

Report of:	Head of Governance and Corporate Services
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Portfolio Leader	Corporate Improvement
Key Decision:	No
Report Track:	Cabinet: 16/11/17

CABINET
16 NOVEMBER 2017
QUARTER 2 PERFORMANCE REPORT 2017/18

1 Purpose of Report

- 1.1 To advise Members on the position at the end of Quarter 2 for 2017/18, in respect of the Priority Outcomes as set out in the Corporate Plan 2015-18 and the supporting Priority Delivery Plans (PDPs) for 2017/18.

2 Recommendations

- 2.1 To note the performance information relating to PDPs as detailed at Appendices 1-4.
- 2.2 To consider the actions which have been flagged as requiring amendment to the timescale, scope or timeline.

3 Key Issues and Reasons for Recommendation

- 3.1 Information for performance actions and indicators for Quarter 2 2017/18 is included for relevant items in Appendices 1 to 4. The overall rankings for each Portfolio area are detailed in Section 5 below, indicating that 85.1% of actions/projects have been achieved or are on target to be achieved.

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 include "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.
- 5.4 The Lead Officers for each of the projects/actions have provided a commentary on performance and a rating and these are included in Appendices 1-4. A summary of progress, by rating, is given in the table at 5.6. The projects/actions are rated according to the system illustrated below. At the end of Quarter 2 good progress has been made in the delivery of projects/actions with 85.1% delivered or on target to be achieved. Work is in progress on 14.9% of actions, albeit they are behind schedule.
- 5.5 The Lead Officers have also provided data for the Direction of Travel Indicators. Some of these indicators are traditional performance indicators, in which case an assessment has been made as to whether the target has been achieved. The other indicators are "measures" and the intention is to use these to assess the Council's direction of travel over the medium to long term. All of the Direction of Travel Indicators are reported for each of the Corporate Priorities at the front of each of the appendices 1-4.

5.6

	PROJECTS/ACTIONS				
					No Rating
	Project completed	Project on target	Project Timeline/scope/ target date requires attention.	Project aborted/ closed	No rating provided/ action not due
Customers and Corporate	1 14.3%	4 57.1%	2 28.6%	0 0%	0 0%
Economic Development and Town Centres	1 5.6%	12 66.7%	5 27.7%	0 0%	0 0%
Health, Culture and Environment	2 14.3%	12 85.7%	0 0%	0 0%	0 0%
Housing, Crime and Partnerships	0 0%	8 100%	0 0%	0 0%	0 0%
TOTAL	4 8.5%	36 76.6%	7 14.9%	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 budget process for additional resources in future years.

6.2 Legal

None.

6.3 Human Resources

None.

6.4 **Section 17 (Crime Prevention)**

Direct actions which the Council is taking with regard to Section 17 (Crime Prevention) are detailed in the annexed PDP performance reports.

6.5 **Human Rights Act**

None.

6.6 **Data Protection**

None.

6.7 **Risk Management**

The strategic risks relating to the delivery of the Corporate Plan and PDPs have been identified and are included in the Strategic Risk Register, which is monitored and managed by Leadership Team and is reported to the Audit & Governance Committee.

6.8 **Equality & Diversity**

The Performance Reporting process by which the actions and indicators established by the Council to achieve its Priority Outcomes has been the subject of an Equality Impact Assessment, and in conclusion most considerations within the assessment are not applicable. However those items that have been identified as relevant are considered to be of neutral impact, and therefore the outcome of the assessment is that no change to the process is required.

6.9 **Best Value**

The Council's Corporate Plan 2015-2018 and the Priority Delivery Plans 2015/16 include targeted actions which will contribute to promoting community engagement and Best Value within the District.

7 Appendices to the Report

Appendix 1	Performance information for the Customer and Corporate Improvement Delivery Plan
Appendix 2	Performance information for the Economic Development and Town Centres Delivery Plan
Appendix 3	Performance information for the Health and Culture and Environment Delivery Plan
Appendix 4	Performance information for the Housing, Crime and Partnerships Delivery Plan

Previous Consideration

None.

Background Papers

Corporate Plan 2015/18 Report to Cabinet, 23rd June 2015

Priority Delivery Plans 2017/18 Report to Cabinet, 13th April 2017

Performance Reporting Process Equality Impact Assessment, July 2012

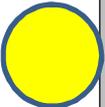
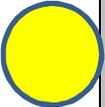
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Appendix 1

Customers & Corporate Priority Delivery Plan 2017-18

	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Target- Achieved/ Trend
Customers: Delivering Council services that are customer centred and accessible					
Customer contact data	Total: 24,745 Ans: 23,471 94.9%	Total: 24,470 Ans: 23,247 95.0%			93% calls answered
Use of Online Forms	App/Online: 485	App/Online: 496			410
E – Payments Transactions – Payments made via the Council's website 2016/17 – 21,816 Value £2,319,060	Target – 5,000 Actual – 6,140 Value - £674,658	Target – 5,000 Actual – 6,197 Value - £654,168			20,000 (5,000 per quarter)
Payments made via the Council's automated telephone payment system 2016/17 – 21,759 Value £2,391,064	Target – 5,000 Actual – 6,466 Value - £715,664	Target – 5,000 Actual – 5,955 Value - £445,086			20,000 (5,000 per quarter)

Strategic Objective					
Delivering Council services that are customer centred and accessible					
Action & Progress Update	Outcomes	Q1 Rating	Q2 Rating	Q3 Rating	Q4 Rating
<p>Develop and implement a Customer Access Strategy</p> <p>Work on the Customer Access Strategy has not yet started due to the work that is in progress on the procurement of a new telephony system and planning for a replacement CRM system. Both of these procurements are closely associated with the Customer Access Strategy. Drafting of the Strategy is now planned for Quarter 4.</p>	<p>Customers have clarity as to the standards of service that they can expect to receive</p> <p>Increase the ways customers can interact with the Council via digital means</p>				

Strategic Objective					
Making the best use of limited resources					
Action & Progress Update	Outcomes	Q1 Rating	Q2 Rating	Q3 Rating	Q4 Rating
<p>Development and delivery of an action plan to take forward the recommendations from the Peer Review</p> <p>An action plan is in place for delivery of the Peer Review recommendations and is being monitored by Leadership Team. Work is progressing on looking at the future of the Council and the development of a new Corporate Plan; this work underpins other aspects of the recommendations.</p>	<p>Improve the resilience and efficiency of the Council</p>				
<p>Prepare outline business cases for sharing the following services:</p> <ul style="list-style-type: none"> • Development Control, Planning Policy and Land Charges; • Environmental Health; and • Information Governance <p>A report on the outcome of the business cases for further shared services is due to be considered by Cabinet in November 2017.</p>	<p>FRP option</p>				

Action & Progress Update	Outcomes	Q1 Rating	Q2 Rating	Q3 Rating	Q4 Rating
<p>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</p> <p>Savings proposals are being developed by the Stafford led shared services.</p>	FRP option				
<p>Review of call handling operation between the Contact Centre and the Social Alarm Service</p> <p>The move of the Social Alarms team has been delayed and is now due to take place in January 2018. The review of call handling is now likely to commence in 2018-19.</p>	FRP option	Not Due until Qtr4			
<p>Reduce the opening days/hours for the Revenues & Benefits reception and enquiry service for 2017/18 as follows:</p> <ul style="list-style-type: none"> • Rugeley Area Office – to 2 days per week; and • Hednesford Library – to 1 day per week. <p>Opening hours were changed from 3 April 2017 as planned.</p>	FRP option.				

Strategic Objective					
Improving skills and accessibility to local employment opportunities					
Action & Progress Update	Outcomes	Q1 Rating	Q2 Rating	Q3 Rating	Q4 Rating
<p>A strategy is to be developed regarding the Apprenticeship Levy</p> <p>The strategy was presented to Leadership Team on 15th August 2017 and approved.</p>					

Summary of Progress in Delivering Projects/Actions:

				Not rated
Project completed	Project on target	Project Timeline/scope/target date requires attention. Alterations considered by leadership team	Project aborted/ closed	Action not rated
1 14.3%	4 57.1%	2 28.6%	0 0%	0 0%

Appendix 2

Economic Development and Town Centres Priority Delivery Plan 2017-18

	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Target Achieved/ Trend
Better jobs and skills - Supporting a successful business economy					
Private Sector Workforce Growth	No data available	No data available			
UK Business Counts (2015)	3,280 (2016 data)	3,400 (2017 data)			
Better jobs and skills - Improving skills and accessibility to local employment opportunities					
Employment/ unemployment rates	0.7% (460 JSA claims) 79.5% employment rate	0.7% (454 JSA claims) 79.5% employment rate			
Qualifications (Jan 2015 – Dec 2015)	47.2% NVQ Level 3+ (Jan –Dec 2016)	47.2% NVQ Level 3+ (Jan-Dec 2016)			
Better jobs and skills – Growing the number of successful businesses					
Business start ups and growth	No data available	No data available			
UK Business Counts (2015)	3,280 (2016 data)	3,400 (2017 data)			

	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Target Achieved/ Trend
Better jobs and skills - Supporting attractive and competitive town centres					
Town vacancy rates	5.8% across three town centres.	5.2% across three town centres			
Visitor numbers – footfall	No data available.	No data available			
More and better housing: Planning for the housing needs of the District					
Number of affordable dwellings secured through S106 agreements	Nil	Nil			Target 45

Strategic Objective:					
Supporting a successful business economy					
Action & Progress Update	Outcomes	Q1 Rating	Q2 Rating	Q3 Rating	Q4 Rating
<p>Cannock Chase Local Plan Part 2 Progress work in key areas to underpin production of the Plan, including:-</p> <ul style="list-style-type: none"> • 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. • Production of an updated Strategic Housing Land Availability Assessment (SHLAA) • Decide which sites should be put forward for allocation and for what use. • Draft the proposed policy detail. • Prepare the 'Proposed Submission' Plan <p>Representations received to the Issues and Options were reported to Cabinet in August 2017. Work is also underway to update the SHLAA.</p>	<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>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</p> <p>Cannock Station – SCC, Network Rail and WMR is developing a 'Chase Line Stations Alliance' which, together with the new West Midlands franchise operator, is hoped to bring about substantial improvements to Chase Line stations. The station's Vision seeks to ensure they are instantly recognisable in the areas which they serve and also integrate properly into the community. Stations should act as 'Gateways', with quality infrastructure and more facilities such as shops. The study is in two stages: Stage 1 is to confirm the projects for outline development. It is anticipated that this stage will result in a shortlist of projects for further development. Stage 2 will develop outline a masterplan for each of the prioritised stations from Stage 1. Site inspections of Cannock, Hednesford and Rugeley Town were carried out in June.</p>	<p>Enhance connectivity across the District and outside of the District. Increased numbers of rail passengers.</p>				

Action & Progress Update	Outcomes	Q1 Rating	Q2 Rating	Q3 Rating	Q4 Rating
<p>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.</p> <ul style="list-style-type: none"> • Production of Masterplan/Planning Brief – with the site owners, Engie, and Lichfield DC • Production of Supplementary Planning Document (SPD) (Local Plan Document) • Demolition and clearance of site (Engie) – Contractor to be appointed • First buildings to be demolished (Engie contractor) <p>Cabinet approved the draft Rugeley Power Station SPD for consultation purposes at its June 2017 meeting. The joint consultation with Lichfield District Council ran from 24 July until 3 September 2017. Responses to the representations received are currently being prepared to enable the SPD to be approved by early 2018. Engie are in the process of appointing demolition contractors.</p>	<p>Local economy in Rugeley protected and new uses, employment, housing and community facilities established on site as soon as possible.</p>				

Strategic Objective					
Improving skills and accessibility to local employment opportunities					
Action & Progress Update	Outcomes	Q1 Rating	Q2 Rating	Q3 Rating	Q4 Rating
<p>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.</p> <p>Most large projects currently being progressed are speculative with the end-user to be confirmed. There is also a requirement for employers who are willing to participate. The Mill Green Designer Outlet Scheme will therefore be a major opportunity to respond to the local jobs for local people ambition.</p>	<p>Local jobs for local people.</p>				

Action & Progress Update	Outcomes	Q1 Rating	Q2 Rating	Q3 Rating	Q4 Rating
<p>Setting up a Retail Skills Academy for Mill Green DOV</p> <p>Course unable to attract sufficient learners to start Sept 2017 (Cannock college campus now closed). Reviewing strategy and delivery arrangements with developers.</p>	<p>Upskilling Employment opportunities for local people at the MG DOV and other retail outlets in the area.</p>				

Strategic Objective					
Growing the number of successful businesses					
Action & Progress Update	Outcomes	Q1 Rating	Q2 Rating	Q3 Rating	Q4 Rating
<p>Support the growth and expansion of local companies through the 'Let's Grow' Programme</p> <p>Successful delivery of the previous programme achieved. Additional monies to continue operating the programme secured from the Pye Green Valley monies (£40,000). 2 approvals in Qtr 2. Promotion ongoing.</p>	<p>Small businesses supported to grow and increase employment</p>				
<p>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.</p> <p>Delivery of approved projects currently taking place i.e Business Growth Programme and Enterprise for Success. Currently exploring start up grants programme and approved higher level skills match project.</p>	<p>New businesses formation. Jobs protected/created.</p>				

Strategic Objective					
Supporting attractive and competitive town centres					
Action & Progress Update	Outcomes	Q1 Rating	Q2 Rating	Q3 Rating	Q4 Rating
<p>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.</p> <p>Responses to the AAP Issues & Options consultation are being reviewed and considered in the context of the emerging work on the Cannock Town Centre Prospectus (see below).</p>	<p>Development of Cannock Town Centre to meet future needs. Redevelopment opportunities. More competitive and attractive town centre.</p>				
<p>Produce a Cannock Town Centre Prospectus to generate interest in investment opportunities.</p> <p>Specialist advisers have been appointed to undertake Phase 1 following the receipt of competitive quotations.</p>	<p>Redevelopment opportunities. More competitive and attractive town centre.</p>				
<p>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</p> <p>Section 73 planning application submitted July 2017. Decision Notice to be issued imminently.</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>Deliver the Town Centre Discretionary Business Rates Scheme to facilitate the reoccupation of previously vacant town centre accommodation</p> <p>One application approved in Quarter 2. Currently fitting out unit in Cannock Town Centre.</p>	<p>More competitive and attractive town centre.</p>				

Strategic Objective					
Planning for the housing needs of the District					
Action & Progress Update	Outcomes	Q1 Rating	Q2 Rating	Q3 Rating	Q4 Rating
<p>Development with Staffordshire County Council under a joint venture partnership arrangement of the Wharf Road / Pear Tree site, Rugeley</p> <p>Offer received from potential purchaser currently being considered by Staffordshire County Council.</p>	<p>Open market and affordable dwellings to meet housing needs in Rugeley.</p>				

Strategic Objective					
Making the best use of limited resources					
Action & Progress Update	Outcomes	Q1 Rating	Q2 Rating	Q3 Rating	Q4 Rating
<p>Develop a comprehensive Asset Management Plan which includes all maintenance costs and opportunities for income generation etc.</p> <p>Due to changes in the Senior Management structure, this area of work is now being picked up by the Head of Housing & Partnerships. An interim Building Surveyor has now been appointed and scoping of requirements has begun</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>Pursue additional external funding to support regeneration projects in the District</p> <p>WMCA employment pilot to take place in Cannock North. Currently underway.</p>	<p>Maximise funding available to the Council</p>				
<p>Bring forward detailed business case for an extended shared service for Building Control Services</p> <p>Business case and draft budget has been produced and is currently being assessed to determine whether to proceed.</p>	<p>A well-resourced, expert and competitive local authority building control service to ensure a safe local built environment</p>				

Action & Progress Update	Outcomes	Q1 Rating	Q2 Rating	Q3 Rating	Q4 Rating
Delivery of improvement works to Cannock Indoor Market Hall, Increase trading days at Cannock Market from 3 days to 4 days and increase fees	FRP option				
Start charging for pre-application advice on major planning applications Options for charging currently being reviewed.	FRP option				
Delivery of Civic Centre Car Parking Scheme to create pay & display spaces in support of the Hospital Scheme costs have been validated to ensure an appropriate scheme can be delivered. Currently working on a procurement route with Staffs County Council to secure a contractor to deliver the works against an approved budget of £450,000	Improved public car parking for visitors to Cannock Hospital				

Summary of Progress in Delivering Projects/Actions:

				No Rating
Project completed	Project on target	Project Timeline/scope/target date requires attention. Alterations considered by leadership team	Project aborted/ closed	
1 5.6%	12 66.7%	5 27.7%	0 0%	0 0%

Appendix 3

Health, Culture and Environment Priority Delivery Plan 2017-18

	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Target- Achieved/ Trend
Increasing access to physically active and healthy lifestyles					
Increase concessionary membership scheme to areas of inactivity/deprived wards	Annual Target	Although an annual target, currently this year concessionary memberships have increased by 3.26%			Increase 2016-17 Annual outturn by 1%

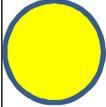
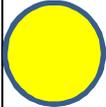
Strategic Objective						
Increasing access to physically active and healthy lifestyles						
Action & Progress Update	Outcomes	Q1 Rating	Q2 Rating	Q3 Rating	Q4 Rating	
<p>To develop and provide a new community multi sport and recreation hub facility at the former stadium site</p> <p>Quarter 1- Contractor to start on site. The Contractor appointed to deliver the remaining elements of Phase 1 (excluding CCTV) commenced on site in May 2017m, although site preparation works were carried out in advance during March/April 2017.</p> <p>Quarter 2- Construction of Phase 1 elements Construction of the Phase 1 elements including footpaths/cycle way, lighting, car parking, BMX Pump Track, Green Gym Equipment and Community Allotments and building are underway and ongoing.</p>	To provide new and improved sport and recreation facilities in the local community					

<p>Achieve a green flag for Hednesford Park</p> <p>Quarter 1- Submit application and undergo inspection. The Green Flag application for Hednesford Park was submitted and a full inspection carried out on 19th May 2017. The result of the inspection will be known during Quarter 2</p> <p>Quarter 2 – Green Flag Decision Hednesford Park achieved Green Flag status in July 2017 taking the Council’s total to 6 Green Flag Awards for the District</p>					
<p>“Inspiring Health Lifestyles” (IHL) Capital Investment proposal to deliver £50,000 additional revenue by 2019/20 at Chase Leisure Centre</p> <p>There are no specific actions identified in Quarter 1 although IHL are working on developing outline proposals for possible capital investment options during Quarter 2. Quarter 2 – Develop Outline Proposals IHL have developed and are working upon a number of potential options for capital investment in order to deliver revenue savings by 2019-20.</p>	FRP option				

Strategic Objective

Working with our partners to reduce health inequalities in the District

Action + Progress Update	Outcomes	Q1 Rating	Q2 Rating	Q3 Rating	Q4 Rating
<p>To promote concessionary membership scheme to areas of inactivity/deprived wards etc</p> <p>During Quarter 1 an apprentice has been appointed to help with the promotions including concessionary memberships and the Wellbeing teams and Leisure Centre staff supported the Armed Forces day and promoted the concessionary scheme.</p> <p>During Quarter 2 A range of targeted activities continue to introduce inactive people and those from the areas of highest deprivation to the leisure centre environment including Chase Active Fridays. Further outreach promotional work was undertaken at Hednesford Summer Festival and discussions commenced for the piloting of the Help A Squaddie initiative at the two leisure centres.</p>	Making services more accessible to those on low incomes and those aged over 65				

Strategic Objective					
Working with our partners to reduce health inequalities in the District					
Action + Progress Update	Outcomes	Q1 Rating	Q2 Rating	Q3 Rating	Q4 Rating
<p>Childrens Art expo working with schools from the most deprived communities to highlight the importance of healthy lifestyles</p> <p>During Quarter 1 the arrangements have been established through the Cultural Education Partnership to work with as many schools and community groups as possible to develop art work, such as WW1 reminiscent postcards, for inclusion in an exhibition that will tour the District. The partnership includes members from both primary and secondary schools from across the District and will continue during 2017-18.</p> <p>Quarter 2 The project is continuing as planned during this period.</p>					
<p>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.</p> <p>During Quarter 1 engagement with stakeholders has commenced and appropriate artists to work with have been identified. Throughout the life of the project the aim is to provide professional craft and arts worker support to upskill participants and sell products produced to increase sustainability.</p> <p>Quarter 2 The project is continuing as planned during this period.</p>					

Strategic Objective					
Working with our partners to reduce health inequalities in the District					
Action + Progress Update	Outcomes	Q1 Rating	Q2 Rating	Q3 Rating	Q4 Rating
<p>"Our Parks" (Sportivate)</p> <p>Quarter 1- Initiative to start in Quarter 1 Free outdoor exercise classes for all levels of fitness with qualified instructors commenced in Hednesford park during the first quarter of 2017-18. During this period 66 individuals have participated recording 346 attendances. The aim is to engage with people who might experience barriers in accessing traditional leisure centre provision</p> <p>Quarter 2 – Initiative ongoing. A container has been installed at Hednesford Park and the programme continues to progress with plans in place to continue the programme during the wetter winter months. During Quarter 2 166 individuals have participated recording 955 attendances.</p>					
<p>"Start Peddling" – Cycle sessions will be provided in Hednesford Park, including inclusive cycling.</p> <p>Quarter 1 During the first quarter of this year 2017-18 the container pod for storing the bikes has been installed in Hednesford Park and the bikes ordered for commencement of the initiative in Quarter 2. The initiative which has previously been held in Cannock Park will offer everyone the opportunity to cycle through a programme of instructor led sessions.</p> <p>Quarter 2 A Saturday afternoon session starting from the pod has been launched with an average weekly attendance of 15 people of varying ages and abilities. The Chase Fit Cycling Network has been created which is linking cycling provision throughout southern Staffordshire to create a stronger infrastructure to support more people to access cycling. The Chase Fit Big Cycling Weekend took place on 30th September – 1st October. This saw a range of partners, IHL, CCDC, SCC, Forestry Commission, SASSOT, Cycling 2000, South Staffs Cycling Scheme and Swinnerton Cycles, come together to provide a weekend full of cycling activities. Three regular rides will be introduced on the back of the work undertaken on the Big Cycling Weekend.</p>	Increased participation. 251 participants and 273 attendances.				

Strategic Objective					
Working with our partners to reduce health inequalities in the District					
Action + Progress Update	Outcomes	Q1 Rating	Q2 Rating	Q3 Rating	Q4 Rating
<p>Festival of Sport and Culture (Link to healthy lifestyle message) to be run at Rugeley Leisure Centre – aimed at local primary schools.</p> <p>Quarter 1 – Hold Festival of Sport The annual Festival of Sport and Culture was held at Rugeley Leisure Centre on 30th June 2017. 457 participants attended from 16 local primary schools</p>					
<p>Tesco Gardening Project</p> <p>Quarter 1 Following a successful award of £12,000 from the Tesco’s Bags of Help campaign, Inspiring healthy lifestyles and Cannock Chase District Council are well underway with the project to transform the land at St Luke’s Church into a sensory garden that reflects the local outstanding natural. of Cannock Chase in an urban setting.</p> <p>The area, which has been a hub for anti-social behaviour has been transformed with new paths and raised beds and later this year Community Groups will commence planting.</p> <p>Quarter 2 The gates to the garden are now always open and a volunteer day was held during this period. The Church and its users have reported a significant reduction in anti-social behaviour on the premises since the introduction of the garden and the contractor has donated 200 sensory plants to be planted during Quarter 3.</p>					

	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Target- Achieved/ Trend
Cleaner and safer environments: Striving for cleaner, greener and attractive public environments across the District					
Percentage of household waste recycled	47.50% Confirmed - Waste Dataflow Figure	52.08% NB: Figure based on estimated SCC residual and Material Recycling Facility output tonnages			50%
Residual household waste collected	5,666.55 Tonnes Confirmed - SCC residual tonnage	4,887.50 Tonnes NB: Figure based on estimated SCC residual tonnages			<20,000 Tonnes
Number of fly tipping incidents	123	121			No target - this is a measure only

Strategic Objective						
Striving for cleaner, greener and attractive public environments across the District						
Action & Progress Update	Outcomes	Q1 Rating	Q2 Rating	Q3 Rating	Q4 Rating	
<p>Explore delivery options for a new cemetery site There are no actions due in the first quarter of this year. The action to determine core operational requirements for the proposed new cemetery has been specifically included in the work programme for the Health Culture and Environment Scrutiny Committee during 2017-18 and their meeting to be held in November 2017.</p> <p>Quarter 2 Core requirements have been drafted for the new cemetery and are on track for the Health Culture and Environment Scrutiny Committee during 2017-18 and their meeting to be held in November 2017.</p>						

Action & Progress Update	Outcomes	Q1 Rating	Q2 Rating	Q3 Rating	Q4 Rating
<p>Declare Air Quality Management Area (AQMA) no. 3 Five Ways Island, Heath Hayes.</p> <p>Quarter 1 – AQMA to be declared and operational</p> <p>Quarter 2 - There are no specific actions identified in Quarter 1</p>					

Strategic Objective					
Making the best use of limited resources					
Action & Progress Update	Outcomes	Q1 Rating	Q2 Rating	Q3 Rating	Q4 Rating
<p>To relocate the CAB in to the Council offices so that their direct costs can be reduced to deliver savings.</p> <p>CAB has agreed to be located on the ground floor of the Civic Centre. Detailed discussions in progress re: timetable and moving issues</p>	FRP option				
<p>Deliver the staffed parks service in-house</p> <p>There are no actions due in the first quarter of this year. The action to review operational proposals for the parks service has been specifically included in the work programme for the Health Culture and Environment Scrutiny Committee during 2017-18 and their meeting to be held in November 2017.</p> <p>Quarter 2 Core operational proposals and current options are being reviewed.</p>	FRP option				

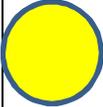
Summary of Progress in Delivering Projects/Actions:

				No Rating
Project completed	Project on target	Project Timeline/scope/target date requires attention. Alterations considered by leadership team	Project aborted/ closed	
<p>2</p> <p>14.3%</p>	<p>12</p> <p>85.7%</p>	<p>0</p> <p>0%</p>	<p>0</p> <p>0%</p>	<p>0</p> <p>0%</p>

Housing, Crime and Partnerships Priority Delivery Plan 2017-18

	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Annual Total	Annual Target	Target Achieved / Trend
More and better housing: Increasing the supply of affordable housing							
Additional affordable housing	76	33				160	
More and better housing: Planning for the housing needs of the District							
Number of affordable dwellings secured through S106 agreements	0	0				45	

Strategic Objective					
Increasing the supply of affordable housing					
Action & Progress Update	Outcomes	Q1 Rating	Q2 Rating	Q3 Rating	Q4 Rating
<p>Progress the redevelopment of the Reema flats on the Moss Road Estate, Chadsmoor</p> <p>Scheme has progressed well and is currently ahead of programme. During Q2 there were 10 completions, with only a further 4 properties left to complete from the total of 65 properties for affordable rent by the Council.</p> <p>The full scheme is still expected to complete at the end of Q4, with works to the small Play Area and Public Open Space, and environmental improvements to existing flats to be finished once all the properties are handed over (expected Q3).</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>Progress the redevelopment of 25 properties on former garage sites and other areas of Council owned land.</p> <p>Scheme is currently on programme, with four sites started on site.</p> <p>At the end of 2016/17 Cabinet gave approval for the scheme to be extended to 39 properties on 11 sites, with the use of GBSLEP Unlocking Housing Sites Fund. Planning permission was granted for a further six sites during Q1. Construction was ongoing in Q2. Completions are expected on two sites during Q3.</p> <p>27 properties are expected to be completed by the end of 2017/18.</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 				

Strategic Objective																										
Improving the Council's social housing stock and raising standards in the private rented sector																										
Action & Progress Update	Outcomes	Q1 Rating	Q2 Rating	Q3 Rating	Q4 Rating																					
<p>Implement a range of improvements works as provided for in the 2017-18 HRA Capital Programme.</p> <p>Programmes are only slightly behind the profiled targets, with the exception of double glazing which is due to finish early, but it is envisaged each programme will be brought back and achieved.</p> <table border="1"> <thead> <tr> <th>Programme</th> <th>Annual Target</th> <th>Q2</th> </tr> </thead> <tbody> <tr> <td>No. of properties having gas heating replaced</td> <td>275</td> <td>146</td> </tr> <tr> <td>No. of properties benefitting from external envelope work</td> <td>635</td> <td>237</td> </tr> <tr> <td>No. of properties benefitting from electrical upgrading works</td> <td>600</td> <td>280</td> </tr> <tr> <td>No. of properties benefitting from kitchen replacement</td> <td>60</td> <td>27</td> </tr> <tr> <td>No. of properties benefitting from bathroom upgrade</td> <td>260</td> <td>120</td> </tr> <tr> <td>No. of properties benefitting from double glazing works</td> <td>525</td> <td>473</td> </tr> </tbody> </table>	Programme	Annual Target	Q2	No. of properties having gas heating replaced	275	146	No. of properties benefitting from external envelope work	635	237	No. of properties benefitting from electrical upgrading works	600	280	No. of properties benefitting from kitchen replacement	60	27	No. of properties benefitting from bathroom upgrade	260	120	No. of properties benefitting from double glazing works	525	473	<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. 				
Programme	Annual Target	Q2																								
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	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Annual Total	Annual Target	Target Achieved / Trend
Cleaner and safer environments: Working with partners to foster safer and stronger communities							
Satisfaction with local area (Feeling the Difference Survey)							
Committed Crime Over Time (Variation) All crime groupings – Acquisitive crime, Violence against the person, Sexual Offences, Police generated crime and oth	Q1 (24.07.17) Previous 12 months = 5,673 Last 12 months = 6,506 Change Over 12 Months = 15% increase (833) For information only, data provided by Staffs Police.	Q2 (10.10.17) Previous 12 months = 5,828 Last 12 months = 6,730 Change Over 12 Months = 15% increase (902) For information only, data provided by Staffs Police.					These are all measures only and will be reported quarterly.
ASB Incidents Over Time (Variation) – Police data	Q1 (24.07.17) Previous 12 months = 3,235 Last 12 months = 2,914 Change over 12 Months = - 10% reduction (-321)	Q2 (10.10.17) Previous 12 months = 3,108 Last 12 months = 3,062 Change over 12 Months = - 1% reduction (-46)					
ASB – Number of referrals to ASB Champion – Victim Support data	Q1 - 15 on going cases, 6 closed cases 2 x Council referrals 4 x Police referrals	Q2 – 13 on going cases, 13 closed cases 6 x Council referrals 1 x Police referrals					

	<p>6 x Self referrals 3 x Other agencies 19 victims and vulnerabilities identified 1 x case declined due to out of area</p>	<p>5 x Self referrals 0 x Other agencies 19 victims and vulnerabilities identified 2 x case declined due to out of area</p>					
<p>Hate Crime Incidents Over Time (Variation) – Police data</p> <p>Hate Crime – Number of self referrals to CACH – CACH data agreements</p>	<p>Q1 (24.07.17) Previous 12 months = 89 Last 12 months = 100 Change over 12 Months = 12% Increase (11)</p> <p>Q1 24 Individuals from Cannock Chase District reported approx. 120 incidents, The motivation behind these incidents were thought to be: 1 Religion 2 Sexual Orientation 2 Disability – Physical 3 Disability – Learning 17 Race (1 individual thought they were targeted for reasons of race and religion)</p>	<p>Q2 (10.10.17) Previous 12 months = 88 Last 12 months = 116 Change over 12 Months = 32% Increase (28)</p> <p>Q2 33 Individuals from Cannock Chase District reported approx. 150 incidents, The motivation behind these incidents were thought to be: 3 Religion 2 Sexual Orientation 2 Disability – Physical 1 Disability – Learning 24 Race 3 Gender Identity 1 Mental Health (2 individuals felt that they were targeted for more than 1 reason).</p>					

Strategic Objective					
Working with partners to foster safer and stronger communities					
Action & Progress Update	Outcomes	Q1 Rating	Q2 Rating	Q3 Rating	Q4 Rating
<p>Explore the feasibility of introducing charges for CCTV evidence requested by Staffordshire Police and insurance companies</p> <p>Q1 – This action has not been progressed due to focusing on the procurement of the new CCTV Control Room. During Q2 the level of information requested from the police will be collated to enable us to calculate the cost to inform discussions regarding the feasibility of charges.</p> <p>Q2 - The level of information requested from the police has been collated, work is underway to calculate the cost to inform discussions regarding the feasibility of charges. There has been a delay due to capacity. A meeting with Staffs Police (Digital Services Manager) scheduled to discuss Technology, Systems and Partnerships 201.10.17</p>	FRP option				
<p>Explore offer from West Midlands CA (Transport for WM) re CCTV provision</p> <p>Q1 – This action is on hold until the procurement of the new CCTV Control Room has been completed.</p> <p>Q2 - This action is on hold until the procurement of the new CCTV Control Room has been completed.</p>	FRP option				

Action & Progress Update	Outcomes	Q1 Rating	Q2 Rating	Q3 Rating	Q4 Rating
<p>Lead and roll-out the “Let’s Work Together” project across the District</p> <p>Q1 - A Let’s Work Together Event took place on Monday 3rd July 2017 in the Ballroom at Cannock Chase Council. The theme of the event was children and young people, highlighting one of the priorities of the Chase Community Partnership.</p> <p>38 partners attended the event, many of which promoted their organisations in the marketplace.</p> <p>Q2 – A review of the resources used in Let’s Work Together to ensure the services and agencies signposted to are still in existence, as there has been many commissioning changes across the county.</p> <p>The plan moving forward is to look at common trends emerging from the Community Safety Hub to ensure we are focusing on the local need and challenges that are posed in our District.</p>	<p>The programme will be designed to deliver against the Cannock Chase LSP priorities.</p>				
<p>Develop a District Wide Anti Social Behaviour & Hate Crime Policy</p> <p>Q1 – It was agreed at the Housing, Crime and Partnerships Scrutiny Committee that an ASB Working Group would be set up to progress the development of a corporate ASB Policy.</p> <p>Nominated elected members are: Cllr Paul Snape, Cllr Mike Hoare, Cllr Zaphne Stretton, Cllr Alan Pearson and Cllr Alan Dean.</p> <p>Partners will also be invited to be part of this sub group.</p> <p>Q2 - The first meeting of the ASB sub group met Monday 9th October from 16.00.</p>	<ul style="list-style-type: none"> • Consistent approach to handling reports of anti social behaviour • Managing Partner expectations • Number of ASB Victims and witnesses supported • Increased reassurance • Number of referrals and from where 				

<p>The Partnership Team are currently looking at both Tamworth and Lichfield's policy which are held up as best practice across Staffordshire for the corporate ASB policy.</p> <p>One of the elements of the policy will include collective serving of Community Protection Notice Warning (CPNW) Letters & Community Protection Notices (CPNs) on partnership headed paper. The notice or letter will be deemed to be served by all partners and it is their collective responsibility to collect any evidence of breach. The onus on serving the paperwork would still sit with Police, Housing, Env Health but the response to issues being addressed under the Community Safety Hubs authority.</p> <p>The corporate policy will demonstrate good partnership working and multi-agency opinions would hopefully ensure that the terms of any notices were proportionate and practical.</p> <p>Additionally, it would solve our ongoing issues re: accurate monitoring of who has received such notices, whilst also raising greater awareness amongst partners to assist with evidencing breaches.</p>					
<p>Raise awareness of the Community Trigger by providing workshops for staff, members and partners.</p> <p>Q1 – Identified training provider, training to be schedule Q3. Q2 - Identified training provider, training to be schedule Q3.</p>	<p>Increased awareness and use of the Community Trigger.</p>				

Summary of Progress in Delivering Projects/Actions:

				No Rating
Project completed	Project on target	Project Timeline/scope/target date requires attention. Alterations considered by leadership team	Project aborted/ closed	
0 0%	8 100%	0 0%	0 0%	0 0%