



**Please ask for:** Matt Berry  
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4 March 2024

Dear Councillor,

**Responsible Council Scrutiny Committee**  
**6:00pm, Tuesday 12 March 2024**  
**Council Chamber, Civic Centre, Cannock**

You are invited to attend this meeting for consideration of the matters itemised in the following Agenda.

Yours sincerely,

**T. Clegg**  
**Chief Executive**

To: Councillors:

Aston, J. (Chair)  
Johnson, J.P. (Vice-Chair)  
Bancroft, J.T.      Jones, P.G.C.  
Boulton, C.        Lyons, N.  
Boyer, M.          Mawle, D.  
Frew, C.L.         Sutherland, M.  
Hill, J.             Wilson, L.J.  
Johnson, P.

# Agenda

## Part 1

### 1. Apologies

### 2. Declarations of Interests of Members in Contracts and Other Matters and Restriction on Voting by Members

(i) To declare any interests in accordance with the Code of Conduct and any possible contraventions under Section 106 of the Local Government Finance Act 1992.

(ii) To receive any Party Whip declarations.

### 3. Minutes

To approve the Minutes of the meetings held on 11 December 2023 and 23 January 2024 (enclosed).

### 4. Quarter 3 Performance Report 2023/24

To receive the quarter 2 2023/24 performance information for the Responsible Council Priority Delivery Plan (Item 4.1 - 4.9).

*The documents included are as considered by Cabinet on 29 February 2024.*

### 5. Responsible Council Scrutiny Committee Work Programme 2023/24 Update

Verbal update from the Head of Transformation & Assurance.

**Cannock Chase Council**  
**Minutes of the Meeting of the**  
**Responsible Council Scrutiny Committee**  
**Held on Monday 11 December 2023 at 6:00pm**  
**In the Council Chamber, Civic Centre, Cannock**

**Part 1**

**Present:**

Councillors

Aston, J. (Chair)

Boulton, C.	Lyons, N.
Boyer, M.	Mawle, D.
Hill, J.	Sutherland, M
Johnson, P.	Wilson, L.J.
Jones, P.G.C.	

**12. Apologies**

Apologies for absence were submitted by Councillor C.L. Frew.

**13. Declarations of Interest of Members in Contracts and Other Matters and Restrictions on Voting by Members and Party Whip Declarations**

No declarations of interests or party whip declarations were received.

**14. Minutes**

**Resolved:**

That the Minutes of the meeting held on 24 October 2023 be approved.

**15. Quarter 2 Performance Report 2023/24**

Consideration was given to the quarter two performance information for the Responsible Council Priority Delivery Plan (PDP) 2023/24 (Item 4.1 - 4.10) (*presented by the Head of Transformation & Assurance*).

The Head of Transformation & Assurance talked through those projects / actions marked in the PDP as being behind schedule:

- **Development of new customer portal** - the new system went live last week with the launch of the garden waste charging scheme. Over 3,000 people had signed up already, circa 80% of which were online. The Customer Services team had experienced a significant level of calls and in-person visits to main reception. As a result, it was expected call-handling performance would show a decrease in the quarter 3 update. Revenues and Benefits forms were due to be on the portal soon, with more forms and development work to follow in 2024.

In response to a query from a Member as to whether there was an expected number of sign-ups for the garden waste service, the Head of Transformation & Assurance believed it to be around 18,000, but advised she would check the figure with the relevant head of service and report back accordingly.

In response to a query from the same Member as to what the plan was should that number not be achieved, the Head of Transformation & Assurance advised that reminders would be issued, but based on feedback from elsewhere it was expected some people would initially not want to pay, however they were more likely to do so during the summer months and in the following years.

A Member noted they had tried signing up to the portal but had not found the process straightforward, although their issue had been resolved. The Head of Transformation & Assurance noted there had been some teething problems, but little feedback received so far. The main issue experienced had been for people trying to pay in person using the chip & pin system and this was being investigated by the supplier. Another Member noted they had managed to sign up without any problems. Members were encouraged to report any issues they were made aware of by residents. Another Member noted that elderly residents had struggled to sign up, but support sessions had been arranged for in the new year to help them. The Head of Transformation & Assurance noted that family and friends could also be asked to do this on their behalf.

A Member referred to comments seen online about people not wanting to keep their brown bins if they were not going to sign up and asked where the Council stood legally on this. The Head of Transformation & Assurance advised that no plans were in place to remove bins in case residents moved house and the new residents wished to sign up. Another Member noted that the bins belonged to each individual property rather than the residents living there. Another Member noted that at the recent Health etc. scrutiny committee meeting this matter had been raised and advice given it had not been much of an issue elsewhere. Another Member noted they were employed as a waste collector in Stafford and had had to move some abandoned brown bins in recent weeks but noted there had been a good number of sign ups in that area.

- **Digital strategy** - this had been drafted and was currently with the Deputy Chief Executive-Resources to review alongside the zero-based budgeting work, so it was still hoped it could be taken forward in the coming months.
- **Workforce plan** - a conscious decision had been made to defer this project as other work needed to be done beforehand on the Council's values etc and there were currently capacity issues within the HR team. The deferral had been formally approved by Cabinet at its meeting on 9 November.
- **Hybrid working trial** - a report had been drafted and it was hoped to present it to leadership team soon.

A Member referred to a recent article concerning the Government's position on local authorities about home working and adopting four-day working weeks. The Head of Transformation & Assurance advised she was not aware of any specific instructions received from the Government but would check with the Chief Executive. The Council was not operating a four-day week and not planning to mandate fully office-based working given recruitment issues. This position could however change over time as the right balance needed to be found and help support managers in service delivery.

In response to another Member as to whether sickness absence data was available in respect of home working, the Head of Transformation & Assurance advised that although there was sickness absence data, it did not specifically relate to whether home working had made a difference. There had been a large reduction in absences during the pandemic, but the figures were now back to pre-

pandemic levels. The nature of absences had changed owing to the Council having an aging workforce in some services who suffered with muscular-skeletal problems. Long-term absences were proving a challenge due to the impact of NHS waiting lists.

- **Transformation / Shared Services** - work was progressing on the restructure of the service management tier, with consultation hoped to start in January. In respect of transformation, some work on the strategy would be reported to the shared services board meeting.
- **Civic Hub** - the business case and design work currently was being finalised.
- **Energy Management Strategy** - it had been reviewed by leadership team and referred back to the Corporate Assets team for further work.

In respect of the key performance indicators (KPIs) the Head of Transformation & Assurance advised that the overall position for quarter 2 was positive. For those areas below target, the following updates were provided:

- **Processing of Council Tax and Housing Benefits claims** - there had been some slippage in processing times which should hopefully improve in quarter 3 as new staff had been taken on and needed training up.
- **Turnaround time for Land Charges searches** - although still below target, the situation was much improved compared to last year. Recent issues were again mainly related to Staffordshire County Council.
- **Freedom of Information requests** - performance in this area was usually good, so it appeared the main reason for slippage in quarter 2 was due to annual leave across the Council during the summer months. The situation was however being monitored to see if it improved during quarter 3.

In response to a query from a Member as to when the Energy Management Strategy was likely to be presented to Cabinet for approval, the Head of Housing & Corporate Assets advised that the initial report had found costings were incredibly high, so there had been a need to review the information and look at it as part of a bigger piece of work to develop the strategy into a plan. Additional resource was required to deliver this and had been requested as part of the 2024/25 budget setting process. The intention was for the plan to cover both Cannock Chase and Stafford councils. In terms of timescales, it was expected work would be progressed once the budget process had finished, subject to resource requested being approved in the budget.

## 16. **Responsible Council Scrutiny Committee Work Programme 2023/24**

The Head of Transformation & Assurance advised it had not been possible to arrange a meeting of the task & finish group agreed at the last committee meeting, but the intention was to do so instead once the new customer portal and Council website had gone live. In respect of the equality & diversity review, work had just commenced on this and was expected to be completed in February / March.

The meeting closed at 6:25 p.m.

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Chair

**Cannock Chase Council**  
**Minutes of the Meeting of the**  
**Responsible Council Scrutiny Committee**  
**Held on Tuesday 23 January 2024 at 6:00pm**  
**In the Council Chamber, Civic Centre, Cannock**

**Part 1**

**Present:**

Councillors

Aston, J. (Chair)  
Johnson, J.P. (Vice-Chair)  
Bancroft, J.T.     Jones, P.G.C.  
Boulton, C.        Lyons, N.  
Boyer, M.           Mawle, D.  
Frew, C.L.          Sutherland, M  
Hill, J.              Wilson, L.J.  
Johnson, P.

**Also in Attendance:**

Councillors

- Johnson, T.B.        (Leader of the Council)
- Newbury, J.A.A.    (Deputy Leader of the Council and  
Regeneration & High Streets Portfolio Leader)
- Elson, J.S.           (Community Wellbeing Portfolio Leader)
- Thornley, S.J.        (Housing Portfolio Leader)
- Preece, J.P.T.L.    (Parks, Culture, and Heritage Portfolio Leader)
- Prestwood, J.        (Resources and Transformation Portfolio Leader)

**Observers**

Councillors

- Lyons, O.            (Leader of the Opposition)
- Jones, V.            (Community Wellbeing Shadow Portfolio Leader)
- Fitzgerald, A.A.    (Parks, Culture, and Heritage Shadow Portfolio Leader)

**17. Apologies**

None received.

**18. Declarations of Interest of Members in Contracts and Other Matters and Restrictions on Voting by Members and Party Whip Declarations**

No declarations of interests or party whip declarations were received.

## 19. General Fund Revenue Budget and Capital Programme 2024-2027

Consideration was given to the report of the Deputy Chief Executive-Resources (Item 3.1 - 3.66).

The Deputy Chief Executive-Resources drew Members' attention the recommendations as set out in report paragraph 2.1 and then took Members through the key details as set out in report section 5.

Members of the Committee then raised questions/comments on the draft budget proposals as follows:

1. What process had been followed this year for setting the budget, as last year had involved Cabinet members spending a lot of time working with officers on it.

*The Deputy Chief Executive Resources advised that Cabinet had been spoken with to seek their views, and more work would be done going forward in respect of the 2025/26 budgets.*

2. The process for this year's budget should include key Members, including those who were part of the coalition.

*The Chief Executive advised that this year's process had been affected by the timing of receiving the draft settlement from central government, but all of Cabinet had been involved.*

3. Had Members been given ample opportunity to put forward views on potential savings options?

*The Chair advised that all matters had been discussed.*

4. Which elements of the leisure concessions scheme were going to be reviewed or saved?

*The Deputy Chief Executive-Resources advised that a report would come forward to Cabinet soon on how the scheme would be reviewed, but nothing specific had been set out yet.*

5. In respect of the proposed Hednesford train station car parking charging, were the figures included in the report based on pay & display machines being on site and taking money from 1 April 2024?

*The Deputy Chief Executive-Resources confirmed that was the intention as budgeted for.*

6. In respect of the inclusion of reduction in grant aid support for Citizens Advice, do not understand where the Cabinet was going with this as last year's alternative budget did not want this saving to be made.

*The Deputy Chief Executive-Resources advised its inclusion followed a full review of savings with the Cabinet. The Council would still be providing a substantial grant to Citizens Advice and was one of its largest contributors so it was felt this saving could be retained given the very difficult position the Council found itself in.*

7. Do not feel the Council would make £38,000 income from tennis courts charges based on feedback received from people who use the courts at present.

8. Based on some points raised so far, it did not sound like all Members of the coalition had been given ample time to put their views forward on the budget.

*A coalition Member advised they had not had input into the process, with the first time seeing the budget proposals being when the meeting papers were issued.*

*The Leader clarified that Labour members of the coalition had been involved in the process, and that the Green Party members present on the committee could speak on their own level of involvement.*

*The Leader then raised that he understood the points made concerning Citizens Advice, but based on information provided to Cabinet the decision was taken to retain the savings proposal in the budget. The Council would be creating a post using UK Shared Prosperity Fund monies to provide a targeted advice service within the District, which Citizens Advice could bid to deliver if they so wished.*

*The Leader then commended to the Committee the budget proposals as set out in the report.*

9. In respect of the tennis courts revenue, how had the projected income figures been reached?

*The Deputy Chief Executive-Resources advised that the figures were robust, benchmarked against other local authorities and based on the best available information to hand at the time. It was also possible that the figure included could be exceeded if take up went well.*

10. With regards to the leisure concessions scheme review, the services provided through Inspiring Healthy Lifestyles (IHL) were a great way for people to support their health and wellbeing, so what was going to be reviewed and how?

*The Head of Wellbeing advised that IHL had been tasked with looking at a range of options across the services they delivered on the Council's behalf.*

It was noted that this could mean fewer people end up using the services provided by IHL.

*The Deputy Chief Executive-Resources advised that the aim was provide services where able to do so, but the concerns raised were understood.*

11. What would the transformation fund as referred to in report paragraph 5.5 be used for?

*The Deputy Chief Executive-Resources advised it would be used to provide additional officer capacity corporately to help drive the Council's transformation agenda forward and work in individual portfolio areas as necessary.*

12. It was pleasing to see regular monitoring of the savings programme would be undertaken and reported on going forward as it had been frustrating to not receive such information during the current year.

13. Were the proposed budget savings as set out in table 1 of the report to be delivered on a phased basis or from day one of the budget being approved?

*The Deputy Chief Executive-Resources advised that they would be delivered throughout the year but achieved by year end.*

14. The time put into setting the budget by officers was appreciated but it was likely Members would get questions on it from residents. As such, was there a missed opportunity in respect of the shared services savings being deferred and how likely were they to get back on track?



*The Deputy Chief Executive-Resources advised that the savings had been reprofiled into the subsequent financial year so they would still be achieved, it was purely down to the timing of when the required work could be delivered. There was still a significant deficit overall so work would continue throughout the year to seek further savings. The issue had been further impacted by the Council not receiving as much from the local government finance settlement as hoped.*

15. How were the efficiencies in the Street Cleansing service to be achieved?

*The Deputy Chief Executive-Resources advised this was through service delivery being changed and the team structure being reviewed, resulting in the deletion of one post.*

16. For Waste & Recycling, spend on supplies & services was projected to be circa £160,000 for 2023-24, but then just over £100,000 lower in the following years. What was the reason for this difference in figures?

*The Deputy Chief Executive-Resources advised he would check separately and report back.*

17. The Council was legally required to set a balanced budget and it was noted that at the 2023 District elections, members of other parties had campaigned about the future of the Museum of Cannock Chase. Noting this committee was called the Responsible Council Scrutiny Committee, it was important to ensure the Council acted as such and so the committee should support the budget proposals as set out.

*The Leader advised that the future of the museum still needed to be reviewed but a promise was made to keep it at its present location and the Council had to achieve a balanced budget. It was acknowledged that in some areas the gap had widened, but the budget as presented was robust and stood up to scrutiny.*

18. The same questions would be asked as last year about the museum, and it seemed it was only being kept in the budget to meet an election pledge and not in the best interests of the Council.

*The Parks, Culture, and Heritage Portfolio Leader advised that the problem with last year's decision made by the previous Administration was that no plans had been drawn up about what to do with museum and the future of the site.*

A consultation was planned to be done but this was not taken forward by the present Administration.

19. People were upset about the museum proposals because the conversations happening in this chamber at the time were that a consultation would happen down the line, but the savings figure of £100,000 had been included before any consultation had taken place. What was the current position on this review?

*The Head of Wellbeing advised that options were being worked on at the moment and it was hoped to bring something forward for consideration in the next few months. It was a complex piece of work but various views were being sought so the scoping document would be robust before being presented to Members.*

20. The revenue budget recommended to Council as detailed in table 2 of the report showed the funding position for future years was extremely variable.

*The Deputy Chief Executive-Resources advised a discussion had been held with the external auditors about what to include given how many unknowns there were at present. The figures included were what felt comfortable to do so as the S151 Officer.*

21. The position on reserves as set out in report appendix 6 appeared to be positive, so how would work be taken forward on how cash could be saved and putting the benefits back into the Council and District?

*The Deputy Chief Executive-Resources advised that grant reserves and S106 funds were project specific and capital receipts would be used to support capital projects. The zero-based budgeting exercise undertaken this year on underspends would be continued going forward.*

22. In reference to the summary of the financial position as set out in report paragraph 5.53, was there a priority list already in place of savings to be achieved?

*The Deputy Chief Executive advised that a lot of work had been done by the Finance team to reach the proposed budget position, so they would now start on bringing this piece of work forward and pull the list together. It was worth noting that the operation of the team was impacted by the level of resource available in the Council at any one time.*

23. Was there any chance to make changes to the budget before being submitted to full Council for consideration?

*The Deputy Chief Executive advised that the scrutiny committee could make recommendations to Cabinet for consideration and that Members could submit an alternative budget for consideration if they wished to do so.*

**Resolved:**

That the report be noted.

**20. Housing Revenue Account Budgets 2023-24 to 2026-27**

Consideration was given to the joint report of the Head of Housing & Corporate Assets and Deputy Chief Executive-Resources (Item 4.1 - 4.7).

The Deputy Chief Executive-Resources drew Members' attention the recommendations as set out in report paragraphs 2.1 and 2.2 and then took Members through the key issues and details as set out in report sections 3 and 5.

*(Councillor P. Johnson left and returned to the meeting during the presentation of the report.)*

In response to a comment from a Member that the report did not include any substance about what works had been undertaken by the Housing services team during the year (as referenced in report paragraph 5.1), the Deputy Chief Executive-Resources advised that such information could be provided in future reports.

In response to a query from a Member as to whether it would be prudent to increase the provision for bad debts each year given the forthcoming rent increase, the Deputy Chief Executive-Resources advised that the Housing team were very effective at working with tenants to bring in rental income and that the figure included felt about right, but if it needed to be changed then this would be reported to the committee.

The Leader advised that the Housing Revenue Account had a lot of work to do and money to be invested in it. This was fully intended to be done and personnel brought in to help drive that work forward and achieve the goal of better homes for the Council's tenants.

**Resolved:**

That the report be noted.

**21. Housing Revenue Account Capital Programmes 2023-24 to 2026-27**

Consideration was given to the joint report of the Head of Housing & Corporate Assets and Deputy Chief Executive-Resources (Item 5.1 - 5.5).

The Deputy Chief Executive-Resources drew Members' attention the recommendations as set out in report paragraphs 2.1 and 2.2, the key issues in report section 3 and the report appendices.

**Resolved:**

That the report be noted.

The meeting closed at 6:58 p.m.

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**Chair**

## Quarter 3 Performance Report 2023/24

<b>Committee:</b>	Cabinet
<b>Date of Meeting:</b>	29 February 2024
<b>Report of:</b>	Head of Transformation and Assurance
<b>Portfolio:</b>	Resources and Transformation

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### 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 2023-24.

### 2 Recommendations

- 2.1 To note the progress at the end of the third quarter relating to the delivery of the Council's priorities as detailed at Appendices 1a-1d and the performance information set out at Appendix 2.
- 2.2 To note that the timetable for the delivery of the local plan has been revised, with the agreement of a revised Local Development Scheme by Cabinet / Council, and performance is now being measured against the revised timetable.
- 2.3 To note that work on the Sustainability strategy has been delayed and will now be completed in 2024/25.

#### Reasons for Recommendations

- 2.4 The performance information allows Cabinet to monitor progress in delivery of the Council's corporate priorities and operational services.

### 3 Key Issues

- 3.1 The Priority Delivery Plans set out the key projects and actions for delivery in 2023/24. These are based on the Corporate Plan 2022-26 and the supporting four-year delivery plans.
- 3.2 Overall, 74% of the projects have been delivered or are on schedule to be completed. Progress in delivering the PDPs is summarised in section 5 of the report and set out in detail in Appendices 1a to 1d.
- 3.3 With regard to the operational performance of the key services of the Council, 72% of targets have been met or exceeded. Further details can be found at 5.6 and in Appendix 2.

### 4 Relationship to Corporate Priorities

- 4.1 The Council's Corporate Plan 2022-26 was approved by Council on 27 April 2022, setting out the priorities and strategic objectives. The supporting four-year

delivery plans were approved on 16 November 2022. The indicators and actions contribute individually to the Council's priorities and objectives.




## 5 Report Detail

### Background

- 5.1 The Priority Delivery Plans (PDPs) set out in Appendices 1a to 1d 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 and timetable for delivery that are the basis of the Council's performance reporting framework.
- 5.2 In addition to the PDPs, performance is also reported against the delivery of key operational services; Key Performance Indicators (KPIs) for these services are set out in Appendix 2.
- 5.3 Where applicable, we will also report on new or additional duties undertaken by the Council during the quarter, as part of this report.

### Priority Delivery Plans

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

Corporate Plan Priority					N/A	Total Number of Projects
	Action completed	Work on target	Work < 3 months behind schedule	Work > 3 months behind schedule	Work not yet due to be started	
<b>Economic Prosperity</b>	5	11	3	1		<b>20</b>
<b>Health and Wellbeing</b>	3	9	1	2		<b>15</b>
<b>Community</b>		14	2		2	<b>18</b>
<b>Responsible Council</b>	2	4	3	3		<b>12</b>
<b>Total</b>	<b>10</b>	<b>38</b>	<b>9</b>	<b>6</b>	<b>2</b>	<b>65</b>

- 5.5 At the end of quarter 3, of the 65 actions planned for delivery in 2023/24:
- 16% have been completed;
  - 58% are on target to be completed;
  - 14% have slipped slightly;
  - 9% are more than 3 months behind schedule; and
  - 3% are not yet due.

## **Key Performance Indicators (KPIs)**

5.6 A dashboard of key performance indicators for the Council's operational services is set out in Appendix 2. In summary:

- 9 indicators show performance above target (50%)
- 4 indicators show performance on target (22%)
- 5 indicators show performance below target (28%)

The reasons for underperformance and the corrective action to be taken is set out in Appendix 2.

## **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 Risk Management**

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

### **6.5 Equalities and 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 Health**

None

### **6.7 Climate Change**

There are specific objectives within all of the priority areas which address the challenge of climate change.

## **7 Appendices**

Appendix 1d: Responsible Council PDP

Appendix 2: Key Performance Indicators

## **8 Previous Consideration**

None

## 9 Background Papers

Corporate Plan 2022-26 - Council 27 April 2022





4-Year Delivery Plans 2022-26 - Cabinet 15 September 2022

**Contact Officer:** Adrian Marklew  
**Telephone Number:** 01543 464598  
**Ward Interest:** All Wards  
**Report Track:** Cabinet: 29/02/24  
**Key Decision:** No

## Priority Delivery Plan for 2023-24

### PRIORITY 4 - RESPONSIBLE COUNCIL “To be a modern, forward thinking and responsible Council”

#### Summary of Progress as at end of Quarter 3

				N/A	Total Number of Projects
Action completed	Work on target	Work < 3 months behind schedule	Work > 3 months behind schedule	Action not yet due	
2	4	3	3		12

#### Summary of Successes as at Quarter 3







The new customer portal went live on 6 December 2023. Further processes are to be added in Q4 and throughout 2024/25.

#### Summary of Slippage as at Quarter 3







There has been slippage on the transformation work due to capacity issues. Funding for additional capacity has been included within the budget for 2024/25 which will help to address some of the issues.




Projects	Actions and Milestones	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Progress Update	Symbol
<b>Improve our customers' access to services</b>							
Develop a new customer portal to deliver better access to services online	Implementation of new system - Phase 1		X			The new system went live last December with the introduction of garden waste permits.	★
	Development of new e-forms and processes - Phase 2			X	X	Forms for Council Tax and Housing Benefits have been developed and will go live in January 2024. The system will continue to be developed in 2024/25.	✓
<b>Enhance the use of technology and new ways of working</b>							
Update our digital technology strategy and plan future improvements	Review of digital strategy and development of action plan	X				The digital strategy is with the Deputy Chief Executive - Resources for review, but has been delayed due to work on the budget	✗
<b>Develop our workforce to ensure they are suitably skilled</b>							
Develop and deliver a workforce plan	Overarching framework for workforce plan to be developed		X			Cabinet has approved deferring this to 2024/25.	Deferred
	Review of the trial of the hybrid working model and policy development	X				The review of the pilot has slipped due to capacity issues within the HR team. The intention is to complete this in Q1 2024/25.	✗
<b>Be a responsible Council that lives within its means and is accountable for its actions</b>							
Set a Medium-Term Financial Strategy (MTFS)	A rolling MTFS produced each year	X	X	X	X	The Medium Term Financial Strategy has been produced and is due to be approved by Council in February 2024	★
	Delivery of savings for the budgets for 23/24 and 24/25	X	X	X	X	A significant proportion of the savings have been delivered in 23/24 and others have been re-profiled as part of the MTFS for 24/25	✓

Projects	Actions and Milestones	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Progress Update	Symbol
	Implementation and transformation of shared services, including the delivery of savings	X	X	X	X	The restructure of the service manager tier has been delayed slightly but consultation will commence in Q4	
<b>Make the best use of our assets</b>							
Undertake a corporate wide review of our assets and develop a new Asset Strategy	Undertake a programme of strategic review of the Council's non-HRA land and property assets	X	X			An initial review has been undertaken and a number of assets are undergoing an options appraisal. Progress with the Asset Management Strategy is now paused pending wider review of one combined strategy with SBC	
	Develop the business case to create a new Civic Hub in Cannock town centre as part of the Levelling Up Fund scheme		X			The plans for a new civic hub are being considered alongside the review of the scope of the LUF scheme.	
Identify opportunities for funding for green initiatives to improve energy efficiency of our buildings	Develop an Energy Management Strategy	X				An Energy Management Strategy for CCDC was presented to LT last July. This document will be reviewed following a wider review of the Asset Management & Sustainability Strategy	
	Develop asset management plans			X	X	The Asset Management Strategy was approved by Cabinet in June 2022 - the Strategy needs to be refreshed and Asset Management Plans need to be prioritised and programmed in.	
	Identify `green` funding opportunities to support asset requirements	X	X	X	X	Lighting being replaced with new LED low energy fittings when existing lights fail. As part of the electricity utility supply contract, a green energy option has been chosen. Awaiting outcome of funding request for the installation of solar PV on the leisure centres.	

## KPIs for Priority 4 - Responsible Council

Indicator	Target	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Year	Symbol	Comments
<b>Local Taxation and Benefits</b>								
Days taken to process new HB / CT Claims	20 days	37.6	40.2	21.9				Much improved performance as the training of our new starters starts to produce tangible results.
Days taken to process new HB / CT change of circumstances	9 days	8.3	7.8	5.4				
% of Council Tax collected annually	98% by year end	28.0%	54.7%	81.6%				
% National non-domestic rates (NNDR) collected	98% by year end	25.7%	54.2%	80.1%				Very slightly below target of 81% collected at same time last year. We would expect to overturn this in Q4.
<b>Land Charges Searches</b>								
Turnaround time for land charges searches (excluding personal searches) - average no. of working days	10 working days	12.54	11.62	8.77				
<b>Calls, Complaints and FOI requests</b>								
% of calls answered	94%	94.9%	93.7%	81.6%				The team experienced a significant increase in calls during December as a result of the new charge for garden waste. 2060 calls were taken were chargeable garden waste which accounts for 30% of all calls taken in December.

Indicator	Target	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Year	Symbol	Comments
Average call wait time	2 min	1.02min	1.18min	2.53min				The team experienced a significant increase in calls during December as a result of the new charge for garden waste
Complaints received and upheld:							N/A	
<b>Total stage 1 complaints</b>		<b>15</b>	<b>15</b>	<b>10</b>				
<i>Upheld in full</i>		3	3	6				
<i>Upheld in part</i>		0	3	1				
<b>Total stage 2 complaints</b>		<b>3</b>	<b>3</b>	<b>4</b>				
<i>Upheld in full</i>		0	1	0				
<i>Upheld in part</i>		1	1	0				
FOI requests within time i.e. 20 working days	85%	89%	79%	90%			