussions have been going on since early in 2015 with Lichfield Council officers (who deliver BC for Lichfield, Tamworth and South Staffordshire) on the future of LA building control. Both have been of the view that due to a variety of factors, including competition from the private sector, changes are needed in current arrangements. Initial discussions between Lichfield and Stafford have grown to take in most Staffordshire councils. Portfolio holders from all the LAs have been sought and agreement been given to explore all potential options. Officers from Cannock and Lichfield have also been participating in the work by LABC (LABC is the national umbrella organisation that works on behalf of local authority building control services) to evaluate options for future service delivery. A project board has been established comprised of directors of all the Staffordshire Councils, with the exception of Staffordshire Moorlands (although they and a Derbyshire authority have expressed an interest in the outcome of the work). An officer working group has been carrying out a high level options appraisal for consideration of the board, suggesting that two options be taken forward for more detailed evaluation. The team has been using the business case model developed by LABC to assist LAs in their development of plans for the future of building control. It is planned to take recommendations to the board early in 2016 for those options to be taken forward to the next stage.</p>	<p>A well-resourced, expert and competitive local authority building control service to ensure a safe local built environment</p>				
<p>Evaluate opportunities for alternative service delivery models for Land Charges / Searches service Land charges is a very small service with two part time posts. One is currently vacant with the work covered on a casual basis by an ex member of staff. Some work of the team will be transferred to Land Registry after a government decision to centralise the activity. Discussions were opened with Lichfield Council, who began in May 2015 delivering a shared land charges service for themselves and South Staffordshire District Council, on the potential for joining their shared service. Joint working has been undertaken to evaluate the technical issues around a shared service – staffing, software systems and processes, charging etc. and a draft business case is in production. A report is being taken to Cabinet 24 March 2016.</p>	<p>A sustainable land charges service providing efficient and cost effective land and property information</p>				

Action	Outcomes	Q1 Rating	Q2 Rating	Q3 Rating	
<p>Respond to the transfer of the Local Land Charges Register to Land Registry from local authorities</p> <p>This work is progressing to the timetable of the Land Registry. Pilots have been working in some LAs but it is not currently clear when the scheme will be rolled out nationally. Centralisation of some elements of the land charges services will see a reduction in income and is part the justification for pursuing a more efficient shared service which can maintain and potentially increase competitiveness thereby improving service levels and income.</p>	An efficient transfer of services, maintaining environmental information with reduced income				
<p>Prepare an IT strategy</p> <p>Retender of the core infrastructure complete. This sets the direction of the server and data strategy.</p> <p>Future elements of the strategy will include the mechanism for funding the service, remote access, GIS, data ownership and the desktop arrangements.</p>	To ensure Information Technology meets the requirement of customers and service providers alike.				
<p>Introduction of Document Scanning system</p>	To release storage space for use as office accommodation				

Project completed	Project on target	Project scope/target date requires attention. Alterations considered by leadership team.	Project requires amendment. Alterations considered by Cabinet.	Project aborted/ closed



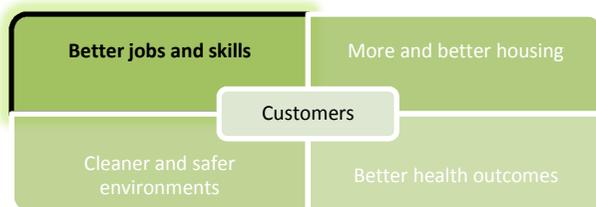
Better jobs and skills - Supporting a successful business economy

Direction of Travel PIs				
	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Job Numbers	37,400 (2014 data)	Data not available.	Data not available.	
Business start ups and growth	Data not available.	Data not available.	Data not available.	

Strategic Objective:					
Supporting a successful business economy					
Action + Progress Update	Outcomes	Q1 Rating	Q2 Rating	Q3 Rating	
<p>Offer support to:</p> <ul style="list-style-type: none"> • new food businesses to achieve legal compliance and become successfully established; and • poorly compliant businesses to help them improve. <p>16 new food businesses have been established. The percentage of food premises in the District that are Broadly Compliant with legal requirements is 99.1%. Broad compliance has increased and is based on all businesses which have been inspected (whether during current year or not), so presents an overall snapshot in time of how “safe” our food businesses are. New and unregistered businesses are excluded from this figure, as they have either yet to be inspected, or will be receiving advice or assistance from officers, to reach broad compliance. Inspectors work with businesses until they are broadly compliant or better.</p>	An increase in the number of new businesses that become successfully established, and the % of businesses broadly compliant with food safety requirements.				
<p>Progress work in key areas to underpin production of the Local Plan Part 2 including:-</p> <ul style="list-style-type: none"> • Retail Study (also in town centre) • Design Supplementary Planning Document. • Green Belt assessment <p>Retail Study is complete, and Green Belt Assessment are almost complete and will be published early 2016. The Design SPD is prepared and a report going to Cabinet early 2016.</p>	In terms of the SPD provision of detailed local guidance to add value to adopted policy resulted in high quality local development. In terms of the evidence base this is to ensure policies in the Local plan part 2 are formulated using sound, up to date and robust evidence so they stand up to scrutiny through independent examination.				
<p>Maintain an adequate supply of employment land in line with Local Plan policy CP8</p> <p>Including 26ha at Kingswood Lakeside, 12ha (A5 corridor) Bridgtown, 8ha at Towers Business Park, 8ha in Cannock and 3ha at Norton Canes.</p>	To deliver at least 88ha of new and redeveloped employment land over the plan period (2006-2028)				

Action + Progress Update	Outcomes	Q1 Rating	Q2 Rating	Q3 Rating	
<p>Support ongoing work to complete the electrification of the railway line from Walsall to Rugeley Trent Valley and examine the scope for further improvements to rail services.</p> <p>Following approval of the £74m Chase Line electrification in 2012, to be completed in December 2017, a package of supporting projects is being promoted. The GBS LEP Strategic Economic Plan, 2014, includes a £8.4m Chase Line Electrification Package, including i) line speed improvement ii) Gateway station upgrades and iii) improved services.</p> <p>i) The line speed upgrade is being promoted by Network Rail. It is understood that final approval to GRIP5 level will be forthcoming in November. An update will be provided at the Chase Line Stakeholder Meeting on 13 November 2015.</p> <p>ii) The Chase Line is a strategic priority for the Council and wishes to promote upgrades to Cannock, Hednesford and Rugeley Town stations through LEP, NSIP and Access for All and other funding streams. A partnership approach is being pursued with transport partners. Each station has different needs but CCTV to station car parks at Rugeley and Hednesford, disabled access at Rugeley Town and larger and possible staffed structures at Cannock to serve the proposed Mill Green Retail Outlet village had been discussed, albeit that booking offices were unlikely in the short term. Growth Deal Bids would need to be made via GBS LEP and SS LEP and supported by Centro and Staffordshire County Council.</p> <p>It is hoped that electrification and the line speed upgrade will provide the catalyst to restore a half-hourly off peak frequency, withdrawn in 2010. This will be promoted through West Midlands Rail, the company formed by the 15 Transport Authorities to jointly manage the new franchise in partnership with the DfT and new franchise train operating company.</p> <p>Confirmation of funding for the project received 3rd quarter 2015/16 after a review of electrification schemes nationwide report late summer 2015.</p>	<p>Increased frequency, improved journey times and reliability of train services.</p> <p>Reduced environmental impact of train services.</p>	▶	▶	▶	

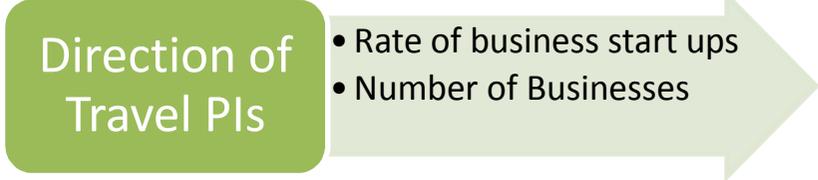
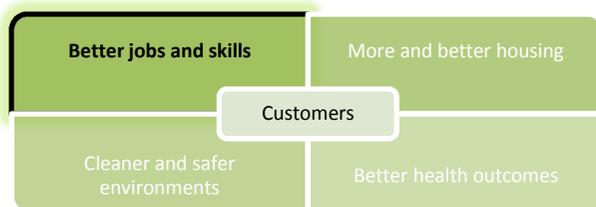
Action + Progress Update	Outcomes	Q1 Rating	Q2 Rating	Q3 Rating	
<p>Establish regular contact at senior level between the Council and key businesses in Cannock Chase to understand their business plans, what they need to develop, and provide support on behalf of the public sector agencies</p> <p>A programme of business visits has been planned with visits made so far to Amazon, C & H Howe, Gestamp Tallent Ltd, and Pentalver. The visit to Amazon has resulted in an offer from the company to assist in supporting initiatives in the district and in particular they have responded positively to hosting work experience placements. Gerstamp have accepted an offer of assistance from the Managing Director to help resolve their current site capacity issues. Only one additional visit made during this quarter – to Aggreko in Cannock.</p>	<p>Understanding of the needs of business to play into service delivery and plan development locally and regionally.</p> <p>Secure business support for the development of Cannock Chase</p>	▶	▶	▶	



Better jobs and skills - Improving skills and accessibility to local employment opportunities

Direction of Travel PIs				
	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Employment/ unemployment rates	Emp rate 76.2% 1.2% claiming JSA (Staffs 0.9%)	Emp rate 76.2% 1.2% claiming JSA (Staffs 0.8%)	Emp rate 77.6% 1.1% claiming JSA (Staffs 0.7%)	
NEETS	203 (16 – 18 years)	122 (16 – 18 years)	140 (16 – 18 years) Nov 2015 data	

Strategic Objective					
Improving skills and accessibility to local employment opportunities					
Action + Progress Update	Outcomes	Q1 Rating	Q2 Rating	Q3 Rating	
<p>Seek to maximise local employment within those businesses creating 50+ jobs with the aim that 50% of new employees will be residents of the district</p> <p>There are two schemes which are still at the “planning” stage which could contribute to this commitment. It is anticipated that if planning permission is secured the businesses concerned will work jointly with the Council and other stakeholders to maximise local employment opportunities.</p>	<p>More local people employed in local jobs</p>				
<p>Investigate the opportunity for Cannock Chase Council to employ more apprentices and provide more work experience opportunities</p> <p>Two apprentices have been employed working in customer service and corporate support team and will be starting their studies with South Staffordshire College in early 2016.</p>	<p>More training for young people and improved access to further work opportunities</p>				



Better jobs and skills - Growing the number of successful businesses

Direction of Travel PIs				
	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Rate of business start ups	Data not available.	Data not available.	Data not available.	
Number of businesses	3,220 (March 2015)	3,220 (March 2015)		

Strategic Objective					
Growing the number of successful businesses					
Action + Progress Update	Outcomes	Q1 Rating	Q2 Rating	Q3 Rating	
<p>Support the growth and expansion of local companies through the LSP 'Lets Grow Programme'.</p> <p>Eight businesses have been supported to date with almost £31k allocated out of £40k.. The investment has helped to create 24 new jobs and safeguard a further 2. The project will end in December 2015</p>	<p>Business with growth potential supported to expand.</p> <p>More jobs.</p>				
<p>Work with partners to facilitate the development of EU funded (ERDF) programmes and interventions to support SME competitiveness and Start Up provision available locally.</p> <p>The European Structural Investment Fund (ESIF) programme 2014-2020 has now been launched after extensive delays. The two local Enterprise Partnerships (Greater Birmingham & Solihull and Stoke & Staffordshire) are now working with the Department for Communities & Local Government to support "calls" for potential European Regional Development Fund (ERDF) projects to be submitted. The bulk of these "calls" will be designed to facilitate the expansion of existing Small to Medium Sized Enterprises (SMEs), and others should support new business formation. One early project, The Growth Hub, which provides business support, was launched on 7th October 2015. The first awards have been made after the submission of detailed business cases by the applicants.</p>	<p>Business growth.</p> <p>More jobs.</p>				

Action + Progress Update	Outcomes	Q1 Rating	Q2 Rating	Q3 Rating	
<p>Support the development of the Railhead at the Pentalver depot in Cannock to transfer freight movements from the road network onto rail.</p> <p>The Council promoted this scheme through GBS LEP in 2014 and successfully secured £1.3m or 10% of the project costs through Growth Deal. The proposal is supported in the adopted Cannock Chase Local Plan, 2014. It is also supported by the Greater Birmingham and Solihull Local Enterprise Partnership as a transport priority.</p> <p>The development of the Mid-Cannock site would have many regeneration benefits:-</p> <ul style="list-style-type: none"> • Act as a catalyst for local job creation, particularly at the Mid Cannock and adjacent Kingswood Lakeside Employment Park • Assist regeneration through its inland port HM Customs & Excise ERTS status • Reduce road congestion on the A5 and Churchbridge Junction, A5/M6T/A460/A34 • Help relieve air quality problems along adjacent A5 Bridgtown Air Quality Management Area, and largely caused by HGVs • Conforms with the DfT Strategic Rail Freight Interchange Policy Guidance, November 2011 and Government policy to encourage development of a national network of SFRIs • It would comply with Government policy to promote a low carbon economy and promote sustainable transport • It would be part of the strategy to capitalise on the approved Chase Line electrification £70m project to be completed by 2017. <p>The scheme would have a wider contribution to GB plc. Rail freight has a key role to play in the low carbon economy as rail produces 70% less carbon dioxide emissions than the equivalent road journey and a gallon of diesel will carry a tonne of freight 246 miles by rail as opposed to 88 miles by road.</p>	<p>Business growth</p> <p>More jobs</p> <p>Reduction in road freight and consequent environmental damage</p>				

<p>Pentalver's application for EUR3.9m Connecting Europe Facility funding has been unsuccessful. It appears that the proposal was rated highly but was not supported because the call was significantly oversubscribed and other projects were considered to offer higher value. The issue raised by this decision is that shareholder approval is dependent on both the CEF and LGF grants being approved. This was flagged in the LGF business case and picked up in the checkpoint reports.</p> <p>Pentalver are keen to stress that this is a setback but not the end of the project, their objectives for a 'Midlands Hub' at the Cannock site remain unchanged. They are reviewing options on how to proceed and discussing these with their shareholders.</p> <p>Pentalver's have applied again for Connecting Europe Facility funding.</p>					
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Better jobs and skills - Supporting attractive and competitive town centres

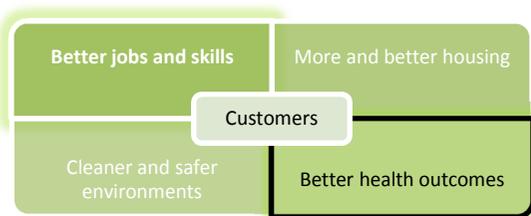
Direction of Travel PIs				
	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Town vacancy rates	8.12% average across three towns.	5.22% average across three towns.	5.51% average across three towns.	
Visitor numbers – footfall	Data not available.	Data not available.	Data not available.	
Ranking against similar towns	Data not available.	Data not available.	Data not available.	

Strategic Objective					
Supporting attractive and competitive town centres					
Action + Progress Update	Outcomes	Q1 Rating	Q2 Rating	Q3 Rating	
<p>Review of the Street Trading Policy to improve the Consenting of Street Trading Activities that are appropriate for each town centre.</p> <p>The Street Trading Policy has been reviewed and is fit for purpose. However, further work is continuing to ensure that the policy accommodates the operation of the Cannock Friday Street Market. This mainly concerns how the market develops under the new operator and the number and mix of traders on the market. If further amendments are required to the street trading policy these will be subject to consultation and brought before members for approval.</p>	Enhanced appeal of the retail offer in each of our town centres.				
<p>Redevelopment of the former Aelfgar School site as part of the delivery of the approved Area Action Plan for Rugeley.</p> <p>The Rugeley Area Action Plan identifies the former Aelfgar School site as an important redevelopment opportunity in close proximity to the town centre. It is proposed to redevelop part of the site for an Extra-Care facility and the remainder of the site for development by a housebuilder. In order to secure the comprehensive redevelopment of the site in accordance with Policy RTC4 of the Local Plan the Council have agreed to the inclusion of the former squash courts and part of the Taylors Lane Car Park. The use of the site for residential purposes will help to sustain the town centre by increasing locally generated footfall and is highly accessible on foot.</p> <p>The County Council are co-ordinating the tender process which started at the end of September 2015 and a development partner has been selected.</p>	Meeting housing needs in Rugeley through provision of extra care scheme and open market/affordable housing scheme.				

Action + Progress Update	Outcomes	Q1 Rating	Q2 Rating	Q3 Rating	
<p>Finalise the baseline assessment for Cannock Town Centre and assess its implications for Part 2 of the Local Plan.</p> <p>This work by GVA has now been completed. Cabinet considered a series of recommendations arising from this work on 24th September 2015. Discussions with potential partner organisations are underway which will form the basis of new actions to be included in the next PDP.</p>	<p>Creation of a more successful and competitive town centre.</p>				
<p>Secure the development of the Mill Green Designer Outlet Village (subject to planning consent) and examine the opportunity to improve connectivity with Cannock Town Centre, and the train station, as a means of building its attractiveness to visitors.</p> <p>The Council resolved to grant planning application at Committee 25 November 2015. Secretary of State notified the Council on 22 December 2015 that he decided not to call in the application. Work now focusing on securing the S106, S111 and S278 agreements. Consent will be issued once the S111 is signed and the S106 agreed.</p>	<p>Enhancement of Cannock Chase as a visitor destination. Improved retail and leisure offer. Improved image and perception of Cannock Chase. Greater contribution to the local economy - more jobs and income generation.</p>				
<p>Cannock Street Market</p> <p>New market contract commenced 19 November 2016 with a new operator, Sketts.</p>	<p>Enhancement of Cannock Chase as a visitor destination. Improved retail and leisure offer. More jobs and income generation.</p>				
<p>Completion and reporting of White Young and Green Retail Study for Cannock Chase and assess implications for future planning of the town centres</p> <p>The draft final report has been discussed with WYG. The final version is to be concluded by the end of 2015. This report, and the work undertaken by GVA (reported above) both support the need for an Area Action Plan for Cannock Town Centre. This will be included in the next PDP.</p>	<p>Enhancement of Cannock, Hednesford and Rugeley town centres. Improved retail and leisure offer. Improved image and perception of Cannock Chase. Greater contribution to the local economy - more jobs and income generation.</p>				

Action + Progress Update	Outcomes	Q1 Rating	Q2 Rating	Q3 Rating	
<p>Business Rates Town Centre Discount Scheme</p> <p>Ongoing. Two schemes have already been supported and an appeal on a previous refusal is expected during Q3. The two supported schemes, an estate agency and an alternative and complimentary medicines and therapy centre, have created 9 jobs at a cost of approx £14,400.</p>	Businesses safeguarded / start ups				

				
Project completed	Project on target	Project scope/target date requires attention. Alterations considered by leadership team.	Project requires amendment. Alterations considered by Cabinet.	Project aborted/ closed



Better health outcomes - Increasing access to physically active and healthy lifestyles

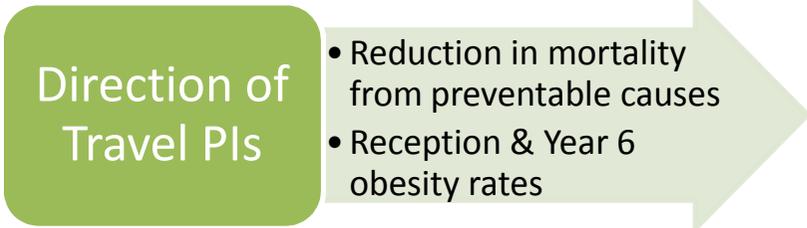
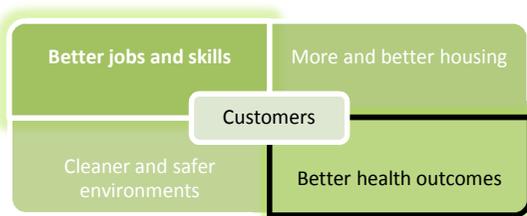
Direction of Travel Pls		
		Annual Target
Participation in Physical Activity		The Cannock Chase outturn for 2013-4 was 32.3%

Strategic Objective				
Increasing access to physically active and healthy lifestyles				
Action + Progress Update	Outcomes	Q1	Q2	Q3
<p>To develop and provide a new community AGP, 7v7 grass pitch and changing pavilion at Bradbury Lane, Hednesford</p> <p>Quarter 1 – To complete the purchase of the site</p> <p>During Quarter 1 the following actions were completed:</p> <ul style="list-style-type: none"> ➤ Report to Cabinet for permission to spend on construction of AGP (25th April 2015) ➤ Purchase of site completed (5th June 2015) ➤ Agreement with Football Foundation to appoint AGP Contractor through Framework agreement and appointment of QS and Project Management services for AGP. (9th June 2015) ➤ Geotechnical Surveys undertaken (15th June 2015) ➤ Asbestos Survey and Utility Searches undertaken to building prior to demolition (17th June 2015) <p>Quarter 2 – To issue, evaluate tenders and appoint contractors</p> <p>During Quarter 2 the following actions were completed:</p> <ul style="list-style-type: none"> ➤ Contractor appointed to demolish building and demolition commenced (13th July 2015) ➤ Asbestos discovered in cellars of former building on site (previously demolished) and work ceased and site secured and patrolled daily (17th July 2015) ➤ Tender and Legal documentation for AGP agreed with Sport England. (27th July 2015) ➤ Remedial works undertaken to remove asbestos and costs met from 	<p>To provide new sport and recreation facilities in the local community</p>			

<p>contingency budget (August/September 2015)</p> <ul style="list-style-type: none"> ➤ Agreement reached with Sport England to extend deadline date for completion of project to December 2016. (August 2015) ➤ Land registered and signing of all relevant legal documentation with Sport England completed (July/September 2015) ➤ Tenders issued for AGP and the provision of Professional Services to support Pavilion build (September 2015) <p>Quarter 3 – To agree contract conditions with Sport England, commence construction on site and finalise arrangements for future management of the facility</p> <p>During Quarter 3 the following actions were completed:</p> <ul style="list-style-type: none"> ➤ Evaluation of tenders and appointment of AGP Contractor and Professional Services support confirmed (December 2015) ➤ Sport England contract conditions agreed ahead of schedule in Q2 ➤ Arrangements for future management options considered. <p>Construction on site was not started during Q3 as originally planned due to agreement with Sport England in Q2 to extend the deadline for completion of the project to December 2016. This extension enabled the asbestos to be removed and for the start date to be deferred to allow both contractors to be appointed (AGP and Changing Pavilion). This will also allow for works to start by Quarter 2 of 2016-17 with increased chances of better weather conditions and provide additional time to finalise future management arrangements in 2016-17. This should not impact upon the overall delivery of the project in line with the revised timescales agreed with Sport England.</p>					
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Action + Progress Update	Outcomes	Q1	Q2	Q3	
<p>To develop and provide a new community multi sport and recreation hub facility at the former stadium site</p> <p>Quarter 1 – To complete the mini toddler and junior play areas.</p> <ul style="list-style-type: none"> ➤ The mini toddler and junior play areas were completed and formally opened on 23rd June 2015 <p>Quarter 2 – To issue tenders and specification for Multi-Use Games Area (MUGA)</p> <p>During Q2 the following actions were completed:</p> <ul style="list-style-type: none"> ➤ Tender and Specification documents drafted (10th September 2015) ➤ Tender and Specification documents issued (17th September 2015) with a closing date in October. <p>Quarter 3 – To evaluate tenders, appoint contractor and commence construction of Multi-Use Games area.</p> <p>To determine specification for other Phase 1 elements of the project</p> <p>During Quarter 3 the following actions were completed:</p> <ul style="list-style-type: none"> ➤ Tender submissions evaluated and contractor appointed (November 2015) ➤ Consultation with local schools undertaken in December 2015 ➤ Tender and Specification Brief issued for Professional Services issued in September 2015 ➤ Tender submissions evaluated and contract awarded 15th December 2015) <p>Construction on site was delayed due to evaluating the results of the consultation and although construction is now scheduled to take place in Quarter 4, it is still on track for completion by the end of March 2016.</p>	<p>To provide new and improved sport and recreation facilities in the local community</p>				

Action + Progress Update	Outcomes	Q1	Q2	Q3	
<p>To continue with the re-development of Hednesford Park</p> <p>Quarter 1 – To commence initial works on war memorial and to complete hard-works and car park</p> <ul style="list-style-type: none"> ➤ Works on the war memorial started ahead of schedule in March 2015 and works on the hard-works (pathways and car park) were completed during Quarter 1 as planned. <p>Quarter 2 – To evaluate tenders for pavilion development and to commence works on play areas and skate park</p> <ul style="list-style-type: none"> ➤ Tendere for the pavilion work have been evaluated during Quarter 2 with works starting ahead of schedule on 7th September 2015 ➤ Work has also commenced on the new play areas during Quarter 2 and is on track for completion in Quarter 3. <p>Quarter 3 – To commence construction of the pavilion and complete works on the play areas and skate park.</p> <p>During Quarter 3 the following actions were completed:</p> <ul style="list-style-type: none"> ➤ Play areas completed and opened on 2nd December 2015 ➤ War memorial works completed (other than fencing) in time for Remembrance Service ➤ Operator appointed to manage café offer when new pavilion completed ➤ Works on the skate park have been delayed due to the consultation on the final design. 	To provide new and improved sport and recreation facilities in the local community				



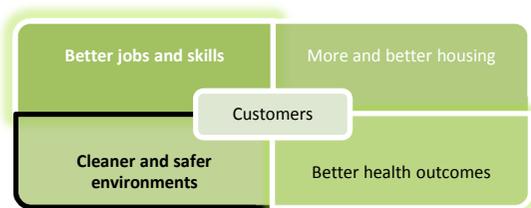
Better health outcomes - Working with our partners to reduce health inequalities in the District

Direction of Travel PIs		
		Annual Target
Reduction in mortality from preventable causes	Age-standardised rate of mortality from causes considered preventable per 100,000 population	2012-4 rate = 195 per 100,000
Reception and Year 6 Obesity rates		Reception rate in 2013/4 = 24.5% Year 6 rate in 2013/4 = 34.6%

Strategic Objective					
Working with our partners to reduce health inequalities in the District					
Action + Progress Update	Outcomes	Q1	Q2	Q3	
<p>To develop and implement Active after Cancer / Active Living Referral Scheme in partnerships with WLCT and NHS</p> <p>Quarter 1 – To launch Active Living Referral Scheme</p> <p>The Activity Referral Scheme/MacMillan After Cancer Scheme was launched in May 2015 following a soft launch in February with a joint target of 700 referrals.</p> <p>To date over 550 referrals have been achieved.</p>	<p>To support the recovery of individuals from ill health and to improve their health and well being</p>				
<p>To deliver Chase Fit , Doorstep Active and Grow Up Great programmes</p> <p>Deliver Chase Fit programme.</p> <p>The scheme was launched in May following the appointment of the Chase Fit coordinator to manage and run the walking scheme and the completion of the relevant Walk Leader Cascade training.</p> <p>There are currently 29 fully trained volunteers and a further 10 within organization helping deliver 8 weekly walks across the district.</p> <p>During Quarter 3 908 participants attended the Chase Fit Programme</p>	<p>Delivery of a mixture of targeted and general activities aimed at increasing the levels of physical activity of participants – improvements to health and wellbeing</p>				

Action + Progress Update	Outcomes	Q1	Q2	Q3	
<p>To promote concessionary membership scheme to areas of inactivity/deprived wards etc</p> <p>Target 8% increase Total to Date +5.8%</p> <p>The target of 8% is an annual target & WLCT have made progress towards this with current achievement standing at 5.8%</p>	<p>Making services more accessible to those on low incomes and those aged over 65</p>				
<p>WLCT to explore local commissioning opportunities that specifically target childhood obesity.</p> <p>Following further feedback from SSOTP Trust this service is continuing to be delivered in house by the Trust at this time. We have expressed our interest in exploring any future opportunities to work with SSOTP in similar areas of work.</p> <p>To date WLCT are currently operating the Chase Fit, Doorstep Action and Grow Up Great initiatives which all contribute to this objective.</p>	<p>To secure commissions to deliver a number of activities targeted at tackling/reducing childhood obesity</p>				

Project completed	Project on target	Project scope/target date requires attention. Alterations considered by leadership team.	Project requires amendment. Alterations considered by Cabinet.	Project aborted/closed



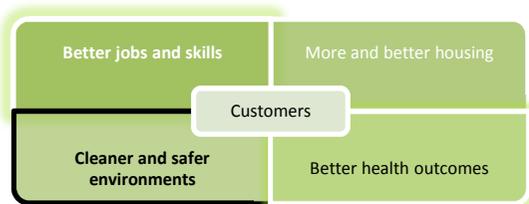
Cleaner and safer environments: Working with partners to foster safer and stronger communities

Direction of Travel PIs		
		Annual Target
Satisfaction with local area	<p>In general residents perceive Cannock Chase to be a safe place. 99% feel very or fairly safe outside in their local area during the day, and 88% after dark. In Cannock Chase fear of crime is considerably higher than the actual risk.</p> <p>Over the 21 months to September 2015, 2,907 residents of Cannock Chase were asked via Citizen Contact Records (CCRs) to identify issues to be dealt with in their local area. The majority (66%) raised 'no issues'. Where issues were identified they were 'anti-social behaviour' (17%), 'community issues' (8%) and 'other crime' (7%). Less than a fifth (19%) of respondents agreed that local services were successfully dealing with these problems.</p>	
Total recorded crime	<p>01/04/2014 – 17/01/2015 = 4256</p> <p>01/04/15 – 17/01/2016 = 4419</p> <p>= 3.8% increase</p>	

Strategic Objective				
Working with partners to foster safer and stronger communities				
Action +Progress Update	Outcomes	Q1 Rating	Q2 Rating	Q3 Rating
<p>Produce and then facilitate the ongoing development of the Partnership Community Safety Delivery Plan.</p> <p>A half year progress report was submitted to the Office of the Police Crime Commissioner and was presented to the Local Strategic Partnership on Monday 9th November 2015.</p> <p>The report provides evaluations on the below:</p> <ul style="list-style-type: none"> - Community Safety Hub - Part time Hate Crime Officer - Family Intervention Programme Worker - Wakelake Project - Strategic Assessment <p>As part of the report / Community Safety Delivery Plan, Board Members agreed to fund the remainder of Locality Deal Funding to:</p> <ul style="list-style-type: none"> - Langan's Tea Rooms – for training of staff - Multi Agency Centres (MACs) - setting up of Multi Agency Centres (MACs) in 4 schools within the District. The MACs provide a safe place for pupils to go to at times of need and have someone to talk to, it provides a place where services can be delivered and a place where information, advice and guidance (signposting) can be provided, it is not part of the discipline process. This is a model with a history of success, in Stoke and in Staffordshire Moorlands (called room 21) and in Tamworth. - The aim and objective of the MACs is to provide a good quality advice, support and information to young people from a range of different 	<p>An Approved Partnership Community Safety Plan allows access to PCC funding for local projects and initiatives and is regularly updated to reflect local needs. Results in improved community safety.</p>	▶	▶	▶

<p>agencies, providing an integrated young peoples support package as part of a whole school and community approach. Each locality and school will be different, but there will be certain themes identified among the young people. From the engagement carried out in Tamworth when setting up the MACs, the following themes were identified:</p> <ul style="list-style-type: none"> - Emotional health / emotional changes – anger management, self-harm, suicide, depression, eating disorders and low aspirations - Social media – sexting, malicious gossip and gaming - Sexual Health – choices, sexuality - Physical health and wellbeing - Smoking –including marijuana, feeling addicted - Alcohol – drinking and risky behaviour - Teenage pregnancy - Personal Safety – bullying - Economic changes at home – disharmony - Education of parents –neglect <p>This initiative will be overseen and monitored by Debbie Nash – Staffordshire County Council and Karla Vowles – Cannock Chase Council.</p>					
<p>Lead and roll-out the “Let’s Work Together” project across the District. This project will provide service managers and home visitors with the tools, training and skills they need to provide the ‘eyes and ears’ for partner organisations, and offer a wider range of support and signposting to local people to help them live healthy, safe and independent lives.</p> <p>Due to the success of the Let’s Work Together training events that took place in February and March 2015 and the launch event that took place in June 2015, the Chase Community Partnership will be rolling out further training events in April, July and possibly October 2016 to front line staff within the Council and Partner agency staff.</p>	<p>Training delivered to front line staff and managers of Council and other partners services resulting in:</p> <ul style="list-style-type: none"> • Reduced risks for Individuals/families, allowing them to lead safe, healthy, and independent lives. • Practitioners knowing how to get the right services and support in place. • Organisations getting improved value for money 				

				
Project completed	Project on target	Project scope/target date requires attention. Alterations considered by leadership team.	Project requires amendment. Alterations considered by Cabinet.	Project aborted/closed



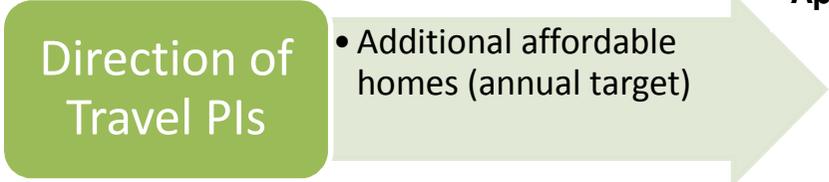
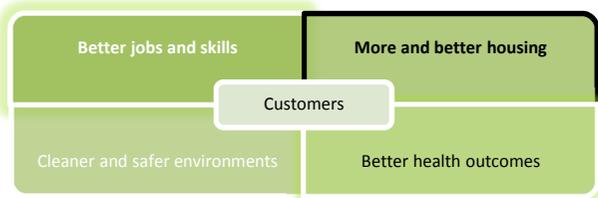
Cleaner and safer environments: Striving for cleaner, greener and attractive public environments across the District

Direction of Travel PIs				
	Quarter 1	Quarter 2	Quarter 3	Annual Target
Percentage of household waste recycled	▶ 57.61%	▶ 54.22%	▶ 47.80%	
Residual household waste collected	▶ 4,718 Tonnes	▶ 4,656 Tonnes	▶ 4,803 Tonnes	

Strategic Objective					
Striving for cleaner, greener and attractive public environments across the District					
Action +Progress Update	Outcomes	Q1 Rating	Q2 Rating	Q3 Rating	
Procure a single contract for the delivery of all Waste Collection Services which;- <ul style="list-style-type: none"> • Meets current service standards • Ensures a minimum 50% rate of recycling • Is within existing budgetary provision 	<ul style="list-style-type: none"> • Provide a cost effective waste collection service. • Encourage recycling of household waste. 				
Deliver the Bus Shelter Replacement and Refurbishment Programme	<ul style="list-style-type: none"> • Improve the appearance of the “gateways” into the District • Ensure the safety of residents • Reduce crime and vandalism 				
To progress the provision of additional burial space in the south of the District Quarter 1 – To specify, issue tenders and appoint a contractor to undertake due diligence tests on preferred site before purchase. The location of the preferred new cemetery site is on the former “Bleak House” site in Norton canes and during the first quarter of 2015-16 a number of due diligence tests including a phosphates study, gas monitoring and mining risk assessment have been started as planned.	Site secured to ensure future burial spaces for residents of the District				

<p>Quarter 2 – To complete due diligence tests</p> <p>All due diligence checks have been completed and the results analysed and reviewed by Environmental Health. The purchase of the site is on track to be completed in Quarter 3.</p> <p>Quarter 3 – To review capital and revenue costs for proposed new cemetery and seek approval to purchase.</p> <p>The site has been purchased as planned during Quarter 3 (October 2015) and more detailed work has been undertaken to determine the full capital and revenue costs arising from the development of this site before reporting to back to Members.</p>					
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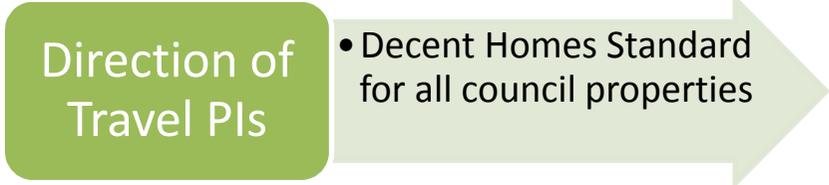
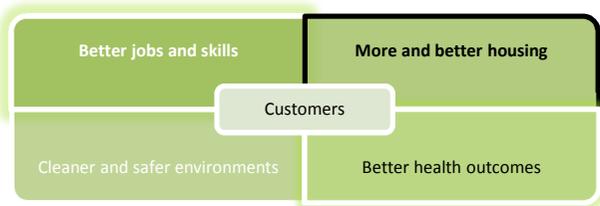
				
<p>Project completed</p>	<p>Project on target</p>	<p>Project scope/target date requires attention. Alterations considered by leadership team.</p>	<p>Project requires amendment. Alterations considered by Cabinet.</p>	<p>Project aborted/closed</p>



More and better housing: Increasing the supply of affordable housing

Direction of Travel PIs					
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Annual Target
Additional affordable housing	0	0	10		26 units

Strategic Objective					
Increasing the supply of affordable housing					
Action + Progress Update	Outcomes	Rating			
<p>Progress the redevelopment of the Reema flats on the Moss Road Estate, Chadsmoor</p> <p>Q3 – scheme on programme, 10 dwellings completed and let at quarter end.</p>	<ul style="list-style-type: none"> • Meet the need for additional affordable housing • Increase the Council's housing stock • Complete the implementation of the Moss Road Estate Regeneration Strategy. • Enhance the appearance of the Moss Road Estate • Provide local employment and training opportunities 				
<p>Commence the construction of the Green Lane Housing Scheme, Rugeley</p> <p>Q3 – scheme on programme, flats are scheduled to completed in Q4.</p>	<ul style="list-style-type: none"> • Meet the need for additional affordable housing • Increase the Council's housing stock • Enhance the appearance of the Green Lane area 				
<p>Procure a Development Partner for the redevelopment of former garage sites and other areas of Council owned land</p> <p>Q3 – Tender currently out to procure development partner. Submission due end of January. Complete procurement / contractual appointment of development partner would slip into 2016/17.</p>	<ul style="list-style-type: none"> • Meet the need for additional affordable housing • Increase the council's housing stock • Enhance the appearance of the Council's housing estates 				



More and better housing: Improving the Council’s social housing stock and raising standards in the private rented sector

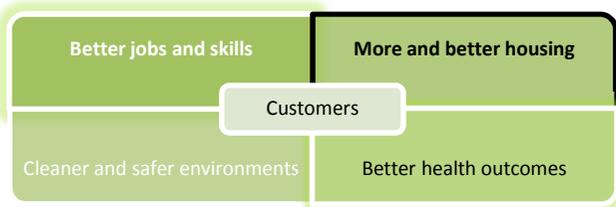
		Annual Target
Decent Homes Standard for all Council properties		100%

Strategic Objective

Improving the Council's social housing stock and raising standards in the private rented sector

Action + Progress Update	Outcomes	Rating																								
<p>Implement a range of improvements works as provided for in the 2015-16 HRA Capital Programme</p> <table border="1" data-bbox="188 459 1254 893"> <thead> <tr> <th></th> <th>Q3 Cumulative</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>No of dwellings having gas heating replaced</td> <td>225</td> <td>305</td> </tr> <tr> <td>No of properties benefitting from external envelope work</td> <td>873</td> <td>950</td> </tr> <tr> <td>Number of properties benefitting from electrical upgrading works</td> <td>550</td> <td>610</td> </tr> <tr> <td>No of dwellings benefitting from kitchen replacement</td> <td>52</td> <td>70</td> </tr> <tr> <td>Number of dwellings benefitting from bathroom upgrade</td> <td>269</td> <td>340</td> </tr> <tr> <td>Number of properties benefitting from double glazing works</td> <td>958</td> <td>1130</td> </tr> </tbody> </table>		Q3 Cumulative	Target	No of dwellings having gas heating replaced	225	305	No of properties benefitting from external envelope work	873	950	Number of properties benefitting from electrical upgrading works	550	610	No of dwellings benefitting from kitchen replacement	52	70	Number of dwellings benefitting from bathroom upgrade	269	340	Number of properties benefitting from double glazing works	958	1130	<ul style="list-style-type: none"> • Meet the needs and aspirations of the Council's tenants. • Maintain the Council's housing stock to the Decent Homes standard. • Reduce the need for responsive repairs • Improve the energy efficiency of the Council's housing stock • Enhance the appearance of the Council's housing estates. 	▶	▶	▶	
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<p>House in Multiple Occupation (HMO) Inspection Programme. Year 1 of a 3 year project. Identification and inspection of HMOs within the District to ensure compliance with the newly adopted standards. New and existing HMOs will be inspected in accordance with an assessment of the risk they pose to actual/prospective tenants. They will be examined against current standards to ascertain compliance and where they are not met appropriate action will be taken. It is envisaged that each year approximately one third of HMOs in the District will be addressed such that each HMO is inspected on average once every three years.</p> <p>14 properties have been inspected to date of a potential 45.</p> <p>Two landlords served with Prohibition Notices.</p>	<p>All HMOs will be compliant with the required standards.</p>	▶	▶	▶																						

Action + Progress Update	Outcomes	Rating			
<p>Redress Scheme (Managing and Lettings Agencies) Initiative. New requirement for all property management and lettings agencies to belong to an approved redress scheme. This is a 1 year project to secure compliance with this new requirement, by checking that Agencies are members of a redress scheme and taking action against those who are not. All known Agencies will be contacted by the end of December 2015 to establish their awareness of the Redress Scheme and where not already a member of an approved redress scheme will be given a limited period to register with a suitable ombudsman. Any new Agencies will be approached as and when they become known. Where an Agency fails to comply appropriate enforcement action will be taken.</p> <p>Not all known Agencies were contacted by the end of December due to unexpected higher than expected demands arising from enforcement activity in connection with HMOs. The outstanding ones have been contacted in January 2016.</p>	<p>All tenants and landlords who are unhappy with the service received from a Managing and Letting Agency will have access to a formal redress scheme. This will drive up the quality of service provided in the privately rented housing sector.</p>				
<p>Park Homes Inspection Programme. This is a 1 year project to ensure that all park homes sites comply with the new standards now in force. All Park Homes will be inspected by the end of the financial year and where the appropriate standards are not met appropriate enforcement action will be taken.</p> <p>Park Homes Fee Policy scheduled for Cabinet consideration in February visits to be conducted thereafter</p>	<p>Improved housing conditions for occupants of park homes within the District.</p>				



Direction of Travel PIs

- Number of dwellings
- Housing Need

More and better housing: Planning for the housing needs of the District

Direction of Travel PIs					
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Annual Target
Number of affordable dwellings secured through S106 agreements	63	34	12		150
Housing Need					TBC

Strategic Objective					
Planning for the housing needs of the District					
Action + Progress Update	Outcomes	Rating			
Secure 150 affordable dwellings through the completion of section 106 Agreements.	Meet the need for additional affordable housing.				
<p>Work with other authorities in the Local Housing Market area to ensure that we have an up to date Strategic Housing Land Availability Assessment (SHLAA).</p> <p>The SHLAA for 2015 has been published (Oct 15) and demonstrates sufficient land to meet the housing needs of the area. There is a shared methodology across the local HMA (Cannock, Lichfield and Tamworth). Regular monitoring will take place to support the production of the next SHLAA update in Autumn 2016.</p>	Sufficient land available to meet the housing needs of the area.				
Ensure that the Council can demonstrate that it has a 5 year supply of housing land to underpin the construction of new housing stock across the District.	Sufficient land available to meet the housing needs of the area.				
<p>Development with Staffordshire County Council under a joint venture partnership arrangement of the Wharf Road / Pear Tree site, Rugeley.</p> <p>Discussions proceeding with Staffordshire County Council and potential developers to determine site viability.</p>	Open market and affordable dwellings to meet housing needs in Rugeley.				
<p>Redevelopment of the former Aelfgar School site, Rugeley</p> <p>At the end of Q3, the procurement of a development partner was on-schedule. However factors occurring in Q4 will mean the project requires amendment.</p>	Meeting housing needs in Rugeley through provision of extra care scheme and open market/affordable housing scheme.				