

Report of:	Head of Governance & Corporate Services
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Key Decision:	No
Report Track:	Cabinet: 03/03/22

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

- 3.3 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
Total	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.

7 Appendices to the Report

Appendix 1a: Supporting Economic Recovery PDP – Progress Report

Appendix 1b: Supporting Health and Wellbeing PDP – Progress Report

Appendix 1c: Financially Resilient Council PDP – Progress Report

Appendix 2a: Supporting Economic Recovery PDP - Performance Information

Appendix 2b: Supporting Health and Wellbeing PDP – Performance Information

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 1 – Supporting Economic Recovery

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 <3 months	Action more than 3 months behind schedule – specific action required to address delay	Project not yet started	
4 (10%)	19 (49%)	12 (31%)	3 (8%)	1 (2%)	39

Summary of Successes as at Quarter 3

- The Council was successful with its £20m bid for Cannock town centre to the Levelling Up Fund.
- Delivery of Apprenticeship initiative (in partnership with Staffordshire County Council) - full delivery of targets and spend.
- Federation of Small Businesses membership initiative - all free memberships allocated to local small businesses.
- Engineering Academy - good growth in engineering and apprenticeship enrolments.

Summary of Slippage as at Quarter 3



- Cannock Masterplan - not progressed as no budget secured for this work and officer resources have been diverted to support the delivery of the Levelling Up Fund project for Cannock town centre.
- Local Plan Review - slippage of timetable and delay to next stage of the Local Plan process i.e. Pre-submission / Regulation 19 consultation.
- Continued delay with disposal of Avon Road car park site
- Slower than anticipated take up for courses offered at the new Digital Skills Academy.
- Housing Stock Condition Survey - Access agreement with Stoke City Council Framework in place; Call off contract T&C amendments 99% complete; Finalisation of specification nearing completion due end of w/c 7/2/22. 3 out of 6 suppliers have expressed interest.

1.1 Supporting jobs, enterprise and skills

Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
1.1.1. Maximise the economic benefits of the opening of McArthurGlen Designer Outlet West Midlands							
Review and refresh of Economic Prosperity Strategy.	Production and consultation.			✓		Workshops held with officers and Members during November 2021 to review the vision, themes and priorities. Feedback report has been produced and will be presented to Cabinet for consideration during Q4.	✓
	Present to Cabinet for approval.				✓		
Promotional leaflet production to coincide with opening of Designer Outlet.	Production and launch of leaflet.	✓				Leaflet now in circulation and PR launch carried out.	★
Work with McArthurGlen to develop a joint marketing plan to promote the District and encourage linked trips and dwell time in Cannock Chase.	Develop and implement marketing plan and identify resources.				✓	Meeting planned for Jan/Feb 2022 to progress this piece of work. Discussions also taking place with county wide Destination Management Partnership to maximise opportunities for linked trips.	✓
Transformational upgrade of Cannock Railway Station <ul style="list-style-type: none"> Business case development / design Submit bids for funding 	Work with partners to commission next stage of design and engineering work.	✓				Network Rail have been commissioned to undertake further design and feasibility work for preferred option.	▲
	Report to Cabinet presenting outcome of design work, including updated cost plan and funding strategy.				✓	Inception meeting has taken place and programme has been agreed between CCDC/partners and Network Rail.	

Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
1.1.2. Supporting local businesses							
Provision of advice and support to local businesses to resume operations and recover from Covid restrictions.	Support to businesses to enable them to comply with Covid regulations and guidance in line with timescales set out in Government roadmap.		✓			Covid support team has been disbanded following ending of Covid restrictions on 19 th July 2021. On-going support for local businesses is being provided by Economic Development, Food Safety and Licensing teams as part of 'business as usual' activity.	★
Full allocation of Government funded Covid business support programmes i.e. Local Restrictions Support Grant, Additional Restrictions Grant (ARG) focusing on businesses affected by the pandemic and lockdown restrictions	Aim for full allocation of ARG by 30 th July as per MHCLG guidance.		✓			Full spend achieved. Additional top up monies awarded to Council. New ARG Policy went live in October 2021 and further top up to be made to support businesses affected by Omicron variant. Top up ARG monies will be targeted on hospitality and leisure businesses. ARG monies need to be fully spent by 31 st March 2022.	✓
	Payment of Re-start grants.	✓					
	Delivery of Apprenticeship and Training initiatives in partnership with Staffordshire County Council.					✓	Apprenticeship targets and spend achieved already – nil cost training grant funding still available. Council has until March 2022 to spend full amount. Defrayal spend targets projected to be met by 31/3/2022 - project will be successfully delivered on time and within budget



Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
Delivery of Enterprise for Success and Let's Get Started initiatives in the District to help new businesses to start up.	Promote available support to eligible local residents.				✓	Marketing of initiatives on-going. ERDF Project extension request made by Solihull MBC has been approved - project will continue to operate across District up to 31 st March 2023	✓
Expand Federation of Small Business Membership in District to help survival rates of businesses.	Promote initiative and secure new Members take up.		✓			All 27 Memberships now allocated - project completed on time & in budget	★
1.1.3. Support for newly unemployed residents							
Working in partnership with LEAs, DWP, Staffordshire County Council to proactively respond to redundancy announcements	Monitor through Countywide redundancy task group numbers of reported redundancies and HR1 forms from Cannock Chase employers.	✓	✓	✓	✓	Unemployment figures are regularly monitored. Maintaining a watching brief given Covid/Omicron evolving situation - no major impact to date.	✓
Identify gaps in local provision and develop initiatives (if required) to further support unemployed residents.	Post furlough ending consider whether additional provision is needed to help address growing unemployment levels.			✓		Additional short-term DWP facility established in Cannock town centre to support Universal Credit claimants. Not seeing any major detrimental impact to date on unemployment rates.	✓

Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
1.1.4. Increasing skills levels and access to employment opportunities							
Work with Cannock College to deliver skills and apprenticeships opportunities to local residents	Assist with delivery of apprenticeships linked to engineering academy and recruitment of local employers.	✓	✓	✓	✓	Year on Year comparison of enrolment figures carried out - demonstrates good growth in engineering apprenticeship figures and very positive upwards trajectory.	
	Aide the roll out of a new digital skills hub in Cannock and promote the local offer to local employers.	✓	✓	✓	✓	Take up is slower than predicted - College have employed new digital academy lead - broadening out the range of courses provided - may take time to embed and for numbers to grow.	
1.1.5. Ensure sufficient supply of employment land and workspace for small businesses							
Explore feasibility of encouraging more managed workspace in the District	Work with key partners to identify potential locations for future sites.				✓	Levelling Up Fund £20m award will enable development of provision of managed workspace in Cannock Town Centre to be taken forward. Looking at other potential sites and this is being factored into piece of work to develop future pipeline of projects.	


1.2 Reshaping our town centres

Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
1.2.1. Identify external funding / investment opportunities							
Identify external funding opportunities	Submit a business case for the Levelling Up Fund for Cannock Town Centre	✓				Funding award announced and full £20m ask has been allocated to the project. Inception meeting scheduled for Jan 2022	✓
	Fully commit and spend the Council's Welcome Back Fund to support re-opening of town centres				✓	All areas advised of cut-off date for approving spend items as 31/12/2021 Any underspend will be re-allocated to ensure full spend target by 31/3/2022 is met.	
Develop a pipeline of projects to reshape our town centres and provide focus for future bidding opportunities	Develop an investment plan to include pipeline of projects			✓	✓	Project proformas issued to all officers for submission back by 19 th November - workshops scheduled in Jan 2022 to collate and prioritise projects into the District Investment Plan.	✓
1.2.2. Regeneration / reshaping of Cannock Town Centre							
Cannock Town Centre Prospectus	Engagement with private sector with the aim of securing investment for identified Cannock Prospectus sites	✓	✓	✓	✓	Ongoing discussions with local developers. Current focus is on Church Street / MSCP site and Avon Road disposal.	✓
Land disposal at Avon Road	Agree Heads of Terms for disposal	✓				Issue with establishing a secondary access – may affect delivery of overall scheme. Discussions ongoing with purchaser as looking to remodel within development proposed on site (with slight	✗


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Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
						increase in proposed site area) - would protect current access arrangements - awaiting proposal from purchaser, likely to be received Jan 2022. This issue is outside of the Council's control and a solution needs to be found by the prospective purchaser.	
	Planning application to be submitted by purchaser		✓			See above comment.	
Business case for demolition of MSCP and Indoor Market site to Cabinet	Report to Cabinet setting out business case for demolition including options appraisal		✓			<p>Given the announcement of the Levelling Up Funding (LUF) award £20m a detailed Cabinet Report is anticipated to be brought forward in February 2022.</p> <p>Report from demolition consultant outlining the feasibility of demolition was received and completed on time and in budget. This will be included as part of the LUF Cabinet report.</p> <p>Further scenario work has now been commissioned to understand in greater detail what cost, programme and delivery issues there would be taking into account third party land ownership issues.</p>	
Develop a Cannock Masterplan	Procure consultants to undertake masterplan production					There is no funding available at present time to support production	



Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
	Prepare specification / undertake procurement			✓		of masterplan – alternative sources of funding need to be identified. Given Levelling Up Fund allocation for Cannock town centre it has been necessary to divert officer resources and capacity to support delivery of this project and as such work on Cannock Masterplan will not be progressed as an immediate priority but will likely be featured in the District Investment Plan as a potential future priority project and a budget allocation will be needed to take forward this work if agreed with members.	
	Award contract				✓		
1.2.3. Reshaping Rugeley Town Centre and surrounding areas – capitalising upon the re-development of Rugeley Power Station							
Identify options for the Rugeley Market Hall and adjoining land	Undertake an options assessment				✓	There are very limited options at this stage aside from continuing to promote vacant stalls to prospective traders.	✓
Identify options for addressing vacant units in Rugeley Town Centres	Undertake a Baseline assessment of vacant units including engagement with private landlords and partners				✓	Vacant units in town centres continue to be monitored, however there is insufficient officer capacity to pro-actively engage with landlords and partners as resources have been diverted to concentrate on delivery of Levelling Up Fund project for Cannock town centre.	▲




Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
1.2.4. Review the Council's car parking strategy							
Undertake parking review across the District	Undertake pilot car parking initiative in Cannock & Rugeley Town Centres	✓	✓	✓		Pilot was completed on time and in budget	
	Report to Cabinet setting out outcome of Pilot and options for future			✓		Cabinet approved an extension to the Pilot to cover Christmas period and this will end 31 st January 2022.	
	Review of car parking across District - Procure consultants - Undertake review			✓	✓	Scope for consultants has been developed and cost estimate obtained from potential supplier. However, there is no budgetary provision for this work to be commissioned. Paper to be considered by Leadership Team in early 2022	

1.3 Increasing affordable housing


Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
1.3.1. Investment of £12.9m to deliver in the region of 100 new Council properties for rent							
Hawks Green – complete development	Completion of handover of Council Houses			✓		Handover of Council homes commenced in Q1. Final tranche of handovers slipped to Q4 (February) due to slight delay in completion of groundworks and finishing works.	




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Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
	Completion of Hawks Green Development by 31 March 2022				✓	Scheme in progress and slight slippage in final Council handover is not expected to impact on target deadline to complete whole development by 31 March 2022.	
Aelfgar Development Scheme	Completion of land sale		✓			Land sale completed in Q2.	
	Seek outline planning permission		✓			Outline planning permission issued Q2.	
	Completion of procurement exercise and selection of contractor			✓		Initial actions with framework continuing. Requirement for passivhaus specification has resulted in extended initial process. Revised procurement timetable and start on site date to be agreed.	
	Start on site				✓		
Chadsmoor development	Submission of Cabinet report for scheme approval		✓			Pre-planning consultation completed Q2 and report prepared and considered at August Cabinet briefing. Scheme approval report to be submitted following planning approval.	
	Planning application submission			✓		Planning application submission work is in progress. Delay to submission due to complexity of site constraints.	

Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
1.3.2. Ensure the Local Plan includes the necessary provisions for affordable housing contributions							
Emerging Local Plan will update affordable housing contributions with new viability evidence	Viability Study to be available Summer 2021 that will inform affordable housing requirements in Reg 19 Local Plan.			✓		Viability Study has taken longer to complete. In final stages of preparation and expected February 2022.	
Undertake revision of affordable housing policies in line with Local Plan timetable	To be undertaken on receipt of viability study and incorporated into policies in Reg 19 version of Local Plan.			✓		See above.	
1.3.3. Work with partners / Affordable Housing Registered Providers							
Set up and deliver an annual Stakeholder Event to make strategic links and build strong relationships with key registered providers	Arrange first meeting since pandemic, to be held virtually.	✓				An operational meeting has taken place to discuss on-going issues.	




1.4 Well designed communities

Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
1.4.1 Adoption of a new Local Plan for the District by the end of 2023							
New Local Development Scheme (LDS) 2021 to set out timetable for delivery by 2023	New LDS adopted April 2021 which sets out timetable for Local Plan Review and adoption before end 2023.	✓				<ul style="list-style-type: none"> ▪ LDS adopted April 2021. ▪ Preferred Option consultation completed April 30th 2021 	

Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
	Regulation 19 Local Plan – Winter 2021/22 Consultation			✓	✓	Local Plan timetable under review. Viability and Open Space evidence has been delayed with impact on timetable going forward. LDS will need to be revised.	
1.4.2 Ensure our Local Plan policies achieve higher design and environmental standards with new housing developments							
Local Plan 'Greener Futures' policy in preparation that will include higher environmental and design standards applied to new housing developments.	Preferred Option introduces Greener Futures Policy. Consultation responses and Viability Study will be considered in potential revisions to the policy.	✓				Further policy refinement to take place once Viability Assessment has been provided and consultations responses have been compiled and considered	
1.4.3 Support our towns and parishes to plan their neighbourhoods							
Progress current and future Neighbourhood Plans within the district.	Continue to work with Parish Councils and Neighbourhood Planning Groups to progress Neighbourhood Plans.				✓	Limited engagement to date - Norton Canes and Cannock Wood NP's progressing. Further liaison will take place at next stage of the Local Plan.	
1.4.4 Ensure our local communities secure benefits from new developments and investment in local infrastructure							
Emerging Local Plan will prioritise new sustainable development allocations with emphasis on supporting infrastructure.	Regulation 19 Draft Local Plan scheduled Winter 2021, however timetable is under review.			✓		Local Plan Review prioritises sustainable development and provision of required infrastructure. Delays to evidence and further work required - timetable under review.	

1.5 Clean and green recovery

Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
1.5.1 Support our clean growth ambition by encouraging green jobs and investment							
Identify and support businesses, supply chains and investors that are seeking to create green jobs in our District.	Investigate potential opportunities to attract new businesses or grow existing businesses to create new jobs				✓	Discussions have taken place with Make it in Stoke and Staffordshire to promote available sites to 'green businesses'. Officers are promoting existing initiatives to support businesses to be improve their carbon efficiency.	✓
1.5.2 Work with public bodies and site owner to regenerate the Rugeley Power Station site and deliver 'zero carbon' ambitions							
Work with Engie to progress plans for the site.	Completion of demolition of site	✓	✓			As of December 2021; 85% of the site is cleared. Remediation work is progressing.	✓
	Planning application for Riverside Park and spine road				✓	Planning application for Riverside Park received in July 2021 and currently being processed.	
Zero Carbon Rugeley – completion of Pilot project for Smart Local Energy System and dissemination of findings.	Disseminate findings of project and work with Engie to identify implementation options				✓	Senior officers represent the Council on the Zero Carbon Rugeley Advisory Board. The project has received a further 12 months of funding to extend it to March 2023.	✓
1.5.3 Work towards developing zero carbon homes (Passivhaus standard) on Council housing developments							
Aelfgar Development Scheme – undertake a design and build	Outline planning permission granted		✓			Land sale completed in Q2. Outline planning permission granted Q2.	
	Completion of land sale		✓			Completed	





Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
procurement based on Passivhaus principles	Completion of procurement exercise and selection of contractor			✓		Initial actions with framework continuing. Requirement for passivhaus specification has resulted in extended initial process. Revised procurement timetable and start on site date to be agreed.	
	Start on site				✓		
1.5.4 Produce a funded retrofit (carbon zero) programme for the Council's housing stock and commence implementation							
Stock Condition Survey – Commission survey to establish stock condition for 20% of stock and produce 5 year cyclical programme to establish and monitor 100% of stock	Develop Asset Management system to record and report on asset data	✓				Asset Management system built, go live occurred in August.	
	Completion of procurement exercise and selection of service provider		✓			Procurement team workload and internal resource delaying work. Internal Capacity still an issue. Challenge to recruit to vacant technical posts impacting managers workload, operational work falling on Managers.	
	Completion of Surveys			✓		Delayed due to knock on effect of procurement delay.	
	Annual update of 30yr business plan					Action for next financial year	
Development of strategy to deliver carbon neutral housing stock and development of retro fit work programme	Procurement of Housing Climate Change Action Plan		✓			This work has been added to the wider piece of work to develop a costed action plan for delivering the Council's targets re carbon neutrality. A provider has been appointed	

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Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
	Production of the Housing Climate Change Action Plan			✓		Costed Action plan now due in quarter 4 due to delays with the consultants	
	Produce Housing Asset Management Plan				✓	Above delay will likely delay the production of the Asset management Plan to 2022-23	
	Develop work programme to incorporate Climate Change Actions	2022-23					
	Participate in a joint bid to pilot retrofit of properties to gain an understanding of new technologies and measures required for CCDC stock						
EPC – Carry out programme over 5 years to establish Energy Performance for the stock	Completion of procurement exercise and selection of service provider			✓		This element of work is incorporated within the procurement of the stock condition surveys	N/A
	Record EPC's in Asset Management system annually for reporting purposes				✓		

**Priority Delivery Plan for 2021-22
Priority 2 – Supporting Health & Wellbeing**

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 < 3 months	Action more than 3 months behind schedule – specific action required to address delay	Project not yet started	
7 (16%)	27 (61%)	7 (16%)	2 (5%)	1 (2%)	44

Summary of Successes as at Quarter 3




Quarter 3 has seen the completion of the urban forest at Bradbury Lane and announcement of the retention of the six green flags for the district's parks. It also saw the completion ahead of schedule of the new Artificial Turf Pitch (ATP) at Rugeley Leisure Centre. In addition to this, there was also good progress towards the completion of a number of projects contained with the Supporting Health and Wellbeing PDP. That progress includes; IHL projects; focusing initiate around open spaces; working towards the rollout of the Cannock Chase Can App; Commonwealth Games and working collaboratively around the Climate Emergency.

With the additional two properties purchased, under the NSAP scheme, now occupied the Homelessness and Rough Sleeping Pathway Project is currently supporting a total of 8 properties, and home to 10 Rough Sleepers, who are receiving intensive holistic support from the provider, Spring Housing.

Summary of Slippage as at Quarter 3


The Rugeley Swimming Pool refurbishment remained behind schedule due to the previously reported additional subsurface works being identified once the pool works had begun. Completion of the additional works and reopening of the pool now being scheduled for early Q4. Fortescue Lane and the CEMA play areas are slightly behind schedule mainly due to national construction material and steel shortages and external contractor capacity; both are due for completion in early Q4. The Open Spaces Strategy remains behind schedule due to the original impact of Covid19 on the external consultant and Council officers and issues with GIS data supplied by the Council. It is now considered it the strategy will be delivered late in Q4.

2.1 Providing opportunities for healthy and active lifestyles



Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
2.1.1 Invest in our facilities, parks and play areas							
Develop a new accessible play area in Norton Canes (the Cema)	Prepare Specification and contract, Tender, evaluate, appoint contractor and finalise design	✓				Completed.	
	Start works on site		✓			Work started on site Q1	
	Project Manage, snagging, complete works and commission		✓			Slight project overrun due to national materials shortages due for completion in early Q4.	
Undertake park and open space improvements at Fortescue Lane	Prepare Specification and contract, Tender, evaluate, appoint contractor and finalise design	✓				Completed	
	Start works on site		✓			Work started on site in late Q2.	
	Project Manage, snagging, complete works and commission		✓			Slight project overrun due to national materials shortages / Covid issue due for completion in early Q4.	
Commence Phase 2 works at the Community Sport and Recreation Hub at The Stadium.	Prepare Architects and QS Specification and contracts for Phase 2 design and costing.		✓			Slight project overrun due to other projects / internal resourcing / completions. Contract documents with legal.	
	Tender, evaluate, appoint consultants to finalise design			✓		Tender and evaluation to be moved into Q4	

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Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
	Final design and permission to spend report				✓		
	Submit Planning Application of Final design				✓		
	Carry out Phase 2 works – eco mulch, landscaping, signage and eco trail		✓			Landscaping and signage completed only eco mulch and eco trail outstanding. Due to weather eco mulch contractor now planning to install post March 2022.	
Deliver the third full size Artificial Grass Pitch in the District at Rugeley Leisure Centre	Discharge Pre-commencement planning conditions and start on site	✓				Onsite work started during Q1 and are on schedule for opening during Q3.	★
	Project Manage, snagging, complete works and commission		✓				
	Open Facility			✓		Completed ahead of schedule in quarter two. The pitch reopened on 27th September. Bookings are doing well with over 80% utilisation during the week, slightly lower at the weekend.	
Undertake repairs to the 25m swimming pool and replace the boiler at Rugeley Leisure Centre	Prepare contract documents, warranties and start on site.	✓				Contracts complete Q1 and work successfully started on site during Q1. Warranties finalised.	✘
	Project manage, complete works, commission and re-open		✓			Works completed Q2 and the boilers are replaced. 'Dry side' boilers are fully commissioned and operational.	


Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
						'Pool side' boilers Commissioning to be undertaken end Jan 2022.	
	Undertake pool tiling and filtration system repairs and improvements.		✓			Tiling works were completed during Q3 including additional pool perimeter tiling that was not originally identified.	
	Completion of all works, including commissioning and re-opening of the pool		✓			Completion of all work and re-opening of the pool has been delayed due to subsurface issues identified during the progress of the work. Completion of the pool works anticipated end Jan 2022 following which the poolside boilers will be commissioned, leading to the pool re-opening during Feb 2022.	
Produce an annual programme for the development of new play areas and the refurbishment of existing play areas, open spaces and leisure facilities	Produce an annual programme for the development of new play areas and the refurbishment of existing play areas, open spaces and leisure facilities - based on need and those local communities which are subject to poorer health outcomes, have higher levels of deprivation and higher levels of inactivity. To be funded from Section 106, CIL funding and general fund budgets in line with the capital programme.			✓		Work has been undertaken on the development of a district wide ward by ward play area matrices, taking into account, items such as population totals, prevalence of young people, deprivation, privation etc. Work on the above was completed in quarter 3 and will be reported to Cabinet during Q4	

Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
2.1.2 Secure external funding to support investment in our leisure and culture facilities							
Work with partners to develop and submit funding bids (e.g. IHL, Sport England, Football Foundation, Football Association, Heritage Lottery etc) using the evidence from the Council's relevant strategy's, action plans and District Needs Analysis.	Implement wayfinding project subject to successful application for Sport England Funding	✓				Application successful, reported to Cabinet 10.06.21	✓
	Receipt on notification of the outcome of applications and report to Cabinet	✓					
	Commence project if the application is successful		✓	✓	✓	On schedule – A partnership has been established to identify way markers and rest stops with QR codes linking to interactive activities sited on various outdoor routes on Cannock Chase. Local schools have now been engaged.	
	Project completion post 2021/22						
2.1.3 Develop and deliver the Council's Health, Wellbeing and Physical Activity Strategy							
Work with IHL, partners and stakeholders i.e. Together Active, Sport England NGB's to develop a new Strategy based on the impact of the pandemic, Needs Analysis evidence, data new customer behaviour and trends	Explore opportunities to work with partners to assess the impact of pandemic and develop a strategy i.e. Long Covid Project and Impact of Covid on Gyms and Leisure Centres.			✓	✓	IHL are waiting for the Midland Partnership Foundation Trust (NHS) and Together Active to commence the programme as they wish to assess outcome measures and identify participants.	✓

Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
2.1.4 Continue to provide affordable, varied and locally accessible facilities for sport, leisure and culture							
Work to reduce the barriers taking into account the impact of Covid-19, that prevent access to our leisure facilities by reviewing and refreshing the leisure concessions scheme to target those most in need and to ensure the Council achieves the greatest impact.	Work with IHL to review the leisure concessions scheme			✓		Slight project overrun due to ongoing COVID recovery issues work to be commenced in early Q4	
	Complete the review of the scheme				✓		
2.1.5 Encourage and support people of all ages to have active and healthy lifestyles to improve and maintain their physical and mental wellbeing							
Engage with residents who are less active and deliver targeted health and physical exercise initiatives to help people lose weight, stop smoking, eat healthier and become more active	Roll out of the Cannock Chase Can App across the district. Promote the use of the Cannock Chase Can App with GP's, IHL, Together Active and other partners.		✓	✓	✓	On track – Community engagement and strategic partner phase completed and the official launch scheduled for January / February. Outreach delivery and marketing plans in place and on track.	
						A part time Health Improvement Officer has started to support the delivery and promotion of the Cannock Chase Can programme of works and Health in All Policies. Soft roll out continuing. Final stages of app testing now completed ahead of release via Google Play and Apple Store in Q 4.	


Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
						The Project Team are continuing to upload new content ready for its release in Q 4. Planning in progress for Launch Tour of the District in key locations due to commence Q 4.	
2.1.6 Work with partners to help and support our residents to adopt a healthy and active lifestyle							
Continue to develop the GP Referral and Exercise by Prescription Programme	Long Covid Project Pilot with IHL and Together Active.		✓	✓	✓	On track - IHL GP referral scheme (<i>Activities for Health and Wellbeing</i>) are working with Together Active and Midlands Partnership Foundation Trust (MPFT). The pilot project is waiting to commence as MPFT wish to visit outcome measures and identify patients.	✓
Participate in the County Council's Pathfinder Pilot Project to tackle obesity within the district ("Whole System Approach)	Rollout Whole Systems Approach to Healthy Weight with IHL and Together Active.			✓	✓	Project now renamed "Better Health Staffordshire" (BHS). Q 3 officers and members have attended workshops for partners and will ensure local projects are linked into BHS.	✓
2.1.7 Promote the use of green open spaces and our parks for exercise and activity							
Work with IHL to focus initiatives and programmes on using those open spaces, play areas and facilities in local communities with the highest levels of	Reintroduction by IHL of the Couch to 5k Programme.		✓	✓	✓	Reintroduction of Couch to 5k started at the end of Q2 beginning of Q3. A new Chase Up team has been appointed to develop targeted outdoor social green exercise offers in three priority wards (Hednesford	✓

Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
deprivation and with higher risks of inactivity and poor health outcomes.						<p>North / Chads Moor / Springfields estate). Gardening sessions have continually developed on the Stadium community allotments and additional equipment has been purchased through the National Lottery Community Fund.</p> <p>Chase Fit scheme continues to re-establish itself and grow members.</p> <p>New plan of activities to be developed in partnership with British Cycling and Forest England and Hart School academy PE department.</p> <p>Redhill Primary School has re-engaged to develop its discovery garden and outdoor activity offer.</p> <p>Disability cycling sessions have been piloted during Q3 from Chase Leisure Centre. This will be opened up more widely to local residents with additional requirements.</p>	
	Introduce new outdoor exercise programmes					See above	
	Promote Forest Bathing and Bike and Play Trails		✓			See Above	

Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
2.1.8 Delivery of a successful Commonwealth Games 2022 Mountain Biking Event and creation of a lasting legacy							
The Council's internal CG2022 Project Team to continue with preparations and involvement with Birmingham 2022 Organising Committee, Forestry England, other key stakeholders, partners, Town and Parish Councils	Report to Cabinet on estimated costs associated with hosting the event in the District	✓	✓	✓	✓	Report to Cabinet Briefing Dec 21 Report to cabinet completed in relation to the allocation of £50k funding	
	Help facilitate the delivery of a successful Commonwealth Games 2022 Mountain Bike event in our District.					Bike and Play track is open although official opening is due Spring 2022	
	Engage with Parish and Town Councils regarding the hosting of Roadshows (pre-Games) and Live Sites (during Games).		✓			Meetings with Parish and Town Councils due to be scheduled in Q2 were held in Q3	
	Maximise the one-off opportunities for showcasing the district before and during the event.			✓	✓	CWG Roadshows to take place during Q4 onwards into 2022/23 with Livesite planning with Parishes and Town Councils ongoing. IHL has secured local involvement in CWG22 showcase project. 'Tappin In'. This is a 12-week dance participation programme resulting in a regional showcase of local achievements in Birmingham city centre (to take place in June). Sessions will take place with professional artists at Chase Leisure Centre with district wide residents, during Q4.	

Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
	Liaise with the Commonwealth Games Organising Committee and other key stakeholders in relation to hosting Roadshows, the Queens Batton Relay, Live Sites, Cultural and Arts Programme.					Officers meeting regularly with all CWG Organising Committee subgroups on a regular basis	
	Develop lasting legacy projects for the district and our residents as a result of our investment in the Commonwealth Games 2022 (i.e. Mountain Bike Trail, Bike and Play)					Work on the mountain bike trail was completed in Q2 and opening to the public of the Bike and Play Trail due in Q3. Official opening by Forestry England being planned for Q4.	

2.2 Supporting vulnerable people

Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
2.2.1 Supporting vulnerable people							
Poverty Strategy and action plan to be developed	Define poverty and scope for strategy		✓			Work has commenced on defining the strategy and identifying data.	
	Undertake baseline assessment		✓			District Needs Analysis published in November includes key data. Census results due out during 2022 will provide further information.	
	Map out existing interventions			✓		Corporate group reviewing approach during Q4	
	Draft strategy				✓		

Item No. 6.30

Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
Raise awareness of domestic abuse and support services	Chair and co-ordinate the weekly local Multi Agency Risk Assessment Conference (MARAC) to support the safeguarding of high risk Domestic Abuse victims and families	✓	✓	✓	✓	Weekly meeting is chaired by Staffordshire Police and CCDC on alternating weeks. Shift to local MARACs has helped to safeguard the most vulnerable families and individuals.	✓
	Secure funding for CCDC/partnership awareness campaigns linked to DA.	✓				Funding has been secured via the Locality Deal Fund (LDF).	
	Develop & Delivery Dating Abuse Campaign	✓				Campaign developed with New Era, Partnerships Team and Comms. Delivered April 2021.	
	Deliver 'It's Never Ok' campaign	✓			✓	Delayed due to linking in with more appropriate work identified with the Community Safety Campaign calendar (Stalking & Harassment). It was also felt the messages would be lost due to the Euro's DA Campaign running at the same time. Now due to be delivered February 2022.	
	Develop & Deliver New Euro Domestic Abuse Campaign	✓				Funding secured, campaign concept developed and delivered by key stakeholder. Launched 11th June 2021 District wide and also across South Staffs.	
	Deliver Valentine's Domestic Abuse Campaign				✓	Campaign to be delivered in Feb 2022.	

Item No. 6.31

Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
Develop a local awareness campaign around the risks of harm associated with alcohol and substance misuse.	Secure funding	✓				Funding has been secured via the Locality Deal Fund (LDF)	✓
	Deliver educational programme and campaign.		✓			The programme has been successfully delivered to all schools in August 2021. Positive feedback received and online Tik Tok messages well received.	
	Evaluate educational programme and campaign.			✓		Evaluation received by Loudmouth in preparedness for full LDF evaluation due in March.	
Engage with young people at risk of engaging in Anti-Social Behaviour (ASB)	Develop a comprehensive schedule of diversionary activities across the District, reflecting historic seasonal trends in ASB or in response to emerging issues identified through the Community Safety Hub.	✓				Achieving Goals and Dreamz have received Locality Deal Funding and work has been conducted with the partnership team to ensure that all historic peaks in ASB have been mapped and scheduled for activities. A 'float' fund remains in place to ensure that emerging issues can be tackled promptly and as when they arise.	✓
	Delivery diversionary activities in hotspot locations across Cannock Chase	✓	✓	✓	✓	Diversionary activities continue to be delivered at hot-spot locations across the district, in response to seasonal fluctuations and emerging issues.	


Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
Explore funding opportunities for the continuation of the ASB Young Peoples Key Worker post June 2021	Review & Refresh ASB Young People's Key Worker job description in partnership with Staffordshire County Council and secure funding	✓				JD has been reviewed and refreshed however this post has now been superseded by the Youth Offending Service SCC are now picking up support for young people and will consult with Districts / Boroughs re: future posts / initiatives.	N/A
2.2.2 Supporting older residents and those living with disabilities, to live healthier and more independent lives							
Analyse the effectiveness of the new Housing Assistance Policy since its introduction and feed findings into a full review of the policy in 2022-23.	Review the impact of the Housing Assistance Policy			✓		Impact and effectiveness of policy in increasing types of assistance offered has been reviewed and findings will be incorporated into Scrutiny Report	✓
	Report the findings of the review to the Council's Scrutiny Committee				✓		
2.2.3 Supporting older residents and those living with disabilities, to live healthier and more independent lives							
Develop a Private Sector Housing Strategy for adoption	Develop and consult on Private Sector Housing Strategy			✓		Private Sector Housing Strategy out for consultation at the end of Q3.	✓
	Present strategy to Cabinet for adoption				✓		
2.2.4 Working to prevent homelessness							
Review current service provision in particular	Complete a review of homelessness grant funded operations and services		✓			Review completed.	

Item No. 6.33


Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
homelessness grant-funded operations and services	Complete financial assessment of grant availability			✓		Homelessness Prevention Grant Proposals approved.	★
Develop proposals to meet changing requirements	Assessment of future service requirements			✓		Service assessment identified need for additional service for private rented sector. Call Before You Serve Service identified as meeting requirements.	✓
	Develop proposals to meet changing requirements				✓	Joint Service with South Staffordshire LA's in development for the Call Before You Serve Service	
Next Steps Accommodation Programme (NSAP) and Rough Sleepers Funding Initiative – extend Homelessness and Rough Sleeping Pathway service provision by 2 additional properties and for additional 2 years	Complete acquisition of additional properties under NSAP	✓				Acquisition of the two additional properties for the Rough Sleeping and Homelessness Pathway Project under NSAP completed	★
	Review extension of Rough Sleeping Pathway service provision		✓			Completed	
	Extend Rough Sleeping Pathway service provision		✓			Extended for further 12 months. Option for further 12 months	
Develop a proposal and funding bid to assist rough sleepers/homeless persons who have medium-high complex needs for any future	Investigate and review RSAP prospectus and identify potential project(s)	✓				Review of RSAP completed. No projects identified as suitable for the funding bid.	✓
	Develop full proposals and submit RSAP funding bid, if applicable, by funding deadlines		✓			No projects identified as suitable for the funding bid.	

Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
potential funding opportunities	Investigate and consider other funding opportunities when available			✓	✓	No Capital funding bids announced. RSI (Rough Sleeping Initiative) Revenue funding bid to be submitted Q4	
2.2.5 Working with the Voluntary Sector							
Provide funding to voluntary organisations to provide free independent, impartial and confidential advice to our residents who are facing pressing issues in their lives, whether that be general advice or debt management	Review the annual Service Level Agreements in order to understand and take account of the impact of the pandemic to ensure they: (a) are fit for purpose; (b) better co-ordinated; and (c) have clear objectives and outcomes		✓			Initial meeting held with Citizens Advice. SLA - Identified that grant allowance is significantly higher than neighbouring authorities. Citizens Advice is operating hybrid working - impact on clients will be assessed during Qtr 4.	✓
	Performance manage delivery of the SLAs			✓	✓	QTR 3 performance reports received from Citizens Advice - further analysis needed. Meeting set up with Chase Advice - no performance information received to date.	
Work with Support Staffordshire to build on community spirit & volunteering / befriending advocacy in conjunction with Staffordshire County Council	Provide access to the support directory through Council Community Support webpage	✓	✓	✓	✓	Community Support web page refreshed to include signposting to support available.	✓



Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
	Work with SCC and Support Staffordshire to plan the further development of community- based support services as restrictions ease and more options become available.			✓		Further SLA beyond November. Focus on filling identified gaps in provision or support. Funding has been agreed by Cabinet for work to map current provision and identify where there is the potential for more co-ordination and where there are gaps in current provision. A report is due by May 2022 and the subsequent development work is funded through to March 2023.	
Work with partners and internal services to establish the best means of identifying vulnerable residents and support providers (signposting vulnerable residents to access services)	Plan for access to on-going support for those people who have been contacted regularly by the Covid Community Support Hub when it closes at the end of June. Support Staffordshire to provide details of appropriate organisations.	✓				Details of support organisations provided in a directory by Support Staffordshire. Contact Centre briefed and provided with necessary signposting information.	✓
	Provide options and referrals to support organisations for those who need on-going support following the closure of the Hub. Ensure that the Contact Centre has access to information to signpost people to support services.			✓		As above	




Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
	Take stock of work on identifying vulnerable people known to us through our customer information systems			✓		Vulnerable residents have been identified; types of vulnerability vary from individual to individual. A case by case approach will be adopted.	
	Agree method of signposting of services to vulnerable people				✓		
Engage with partners regarding their recovery plans for their services and our communities	Refer Covid Community Support Hub contacts to suitable support organisations	✓				Covid Community Support Hub call handlers have signposted people to appropriate support organisations	
	Work with SCC and Support Staffordshire to plan the further development of community based support services as restrictions ease and more options become available.		✓			Referred to above	
	Implementation of above plan			✓	✓	Referred to above	

2.3 Creating a greener, sustainable community and environment

Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
2.3.1 Develop an Environmental Strategy and action plan to reduce our impact on climate change and work towards the Council's aim of becoming carbon neutral by 2030.							
Work with Citizens Assembly to develop and complete costed Climate Change Action Plan and Environmental Strategy	Specify requirements for Citizens Assembly and development of costed Action Plan requirements, tender, evaluate and appoint successful consultants		✓			Consultant commissioned to create the Costed Action Plan Council has been out to tender for the Citizens Assembly work during Q1. Results evaluated during Q2	

Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
						and possible alternative models reviewed. Cabinet recommendation agreed at Council in December to use stakeholder panels for consultation on climate change issues.	
	Produce costed Action Plan			✓		Costed action plan now due in quarter 4 due to delays with the consultants	
	Produce Environmental Strategy				✓		
Work collaboratively to find solutions to tackling the impact of climate change	Develop and formalise the Council's Climate Emergency Officer Group.	✓	✓	✓	✓	Formal officer working group meeting on a regular basis. Council attending County wide Climate Change workshops hosted by Keele University	✓
	Engage with and work alongside partners and stakeholders (including other Staffordshire Councils, ENGIE, Keele University etc.) to reduce emissions across the District and County.					Partnering work is ongoing. Staffordshire Councils are setting up a Staffordshire Sustainability Board and CCC are jointly involved with the Energy Network project along with Lichfield and Stafford Borough Councils.	
Continue to provide and undertake Carbon Literacy Training	Review the training provision and deliver as required.		✓			Training provision reviewed and modified to include less online self-study and more high-quality audio visual. Training provider to remain as previous. 2 nd tranche of training for new members and officers to be	▲

Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
						undertaken during Q4 due to trainer availability.	
	Rollout 2 nd round of training to newly elected members and wider officer group			✓	✓	As per the above. The 2nd round of training is due for completion in Q4 (February 2022).	
2.3.2 Maintain and improve our parks, green spaces and countryside							
Continue to maintain our parks and open spaces to ensure we retain our 6 Green Flag accreditations	Submit Management Plans, prepare and host park inspections/mystery visits	✓				Management plans submitted in Q1 and inspection schedule underway	
	Notification of Green Flag Assessments		✓			Slight delay in receiving the results outside of CCC control due to the external judging organisation, however, results received early in Q3 (released publicly 14.10.21)	
2.3.3 Work and empower local communities to support local projects and sustain local facilities							
Provide support and opportunity to community groups wishing to take on more responsibility for improving and developing open spaces and play areas	Community Litter Picking Support Groups.	✓	✓	✓	✓	Community litter picking continues to be supported by the Councils Cleansing Team.	
	Continue to develop Community Forum for all Parks/Friends groups.			✓	✓	The Community & Education Officer continues to work with various parks and friends of groups	
	Stadium Community Planting Scheme.		✓	✓	✓	Bedding plants have been ordered in Commonwealth Games colours for the new session which are due to arrive and to start being planted towards the end of Q4.	

Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
2.3.4 Develop our Open Spaces Strategy to support the adoption of the Local Plan							
Finalise and include the Opens Spaces Strategy as part of the adoption of the Local Plan	Complete the Open Spaces Strategy and review by Cabinet		✓			Delay due to internal / external resource issues GIS issues with land registry / ownership mapping. Due for completion in Q4.	
2.3.5 Protect and enhance our high quality and unique natural environment							
Develop and undertake urban tree /woodland planting programmes	New Cemetery planting scheme.	✓	✓			Completed in Q1 prior to the opening of the new cemetery.	
	Locate and plant sites as part of Commonwealth Games Legacy project.			✓	✓	New mini forest on common land in Pye Green planted with just under 4,000 trees and shrubs end of Q3	
2.3.6 Support our residents to reduce residual waste and increasing recycling							
Undertake annual promotional campaigns to continue to raise awareness of the importance of waste reduction and recycling	Develop and action annual contamination campaign	✓	✓			On track. Social media Most Wanted campaign launched in Q2	
	Take part in Keep Britain Tidy's Litter picking campaign/s				✓		
	Develop and distribute annual waste and recycling calendar and booklet		✓	✓	✓	Production of annual waste and recycling collection booklet started in Q2. 2021 Refuse and Recycling calendar has been produced and delivered in November 2021. The calendar provides residents with collections details for the period from November 2021 to March 2022, a new one will be produced for April 2022 - November 2022 providing residents with information	





Item No. 6.40

Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
						about the 'dual stream' collection service which is due to start May 2022.	
School Awareness Campaign Waste and Recycling – Stage Production with local schools in the district	Review and refresh stage production (post Covid)			✓		Meetings held with the production company and officers regarding the rescheduling of the production. A new schedule has been produced for September 2022/23 due to school commitments	✓
	Officers re-engage with local primary schools across the district			✓		Due to start in Q3 2022/23 to support awareness campaign starting in Q3	
	Officers visit primary schools to present awareness campaign to children prior to the stage production (scheduled for Q3 2022/23)				✓	Due to start in Q3 2022/23 due to School Commitments	
Develop Waste Management Strategy following the outcome of consultation on the Government's Resources and Waste Strategy	Develop waste strategy in partnership with the County Council and other Staffordshire Councils as part of Joint Waste Management Board			✓	✓	Governments consultation on its Waste and Resources strategy was undertaken during Q2. Ongoing no further updates from central government in Q3	✓
Appoint Waste Disposal Contractor as part of partnership procurement	Evaluate tenders and report to Cabinet on possible options	✓				Tenders evaluated. Report to Cabinet 8 th July 21	✓

Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
exercise. Contract to start from April 2022.	Action Cabinet's preferred option		✓	✓	✓	Cabinet preferred option to dual stream dry mixed recycling from May 22	
Review waste collection contract	Undertake discussions / negotiations with waste collection contractor regarding the possible formal extension of the waste collection contract	✓	✓			Discussions / negotiations started during Q1 and ongoing throughout Q2	✓
	Report the result of the discussions / negotiations and options to Cabinet for approval			✓		Negotiations were completed in Q3 but due to Cabinet timings the report is now going to the first Cabinet in Q4 (3.02.22)	
2.3.7 Tackle waste crime such as fly-tipping, dog fouling and, littering							
Develop annual programmes for carrying out targeted campaigns to tackle specific types of waste crime.	Develop annual programme	✓				Annual programme now in place	✓
	Implement targeted campaigns in line with programme		✓	✓	✓	Monthly Intervention Days continue and are proving successful	
Promote and raise awareness of the Council's zero-tolerance to all types environmental crime	Develop and implement a communications plan	✓	✓			Comms plan prepared and now being implemented.	✓
	Review effectiveness and reach of communications messaging, review and amend if required				✓		
2.3.8 Meet the demand for burial space in the south of the District							
Complete works and open our new Cannock Chase Cemetery	Open new cemetery to the public for burials and internments		✓			Cemetery completed and opened for burials and internments during Q2	★

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	
1 (4%)	11 (46%)	10 (42%)	1 (4%)	1 (4%)	24

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
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.	✓
	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	

Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
						hours are to be introduced in the new year.	
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. 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				✓		
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		✓			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
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	Proposal for interim hybrid working arrangement to be developed and agreed with Cabinet		✓			<p>Work is in progress with broad principles for an interim hybrid model discussed and agreed with Leadership Team.</p> <p>A working group has been set up to establish a framework for hybrid working. The intention is to carry out a trial from April.</p>	
	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	

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. Quotations have been sought but as they have proved to be expensive further work is being done to look at other options and quotations.	
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.			✓		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"> • 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 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.	

Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
	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 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. Specification work is to be agreed by the Organisational Reshaping Group and Leadership team.	
	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				✓		

Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
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.	✓
	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.	
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. 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	Develop the strategy				✓	As above.	✓

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Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
action plan for climate change)							
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. Once the new asset strategy is agreed, the maintenance plan will be reviewed.	✓
	Develop a 5-year Maintenance strategy (aligned to the new Asset Management strategy and the costed action plan for climate change)				✓		
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		✓				

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. 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
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. 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 1 – Supporting Economic Recovery

DIRECTION OF TRAVEL INDICATORS





Improved situation	Situation worsened	No change
		
2	3	1


Direction of Travel Indicator	Reporting Frequency (Q or A)	Last year's outturn	Target	Q1	Q2	Q3	Q4	Trend
Objective 1.1 - Supporting jobs, enterprise and skills								
Unemployment rate	Q		Aim to keep below WM rate					
• Cannock Chase		5.4%		5%	4.2%	3.6%		
• West Midlands		7.4%		7%	6.1%	5.5%		
Youth unemployment	Q		Aim to reduce gap to reach WM average					
• Cannock Chase		11.2%		10.7%	7.2%	6.0%		
• West Midlands		10.3%		9.6%	7.8%	6.5%		
NVQ 3 attainment rates	A	46.9% Jan 2020- Dec 2020	To increase levels year on year					
NVQ 4 attainment rates	A	28.3% Jan 2020- Dec 2020	To increase levels year on year					



Direction of Travel Indicator	Reporting Frequency (Q or A)	Last year's outturn	Target	Q1	Q2	Q3	Q4	Trend
Objective 1.2 - Reshaping our town centres								
Town Centre vacancy rates: (measured as % of total units)	Q		Keep vacancy rate under 10%					
Cannock		25.8%		26.6%	21.1%	21.1%		
Hednesford		4.3%		4.3%	3.2%	5.4%		
Rugeley		5.6%		5.6%	4.8%	6.3%		
Combined		n/a		13%	10.4%	11.5%		
Objective 1.3 - Increasing affordable housing								
Number of Affordable Housing units delivered per annum	A	60	231					
Objective 1.4 Well-designed communities								
Housing completions	A	New indicator	*					
Employment land developed	A	New indicator	*					
Neighbourhood Plans adopted	A	New indicator	*					

PERFORMANCE MEASURES

Summary of Performance as at Q3




			
Target Exceeded	Target Achieved	Performance Slightly Below Target	Performance Significantly Below Target
0	1	2	0


Performance Indicator	Reporting Frequency (Q or A)	Last year's outturn	Target	Q1	Q2	Q3	Q4	Target Achieved?
Objective 1.1 - Supporting jobs, enterprise and skills								
Number of businesses supported	A	60 for each LEP	n/a					
Number of enrolments on Digital Academy and Engineering Academy at Cannock Campus of South Staffordshire College	A	New indicator for 21-22	*					
Objective 1.2 - Reshaping our town centres								
Number of residential units consented / completed in Town Centre	A	New indicator for 21-22	*					
Commercial and non-retail floorspace consented / completed	A	New indicator for 21-22	*					
Objective 1.3 - Increasing affordable housing								
Number of Council homes delivered	Q	0	22	4	8	4		

Performance Indicator	Reporting Frequency (Q or A)	Last year's outturn	Target	Q1	Q2	Q3	Q4	Target Achieved?
Objective 1.4 - Well-designed communities								
Amount of CIL funds secured	Q	£461k	N/a	£37k	£90k	£67.8k		n/a
Amount of S106 funds secured	Q	£191k	N/a	£621k	£0	£386,480		n/a
Major Planning Applications determined within time	Q	100%	> 60% within 13 weeks	50%	100% within 13 weeks	100%		
Number of Major Planning Applications	Q	n/a	n/a	2	3	2		n/a
Non-major Planning Applications determined within time	Q	75%	> 70% within 8 weeks	62%	75%	72%		
Number of Non-Major Planning applications	Q	n/a	n/a	98	88	89		n/a
Number of Planning Applications	Q	n/a	n/a	107	114	77		n/a
Number of Enforcement Cases	Q	n/a	n/a	56	52 (new cases)	33		n/a

Priority Delivery Plan for 2021-22
Priority 2 – Supporting Health & Wellbeing





DIRECTION OF TRAVEL INDICATORS





Improved situation	Situation worsened	No change
		
0	0	1

Direction of Travel Indicator	Reporting Frequency (Q or A)	Last year's outturn	Target	Q1	Q2	Q3	Q4	Trend
Objective 2.1 - Providing opportunities for healthy and active lifestyles (Sports England Indicators)								
Increase in physical activity in adults (%)	A	-1.7%	n/a					
Reduction in inactivity levels (%)	A	-1.9%	n/a					
Objective 2.2 Supporting Vulnerable Residents								
Number of households where homelessness was prevented	Q	355	360	90	89	82		

PERFORMANCE MEASURES

Summary of Performance as at Q3

			
Target Exceeded	Target Achieved	Performance Slightly Below Target	Performance Significantly Below Target
2	3	2	2

Performance Indicator	Reporting Frequency (Q or A)	Last year's outturn	Target	Q1	Q2	Q3	Q4	Target Achieved?
Objective 2.1 - Providing opportunities for healthy and active lifestyles								
Number of visits to leisure centres	Q	104,349	430,000	77,984	85,245	97,888		
Number of memberships	Q	4,755	6,000	4,713	4,325	3,723		
Uptake on GP referrals	Q	698 (2019/20) Suspended 2020/21	600	61	157	96		
Number of leisure concessions	A	1,991	1,500	1,989	2,029	1,640		
Objective 2.2 Supporting Vulnerable Residents								
Council Housing Disabled Facilities Work:								
• Number of referrals	Q	114	n/a	39	47	25		N/A
• Number of completions		115	n/a	36	33	46		N/A

Performance Indicator	Reporting Frequency (Q or A)	Last year's outturn	Target	Q1	Q2	Q3	Q4	Target Achieved?
Private Housing Disabled Facilities Grants								
• Number of applications	Q	48	n/a	18	18	9		N/A
• Number of completions		39	n/a	4	14	13		N/A
Rough Sleeping and Homelessness Pathway (Housing First) Project – continued provision to Project provider (5 flats)	Q	4	5	4	5	5		✓
Time taken to process new benefit claims (days)	Q	69.5	20	15.9	13.8	14.9		★
Time taken to process change in circumstances (days)	Q	7.8	10	3.9	2.6	3.6		★
Objective 2.3 - Creating a greener, sustainable community and environment								
Retention of six Green Flag Awards	A	6	6			6		✓
Recycling rate	Q	43.4%	50%	47%	47%	46%		▲
Residual Waste per household (kgs)	Q	526	n/a	125	128	116		n/a
Fly-tipping incidents	Q	565	n/a	114	103	89		n/a
Reduction in number of reports of waste and environmental crimes	Q	712	n/a	83	72	24		n/a





Comments on Performance Significantly Below Target:



The number of visits, memberships and uptake on GP referrals are below target due to the impact of the pandemic and national restrictions on the delivery of leisure activities. The reduction in membership is significant over the past twelve months. It is broadly in line with the trends observed across Staffordshire, i.e. 80% of pre-covid levels.




**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
0	0	1	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	10		N/A
Total Number of Stage 2 Complaints	Q	4	n/a	6	5	3		N/A
% of invoices paid within 30 days	Q			* Data not currently available				N/A
Number of incoming calls received	Q	91,623 (22,905 per qtr)	n/a	22,917	22,718	19,033		
Number of calls answered	Q	83,691 (20,923 per qtr)	n/a	19,568	18,873	16,902		
% of calls answered	Q	91%	94%	85%	83%	89%		
Average Call Wait Time	Q	1.41	2.00	3.06	4.04	2.41		

Performance Indicator	Reporting Frequency (Q or A)	Last year's outturn	Target	Q1	Q2	Q3	Q4	Target Achieved?
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= 2085	New	5748	5889	6915		N/A
Number of Business Rate payers receiving e-bills	Q	Baseline March 2020= 275	New	1627	1664	1703		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%	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.