

Report of:	Head of Governance & Corporate Services
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Key Decision:	No
Report Track:	Cabinet: 11/11/21

Cabinet
11 November 2021
Quarter 2 Performance Report 2021/22

1 Purpose of Report

- 1.1 To advise Members on the progress of the Priority Delivery Plans (PDPs) and Council's performance at the end of the second quarter of 2021-22.

2 Recommendation(s)

- 2.1 To note the second quarter progress and performance information relating to the delivery of the Council's priorities as detailed at Appendices 1a-1c and 2a-2c

3 Key Issues and Reasons for Recommendations

Key Issues

- 3.1 The Priority Delivery Plans set out the key projects and actions for delivery in 2021/22. These are based on the Corporate Plan 2021-24 agreed by Council on 24 February and the three-year delivery plans agreed on 21 April.
- 3.2 Overall, 85% of the projects have been delivered or are on schedule. Progress in delivering the PDPs is summarised in section 5 of the report and set out in detail in Appendices 1a to 1c.
- 3.3 Details of the performance information for each of the 3 priorities can be found at Appendices 2a to 2c.

Reasons for Recommendations

- 3.4 The performance information allows Cabinet to monitor progress in delivery of the Council's Corporate Priorities.

4 Relationship to Corporate Priorities





- 4.1 The indicators and actions contribute individually to the Council's priorities and objectives as set out in the Corporate Plan 2021-24.

5 Report Detail

- 5.1 The Council's Corporate Plan 2021-24 was approved by Council on 24 February 2021, setting out the priorities and strategic objectives of Cannock Chase District Council for a three-year period.
- 5.2 The supporting three-year delivery plans were approved on 21 April 2021. The Priority Delivery Plans (PDPs) in the appendices to this report are the annual documents that set out how the Council will achieve progress against its strategic objectives; these plans establish the actions, timetable and performance measures for delivery that are the basis of the Council's performance reporting framework.

Priority Delivery Plans

- 5.3 A commentary on performance and a rating for each of the projects/actions set out in the PDPs is given in Appendices 1a-1c. A summary of progress, by rating, is given in the table below.

Delivery of Projects for Q2						
Corporate Plan Priority					N/A	Total Number of Projects
	Action completed	Project on Target	Work in progress but slightly behind schedule	Project more than 3 months behind schedule	Project not yet started / superseded	
Supporting Economic Recovery	3	35	3	1	1	43
Supporting Health and Wellbeing	3	35	5	0	1	44
Financially Resilient Council	1	18	2	0	3	24
Total	7 (6%)	88 (79%)	10 (9%)	1 (1%)	5 (5%)	111

- 5.4 At the end of quarter 2, good progress has been made with 6% of projects completed and 79% on target. There has been some minor slippage on 12 (9%) projects, significant slippage on 1 project and 5 projects are not due to start until later in the year or have been superseded.

5.5 Across the three priorities, nine key projects have been identified as being of strategic importance to the Council. These are:

Supporting Economic Recovery:

- Levelling up fund bid
- Local Plan
- Affordable Housing

Supporting Health & Wellbeing:

- Commonwealth Games
- Waste Management
- Poverty Strategy

Financially Resilient Council:

- Transformation of Operational Delivery Model
- Shared Services Business Case

Cross Cutting:

- Climate Change

For ease of references, these projects are shaded in blue in Appendices 1a-1c.

All 9 key projects are on target at the end of quarter 2 with the exception of the “review and reshaping of the operational delivery model” which has slipped slightly; the 2 actions concerned will now be completed during Quarter 3.

Performance Measures

5.6 Alongside each PDP, there is a set of performance information. This is split into two sets of data:

- Direction of Travel indicators; and
- Performance Measures

The Direction of Travel Indicators are the longer-term measures for assessing progress in achieving the outcomes set out in the Corporate Plan. Whereas the performance measures are designed to assess performance in service delivery.

5.7 Details of the performance information for each of the 3 priorities can be found at Appendices 2a to 2c.

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.

The financial implications of the pandemic and the impact on projects and services was considered as part of the planning process.

6.2 Legal

None.

6.3 Human Resources

There are no direct human resources implications arising from the report. The human resources implications of the pandemic have been considered as part of the planning process.

6.4 Risk Management

The Council's Strategic Risk Register sets out the risks the Council faces in delivering its priorities. This has been updated to reflect the impact of the pandemic.

6.5 Equality & Diversity

Equality and diversity matters are addressed in individual services areas and by undertaking equality impact assessments for projects and programmes of work where this is necessary and appropriate.

6.6 Climate Change

There are specific objectives within all of the priority areas which address the challenge of climate change, reflecting the corporate commitment made by the Council in July 2019 to achieve carbon neutrality by 2030.

7 Appendices to the Report

Appendix 1: Financially Resilient Council PDP – Progress Report

Appendix 2: Financially Resilient Council PDP – Performance Information

Previous Consideration

None

Background Papers





Corporate Plan 2021-24 - Cabinet 28 January 2021

3 Year Delivery Plans 2021-24 – Cabinet – 1 April 2021

Quarter 1 Performance Report 2021/22 – Cabinet – 9 September 2021

Priority Delivery Plan for 2021-22
Priority 3 – Financially Resilient Council

PROJECTS – Summary of Performance

Delivery of Projects for Q2					
				N/A	Total Number of Projects
Action completed	Project on Target	Work in progress but project slightly behind schedule < 3months	Action more than 3 months behind schedule – specific action required to address delay	Project not yet started	
1 (4%)	18 (75%)	2 (8%)	0 (0%)	3 (13%)	24

Summary of Successes as at Quarter 2

The review of the bridges and boardwalks across the district has been completed and a plan to invest in the maintenance of them has been approved by Cabinet



Summary of Slippage as at Quarter 2

There is some slippage on the review and reshaping of the operational delivery model. Efforts have been focussed on the current Reception arrangements and the Civic Offices Reception is now open 5 days a week, albeit on reduced hours. The options paper for the future will now be developed in quarter 3.


The work on the procurement of a new CRM system has also slipped slightly. A decision was taken to undertake additional demonstrations to allow for further consideration of our system requirements and to refine the specification further. This work is nearing completion and the procurement process is due to commence now in quarter 3.

3.1 To make the best use of limited resources – managing our people, money and assets

Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
3.1.1. COVID Recovery / Service Restoration							
Ongoing restoration of services and clearing of backlogs	Planning for clearing of Housing Repairs backlog: <ul style="list-style-type: none"> • Appointment of Void Supervisor • Prioritise backlog jobs 	✓				Void Supervisor appointed and is having the expected impact on the void backlog. Admin Staff allocated dedicated areas of backlog to focus on and prioritise jobs are completed, repairs backlog is reducing.	✓
	Food safety inspections - recovery of 2020/21 backlog of approx. 400 interventions across all risk categories	✓				Agency EHO now engaged (following unsuccessful attempt to recruit into temporary post). Preparation completed and delivery of recovery plan has already commenced.	
	Planning enforcement – deal with backlog of cases	✓				Short term support has been secured to deal with backlog. Temporary changes to Planning Enforcement Protocol extended until October 2022.	
Re-introduction of face-to-face customer services, where necessary and by appointment	Appointments will be available where necessary from 12 April in line with the easing of restrictions	✓				Appointments are available for a range of Council services and these can be booked between 9am to 5pm on week days	✓




Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
	Planning for wider opening of reception areas		✓			Reception at the Civic Centre is now open 5 days a week, albeit on reduced hours. The need for longer opening hours is being assessed	
3.1.2. Shared Services							
Explore the business case for the further sharing of services and a Chief Executive with Stafford Borough Council	Establish project team, appointment of independent advisor and review models for sharing services		✓			Sharing of Chief Executive commenced 1 June 2021. Project team has been established	
	Prepare business case and report for Cabinet			✓		The first meeting of the Shared Services Board has taken place and work is underway on preparing the business case	
	Subject to outcome of the business case and Cabinet approval, develop implementation plan				✓		
3.1.3. Review and Reshaping of Operational Delivery Model							
Develop options for reshaping operational delivery re:							
Customers – to include future Reception Services, the Contact Centre and making more services available on-line which will form the basis for a Customer Engagement Strategy	Produce options paper for future of Reception Services		✓			Work so far has been focussed on trialling the re-opening of the reception at the Civic Offices. Now starting to look ahead at options for the future. Options paper will now go to Leadership Team in Q3.	

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Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
<p>Employees – to include development of business case for increased use of homeworking and flexible working in the future, the infrastructure needed to support this and the implications for office space</p>	<p>Proposal for interim hybrid working arrangement to be developed and agreed with Cabinet</p>		✓			<p>Work is in progress with broad principles for an interim hybrid model discussed and agreed with Leadership Team.</p> <p>Arrangements have been put into place for employees to start to reconnect with their workplace wef 20 September</p>	
	<p>Interim changes to working arrangements and policies to be reviewed and agreed</p>			✓		<p>Have identified the key policies that will need to be reviewed</p>	
	<p>Identify changes that need to be made to improve infrastructure to support remote working</p>		✓			<p>Some preliminary work has been done to identify changes that need to be made. This will be refined and actions determined once the interim hybrid model has been agreed</p>	
	<p>Development of longer term business case for remote working and implications for Civic Offices</p>				✓	<p>A timetable for the work on this has now been developed. Interim model being designed and will be tested from April 2022.</p> <p>The business case for Hybrid working is due to be presented to Leadership Team in November/ December 2022.</p>	

Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
Members – to include the ongoing use of virtual meetings in the longer term and the implications of this	Produce a paper on hybrid and broadcasting meetings, the technology needed, costs and training implications		✓			Report to Cabinet on digitising meetings in July seeks approval to commission further work on broadcasting of meetings and the implications. Report approved by Council on 8 September 2021 and work has commenced on seeking solutions and quotations for digitising Council meetings.	✓
3.1.4. Increase our use of Digital Solutions in Delivering Services							
Establish changes made to working practices brought about by the pandemic and how these can be improved or be extended further	Inform staff of the tools and techniques available to them using our newer systems and software.			✓			N/A
Development of a digital strategy and action plan	Develop a digital strategy made up of – <ul style="list-style-type: none"> • Digital Infrastructure • Digital Workplace • Digital Engagement 				✓	Drafts of the Digital Infrastructure and Digital Engagement (customer) have been written. Digital Workplace needs to reflect the work of the Organisational Recovery Group	✓
Ongoing development of cyber security arrangements utilising Government funding	Establish and 'air gap' backup process.			✓		Technologies to support this are being reviewed.	✓
	Procure the necessary hardware and services to support the new backup system.			✓			

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Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
Procurement and development of customer portal (replacement of current CRM system) to include e-forms package	Determine requirements/ specification for the Customer Portal/Digital Engagement platform.	✓				A number of systems demos have taken place and a specification has been drafted	
	Procurement of new system		✓			Additional demos have been taking place to allow for consideration of linking CRM replacement with replacement of telephony software, website and for back-office usage. Procurement process will now commence in Q3	
	Development of project plan for implementation			✓			
	Implementation and testing				✓		
Procurement of new website software and re-design/review of content	Establish requirement for new website and draft specification		✓			Work has commenced on drafting the requirements for the specification	
	Commence procurement			✓			
	Award contact and commence implementation				✓		
Campaign to encourage the sign up to e-billing for Council Tax and Business Rates	All bills issued to make taxpayers aware of the e-billing facility. All e-forms to incorporate easy sign-up option.	✓	✓	✓	✓	All envelopes issued by the Revenues Team display a large graphic encouraging paperless billing and showing how to access it.	

Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
						Council Tax e-forms routinely include a tick-box to request e-bills. More e-forms are being developed.	
	Social media campaign to coincide with Chase Matters distribution and in advance of Annual Billing			✓	✓		
3.1.5. Organisational Development							
No projects planned for 2021/22							
3.1.6. Asset Management and Maintenance							
Develop a new asset management strategy (aligned to the new corporate priorities)	Develop the strategy			✓		Initial preparatory work has been undertaken.	✓
	Present to Cabinet				✓		
Develop a new energy management strategy (aligned to the asset strategy and the costed action plan for climate change)	Develop the strategy				✓	As above.	✓
Develop a new maintenance strategy and plan	Undertake a review of maintenance priorities for 2021/22 and present to Cabinet		✓			Maintenance Plan approved by Cabinet in August 2021.	✓
	Develop a 5-year Maintenance strategy (aligned to the new Asset Management strategy and the costed action plan for climate change)				✓		

Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
Identify opportunities to enhance, redevelop and transfer the Council's assets (aligned to the asset management strategy)	Review of individual assets to be included as individual projects (on a rolling programme)	✓	✓	✓	✓	This will be an ongoing process. Current priority is to review bridges, followed by Elmore Park public toilets.	✓
Options for Public Toilets at Elmore Park, Rugeley	Undertake a feasibility study, identifying options			✓		Work on specification being undertaken.	✓
	Present outcome of feasibility study to Cabinet setting out options, costs and secure a way forward				✓		
Undertake a review of the bridges and boardwalks across the district	Audit review of bridges & boardwalks	✓				Audit has been completed.	★
	Present outcome of review and options for improvement / investment to Cabinet		✓			Plan to invest in Boardwalks & Bridges approved by Cabinet in August 2021.	

3.2 Being a financially sustainable Council that lives within its means

Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
3.2.1. Prudent Financial Management							
Manage the collection of council tax and business rates collection and ensure outstanding debts are chased in accordance with Council policy	Day to day operation of service in accordance with policy.	✓	✓	✓	✓	Bills for 2021/22 have been issued	✓

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Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
Identify opportunities to apply for grants and submit applications as appropriate	Ongoing review of new funding sources with applications submitted with a sound business case	✓	✓	✓	✓	Application submitted for Levelling Up funding	✓
Set a Medium-Term Financial Strategy (MTFS) to fund Council services by a prudent mix of investment, services and tax income, while maintaining adequate reserves. MTFS to be reviewed annually as part of budget setting process	Medium term financial plan set as part of budget process			✓			N/A
	Review of existing fees/charges			✓			
	Review of income generation opportunities			✓			
	Identify potential Invest to save initiatives			✓			
Lobby for a fairer distribution of Government funding to sustain essential local services	Response to consultation documents on funding and letters to MP's where appropriate	✓	✓	✓	✓	No opportunities identified in quarter 1	N/A

3.3 Consider the impact on the environment in managing our assets and use of resources






Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
3.3.1. Environmental Impact							
Undertake an assessment of our current carbon footprint and develop a management plan to inform how our buildings may be most efficiently maintained and reduce our carbon consumption.	Base Information - schedule current energy efficiency levels and energy usage of all corporate buildings		✓	✓	✓	Detail to be developed alongside the development of the new Asset Strategy	✓
	Develop costed proposals for improving the energy efficiency levels of the buildings (to achieve carbon neutrality)				✓	Work on this will commence during Q4 and into 2022-23	
Identify opportunities for funding for green initiatives.	Review opportunities and submit funding bids if they support Asset Strategy and/or Corporate Priorities	✓	✓	✓	✓	Monitoring of funding opportunities on-going	✓

Priority 3 – Financially Resilient Council

PERFORMANCE MEASURES

Summary of Performance as at Q1			
			
Target Exceeded	Target Achieved	Performance Slightly Below Target	Performance Significantly Below Target
1	0	0	4

Performance Indicator	Reporting Frequency (Q or A)	Last year's outturn	Target	Q1	Q2	Q3	Q4	Target Achieved?
Objective 3.1 To make the best use of limited resources – managing our people, money and assets								
Total Number of Stage 1 Complaints	Q	29	n/a	9	11			N/A
Total Number of Stage 2 Complaints	Q	4	n/a	6	5			N/A
% of invoices paid within 30 days	Q			* Data not currently available				N/A
No of incoming calls received	Q	91,623 (22,905 per qtr)	n/a	22,917	22,718			
No of calls answered	Q	83,691 (20,923 per qtr)	n/a	19,568	18,873			

Performance Indicator	Reporting Frequency (Q or A)	Last year's outturn	Target	Q1	Q2	Q3	Q4	Target Achieved?
% of calls answered	Q	91%	94%	85%	83%			
Average Call Wait Time	Q	1.41	2.00	3.06	4.04			
Number of on-line forms completed	Q	707 per quarter	700	728	793			
Number of Council Tax payers receiving e-bills	Q	Baseline March 2020 = 2085	New	5748	5889			N/A
Number of Business Rate payers receiving e-bills	Q	Baseline March 2020 = 275	New	1627	1664			N/A
Objective 3.2 Being a financially sustainable Council that lives within its means								
% of council tax collected annually	Q	96%	98%	28%	54.6%			
% National non-domestic rates (NNDR) collected	Q	96.3%	98%	26.2%	47.8%			
Total income from service fees and charges	Q	New measure		*Data not currently available	*Data not currently available			N/A
Value of successful grant applications secured for the District	Q	New measure		*Data not currently available	*Data not currently available			N/A
Amount of external funding secured to support the delivery of projects and programmes	Q	New measure		*Data not currently available	*Data not currently available			N/A

*Due to the closedown of the accounts and the implementation of a new financial system, the financial information for quarters 1 and 2 is not currently available. It is anticipated however, that the information will be available in quarter 3.

Comments on Performance Significantly Below Target:

Telephone Calls to the Contact Centre:

The Contact Centre Team have continued to experience issues throughout the second quarter in transferring calls to services and this has resulted in more “Callback” requests being created which has extended the interaction times. This in turn impacts on the call waiting time and a reduction in the number of calls answered. The lack of availability of staff in the service teams has increased over the summer due to employees taking leave. The problems in transferring calls relates in part to problems with the technology used which does not support effective remote working and the Technology Team are exploring alternative software solutions to improve remote call handling.

Council Tax Collection Rates:

At the end of quarter 2, performance this year is marginally better than at the same point last year (54.6% compared to 54.5%) but is below pre-covid collection rate of 55.1% in 2019-20. Given the withdrawal of covid additions to benefits, this slight increase in performance is encouraging.

Business Rates Collection Rates:

Performance this year is worse than at the end of Q2 last year (47.8% compared to 49.6%) and is notably down on the collection rate pre-covid of 54.8% in 2019-20. The decline in performance reflects the impact of Covid and the withdrawal of reliefs and grants available last year.