

<b>Report of:</b>	<b>Head of Governance</b>
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<b>Portfolio Leader:</b>	<b>Corporate Improvement</b>
<b>Key Decision:</b>	<b>No</b>
<b>Report Track:</b>	<b>Cabinet: 16/06/16</b>

**CABINET**  
**16 JUNE 2016**  
**END OF YEAR PERFORMANCE REPORT 2015/16**

**1 Purpose of Report**

- 1.1 To advise Members on the end of year position for 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 To note the performance information relating to PDPs as detailed in Appendices 1-6.

**3 Key Issues and Reasons for Recommendation**

- 3.1 Information for performance actions and indicators for 2015/16 is included for relevant items in Appendices 1 to 6. The overall rankings for each Portfolio area are detailed in Section 5 below, indicating that 85% 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 1-6. 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 2015/16 good progress has been made in the delivery of projects/actions with 85% delivered or on target to be achieved. Work is in progress on the remaining 15% of actions, albeit they are behind schedule. Revised target dates have been set for these actions and they have been included in the PDPs for 2016/17.
- 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. For many of these measures this is the first time that they are being reported and so this year's figures will be used to set the baseline against which to assess performance in future years. Consequently it has not been possible to provide a rating for these measures for 2015/16. All of the Direction of Travel Indicators are reported for each of the Corporate Priorities at the front of each of the appendices 1-6.

5.6

	<b>PROJECTS/ACTIONS</b>					
						<b>No Rating</b>
	Project completed	Project on target	Project scope/target date requires attention	Project requires amendment	Project aborted/closed	
Customers	6 46%	3 23%	4 31%	0 0%	0 0%	0 0%
Better Jobs and Skills	5 29%	9 53%	3 18%	0 0%	0 0%	0 0%
Better Health Outcomes	9 50%	8 44%	1 6%	0 0%	0 0%	0 0%
Cleaner and Safer Environments – Community Safety	2 100%	0 0%	0 0%	0 0%	0 0%	0 0%
Cleaner and Safer Environments – Environment	4 67%	2 33%	0 0%	0 0%	0 0%	0 0%
More and Better Housing	5 42%	5 42%	2 16%	0 0%	0 0%	0 0%
<b>TOTAL</b>	<b>31</b> <b>45%</b>	<b>27</b> <b>40%</b>	<b>10</b> <b>15%</b>	<b>0</b> <b>0%</b>	<b>0</b> <b>0%</b>	<b>0</b> <b>0%</b>

## 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 Corporate Improvement Delivery Plan
Appendix 2	Performance information for the Better Jobs and Skills Delivery Plan
Appendix 3	Performance information for the Better Health Outcomes Delivery Plan
Appendix 4	Performance information for the Cleaner and Safer Environments – Community Safety Delivery Plan
Appendix 5	Performance information for the Cleaner and Safer Environments – Environment Delivery Plan
Appendix 6	Performance information for the More and Better Housing Delivery Plan

**Previous Consideration**

None

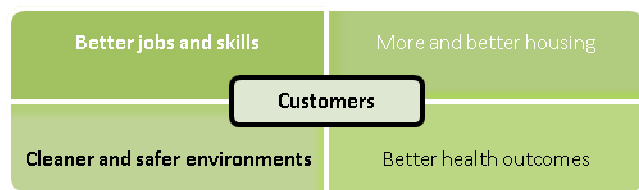
**Background Papers**

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

Priority Delivery Plans 2015/16 Report to Cabinet, 23<sup>rd</sup> June 2015

Performance Reporting Process Equality Impact Assessment, July 2012





Direction of  
Travel PIs








	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Target Achieved/ Trend
<b>Customers: Delivering Council services that are customer centred and accessible</b>					
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	28,044 calls received Target 92% 92.2% answered	✓
Use of Online Forms	System not live	System not live	Target – 150 279 Forms completed (221 Reporting Issues + 58 Requesting Information)	Target – 200 436 forms completed (Report It = 216, Request it = 121 and Waste Services = 99)	✓
E – Payments Transactions – Payments made via the Council’s website *1	Actual – 5,695 Value - £586,000	Actual – 5,537 Value - £ 569,000	Actual – 5,374 Value - £552,000	Actual – 4,590 Value - £497,000	N/A
Payments made via the Council’s automated telephone payment system *1	Actual – 6,224 Value - £666,000	Actual – 5,584 Value - £624,000	Actual – 5,690 Value - £609,000	Actual – 4,920 Value - £561,000	N/A













	Target	Annual Total	Target Achieved/ Trend
<b>Customers: Making the best use of limited resources</b>			
Percentage of service level reductions implemented		N/A	N/A
Amount of capital resources generated *2		£4.4m	N/A
Percentage dependency on central government baseline funding support *2		38.6%	N/A













## \*Notes













1. This year's transactions have been used to establish a baseline. Based on this year's performance the target for 2016-17 has been set at 5,000 transactions
2. This year's performance will be used as a baseline against which to measure the direction of travel in future years. As this is a measure, it is not considered appropriate to set target.







Strategic Objective					
Delivering Council services that are customer centred and accessible					
Action & Progress Update	Outcomes	Q1 Rating	Q2 Rating	Q3 Rating	Q4 Rating
<p><b>Implement electronic web based forms (E-forms)</b></p> <p>All forms are up to date future forms are being created by ICT on the Abavus system</p> <p><b>Quarter 3 – To implement e-forms in live</b></p> <ul style="list-style-type: none"> <li>➤ All developed e-forms have been implemented in live and progress is being made on developing a mobile app to access services.</li> </ul>	Making services more accessible on-line				
<p><b>Install modern dispersed Social Alarms as required</b></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><b>Refresh the Council's website</b></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 & Progress Update	Outcomes	Q1 Rating	Q2 Rating	Q3 Rating	Q4 Rating
<p><b>Develop and implement a Customer Services Strategy</b></p> <p><b>Quarter 3 – To develop strategy</b></p> <ul style="list-style-type: none"> <li>➤ Progress is being made on developing the strategy with the aim of completing during Quarter 4.</li> </ul> <p><b>Quarter 4</b></p> <ul style="list-style-type: none"> <li>➤ Customer Service Standards have been drafted as part of the Customer Services Strategy</li> </ul> <p>The Customer Strategy will now be completed in the 3<sup>rd</sup> Quarter of 2016-17</p>	<p>Customers have clarity as to the standards of service that they can expect to receive</p>				
<p><b>Undertake review of the Council’s community engagement methods &amp; delivery</b></p> <p>A review has been undertaken by the Customers &amp; Corporate Scrutiny Committee.</p>	<p>To ensure that there are appropriate and sufficient channels of engagement with customers and residents</p>				
<p><b>Develop support strategy for Universal Credit Claimants, including:</b></p> <ul style="list-style-type: none"> <li>• <b>Personal budget skills.</b> 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.</li> <li>• <b>Access to online services.</b> An on-line portal is being created and a Public Access Computer will be available in our reception area.</li> <li>• <b>Assisting with UC claims.</b> Benefit Customer Services staff are able to assist when necessary.</li> </ul> <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>	<p>To support customers in the move to Universal Credit and assist them in managing their finances</p>				

Strategic Objective					
Making the best use of limited resources					
Action & Progress Update	Outcomes	Q1 Rating	Q2 Rating	Q3 Rating	Q4 Rating
<p><b>To develop a comprehensive Asset Management Plan which includes all maintenance costs etc.</b></p> <p>It has not been possible to update the AMP principally due to resource issues in the Property Team. Discussions were undertaken with Staffordshire's Penda private/public partnership, to assess the opportunity for joint working and securing assistance to meet the Council's resource shortfall. However, this proved not to be an option so a programme is currently being completed for development of the APM which may require the utilisation of external resources. It was hoped to begin work on the AMP in Qtr4 but this was not possible due to the interim valuer leaving the organisation at short notice. Work will now start on the AMP Qtr2 2016/17.</p>	The effective use of the Council's land and property assets that meet operational needs and make the greatest return on investment				
<p><b>Evaluate opportunities for maximising the return from property and land assets</b></p> <p>This work is linked to the item above as the AMP will include an evaluation of assets and returns. However, leases are assessed to maximize returns when they due for renewal and best value is sought on disposals. The reason for a green is that looking back at the year more work has been done in this regard that the previous assessment suggests.</p>	The effective use of the Council's land and property assets that meet operational needs and make the greatest return on investment				
<p><b>Evaluate opportunities for alternative service delivery models for Building Control services</b></p> <p>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. It is planned to take an outline business case to the project board in Qtr 1 of 2016/17 for agreement on a preferred option. The aim is to produce a detailed business case Qtr 4 2016/17..</p>	A well-resourced, expert and competitive local authority building control service to ensure a safe local built environment				

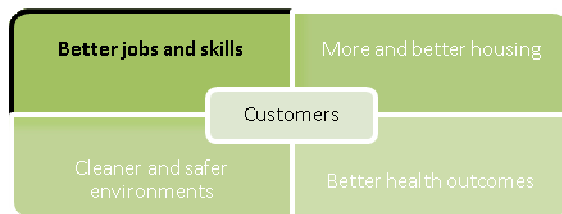
Action & Progress Update	Outcomes	Q1 Rating	Q2 Rating	Q3 Rating	Q4 Rating
<p><b>Evaluate opportunities for alternative service delivery models for Land Charges / Searches service</b>                      Land charges is a very small service with two part time posts. One is currently vacant with the work 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.</p> <p>Aim to have the outline business case completed Qtr 2 2016/17</p>	<p>A sustainable land charges service providing efficient and cost effective land and property information</p>				
<p><b>Respond to the transfer of the Local Land Charges Register to Land Registry from local authorities</b>                      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>	<p>An efficient transfer of services, maintaining environmental information with reduced income</p>				
<p><b>Prepare an IT strategy</b>                      A briefing note was taken to Customers &amp; Corporate Scrutiny Committee on 4 Apr 2016 to explain the issues and elements of creating a Technology strategy. The delay in completing the strategy in this financial year was also discussed. The draft strategy now includes a structure of</p> <ul style="list-style-type: none"> <li>• Support for Transformation.</li> <li>• Efficiency</li> <li>• Green Technologies</li> <li>• Governance</li> <li>• Security of Data</li> </ul> <p>The IT Strategy will now be completed in the 2nd Quarter of 2016-17</p>	<p>To ensure Information Technology meets the requirement of customers and service providers alike.</p>				

Action & Progress Update	Outcomes	Q1 Rating	Q2 Rating	Q3 Rating	Q4 Rating
<b>Introduction of Document Scanning system</b> The project team had gone through the procurement, setup, configuration and implementation of the system. The initial project ran as a pilot within two departments back scanning and importing of 250,000 pages.	To release storage space for use as office accommodation				

**Summary of Progress in Delivering Projects/Actions:**

					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	
6 46%	3 23%	4 31%	0 0%	0 0%	0 0%





	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Target Achieved/ Trend
<b>Better jobs and skills - Supporting a successful business economy</b>					
Total Employee Jobs *1				37,400	
<b>Better jobs and skills - Improving skills and accessibility to local employment opportunities</b>					
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%)	Emp rate 76.0% 1.2% claiming JSA (Staffs 0.7%)	↔
NEETS (16-18 years)	203	122	140	172	↓
Qualifications (Jan 2015 – Dec 2015) *2			NVQ4 and above NVQ3 and above NVQ2 and above	28.3 47.3 66.9	West Midlands 31.2 50.6 67.9
<b>Better jobs and skills - Growing the number of successful businesses</b>					
Business start ups and growth *3				Data not available	
UK Business Counts (2015) *4	Only available annually at district level			3,220 3,880	

	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Target Achieved/ Trend
Number of business properties registered for NNDR				3,224 (as at 31/3/16)	
<b>Better jobs and skills - Supporting attractive and competitive town centres</b>					
Town vacancy rates	8.12% average across three towns	5.22% average across three towns	5.51% average across three towns	5.80% average across three town	
Visitor numbers – footfall *5				Data not available	
Ranking against other town centres *6				2011/12 - 331 2009 – 336 2007 – 330 Cannock Rank - Venuescore from Javelin Group	

**\*Notes**

1. Source: ONS business register and employment survey 2014 – this is the most recent survey. % is a proportion of total employee jobs. Employee jobs excludes self-employed, government-supported trainees and HM Forces. Data excludes farm-based agriculture
2. Qualifications data are only available from the APS for calendar year periods, for example, Jan to Dec 2005. The variables show the total number of people who are qualified at a particular level and above, so data in this table are not additive. Separate figures for each NVQ level are available in the full Annual Population Survey data set.
3. Business starts up were commonly measure through VAT registrations, however, this is not longer produced by government at district level. This measure has now been replaced with “UK Business Counts”
4. Enterprises in Cannock Chase 3,220. Local Units (of businesses owned outside the district) 3,880



5. The cost of securing footfall numbers in the town centre was prohibitive – alternative methods of assessing visitor numbers will need to be considered.
6. Cannock Town Centre – Venuescore 2015 data is being purchased with the Mill Green DOV applicants to provide a baseline for s106 purposes. Data not available for Rugeley and Hednesford





Strategic Objective:					
Supporting a successful business economy					
Action & Progress Update	Outcomes	Q1 Rating	Q2 Rating	Q3 Rating	Q4 Rating
<p><b>Offer support to:</b></p> <ul style="list-style-type: none"> <li>• <b>new food businesses to achieve legal compliance and become successfully established; and</b></li> <li>• <b>poorly compliant businesses to help them improve.</b></li> </ul> <p>13 new food businesses have been established. The percentage of food premises in the District that are Broadly Compliant with legal requirements is 99.7%. 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>	<p>An increase in the number of new businesses that become successfully established, and the % of businesses broadly compliant with food safety requirements.</p>				
<p><b>Progress work in key areas to underpin production of the Local Plan Part 2 including:-</b></p> <ul style="list-style-type: none"> <li>• <b>Retail Study (also in town centre)</b></li> <li>• <b>Design Supplementary Planning Document.</b></li> <li>• <b>Green Belt assessment</b></li> </ul> <p><b>Retail Study is complete, and the Design SPD has also been completed and published. The Green Belt assessment is due to be published in April 2016.</b></p>	<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>				
<p><b>Maintain an adequate supply of employment land in line with Local Plan policy CP8 CP8</b> including 26ha at Kingswood Lakeside, 12ha (A5 corridor) Bridgtown, 8ha at Towers Business Park, 8ha in Cannock and 3ha at Norton Canes.</p>	<p>To deliver at least 88ha of new and redeveloped employment land over the plan period (2006-2028)</p>				









Action & Progress Update	Outcomes	Q1 Rating	Q2 Rating	Q3 Rating	Q4 Rating
<p><b>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.</b></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 was 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 3<sup>rd</sup> 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	Q4 Rating
<p><b>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</b></p> <p>A programme of business visits has been planned with visits made so far to Amazon, C &amp; H Howe, Gestamp Tallent Ltd, Pentalver and Aggreko. 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. Gestamp have accepted an offer of assistance from the Managing Director to help resolve their current site capacity issues.</p> <p>Key update is the announcement that Rugeley Power Station is to close in summer 2016. CCDC MD is chairing a multi-agency task group and this has held its first meeting. The Council and Lichfield DC are working jointly on a planning brief to set the planning context for future development on the site.</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>	▶	▶	▶	▶

Strategic Objective																	
Improving skills and accessibility to local employment opportunities																	
Action & Progress Update	Outcomes	Q1 Rating	Q2 Rating	Q3 Rating	Q4 Rating												
<p><b>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</b></p> <p>This action depends on having businesses new to the district and businesses willing development partners to work with the Council. There is one scheme which is 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>	More local people employed in local jobs																
<p><b>Investigate the opportunity for Cannock Chase Council to employ more apprentices and provide more work experience opportunities</b></p> <p>Two apprentices have been employed working in customer service and corporate support team.</p> <p>By the end of 2015/16 four apprentices were employed in Housing Maintenance Services at the Hawks Green Depot. They are employed on 12 to 18 months apprenticeships to obtain their necessary qualifications.</p> <p>On the Council’s Moss Road Estate Redevelopment Scheme, the Council’s development partner – Keepmoat Homes – have delivered the following apprentices and work placements at the end of Q4 as part of the contract:</p> <table border="1" data-bbox="147 1136 1167 1372"> <thead> <tr> <th>Area</th> <th>Bid commitment Up to end 2017/18</th> <th>Delivered to date</th> </tr> </thead> <tbody> <tr> <td>New apprenticeships - created</td> <td>4</td> <td>3</td> </tr> <tr> <td>Apprentices - safeguarded</td> <td>8</td> <td>2</td> </tr> <tr> <td>Work placements 16+ years old for 2 weeks</td> <td>6</td> <td>4.5</td> </tr> </tbody> </table>	Area	Bid commitment Up to end 2017/18	Delivered to date	New apprenticeships - created	4	3	Apprentices - safeguarded	8	2	Work placements 16+ years old for 2 weeks	6	4.5	More training for young people and improved access to further work opportunities				
Area	Bid commitment Up to end 2017/18	Delivered to date															
New apprenticeships - created	4	3															
Apprentices - safeguarded	8	2															
Work placements 16+ years old for 2 weeks	6	4.5															

Strategic Objective					
Growing the number of successful businesses					
Action & Progress Update	Outcomes	Q1 Rating	Q2 Rating	Q3 Rating	Q4 Rating
<p><b>Support the growth and expansion of local companies through the LSP ‘Lets Grow Programme’.</b></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. More jobs.</p>				
<p><b>Work with partners to facilitate the development of EU funded (ERDF) programmes and interventions to support SME competitiveness and Start Up provision available locally.</b></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 &amp; Solihull and Stoke &amp; Staffordshire) are now working with the Department for Communities &amp; 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 7<sup>th</sup> October 2015. The first awards have been made after the submission of detailed business cases by the applicants. The new ‘Let’s Grow Grants’ were launched in April 2016.</p>	<p>Business growth. More jobs.</p>				

Action & Progress Update	Outcomes	Q1 Rating	Q2 Rating	Q3 Rating	Q4 Rating
<p><b>Support the development of the Railhead at the Pentalver depot in Cannock to transfer freight movements from the road network onto rail.</b></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. The development of the Mid-Cannock site would have many regeneration benefits.</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>	<p>Business growth More jobs Reduction in road freight and consequent environmental damage</p>				

Strategic Objective					
Supporting attractive and competitive town centres					
Action & Progress Update	Outcomes	Q1 Rating	Q2 Rating	Q3 Rating	Q4 Rating
<p><b>Review of the Street Trading Policy to improve the Consenting of Street Trading Activities that are appropriate for each town centre.</b></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><b>Redevelopment of the former Aelfgar School site as part of the delivery of the approved Area Action Plan for Rugeley.</b></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 stopped the tender process in Q4 and are currently reviewing the scheme. However, it is still anticipated that site clearance will have been completed by the end of 2016.</p>	Meeting housing needs in Rugeley through provision of extra care scheme and open market/affordable housing scheme.				

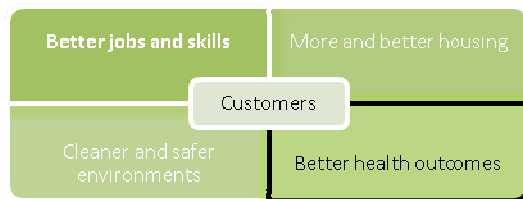


Action & Progress Update	Outcomes	Q1 Rating	Q2 Rating	Q3 Rating	Q4 Rating
<p><b>Finalise the baseline assessment for Cannock Town Centre and assess its implications for Part 2 of the Local Plan.</b></p> <p>This work by GVA has now been completed. Cabinet considered a series of recommendations arising from this work on 24<sup>th</sup> 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><b>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.</b></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><b>Cannock Street Market</b></p> <p>New market contract commenced 19 November 2015 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><b>Completion and reporting of White Young and Green Retail Study for Cannock Chase and assess implications for future planning of the town centres</b></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	Q4 Rating
<p><b>Business Rates Town Centre Discount Scheme</b></p> <p>Ongoing. Two schemes have been supported,, an estate agency and an alternative and complimentary medicines and therapy centre, creating 9 jobs at a cost of approx £14,400.</p>	Businesses safeguarded / start ups				

**Summary of Progress in Delivering Projects/Actions:**






					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	
5 29%	9 53%	3 18%	0 0%	0 0%	0









	Description	Annual Target	Target Achieved / Trend
<b>Better health outcomes - Increasing access to physically active and healthy lifestyles</b>			
<b>Participation in Physical Activity</b>		The Cannock Chase outturn for 2014-15 was 27.90%	The average for Staffordshire was 33.10%
<b>Better health outcomes - Working with our partners to reduce health inequalities in the District</b>			
<b>Reduction in mortality from preventable causes</b>	Age-standardised rate of mortality from causes considered preventable per 100,000 population	2012-4 rate = 195 per 100,000	
<b>Reception and Year 6 Obesity rates</b>		Reception rate in 2013/4 = 24.5% Year 6 rate in 2013/4 = 34.6%	

Strategic Objective					
Increasing access to physically active and healthy lifestyles					
Action & Progress Update	Outcomes	Q1 Rating	Q2 Rating	Q3 Rating	Q4 Rating
<p><b>To develop and provide a new community AGP, 7v7 grass pitch and changing pavilion at Bradbury Lane, Hednesford</b></p> <p><b>Quarter 1 – To complete the purchase of the site</b>            During Quarter 1 the following actions were completed:</p> <ul style="list-style-type: none"> <li>➤ Report to Cabinet for permission to spend on construction of AGP (25<sup>th</sup> April 2015)</li> <li>➤ Purchase of site completed (5<sup>th</sup> June 2015)</li> <li>➤ Agreement with Football Foundation to appoint AGP Contractor through Framework agreement and appointment of QS and Project Management services for AGP. (9<sup>th</sup> June 2015)</li> <li>➤ Geotechnical Surveys undertaken (15<sup>th</sup> June 2015)</li> <li>➤ Asbestos Survey and Utility Searches undertaken to building prior to demolition (17<sup>th</sup> June 2015)</li> </ul>	To provide new sport and recreation facilities in the local community				
<p><b>Quarter 2 – To issue, evaluate tenders and appoint contractors</b></p> <p>During Quarter 2 the following actions were completed:</p> <ul style="list-style-type: none"> <li>➤ Contractor appointed to demolish building and demolition commenced (13<sup>th</sup> July 2015)</li> <li>➤ Asbestos discovered in cellars of former building on site (previously demolished) and work ceased and site secured and patrolled daily (17<sup>th</sup> July 2015)</li> <li>➤ Tender and Legal documentation for AGP agreed with Sport England. (27<sup>th</sup> July 2015)</li> <li>➤ Remedial works undertaken to remove asbestos and costs met from contingency budget (August/September 2015)</li> <li>➤ Agreement reached with Sport England to extend deadline date for completion of project to December 2016. (August 2015)</li> <li>➤ Land registered and signing of all relevant legal documentation with Sport England completed (July/September 2015)</li> <li>➤ Tenders issued for AGP and the provision of Professional Services to support Pavilion build (September 2015)</li> </ul>					

Action & Progress Update	Outcomes	Q1 Rating	Q2 Rating	Q3 Rating	Q4 Rating
<p><b>Quarter 3 – To agree contract conditions with Sport England, commence construction on site and finalise arrangements for future management of the facility</b></p> <p>During Quarter 3 the following actions were completed:</p> <ul style="list-style-type: none"> <li>➤ Evaluation of tenders and appointment of AGP Contractor and Professional Services support confirmed (December 2015)</li> <li>➤ Sport England contract conditions agreed ahead of schedule in Q2</li> <li>➤ Arrangements for future management options considered.</li> </ul> <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>				▲	▲
<p><b>Quarter 4</b></p> <p>During this quarter the following actions were completed:</p> <ul style="list-style-type: none"> <li>➤ AGP Professional Support appointed</li> <li>➤ AGP Pavilion tenders completed and issued</li> <li>➤ Additional surveys undertaken</li> </ul> <p>The project is on track to commence construction of the Pavilion in Quarter 2 and the pitch in Quarter 3 of 2016-17</p>					▶

Action & Progress Update	Outcomes	Q1 Rating	Q2 Rating	Q3 Rating	Q4 Rating
<p><b>To develop and provide a new community multi sport and recreation hub facility at the former stadium site</b></p> <p><b>Quarter 1 – To complete the mini toddler and junior play areas.</b></p> <ul style="list-style-type: none"> <li>➤ The mini toddler and junior play areas were completed and formally opened on 23<sup>rd</sup> June 2015</li> </ul>	To provide new and improved sport and recreation facilities in the local community				
<p><b>Quarter 2 – To issue tenders and specification for Multi-Use Games Area (MUGA)</b></p> <p>During Q2 the following actions were completed:</p> <ul style="list-style-type: none"> <li>➤ Tender and Specification documents drafted (10<sup>th</sup> September 2015)</li> <li>➤ Tender and Specification documents issued (17<sup>th</sup> September 2015) with a closing date in October.</li> </ul>					
<p><b>Quarter 3 – To evaluate tenders, appoint contractor and commence construction of Multi-Use Games area.</b></p> <p><b>To determine specification for other Phase 1 elements of the project</b></p> <p>During Quarter 3 the following actions were completed:</p> <ul style="list-style-type: none"> <li>➤ Tender submissions evaluated and contractor appointed (November 2015)</li> <li>➤ Consultation with local schools undertaken in December 2015</li> <li>➤ Tender and Specification Brief issued for Professional Services issued in September 2015</li> <li>➤ Tender submissions evaluated and contract awarded 15<sup>th</sup> December 2015)</li> </ul> <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>					









Action & Progress Update	Outcomes	Q1 Rating	Q2 Rating	Q3 Rating	Q4 Rating
<p><b>Quarter 4</b> - During Quarter 4 the following actions were completed:</p> <ul style="list-style-type: none"> <li>➤ Multi-use Games Area (MUGA) completed (other than snagging)</li> <li>➤ Damaged play area equipment removed and replaced</li> <li>➤ Professional Support tenders evaluated and contract awarded</li> </ul> <p>Specifications for Landscape Architect, topographical survey and soil survey completed and issued for tender</p>					
<p><b>To continue with the re-development of Hednesford Park</b></p> <p><b>Quarter 1</b> – To commence initial works on war memorial and to complete hard-works and car park</p> <ul style="list-style-type: none"> <li>➤ 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.</li> <li>➤</li> </ul>	To provide new and improved sport and recreation facilities in the local community				
<p><b>Quarter 2</b> – To evaluate tenders for pavilion development and to commence works on play areas and skate park</p> <ul style="list-style-type: none"> <li>➤ Tenders for the pavilion work have been evaluated during Quarter 2 with works starting ahead of schedule on 7<sup>th</sup> September 2015</li> <li>➤ Work has also commenced on the new play areas during Quarter 2 and is on track for completion in Quarter 3.</li> <li>➤</li> </ul>					
<p><b>Quarter 3</b> – 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"> <li>➤ Play areas completed and opened on 2<sup>nd</sup> December 2015</li> <li>➤ War memorial works completed (other than fencing) in time for Remembrance Service</li> <li>➤ Operator appointed to manage café offer when new pavilion completed</li> <li>➤ Works on the skate park have been delayed due to the consultation on the final design.</li> </ul>					

Action & Progress Update	Outcomes	Q1 Rating	Q2 Rating	Q3 Rating	Q4 Rating
<p><b>Quarter 4</b> - During Quarter 4 the following actions were completed:</p> <ul style="list-style-type: none"> <li>➤ Skate Park work started on site</li> <li>➤ War Memorial restoration completed (other than snagging)</li> <li>➤ Pavilion structural works complete (Balcony etc)</li> </ul> <p>The project is progressing well and the pavilion is on track for completion during Quarter 1 and Skate park during Quarter 2 2016-17</p>					▶








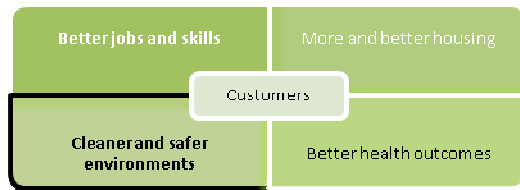
Strategic Objective					
Working with our partners to reduce health inequalities in the District					
Action + Progress Update	Outcomes	Q1 Rating	Q2 Rating	Q3 Rating	Q4 Rating
<p><b>To develop and implement Active after Cancer / Active Living Referral Scheme in partnerships with WLCT and NHS</b></p> <p><b>To launch Active Living Referral Scheme</b></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 563 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><b>To deliver Chase Fit , Doorstep Active and Grow Up Great programmes</b></p> <p><b>Deliver Chase Fit programme</b></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><b>During Quarter 4</b> the Chase Fit website was launched (11<sup>th</sup> March) <a href="http://www.chasefit.co.uk">www.chasefit.co.uk</a>. This showcases group led and self-led walks. Of the group led walks 211 people regularly take part and the retention rate is currently 80%. Five Ways School are currently undertaking a series of 6 walks for children and so far 20 children have been involved.</p> <p>During Quarter 4 1,072 participants attended the Chase Fit Programme and since May 2015 the total to date is 3,284.</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 Rating	Q2 Rating	Q3 Rating	Q4 Rating
<p><b>Deliver Doorstep Active programme</b></p> <p>Appointment of the programme coordinator was completed in post holder early July with launch of the first two community sessions (Rugeley) during the month.</p> <p>Two further new programmes have been launched in Hednesford in September, and Cannock in Quarter 3. All six sessions are delivered in areas of highest deprivation, and there are 28 participants in the scheme.</p> <p>Please note full year reporting periods mean the final participant total will be reported at end of June 2016 (the programme commenced in July 2015 so is effectively three months behind financial year quarters).</p>			▲	▲	▶
<p><b>Deliver Grow up Great programme</b></p> <p>The programme was launched in August following some delays in being able to draw down funding. A freelance coordinator has been appointed who has a background in youth work and nutrition. To date the coordinator has been involved in networking and attending family events to inform project developments and future activities which will include:</p> <p>Forming focus groups to-</p> <ul style="list-style-type: none"> <li>• Refresh Good Life website and tools to make it user friendly for parents</li> <li>• Develop community tools to promote activity food and nutrition</li> <li>• Highlight community opportunities to engage in active and healthier lifestyles</li> </ul>				▶	
<p><b>Quarter 4</b> To date events have attracted over 1,175 participants.</p>					▶





Action & Progress Update	Outcomes	Q1 Rating	Q2 Rating	Q3 Rating	Q4 Rating
<p><b>To promote concessionary membership scheme to areas of inactivity/deprived wards etc</b></p> <p>Target 8% increase  <b>Total Annual Increase = +10.05%</b></p> <p>The target of 8% is an annual target &amp; WLCT have made progress towards this with annual achievement reaching 10.05%</p> <p>Number of Concessionary Members at the start of the year = 3,839            Number of Concessionary Members at the end of the year = 4,225</p>	<p>Making services more accessible to those on low incomes and those aged over 65</p>				
<p><b>WLCT to explore local commissioning opportunities that specifically target childhood obesity.</b></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 have been commissioned and are currently operating the Chase Fit, Doorstep Action and Grow Up Great initiatives which all contribute to this objective.</p> <p>In addition, WLCT in partnership with Staffordshire County Council and other partners have submitted a Stage 1 Reaching Communities which will focus on delivering targeted family based activities to increase physical activity outdoors and contribute towards tackling obesity and sedentary lifestyles</p>	<p>To secure commissions to deliver a number of activities targeted at tackling/reducing childhood obesity</p>				

Summary of Progress in Delivering Projects/Actions:





					<p>No Rating</p>
<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>	
<p>9 50%</p>	<p>8 44%</p>	<p>1 6%</p>	<p>0 0%</p>	<p>0 0%</p>	<p>0 0%</p>



		Target Achieved / Trend
<b>Cleaner and safer environments: Working with partners to foster safer and stronger communities</b>		
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                      01/04/2015 – 17/01/2016 = 4419                      = 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	Q4 Rating
<p><b>Produce and then facilitate the ongoing development of the Partnership Community Safety Delivery Plan.</b></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 9<sup>th</sup> November 2015.</p> <p>The report provides evaluations on the below:</p> <ul style="list-style-type: none"> <li>- Community Safety Hub</li> <li>- Part time Hate Crime Officer</li> <li>- Family Intervention Programme Worker</li> <li>- Wakelake Project</li> <li>- Strategic Assessment</li> </ul> <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"> <li>- Langan's Tea Rooms – for training of staff</li> <li>- 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.</li> </ul>	<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>				

Action & Progress Update	Outcomes	Q1 Rating	Q2 Rating	Q3 Rating	Q4 Rating
<p>- 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 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"> <li>• Emotional health / emotional changes – anger management, self-harm, suicide, depression, eating disorders and low aspirations</li> <li>• Social media – sexting, malicious gossip and gaming</li> <li>• Sexual Health – choices, sexuality</li> <li>• Physical health and wellbeing</li> <li>• Smoking –including marijuana, feeling addicted</li> <li>• Alcohol – drinking and risky behaviour</li> <li>• Teenage pregnancy</li> <li>• Personal Safety – bullying</li> <li>• Economic changes at home – disharmony</li> <li>• Education of parents –neglect</li> </ul>					
<p>This initiative will be overseen and monitored by Staffordshire County Council and Cannock Chase Council.</p> <p>A year end progress report was submitted to the Office of the Police Crime Commissioner and will be presented to the Local Strategic Partnership on July 2016.</p> <p>The Community Safety Delivery Plan for 2016/17 now sits as part of the Locality Partnership Plan and will be presented to the LSP Strategic Board on Tuesday 26<sup>th</sup> April 2016 for sign off</p>					

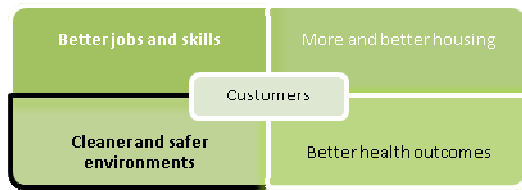
Action & Progress Update	Outcomes	Q1 Rating	Q2 Rating	Q3 Rating	Q4 Rating
<p><b>Lead and roll-out the “Let’s Work Together” project across the District. This project will provide service managers and home visitors with the tools, training and skills they need to provide the ‘eyes and ears’ for partner organisations, and offer a wider range of support and signposting to local people to help them live healthy, safe and independent lives.</b></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. The Lets Work Together programme for 2016/17</p> <p>Training will be delivered in the format of individual presentations which will be delivered by local practitioners, giving you the opportunity to ask questions. They will include the following modules:</p> <ul style="list-style-type: none"> <li>• Hate Crime</li> <li>• Hoarding</li> <li>• Debt</li> <li>• Child Sexual Exploitation</li> <li>• Modern Day Slavery</li> </ul>	<p>Training delivered to front line staff and managers of Council and other partners services resulting in:</p> <ul style="list-style-type: none"> <li>• Reduced risks for Individuals/families, allowing them to lead safe, healthy, and independent lives.</li> <li>• Practitioners knowing how to get the right services and support in place.</li> <li>• Organisations getting improved value for money</li> </ul>				











Summary of Progress in Delivering Projects/Actions:





					<p>No Rating</p>
<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>	
<p>2 100%</p>	<p>0 0%</p>	<p>0 0%</p>	<p>0 0%</p>	<p>0 0%</p>	<p>0 0%</p>










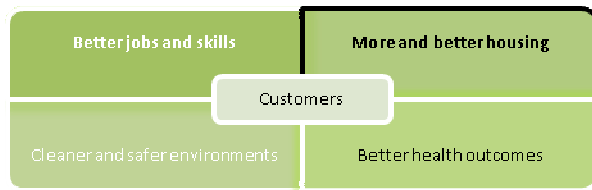
	Target	Annual Total	Target Achieved / Trend
<b>Cleaner and safer environments: Striving for cleaner, greener and attractive public environments across the District</b>			
Percentage of household waste recycled	50%	51.49%	✓
Residual household waste collected		18,752	

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>Procure a single contract for the delivery of all Waste Collection Services which;-</p> <ul style="list-style-type: none"> <li>• Meets current service standards</li> <li>• Ensures a minimum 50% rate of recycling</li> <li>• Is within existing budgetary provision</li> </ul> <p>A single termed contract for the collection of residual waste, dry recycling and organic waste have been procured with a significant financial saving to the Council over its seven plus seven year term. A number of the Council's former waste employees have been transferred to the successful bidder (Biffa Municipal Limited). The transfer of employees and contract implementation phase have been undertaken successfully with the contract start date April 2016.</p>	<ul style="list-style-type: none"> <li>• Provide a cost effective waste collection service.</li> <li>• Encourage recycling of household waste.</li> </ul>				
<p>Deliver the Bus Shelter Replacement and Refurbishment Programme</p> <p>This work has now all been successfully completed within timescale and under budget.</p>	<ul style="list-style-type: none"> <li>• Improve the appearance of the "gateways" into the District</li> <li>• Ensure the safety of residents</li> <li>• Reduce crime and vandalism</li> </ul>				

Action & Progress Update	Outcomes	Q1 Rating	Q2 Rating	Q3 Rating	Q4 Rating
<p>To progress the provision of additional burial space in the south of the District</p> <p><b>Quarter 1 – To specify, issue tenders and appoint a contractor to undertake due diligence tests on preferred site before purchase.</b></p> <p>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.</p>	<p>Site secured to ensure future burial spaces for residents of the District</p>				
<p><b>Quarter 2 – To complete due diligence tests</b></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><b>Quarter 3 – To review capital and revenue costs for proposed new cemetery and seek approval to purchase.</b></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>					
<p><b>Quarter 4 – Work continues of reviewing the capital and revenue costs associated with the development and operation of a new cemetery with the aim of reporting back to Members in early 2016-17 financial year.</b></p>					

Summary of Progress in Delivering Projects/Actions:

					<p>No Rating</p>
<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>	
<p>4 67%</p>	<p>2 33%</p>	<p>0 0%</p>	<p>0 0%</p>	<p>0 0%</p>	<p>0 0%</p>















	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Annual Total	Annual Target	Target Achieved / Trend
<b>More and better housing: Increasing the supply of affordable housing</b>							
Additional affordable housing	0	0	10	12	22 *Note 1	26 units	
<b>More and better housing: Improving the Council's social housing stock and raising standards in the private rented sector</b>							
Decent Homes Standard for all Council properties					100%	100%	
<b>More and better housing: Planning for the housing needs of the District</b>							
Number of affordable dwellings secured through S106 agreements	63	34	12	94	203	150	
Housing Need – The total number (net) of housing units overall that are required to be delivered annually by the Local Plan.					-6 (net loss) * Note 2	241 * Note 3	

**\*Notes:**

1. Target not met due to delay on completions at Green Lane, Rugeley. Completions now expected Q1 16/17
2. A net loss is recorded largely as a result of Moss Road Estate Redevelopment Scheme demolitions (170) being counted in 2015/16. The SHLAA 2015 sets out projected housing delivery over the plan period. Sufficient sites are identified to meet the annualised target in future years (with a number of large sites currently under construction e.g. Land West of Pye Green Road and Land south of Red Lion Lane, Norton Canes). Therefore the overall housing requirement is projected to be met by the end of the plan period.
3. The local housing requirement for Cannock Chase is 5,300 dwellings for the plan period 2006- 2028. This gives an annualised completion rate of 241 dwellings (not taking into account previous years completions).















Strategic Objective					
Increasing the supply of affordable housing					
Action & Progress Update	Outcomes	Q 1 Rating	Q2 Rating	Q3 Rating	Q4 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> <p>Q4 – scheme on programme, 16 dwellings completed and let at year end.</p>	<ul style="list-style-type: none"> <li>• Meet the need for additional affordable housing</li> <li>• Increase the Council’s housing stock</li> <li>• Complete the implementation of the Moss Road Estate Regeneration Strategy.</li> <li>• Enhance the appearance of the Moss Road Estate</li> <li>• Provide local employment and training opportunities</li> </ul>				
<p>Commence the construction of the Green Lane Housing Scheme, Rugeley</p> <p>Q3 – scheme on programme, flats are scheduled to completed in Q4.</p> <p>Q4 – delay to scheme, as a result all 23 units will be completed and handed over in Q1 16/17.</p> <p>Exceptionally adverse weather conditions was the major reason for project running over. The contractor also added two additional bungalows to the development part way through, which increased the work from the initial scheme.</p> <p><b>Scheme now completed and properties handed over on 25/4/16 (within 2016/17)</b></p>	<ul style="list-style-type: none"> <li>• Meet the need for additional affordable housing</li> <li>• Increase the Council’s housing stock</li> <li>• Enhance the appearance of the Green Lane area</li> </ul>				

Action & Progress Update	Outcomes	Q 1 Rating	Q2 Rating	Q3 Rating	Q4 Rating
<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> <p>Q4 – Tender exercise completed, development partner appointed and Letter of Intent issued. The JCT Design and Build Contract will likely be agreed in Q1 2016/17. Tender was delayed in going out due to the Government announcement of the 1% social rent reduction. A HRA review was needed to be completed before a report was submitted to Cabinet for approval to proceed with the Garage Sites and Other Council Owned Land Redevelopment Scheme.</p> <p>Project is still on target, as detailed in agreed Development Brief, for completion by March 2018.</p>	<ul style="list-style-type: none"> <li>• Meet the need for additional affordable housing</li> <li>• Increase the council’s housing stock</li> <li>• Enhance the appearance of the Council’s housing estates</li> </ul>				

**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
Implement a range of improvements works as provided for in the 2015-16 HRA Capital Programme			<ul style="list-style-type: none"> <li>• Meet the needs and aspirations of the Council’s tenants.</li> <li>• Maintain the Council’s housing stock to the Decent Homes standard.</li> <li>• Reduce the need for responsive repairs</li> <li>• Improve the energy efficiency of the Council’s housing stock</li> <li>• Enhance the appearance of the Councils housing estates.</li> </ul>	▶	▶	▶	✔
	Q4 Cumulative	Target					
No of dwellings having gas heating replaced	311	305					
No of properties benefitting from external envelope work	950	950					
Number of properties benefitting from electrical upgrading works	704	610					
No of dwellings benefitting from kitchen replacement	75	70					
Number of dwellings benefitting from bathroom upgrade	351	340					
Number of properties benefitting from double glazing works	1201	1130					

Action & Progress Update	Outcomes	Q1 Rating	Q2 Rating	Q3 Rating	Q4 Rating
<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>16 properties have been inspected to date of a potential 45.</p> <p>Two landlords served with Prohibition Notices. Legal proceedings are ongoing against one landlord</p>	<p>All HMOs will be compliant with the required standards.</p>				
<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 was approved by Cabinet in February. Initial contact has been made with all sites regarding the Inspection Programme and Fee Policy. However, it has not been possible to arrange site visits during the year, due to the increased volume of work on the team associated with HMO enforcement activity. It is anticipated that all site visits will have been completed by the end of May.</p>	<p>Improved housing conditions for occupants of park homes within the District.</p>				

Strategic Objective					
Planning for the housing needs of the District					
Action & Progress Update	Outcomes	Q1 Rating	Q2 Rating	Q3 Rating	Q4 Rating
Secure 150 affordable dwellings through the completion of section 106 Agreements.	Meet the need for additional affordable housing.				
<p><b>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).</b></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><b>Development with Staffordshire County Council under a joint venture partnership arrangement of the Wharf Road / Pear Tree site, Rugeley.</b></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.				

Action & Progress Update	Outcomes	Q1 Rating	Q2 Rating	Q3 Rating	Q4 Rating
<p><b>Redevelopment of the former Aelfgar School site, Rugeley</b></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> <p>In Q4 the County Council's Property Board decided to terminate the current tender process relating to the above. They made the decision because they felt that the remaining time period to complete the proposed Extra care facility within the time window agreed with the HCA was insufficient as a result of the anticipated delays associated with the resolution of outstanding issues associated with bat protection, demolition and securing planning permission etc. Accordingly, the County Council will now take responsibility for the bat surveys/mitigation measures and the demolition of the buildings to create a cleared site. SCC indicated that it was still intended to approach the HCA for funding for funding to assist the construction of an Extracare facility in Rugeley but was unclear about the timescales.</p>	Meeting housing needs in Rugeley through provision of extra care scheme and open market/affordable housing scheme.				

**Summary of Progress in Delivering Projects/Actions:**

					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	
5 42%	5 42%	2 16%	0 0%	0 0%	4 25%