Report of:	Head of Governance and Corporate Services
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Portfolio Leader	Corporate Improvement
Key Decision:	No
Report Track:	Cabinet: 13/12/18

CABINET

13 DECEMBER 2018

QUARTER 2 PERFORMANCE REPORT 2018/19

1   Purpose of Report

1.1   To advise Members on the position at the end of Quarter 2 for 2018/19, in respect of the Priority Outcomes as set out in the Corporate Plan 2018-23 and the supporting Priority Delivery Plans (PDPs) for 2018/19.

2   Recommendations

2.1   To note the performance information relating to PDPs as detailed at Appendices 1-4.

2.2   To consider the actions which have been flagged as requiring amendment to the timescale, scope or timeline.

3   Key Issues and Reasons for Recommendation

3.1   Information for performance actions and indicators for Quarter 2 2018/19 is included for relevant items in Appendices 1 to 4. The overall rankings for each Portfolio area are detailed in Section 5 below, indicating that 64.3% 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 2018-23.

5   Report Detail

5.1   The Council's Corporate Plan 2018-23 was approved by Cabinet on 19 April 2018, superseding the previous Corporate Plan for 2015-18 and setting out the revised mission, priorities and strategic objectives of Cannock Chase District Council for the next five 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 Lead Officers for each of the projects/actions have provided a commentary on performance and a rating and these are included in Appendices 1-4. A summary of progress, by rating, is given in the table at 5.6. The projects/actions are rated according to the system illustrated below. At the end of Quarter 2 good progress has been made in the delivery of projects/actions with 64.3% delivered or on target to be achieved. Work is in progress on 35.7% of actions, albeit they are behind schedule.

5.4   The Lead Officers have also provided data for performance indicators relating to each objective. It has been specified in the tables how frequently this information will be reported for each indicator (annually or quarterly). An assessment as to whether targets have been achieved will be made at the end of the year. These indicators can be found in the PDPs under the heading for each objective.

5.5

	PROJECTS/ACTIONS				
	✔	🟡	🔺	❌	**No Rating**
	Milestone completed	Milestone on target	Milestone/ Timeline/ scope/target date requires attention.	Project aborted/ closed .	No rating provided/ action not due
Corporate	2 28.6%	1 14.3%	4 57.1%	0 0%	0 0%
Improving Community Wellbeing – Health and Culture and Sport	6 66.7%	0 0%	3 33.3%	0 0%	0 0%

Improving Community Wellbeing – Environment, Partnerships and Community Safety	8 66.6%	2 16.7%	2 16.7%	0 0%	0 0%
Promoting Prosperity	5 35.7%	3 21.4%	6 42.9%	0 0%	0 0%
TOTAL	**21 50%**	**6 14.3%**	**15 35.7%**	**0 0%**	**0 0%**

6   Implications

6.1   **Financial**

There are no direct financial implications arising from the report.

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

6.2   **Legal**

None.

6.3   **Human Resources**

None.

6.4   **Section 17 (Crime Prevention)**

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

6.5   **Human Rights Act**

None.

6.6   **Data Protection**

None.

6.7   **Risk Management**

The strategic risks relating to the delivery of the Corporate Plan and PDPs have been identified and are included in the Strategic Risk Register, which is

monitored and managed by Leadership Team and is reported to the Audit & Governance Committee.

6.8 **Equality & Diversity**

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

6.9 **Best Value**

The Council's Corporate Plan 2018-2023 and the Priority Delivery Plans 2018/19 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 Promoting Prosperity Delivery Plan

Appendix 2: Performance information for the Improving Community Wellbeing – Health and Culture and Sport Delivery Plan

Appendix 3: Performance information for the Improving Community Wellbeing – Environment, Partnerships and Community Safety Delivery Plan

Appendix 4: Performance information for the Corporate Delivery Plan

Previous Consideration

None.

Background Papers

Corporate Plan and Priority Delivery Plans 2018/23 Report to Cabinet, 19 April 2018

Corporate Priority Delivery Plan 2017/18 Report to Cabinet, 14 June 2018

Performance Reporting Process Equality Impact Assessment, July 2012

Quarter 2 2018/19 Promoting Prosperity PDP Performance Update

Overall Performance				
✔️	🟡	🔺	❌	**Not rated**
Milestone completed	Milestone on target	Milestone/Timeline/scope/target date requires attention.	Project aborted/ closed	Milestone not rated
5	3	6	0	0
35.7%	21.4%	42.9%	0%	0%

Performance Indicators							
Performance Indicator	**Frequency of reporting (Q or A)**	**Last years outturn**	**Target**	**Q1**	**Q2**	**Q3**	**Q4**
Establishing Mill Green Designer Outlet Village as a major visitor attraction and maximise the benefits it will bring to the District							
Number of local jobs created: a) Construction	Q	0	TBC. Waiting for contractor to agree.				
Increase the skill levels of residents and the amount of higher skilled jobs in the District							
Increase in qualifications at NVQ Level 3/4	A	NVQ3 – 47.2%	Aim to increase levels year on year				
	A	NVQ4 – 25.4% (2016)	Aim to increase levels year on year				
Create strong and diverse town centres to attract additional customers and visitors							
Town Centre Vacancy Rates	Q	Cannock 9%	Aim to keep below national rate of 12%	11.9%	9.5%		
	Q	Rugeley 4.3%		5.6%	6.3%		
	Q	Hednesford 3.3%		2.2%	5.4 %		
Increase access to employment opportunities							
Employment Levels	Q	Employment rate 77.9%	Aim to keep above West Midlands rate 72%	78.7% WM 72.7%	77.8% WM 72.8%		
Unemployment Levels (JSA)	Q	Unemployment rate 0.7%	Aim to keep below West Midlands rate 1.5%	1.0% WM 1.4%	1% WM 1.2%		

Performance Indicators							

Performance Indicator	Frequency of reporting (Q or A)	Last years outturn	Target	Q1	Q2	Q3	Q4
Create a positive environment in which businesses in the District can thrive							
Number of Growth Hub enquiries from Cannock Chase businesses	A	GBSLEP (hub) – 58	60				
	A	SSLEP (hub and landline) 280	300				
Total number of net new dwellings completed.	A	372 net dwellings completed (2016/17)	Average of 241 dwellings per annum				
Increase housing choice							
Number of additional units delivered (Council Housing)	Q	35	28	14	3		
Number of additional units (Affordable Housing)	Q	155 *cumulative total of 190	82 * cumulative target is 110	42 * cumulative affordable homes total Q1 = 56			

Projects and Actions

Establishing Mill Green Designer Outlet Village as a major visitor attraction and maximise the benefits it will bring to the District							
Approach	**Key Project**	**Milestone(s)**	**Progress**	**Q1**	**Q2**	**Q3**	**Q4**
Implement all associated Mill Green S106 planning obligations	Employ Town Centre Officer and Support Town Centre Initiatives	Recruit Town Centre Officer position	Achieved – in post from 4.6.18	✔			
		Establish stakeholder interest in new Town Centre Partnership.	Initial consultation complete with results being positive. Will look to hold first meeting Nov/Dec 18.		🟡	X	
		Cabinet report to confirm structure of partnership				X	
		Formal establishment of Board and wider partnership.	Formal establishment will happen post Cabinet approval in Qtr 4 2018. However, key Board members already identified.		🟡		X
	Establish Employment and Skills Plan and Retail Skills Academy Agreement	Selection of college provider made.	Achieved – Walsall College	✔			
		Agreements signed with all parties.			✔		
		Monitoring established with construction contractors					X
		Local recruitment and training commenced.					X
	Improvements to Cannock Railway Station	Abellio Platform extensions – Dec 18.				X	
		Masterplan production including feasibility assessment					X

Increase the skills levels of residents and the amount of higher skilled jobs in the District							
Approach	**Key Project**	**Milestone(s)**	**Progress**	**Q1**	**Q2**	**Q3**	**Q4**
Work pro-actively with partners to increase skill levels and access to higher skilled jobs in the District	Work with partners to establish retail skills academy	Agree provider for Retail Academy	Achieved – Walsall College	✔			
		Agree Retail course content and promote to recruit local employees					X
		Commence delivery of Retail Academy courses.	Ahead of profile looking to commence late 2018/2019- date revised (originally 2019-20)				X
	Work with partners to establish engineering skills academy	Scope and develop a proposal for an Engineering Skills Academy	Scope & proposal produced. Bidding currently in progress to attract external funding.		🟡		X

Create strong and diverse town centres to attract additional customers and visitors							
Approach	**Key Project**	**Milestone(s)**	**Progress**	**Q1**	**Q2**	**Q3**	**Q4**
Provide a strategic view on the future requirements of the District in relation to the changes in retail, leisure and residential requirements of the Town Centres and how the benefits of Mill Green Designer Outlet Village can be captured	Produce strategic plans for Cannock and Rugeley Town Centres	Cannock Town Centre Prospectus Produced by December 2018	Procurement for phase 2 currently taking place re: Cannock. Final document to be produced by Spring 2019. Rugeley plan linked to Local plan review process now taking place.		🔺		X

Increase access to employment opportunities							
Approach	**Key Project**	**Milestone(s)**	**Progress**	**Q1**	**Q2**	**Q3**	**Q4**
Engage with LEPs, the business community, West Midlands Combined Authority and national bodies to secure investment in the District	Employment Pilot Project in Cannock North area. This tackles unemployment and low pay in local communities.	Procurement carried out to select preferred provider.	Walsall College awarded contract	✔			
		Delivery commenced – June 2018.			✔		
		Promotion and referral of clients.				X	
	In conjunction with partners embed local delivery of skills hub. This targets unemployed and employed skill needs.	ERDF/ESF funding secured to roll out skill hubs in both LEP areas.	EU funding approvals delayed affecting project roll out/delivery. Waiting for Dec call to resubmit bids.		▲		X
		Promotion of skills hubs commenced and referral of clients begun.	Delayed – as per the comment above		▲		X

Create a positive environment in which businesses in the District can thrive							
Approach	**Key Project**	**Milestone(s)**	**Progress**	**Q1**	**Q2**	**Q3**	**Q4**
Develop a new Economic Prosperity strategy. This will also consider the benefits that can be gained from Mill Green Designer Outlet Village	Produce a local Economic Prosperity Strategy	Scope out content required and agree timeline for production.	Early work has been undertaken to identify approach to developing strategy and likely inputs.		✔		
		Draft content and commence consultation process.					X

Ensure there is an adequate supply of land for housing and employment	Production of the new Local Plan and associated Supplementary Planning Documents	As set out in the Local Development Scheme. Initial consultation Summer 2018	Issues and Scope Consultation completed; report to Cabinet in November.		✔		
		Issues and Options consultation February 2019					X
	Undertake Housing Needs Survey	Produce updated housing needs assessment. December 2018				X	

Commencement of the regeneration of Rugeley power Station							
Approach	Key Project	Milestone(s)	Progress	Q1	Q2	Q3	Q4
The Council will work with private and public bodies to maximise the regeneration of the 139 hectare Rugeley Power Station site	In conjunction with Lichfield DC to develop, consult and approve Supplementary Planning document setting out the strategic uses of the site together with monitoring of progress on delivery of the development site.	Complete production of the SPD	SPD fully approved by both Councils	✔			
		Commencement of demolition	Planning application received currently being processed. Revised target required- report on progress in Q3.		▲	X	

Increase housing choice							
Approach	**Key Project**	**Milestone(s)**	**Progress**	Q1	Q2	Q3	Q4
The Council will invest £12.6m to provide additional affordable homes across the district	Develop options appraisal to deliver additional Council housing	Create long list of potential development sites	Long list of potential sites produced.	✔			
		Assessment and short list of preferred sites.	Assessment identified that insufficient sites to create shortlist. Further investigations required.		🔺		
		Consultation with Planning / Highways etc				X	
		Final selection of sites to progress / project brief					X
	Complete garage site and other Council Owned Land Development Schemes	Completion of Coulthwaite Way and Woodland Close	Both sites completed April/May.	✔			
		Completion of Speedy Close, Cornhill and Petersfield	Three sites completed. Speedy Close and Petersfield in June and Cornhill in August.		✔		
		Completion of Wood View, George Brealey, Cannock Wood St and Brunswick Road –programme completion				X	
Rationalisation of Hawks Green Depot site for potential housing	Hawks Green Depot Review	Receive outcome of funding bid to Homes England	Funding bid insufficient to progress site alternative bids being investigated- revise targets.	🔺			
		Consultation with Planning	Funding bid insufficient to progress site alternative bids being investigated.		🔺		
		Development of Project Brief if bid successful				X	
		Tender preparation					X

Quarter 2 2018/19 Improving Community Wellbeing PDP (Health, Culture and Sport) Performance Update

Overall Performance				
✔	🟡	🔺	❌	**Not rated**
Milestone completed	Milestone on target	Milestone/timeline/scope/target date requires attention.	Project aborted/ closed.	Milestone not rated
6	0	3	0	0
66.7%	0%	33.3%	0%	0%

Performance Indicators

Performance Indicator	Frequency of reporting (Q or A)	Last years outturn	Target	Q1	Q2	Q3	Q4
Total number of people using all of our facilities	Q	952,884	959,754	266,298	262,150		
Take up for the inclusive cycling pilot scheme	Q	N/A	TBC		Scheme only started in September – no data yet available		

Projects and Actions

Opportunities for healthy and active lifestyles

Approach	Key Project	Milestone(s)	Progress	Q1	Q2	Q3	Q4
To provide a range of culture and leisure facilities that are accessible for everyone (all ages and abilities)	Development of new facilities at Chase Leisure Centre	Design Development Procurement	Outline designs and procurement approach determined. Legal documentation on track to be signed during Quarter 2	✔			
		Contract Award and mobilisation	Report drafted in Q2 and on track for Cabinet on 4th October revising guarantor arrangements with IHL		▲	X	
		Phase 1 – Bowling Green conversion to studio	Phase 1 deferred until Cabinet decision in October		▲	X	
		Phase 2 – Temporary gym formation				X	
		Phase 3 – Gym Refurbishment				X	
		Phase 4 – Studio refurbishment					X

Opportunities for healthy and active lifestyles							
Approach	**Key Project**	**Milestone(s)**	**Progress**	**Q1**	**Q2**	**Q3**	**Q4**
	Continue with development of facilities at the Community Sport and Recreation Hub at the Stadium	Complete Phase 1 Works	The majority of works within Phase 1 have been completed with the exception of the entrance and fencing and CCTV connections		✓		
		Complete Gates and Fencing	Entrance gates and Fencing Completed in September		✓		
		Official Opening	Opening held on 19th September		✓		
	Develop the ATP at Rugeley Leisure centre to full size	Investigate funding opportunities to support the development of the ATP				X	
Work with out leisure partners to facilitate initiatives and projects to encourage people to participate in healthy activities	Deliver Inclusive cycling scheme pilot at the Stadium with IHL	Set up Infrastructure and container on site	Container delivered to site in September.		✓		
		Commence cycling programmes				X	
	Commission a review to understand why people don't participate in healthy activities and how we can encourage them to do so	Explore the options to undertake this review					X
	Produce Playing Pitch, Indoor and Outdoor facilities strategy and Open Space Strategy	Gather supply and demand information for Winter and Summer sports	Information gathered for winter and Summer Sports		✓		
		Assess Information and Finalise Assessment Report	Draft information produced and final assessments being validated		✓		
		Develop and Finalise Strategy				X	

Opportunities for healthy and active lifestyles							
Approach	**Key Project**	**Milestone(s)**	**Progress**	Q1	Q2	Q3	Q4
With partners we will encourage and support residents in taking responsibility for their food choices and dietary behaviours	Develop a strategy to make it easier for residents to make healthy food choices when eating out and when buying, cooking and eating food at home	Identify Project Team, key partners and Produce PID for sign off;	Project team meeting scheduled 8 October. PID to be produced by end of October		▲	X	
		Using current research, best practice and local insight, identify key settings and potential areas of influence;					X

Quarter 2 2018/19 Improving Community Wellbeing PDP (Environment, Partnerships and Community Safety) Performance Update

Overall Performance				
✔️	🟡	🔺	❌	**Not rated**
Milestone completed	Milestone on target	Milestone/Timeline/scope/target date requires attention.	Project aborted/ closed .	Milestone not rated
8	2	2	0	0
66.6%	16.7%	16.7%	0%	0%

Performance Indicators

Performance Indicator	Frequency of reporting (Q or A)	Last years outturn	Target	Q1	Q2	Q3	Q4
Sustaining safe and secure communities							
Number of good news stories/ case studies	A		4				
Number of ASB complaints dealt with via the Community Safety Hub	Q	85		20	27		
Number of CCTV case reviews provided to Staffordshire Police	Q	340		101	99		
Support vulnerable people							
Increased number of referrals to the Community Safety Hub	A	189 Cases					
Number of tenancies sustained (No. of cases (council tenancies) completed with sustainment outcomes)	Q	34	38	16	28 (cumulative, 12 in Q2)		
Following implementation of Housing Reduction Act (HRA) % of Main duty Homelessness cases accepted as homeless	Q	N/A		0% (All cases dealt with at prevention or relief stage, none progressed to main duty in Q1)	1.22% (Only 3 cases progressed to full duty from 82, two of which were intentional homeless, so 1/82)		
Number of referrals to support agencies from the Community Safety Hub	Q			A process is being established to capture this data			
Number of new universal credit claimants within the period	Q	531	N/A	117	124		
Number of Discretionary Housing Payments awards	Q	141 cases Value – £84,171.24	Government allocation £172,583	104 cases Value – £22,623.05	112 cases Value – £9,005.95		

Promoting attractive and healthy environments							
Retain 6 Green Flags	A	6	6		6		
Number of fly tipping incidents	Q	470		102	132		

Projects and Actions

Sustaining safe and secure communities							
Approach	**Key Project**	**Milestone(s)**	**Progress**	**Q1**	**Q2**	**Q3**	**Q4**
Manage residents perception of fear of crime and anti social behaviour	Publish and promote positive good news stories and case studies	Identify & Promote One Good News Story	Purse Bells Campaign to safeguard vulnerable residents due to an increase in purse thefts in the town centre - press release issued. A number of arrests were made.	✔			
		Identify & Promote One Case Study	Community Safety Partnership clears wooded area due to level of ASB and drug-related detritus discovered during site visits.		✔		
		Publish Anti Social Behaviour Policy				X	
		Publish Community Safety Hub Referral Data					X
CCTV to deter crime and support the police in prosecutions	Upgrading CCTV technology	Project Team Set Up – Consider recommendations from CCTV Audit Report	Permission to spend report approved Cabinet Oct 4th 2018. Project Team meeting 15.10.18		✔		
		Project Plan Developed & Procurement of Specialist Provider				X	
		Award Contract to Specialist Provider					X

Sustaining safe and secure communities							
Approach	**Key Project**	**Milestone(s)**	**Progress**	**Q1**	**Q2**	**Q3**	**Q4**
We will work with partners to ensure our licensing compliance and enforcement strategies for persons, premises and vehicles are risk based and make best use of local intelligence	Review of compliance and enforcement policies in key areas of taxi and private hire licensing and sale of alcohol	Benchmark our current policies and strategies with nationally recognised exemplar authorities;	Policies from selected authorities have been obtained. We are reviewing these along with recently published guidance from the Institute of Licensing.		●		
		Identify any critical gaps in our approach.					X

Support Vulnerable People							
Approach	**Key Project**	**Milestone(s)**	**Progress**	**Q1**	**Q2**	**Q3**	**Q4**
Signpost to appropriate support agencies	Annual Awareness Campaign across the District on how people can support themselves and access appropriate support	Develop the Awareness Campaign	A scoping meeting has taken place with colleagues to develop a 12 month Safeguarding awareness campaign for both children and adults. The campaign will be launched February 2019.		▲		X
		Publish Awareness Campaign – Chase Matters; Website & Social Media				X	

Support Vulnerable People							
Approach	**Key Project**	**Milestone(s)**	**Progress**	**Q1**	**Q2**	**Q3**	**Q4**
	Introduction of Safeguarding Champions across the Council.	Recruit Safeguarding Champions	Recruiting Safeguarding Champions will form part of the 12 month safeguarding campaign. Campaign to be launched February 2019.		▲		X
		Develop & Deliver Training Session				X	
		Publish Number of Referrals Made					X
Work with Local Strategic Partners to support vulnerable people	Implement Shared Accommodation Pilot	Appoint Preferred Provider		✓			
		Evaluate success of the Project					X
	Provide Intensive Tenancy Support	Appoint additional Tenancy Sustainment Officer resources (37 hrs pw)	2 part-time posts: p/t secondment was extended into 2018/19 and a 2 day post was recruited to in June – starting soon.	✓			
	Early help and intervention for Children and Families Prevention and Early help for adults through the Place Based Approach (PBA)	Local Strategic Partnership (LSP) Agree Local PBA Plan	2 priorities have been identified - Improving children's mental health and resilience - Reducing anti-social behaviour and exclusions Earned Autonomy Investment Plan has been produced and funding secured as part of the Earned Autonomy funding stream. Report will be going to November LSP Strategic Board.			✓	
		Report Outcomes to LSP					X

Support Vulnerable People							
Approach	**Key Project**	**Milestone(s)**	**Progress**	**Q1**	**Q2**	**Q3**	**Q4**
Managing the impact and rollout of Universal Credit	Manage and monitor roll out to new claimants from November 2018 (including management of hardship)					X	X

Promoting attractive and healthy environments							
Approach	**Key Project**	**Milestone(s)**	**Progress**	**Q1**	**Q2**	**Q3**	**Q4**
To provide clean, well maintained and well managed streets, town centres and parks & open spaces	Deliver high quality/maintained parks	Participate in Green Flag Inspections and Assessments	Inspections completed in May.		✓		
		Green Flag Awards			✓		
	Continue to deliver Hednesford Park (IHLF) project	Produce Hednesford Park book and CD	CD produced and booklet drafted for completion in Quarter 2	✓			
		Finalise Design – new toilet facilities	Design has been finalised and planning application submitted and approved 20th June	✓			
		Procurement and Contract Award	Procurement completed and Contractor selected		✓		
		Commence construction				X	
		Complete construction					X

Promoting attractive and healthy environments							
Approach	**Key Project**	**Milestone(s)**	**Progress**	**Q1**	**Q2**	**Q3**	**Q4**
	Car Park improvement schemes	Prioritise and draw up scheme(s)	Schemed have been drafted and prioritised	✓			
		Permission to spend	Permission to spend report drafted and on track to be submitted Q3		🟡	X	
		Commence scheme					X
		Completion of scheme					X
	Deliver new cemetery for the District	Report outcome of soft market testing to Cabinet to determine next steps	Report considered by Cabinet in August		✓		
		Develop project plan in accordance with Cabinet's decision	Plan revised following Cabinet's decision		✓		

Quarter 2 2018/19 Corporate PDP Performance Update

Overall Performance				
✔️	🟡	🔺	❌	**Not rated**
Milestone completed	Milestone on target	Milestone/Timeline/scope/target date requires attention.	Project aborted/ closed	Milestone not rated
2	1	4	0	0
28.6%	14.3%	57.1%	0%	0%

Performance Indicators

Performance Indicator	Frequency of reporting (Q or A)	Last years outturn	Target	Q1	Q2	Q3	Q4
Customer contact data – response to telephone calls	Q	93.4%	94%	90%	92.7%		
Use of Online Forms	Q		475	481	319		
E – Payments Transactions – Payments made via the Council's website	Q	Actual – 23,740 Value - £2,580,791	6,000 per quarter	Actual – 6,864 Value - £801,920	Actual – 6,649 Value - £743,891		
Payments made via the Council's automated telephone payment system	Q	Actual – 22,858 Value - £2,359,237	5,750 per quarter	Actual – 6,460 Value - £730,494	Actual – 5,961 Value - £656,095		
Payments made by Direct Debit (Council Tax)	Q	302,501 transactions Value - £36,438,134.18	310,000 transactions Value - £40M	87,055 transactions Value - £11,028,893.25	87,527 Transactions Value – £11,127,609.70		

Projects and Actions

Delivering Council services that are customer centred and accessible - giving choice to our customers in how they access our services							
Approach	**Key Project**	**Milestone(s)**	**Progress**	**Q1**	**Q2**	**Q3**	**Q4**
Giving choice to our customers in how they access our services	Procurement of a new telephony system	Identify framework and use to procure new telephony software	The procurement is slightly behind schedule but arrangements have been made to extend the contract with the existing supplier. The framework has been identified and the procurement process is underway. Submissions are currently being evaluated. The procurement is now likely to be completed in Qtr 3.		▲	X	
		Install new software, test and train relevant staff	As explained above the procurement is slightly behind schedule. This is now expected to take place in Qtr 4.		▲		X
	Develop and implement a Customer Access Strategy	Draft core requirements of strategy and discuss with Leadership Team				X	
		Draft strategy for approval by Cabinet					X
	Procurement of a customer portal / CRM system	Identify requirements for new customer portal/ CRM system and agree with Leadership Team					X

Making the best use of limited resources – managing our people, money and assets							
Approach	**Key Project**	**Milestone(s)**	**Progress**	**Q1**	**Q2**	**Q3**	**Q4**
Managing our people, money and assets	Review of Environmental Services	Procurement of Consultant to undertake the review	A consultant has been appointed and work has commenced on the review.	✔			
		Undertake Stage 1 of Review (May to July)	Stage 1 of the review has been completed. A draft report has been prepared and is being validated with Managers		✔		
		Report to Cabinet and decision on whether to proceed to Stage 2- revised target of Q4			🔺		X
	Protection of Customers' personal data in accordance with GDPR	Data Protection Policy updated and approved by Cabinet	A new Data Protection Policy has been produced and approved by Cabinet	✔			
		Provision of training for employees and Members	Training has been provided to Members and an additional session has been arranged for November. On-line training has been provided to employees.		✔		
		Completion of data audit	An audit of personal data held by the Council has been completed	✔			
		Privacy Notices template agreed and published on website	Privacy notices have been prepared and published for all personal data sources	✔			

Making the best use of limited resources – managing our people, money and assets							
Approach	**Key Project**	**Milestone(s)**	**Progress**	**Q1**	**Q2**	**Q3**	**Q4**
	Simplify Members' access to committee papers and emails	Draft system to be tested by officers	Test website setup. Software installed. System available for testing by officers.	🟡		X	
		System to be piloted with sample of Members	The system has recently been made available to the Democratic Services Team and is in need of further discussions with ICT as to how this will be used.		🔺		
		System to be rolled out to all Members				X	
	Update the IT Security Policy to reflect cyber security threats and GDPR and provide training to staff	Review of current policies	Work is in progress on updating the policies. In the interim, basic on-line training has been provided to employees and Members re security.		🟡		
		Revised policies to Leadership Team for approval				X	