

<b>Report of:</b>	<b>Head of Governance &amp; Corporate Services</b>
<b>Contact Officer:</b>	<b>Adrian Marklew</b>
<b>Contact Number:</b>	<b>01543 464598</b>
<b>Portfolio Leader:</b>	<b>Innovation and High Streets</b>
<b>Key Decision:</b>	<b>No</b>
<b>Report Track:</b>	<b>Cabinet: 03/03/22</b>

**Cabinet**  
**3 March 2022**  
**Quarter 3 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 third quarter of 2021-22.

**2 Recommendation(s)**

- 2.1 To note the third 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 2021 and the three-year delivery plans agreed on 21 April 2021.
- 3.2 Overall, 64% 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 Q3						
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	4	19	12	3	1	39
Supporting Health and Wellbeing	7	27	7	2	1	44
Financially Resilient Council	1	11	10	1	1	24
<b>Total</b>	12 11%	57 53%	29 27%	6 6%	3 3%	107

5.4 At the end of quarter 3, 11% of projects have been completed and a further 53% on target. There has been some minor slippage on 29 (27%) projects, significant slippage on 6 projects and 3 projects are not due to start until quarter 4 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 - bid submitted and successful
- Local Plan - slightly behind schedule
- Affordable Housing - slightly behind schedule

Supporting Health & Wellbeing:

- Commonwealth Games - on schedule
- Waste Management - on schedule
- Poverty Strategy - slightly behind schedule

Financially Resilient Council:

- Transformation of Operational Delivery Model - slightly behind schedule
- Shared Services Business Case - slightly behind schedule

Cross Cutting:

- Climate Change - slightly behind schedule

Details of the progress made is set out in Appendices 1a-1c. For ease of references, the key projects are shaded in blue.

## **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.

**6.2 Legal**

None.

**6.3 Human Resources**

There are no direct human resources implications arising from the report.

**6.4 Risk Management**

The Council's Strategic Risk Register sets out the risks the Council faces in delivering its priorities.

**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.

<b>7 Appendices to the Report</b>
-----------------------------------

Appendix 1c: Financially Resilient Council PDP – Progress Report

Appendix 2c: 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

Quarter 2 Performance Report 2021/22 – Cabinet 11 November 2021

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

**PROJECTS – Summary of Performance**

Delivery of Projects for Q3					
				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	
<b>1</b> <b>(4%)</b>	<b>11</b> <b>(46%)</b>	<b>10</b> <b>(42%)</b>	<b>1</b> <b>(4%)</b>	<b>1</b> <b>(4%)</b>	<b>24</b>

**Summary of Successes as at Quarter 3**

N/A



**Summary of Slippage as at Quarter 3**



Although there has been some slippage on the organisational reshaping work, the project is progressing and the timetable has been revised now we have a clearer understanding of the work to be completed. A steering group is in place with representatives from all key service areas.

The CRM procurement is dependent on many groups within the two councils. Care is being taken to ensure the agreement of all staff. This has taken longer than expected.





### 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
<b>3.1.1. COVID Recovery / Service Restoration</b>							
Ongoing restoration of services and clearing of backlogs	Planning for clearing of Housing Repairs backlog: <ul style="list-style-type: none"> <li>• Appointment of Void Supervisor</li> <li>• Prioritise backlog jobs</li> </ul>	✓				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	✓				Food Safety team continues to work through backlog of inspections in line with plan agreed with Food Standards Agency.	
	Planning enforcement – deal with backlog of cases	✓				Temporary changes to Planning Enforcement Protocol extended until October 2022. Planning Enforcement Officer continuing to work through backlog of cases.	
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	✓
	Planning for wider opening of reception areas		✓			Reception at the Civic Centre is open 5 days a week, albeit on reduced hours. Longer opening hours are to be introduced in the new year.	



Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
<b>3.1.2. Shared Services</b>							
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. It is anticipated that the report will be discussed with the Shared Services Board in February.	
	Subject to outcome of the business case and Cabinet approval, develop implementation plan				✓		
<b>3.1.3. Review and Reshaping of Operational Delivery Model</b>							
Develop options for reshaping operational delivery re:							
<b>Customers</b> – 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		✓			A report on Customer Service has been drafted and is to be considered by Leadership Team in January.	




Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
<b>Employees</b> – 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	Proposal for interim hybrid working arrangement to be developed and agreed with Cabinet		✓			Work is in progress with broad principles for an interim hybrid model discussed and agreed with Leadership Team.  A working group has been set up to establish a framework for hybrid working. The intention is to carry out a trial from April.	
	Interim changes to working arrangements and policies to be reviewed and agreed			✓		Interim changes have been made where necessary. Longer term changes are being considered as part of the development of the hybrid working model.	
	Identify changes that need to be made to improve infrastructure to support remote working		✓			Work on this is being progressed alongside the development of the hybrid working model.	
	Development of longer-term business case for remote working and implications for Civic Offices				✓	A timetable for the work on this has now been developed. Interim model being designed. A report is due to be presented to Leadership in February. The model will be tested from April 2022. A business case is also being developed and this is due to be presented to Cabinet in the next 12 months	
<b>Members</b> – 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. Quotations have been sought but as they have proved to be expensive further work is being done to look at other options and quotations.	






Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
<b>3.1.4. Increase our use of Digital Solutions in Delivering Services</b>							
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.			✓		The Technology Service is about to send more of their advice newsletters called "Bytesize"	
Development of a digital strategy and action plan	Develop a digital strategy made up of – <ul style="list-style-type: none"> <li>• Digital Infrastructure</li> <li>• Digital Workplace</li> <li>• Digital Engagement</li> </ul>				✓	Drafts of the Digital Infrastructure and Digital Engagement (customer) have been written. Digital Workplace needs to reflect the work of the Organisational Reshaping Group	
Ongoing development of cyber security arrangements utilising Government funding	Establish and 'air gap' backup process.			✓		Technologies to support this are being reviewed.  'air gap' backup service procured. Implementation in progress.	
	Procure the necessary hardware and services to support the new backup system.			✓		Hardware not required for this solution.	
Procurement and development of customer portal (replacement of current)	Determine requirements/ specification for the Customer Portal/Digital Engagement platform.	✓				A number of systems demos have taken place and a specification has been drafted. Specification work is to be agreed by the Organisational Reshaping Group and Leadership team.	

**Item No. 4.10**

Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
CRM system) to include e-forms package	Procurement of new system				✓	Some work has been completed to defined and cost the integrating the new system. Procurement process will now commence in Q4. This is dependent on the specification being agreed.	
	Development of project plan for implementation			✓		An outline plan for the phases of implementation has been produced.	
	Implementation and testing				✓		
Procurement of new website including re-design/review of content	Establish requirement for new website and draft specification		✓			A specification has been drafted	
	Commence procurement			✓		This has been delayed slightly but an initial meeting has now been held to plan the procurement process and timetable	
	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.  Council Tax e-forms routinely include a tick-box to request e-bills. More e-forms are being developed.	

Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
	Social media campaign to coincide with Chase Matters distribution and in advance of Annual Billing			✓	✓	Chase Matters delivered to 44,000 households, it was also displayed as a free pick up in 13 supermarkets in the District. Social Media campaign also undertaken with another to be done before Annual Billing.	
<b>3.1.5. Organisational Development</b>							
No projects planned for 2021/22							
<b>3.1.6. Asset Management and Maintenance</b>							
Develop a new asset management strategy (aligned to the new corporate priorities)	Develop the strategy			✓		Initial preparatory work has been undertaken. Draft strategy to be presented to Leadership Team Feb 2022 for review and presentation to Cabinet in Q4.	
	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.	

Item No. 4.12

Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
	Develop a 5-year Maintenance strategy (aligned to the new Asset Management strategy and the costed action plan for climate change)				✓	Once the new asset strategy is agreed, the maintenance plan will be reviewed.	
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. This piece of work will be aligned to the proposals set out in the asset strategy	
Options for Public Toilets at Elmore Park, Rugeley	Undertake a feasibility study, identifying options			✓		Work on specification being undertaken. Will progress following on after bridge works are underway	
	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
<b>3.2.1. Prudent Financial Management</b>							
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. Revenues Staff continue to recover unpaid rates and council tax in a sympathetic manner where the default is due to the effects of the pandemic. Resource continues to be balanced between taking recovery action and managing the grants and reliefs designed to assist residents and business affected by covid and trading restrictions.	✓
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			✓		A medium-term financial plan has been prepared and is to be considered by Cabinet and Council in February 2022	▲
	Review of existing fees/charges			✓		Completed as part of budget process	
	Review of income generation opportunities			✓		To be considered in 22/23	
	Identify potential Invest to save initiatives			✓		To be considered in 22/23	

Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
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	✓	✓	✓	✓	This is done as and when appropriate	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
<b>3.3.1. Environmental Impact</b>							
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. AECOM are preparing the baseline data and proposals for the Council's non-residential buildings. Issue Q4	✓
	Develop costed proposals for improving the energy efficiency levels of the buildings (to achieve carbon neutrality)				✓	Proposals will link to the AECOM data and proposals from the asset strategy. 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. This requires the asset strategy in place and sufficient officer capacity to prepare any funding bids	▲





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

**PERFORMANCE MEASURES**

**Summary of Performance as at Q3**

			
Target Exceeded	Target Achieved	Performance Slightly Below Target	Performance Significantly Below Target
<b>0</b>	<b>0</b>	<b>1</b>	<b>4</b>

Performance Indicator	Reporting Frequency (Q or A)	Last year's outturn	Target	Q1	Q2	Q3	Q4	Target Achieved?
<b>Objective 3.1 To make the best use of limited resources – managing our people, money and assets</b>								
Total Number of Stage 1 Complaints	<b>Q</b>	29	n/a	9	11	10		<b>N/A</b>
Total Number of Stage 2 Complaints	<b>Q</b>	4	n/a	6	5	3		<b>N/A</b>
% of invoices paid within 30 days	<b>Q</b>			* Data not currently available				<b>N/A</b>
Number of incoming calls received	<b>Q</b>	91,623 (22,905 per qtr)	n/a	22,917	22,718	19,033		
Number of calls answered	<b>Q</b>	83,691 (20,923 per qtr)	n/a	19,568	18,873	16,902		
% of calls answered	<b>Q</b>	91%	94%	85%	83%	89%		

Performance Indicator	Reporting Frequency (Q or A)	Last year's outturn	Target	Q1	Q2	Q3	Q4	Target Achieved?
Average Call Wait Time	Q	1.41	2.00	3.06	4.04	2.41		
Number of on-line forms completed	Q	707 per qtr	700	728	793	669		
Number of Council Tax payers receiving e-bills	Q	Baseline March 2020= 2,085	New	5,748	5,889	6,915		N/A
Number of Business Rate payers receiving e-bills	Q	Baseline March 2020= 275	New	1,627	1,664	1,703		N/A
<b>Objective 3.2 Being a financially sustainable Council that lives within its means</b>								
% of council tax collected annually	Q	96%	98%	28%	54.6%	81.1%		
% National non-domestic rates (NNDR) collected	Q	96.3%	98%	26.2%	47.8%	74.1%		
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 technical issues with the implementation of the new finance system, the financial information is not currently available.



**Comments on Performance Significantly Below Target:**

Although still above target, the average call wait time has improved in Q3. Performance has also improved in terms of the number of calls handled. This improvement is largely due to a change in call handling procedures. It is also in part due to a reduction in the number of calls in Q3 as a result of the closure of the offices during the festive period.

The longer term and ongoing effects of the pandemic on the ability of our residents and businesses to pay their Council Tax or Business Rate bills continues to affect our collection performance. We continue to deal sympathetically with those who are genuinely unable to pay their bills and many of the agreements that we reach will involve payment plans over a long period of time. Inevitably when collection performance dips, as it did in 2020-21, the recovery from that position to our pre-covid position, will happen over a period of years rather than months. Revenues staff continue to absorb the payment of Business Grants and Rate Reliefs into their daily work, and we must balance our efforts between those tasks and taking recovery and enforcement action against defaulters.

In the case of individuals and their Council Tax bills, government prescribed reliefs have ended. We continue to manage residents' difficulties through our own Local Council Tax Reduction Scheme and to negotiate payment arrangements with those who engage.

Similarly, Government Mandatory grants had expired and the full exemption from rates for Retail, Leisure and Hospitality businesses reduced to 66% from July. This had added to the task of collecting rates from affected businesses. Further grants and reliefs have recently been announced by Government for businesses affected by the Omicron Variant and to those who could not have received previous rate reliefs. The Council has the task of managing those schemes during Q4 which will hopefully help businesses to pay their rates bills.