

Please ask for: J. Hunt
Extension No.: 4623
Email: joannahunt@cannockchasedc.gov.uk

3 September 2025

Dear Councillor,

Health, Wellbeing, & The Community Scrutiny Committee

6:00pm, Monday 15 September 2025

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:

Samuels, G. (Chair)
Jones, V. (Vice-Chair)

Aston, J.	Elson, J.
Bancroft, J.	Fisher, P.
Boulton, C.	Haden, P.
Cartwright, S.	Page, H.
Dunnett, M.	

Staffordshire County Council Appointee for the purposes of the Committee's Statutory Functions under the National Health Service Act 2006:

- County Councillor N. Parton

Independent Co-opted Representative:

- Healthwatch Staffordshire (TBC)

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 meeting held on 16 June 2025 (enclosed).

4. Staffordshire and Stoke-On-Trent Integrated Care Board

To receive from representatives of the Staffordshire and Stoke-On-Trent Integrated Care Board, an update regarding the Minor Injuries Unit at Cannock Hospital.

5. Statutory Health Scrutiny Items

(i) Staffordshire County Council's Health and Care and Overview Scrutiny Committee

Please refer to Staffordshire County Council's [website](#) for details of all recently held meetings of the Health and Care Overview & Scrutiny Committee. Alternatively, the Chair may provide verbal updates on any recent meetings attended.

6. Tree Management

To receive an update from the Head of Operations.

7. Waste and Recycling

To receive an update from the Head of Operations to include the food waste collection service.

8. Quarter 1 2025/25 Performance Update - Health & Wellbeing and The Community PDPs

To receive the Quarter 1 performance update (April to June 2025) for the Health & Wellbeing and The Community Priority Delivery Plans (Item 8.1 - 8.11).

The documents included are as considered by Cabinet on 4 September 2025.

9. Housing Services Quarter 1 Performance Report 2025/26

Report of the Head of Housing and Corporate Assets (Item 9.1 - 9.21).

The documents included are as considered by Cabinet on 4 September 2025.

10. Health, Wellbeing, & The Community Scrutiny Committee Work Programme 2025/26

To receive a brief update on the work of the Council's Fencing Policy - Scrutiny Review Working Group.

Cannock Chase Council
Minutes of the Meeting of the
Health, Wellbeing and The Community Scrutiny Committee
Held on Monday 16 June at 6:00 p.m.
Esperance Room, Civic Centre, Cannock
Part 1

Present: Councillors:

Samuels, G. (Chair)
Jones, V. (Vice-Chair)
Aston, J. Fisher, P.
Dunnett, M. Haden, P.
Elson, J. Page, H.

1. Apologies

Apologies for absence were received from Councillors J. Bancroft, C. Boulton, and S. Cartwright.

2. Declarations of Interests of Members in Contracts and Other Matters and Restrictions on Voting by Members and Party Whip Declarations

No declarations of interests in additions to those already confirmed by Members in the Register of Members Interests were made.

3. Minutes

Resolved:

That the Minutes of the meeting held on 31 March 2025 be approved.

4. Statutory Health Scrutiny Items

Update - Staffordshire County Council's Health and Care Overview and Scrutiny Committee

The Chair updated Members and reported that he had attended a recent meeting where discussions had taken place regarding the reduction in running costs, and concern expressed around the aging population and the frailty strategy. He also talked about the change and demand in terms of healthcare and the concerns around this.

He informed Members that Healthwatch had attended the meeting and were keen to raise public awareness of the organisation. Further discussions were around navigating and signposting for children's care.

The Chair was keen for a representative of Healthwatch to be invited to future meetings of the Committee.

5. Annual Scrutiny Business Report 2024/25

Consideration was given to the Report of the Head of Law and Governance (Item 5.1 - 5.4 of the Official Minutes of the Council).

The Head of Wellbeing referred to the report and advised Members of the Committee that she had been notified that a representative from the Integrated Care Board (ICB) would be attending the meeting on 15 September to provide an update in respect of the Minor Injuries Unit at Cannock Chase Hospital.

Member noted the Annual Scrutiny Business Report 2024/25.

6. End of Year Performance 2024/25

To receive the end of year 2024/25 performance information for the Health & Wellbeing and The Community Priority Delivery Plans (Item 6.1 - 6.18 of the Official Minutes of the Council).

The Chair asked Members if they had questions on the performance information. Questions were asked on the following areas:

Item No. 6.17 - Average re-let time for Voids

A Member referred to quarter 4 and noted that the re-let time had dropped for this period.

The Head of Housing and Corporate Assets reported that the target for year end was 42.5 days and the target was 50. She advised that during quarters 1 and 2 there were several properties that required substantial work on them. Consequently, during quarter 3 they were having to catch-up and then by quarter 4 the target had been exceeded. She reported that the condition in which voids would be left in would not be known.

A Member referred to this and suggested that this was a reasonable target and asked if it was achievable.

The Head of Housing and Corporate Assets advised that it was achievable and advised that 3 different teams were involved in the process, these were Allocations, Repairs and Property Services.

Item No. 6.1 - Successful integration of Health into the Community Safety Partnership

The Chair was keen to know further detail about the integration of Health into the Community Safety Partnership.

The Head of Wellbeing responded and advised that other members had been engaged over the last year in order that health had an equal status. It was important to look at anti-social behaviour and better health outcomes as part of this, with consideration being given to producing a Community Safety Strategy.

Work had been taking place with the ICB in delivering programmes and trying to bring in funding for the district. The Groups Terms of Reference had been changed to expand the engagement of the group around their priorities.

She then provided an example of how this could help people and discussed health intervention at a local school which was opened to the wider partnership to look at and try and tackle which would then allow people to access other opportunities.

Item No. 6.5 - Places based housing strategy - Procurement of Cannock Place Based Housing Strategy

The Chair was keen to know why the Strategy had been delayed.

The Head of Wellbeing responded and advised that it had been decided that the Strategy would be produced in-house but would need to go out for procurement.

Item No. 6.11 - % Household Waste sent for re-use, recycling and composting and Amount of residual waste collected per household (Kgs)

The Chair referred to both indicators and the implementation of the chargeable garden waste and how this had impacted the figures reported for each quarter. He asked how improvements could be made to the figures.

The Head of Wellbeing reported that the Waste and Commercial Services Manager was due to attend the meeting but had now passed on his apology. She suggested that a response be given separately or an update at the next meeting.

Item No. 6.12 - % of service requests responded to within target

The Chair referred to the target for 24/25 of 95% and asked if this was an achievable target.

The Head of Wellbeing advised that the Head of Regulatory Services would need to provide a response separately.

Item No. 6.12 - No of DFGs completed

The Chair referred to this indicator and suggested from the figures that there had been a high demand, and was keen to know if this would remain the same.

The Head of Wellbeing advised that the target would depend on the funding that was received. She suggested that there may be the funding to increase the target for this year, although the target for quarter 4 was being reviewed.

A Member commented that the promotion had been a success given the low up take previously.

Item No. 6.13 - % households had a positive outcome and secured accommodation for 6 + months. New case management system

The Chair referred to the new case management system and the target of 50% which was positive.

The Head of Wellbeing reported that the target for 24/25 of 41% was in fact the national average and the Council were currently ahead of this figure. She suggested that the benefits of the new system would be seen going forward and a quarterly report would be available from June.

Item No. 6.15 - % of non-emergency repairs completed in time

The Chair referred to the target which had been exceeded and commented that this was good news.

The Head of Housing and Corporate Assets reported that at year end the figure 82%.

Item No. 6.16 - % of dwellings that are vacant and available for let

The Chair was keen to know further information regarding this indicator and asked if 0.70% for the year end 24/25 was good.

The Head of Housing and Corporate Assets responded and advised that the target was good, and this was also the national average.

Item No. 6.17 - No of tenants awaiting disabled facilities work

In response to a question from the Chair, the Head of Housing and Corporate Assets advised that a new member of staff had been appointed who had dealt with the increase in new cases in disabled facilities works, hence the numbers. However, she advised that there would not be the same completions over the next few years.

Item No. 6.17 - Number of ASB cases which involve hate incidents

The Chair referred to the increase in ASB cases and asked about reporting measures.

The Head of Housing and Corporate Assets reported that historically the issues would not be logged as ASB, however recording measures were improving.

Item No. 6.18 - Proportion of Stage one complaints responded to within 10 days

The Head of Housing and Corporate Assets clarified that complaints were initially responded to within 10 days and stage 2 complaints within 20 days. She advised that a report would be produced and sent to Cabinet sometime during the summer.

Members noted the contents of the end of year 2024/25 performance information.

7. Health, Wellbeing and The Community Scrutiny Committee Work Programme 2025/26

Consideration was given to the Report of the Head of Housing and Corporate Assets, Head of Operations, Head of Regulatory Services and Head of Wellbeing (Item 7.1 - 7.19).

The Chair referred to the Proposed Work Programme for 2025-26 and discussed the following topics with Members:

- Disabled Facilities Works - this was now up to date.
- General Community Safety - Members discussed this in detail and the varying issues received from residents.
- Empty properties.

The Head of Wellbeing reported that structures were in place to support community safety, and asked Members of the Committee what issue(s) they would want to scrutinise. She suggested that the Police could be invited to a meeting to make a presentation around the community safety aspect.

Members discussed issues highlighted by residents that included the lack of response from the Police, how well CCTV was working and general issues.

The Head of Housing and Corporate Assets and the Chair then referred to the Work Programme document and the suggested review around the Council's Fencing Policy.

They discussed this in detail, and it was suggested that this could be brought forward to a future Housing Board meeting, however it was agreed that this item sat better with the Committee and would therefore form the part of the Work Programme for the forthcoming year.

Members also discussed disabled facilities grants within the private sector and it was agreed that a presentation would be given at a future meeting around the process associated with this.

Work Programme items for 2025/26

Following discussion, the following Work Programme items were agreed for 2025/26:

- Presentation around the role of the Council/structure and role of the Police in terms of community safety, to be given at a future meeting.
- Presentation regarding the process around private sector disabled facilities grants, to be given at a future meeting.
- Scrutiny Review of the Council's Fencing Policy.

The Following Members would form part of the Scrutiny Review of the Council's Fencing Policy:

- Councillor J. Aston
- Councillor M. Dunnett
- Councillor P. Fisher
- Councillor P. Haden
- Councillor V. Jones
- Councillor G. Samuels

Resolved:

That:

- (A) A Review of the Council's Fencing Policy would be undertaken and would form the Scrutiny Working Group for 2025/26.
- (B) A presentation would be given at a future meeting around the role of the Council/structure and role of the Police in terms of community safety.
- (C) A presentation would be given at a future meeting regarding the process around private sector disabled facilities grants.





The meeting closed at 6:50pm

Chair

Priority Delivery Plan for 2025/26

Priority 2 - Health & Wellbeing

Summary of Progress as at end of Quarter 1

				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	6

Summary of Successes as at Quarter 1

During quarter 1 draft procurement documents for the leisure tender were developed, including a services specification workshop for all stakeholders. Priorities for reducing health inequalities were agreed with a multi-agency partnership group.

Summary of Slippage as at Quarter 1

None

Priority 2 - Health & Wellbeing

Project	Actions and Milestones	Q1	Q2	Q3	Q4	Progress Update	Symbol
Review of the Leisure, Culture and Heritage Contract	Prepare tender documents for leisure procurement	X				Working group and project board established. Tender documents being drafted.	✓
	Start procurement for new leisure contract		X				
	Evaluation of submissions for the new leisure contract			X			
	Award of contract and mobilisation period				X		
Design and Deliver Cannock Chase District's approach to Health	Work with partners and the Integrated Care Partnership to develop priorities for reducing health inequalities	X				Partners collaborated to explore data and insights, facilitated by ICP; identifying key local priorities for the locality improvement framework	✓
	Complete Community Wellbeing Strategy, setting out priorities across community safety and health.			X			

KPIs for Priority 2 - Health and Wellbeing





Symbol	Description	Qtr 1	Qtr 2	Qtr 3	Qtr 4	End of Year
★	Performance exceeds target					
✓	Performance on target					
▲	Performance < 5% below target					
✗	Performance > 5% below target					
N/A	Reported Annually / Not Applicable	1				
	TOTAL	1				

Indicator	Year End 24/25	Target 25/26	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Year End 25/26	Rating Symbol	Comments
Leisure									
Annual report from Inspiring Healthy Lifestyles setting out the performance of all facilities and narrative on the wider wellbeing work and events they facilitate.	N/A	N/A						N/A	Annual report to be produced

Priority Delivery Plan for 2025/26

Priority 3 - Community

Summary of Progress as at end of Quarter 1

				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	
3	1			12	16

Summary of Successes as at Quarter 1

The Council's new kerbside waste and recycling collection service began on time and in accordance with the new contract following a successful procurement exercise and mobilisation process. The service transferred seamlessly to the new contract and included the provision of a completely new fleet of refuse and recycling collection vehicles and round / route changes.

The Council's play area and parks improvement programme has continued into its second planned iteration, following the early completion of its first programme during 2024/25. Work has begun on the first phase of the Cannock Park master plan, with the start of the play area improvements.

Summary of Slippage as at Quarter 1





None

Priority 3 - Community




Project	Actions and Milestones	Q1	Q2	Q3	Q4	Progress Update	Symbol
Place based housing strategy	Start procurement of a Housing Strategy for Cannock Chase		X				
	Award contract for a Housing Strategy			X			
Waste & Recycling - Kerbside collection contract (2025-2032)	Commencement of new kerbside waste & recycling collection contract	X				The new kerbside waste & recycling collection contract was commenced on time at the start of April 2025 as planned and has operated effectively following its commencement	★
	Complete required collection round rerouting / day changes, in accordance with the accepted tender	X				Re-routing of collection rounds has been successfully implemented. Minimal disruption to the service during implementation phase can be evidenced by no formal complaints received by CCDC.	★
	Complete performance review of new kerbside waste & recycling collection contract				X		
	Complete procurement of food waste caddies	X				Food waste caddy procurement has been completed with orders placed with the successful bidder. Deliveries expected late 2025/early 2026.	★
	Launch of communications plan for food waste introduction with residents			X			
	Distribute new food waste caddies and new service information to residents				X		

Project	Actions and Milestones	Q1	Q2	Q3	Q4	Progress Update	Symbol
Tree Management	Secure approval and funding for integrated tree management system and tree inspections		X				
	Begin procurement of joint tree management system (including Open Customer Facing Public Portal)		X				
	Commence procurement of outsourced routine health and safety tree inspections			X			
	Implement joint tree management system				X		
	Prepare joint investment strategy and work programme as part of the budget setting process				X		
Play Area / Parks Improvements	Continue play area development in accordance with follow-up (second) play area improvement programme, agreed by Cabinet during 2024/25 (following early completion of the first).	X	X	X	X	Work has begun on the play areas at Cannock Park during quarter 1, as part of phase 1 of the Cannock Park master plan. Work continues on the Heath Hayes Park master plan and the preparation of a Cabinet report (Cabinet in Q2), seeking permission to spend.	✓
	Begin consultation around the rationalisation of play areas identified within the above 2024/25 play area development programme report.			X			
	Prepare Cabinet report on the results of the play area rationalisation consultations				X		

KPIs for Priority 3 - The Community

Symbol	Description	Qtr 1	Qtr 2	Qtr 3	Qtr 4	End of Year
	Performance exceeds target	4				
	Performance on target	1				
	Performance < 5% below target	1				
	Performance > 5% below target	3				
N/A	Reported Annually / Not Applicable	3				
	TOTAL	12				

Indicator	Year End 24/25	Target 25/26	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Year End 25/26	Rating Symbol	Comments
Operations - Waste & Recycling									
% collections completed first time	99.96%	99.90%	99.95%					★	
Number of missed bin collections (including assisted) / 100,000	26 per 100,000	<40 per 100,000	59 per 100,000					✗	897,000 collections/qtr. Increase in quarter one due to re-routing of collection rounds. April saw the biggest number of missed collections which was expected. May and June figures are on target.
% Household waste sent for re-use, recycling and composting	36.10%	45%	40.49%					✗	Improvement on Q4 of 24/25 and of 24/25 overall %
Amount of residual waste collected per household (Kgs)	492.71 kg	<480 kg or 120 kgs / qtr. (equivalent)	117.67 kg					★	Increase on like for like Q1 24/25, within target area.
Environmental Health									
% of food businesses inspected	100%	100%	27%					✓	No quarterly targets set as inspection intervals vary.

Indicator	Year End 24/25	Target 25/26	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Year End 25/26	Rating Symbol	Comments
% of food businesses inspected which are broadly compliant (rating of 3 or better)	98%	N/A	97%					N/A	This is a measure, not target
% of service requests responded to within target (all service areas)	91%	95%	94%						Small number of missed responses across service.
Housing Assistance									
No of DFGs completed	86	85	10						<p>The service began to use a new IT system which is not yet fully integrated, so we have not been able to capture all completions.</p> <p>There was also a key technical vacancy within the team throughout April and May, which impacted on service delivery.</p>
Strategic Housing & Homelessness									
% households had a positive outcome and secured accommodation for 6 + months	50%	39%	55%						The target is the national percentage, allowing comparison to local performance

Indicator	Year End 24/25	Target 25/26	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Year End 25/26	Rating Symbol	Comments
Community Safety & Partnerships									
Number of residents/cases dealt with by the CAB	3,275	N/A	841					N/A	Measure / contextual information only
Total value of financial outcomes achieved as a result of the CAB contract	£4,675,514	Measure only	1,314,649					N/A	Measure / contextual information only
Community Safety Partnership Hub referrals and case closures within 3 months	107 referrals 97% closed	90% closed within 3 months	22 referrals 95% closed					★	High closure rates can indicate effectiveness - as a resolution has been achieved or managed risk has been obtained. Some cases however, by nature, take more significant work and may need to remain open longer.

Housing Services - Quarter 1 Performance Report 2025/26

Committee:	Cabinet
Date of Meeting:	4 September 2025
Report of:	Head of Housing and Corporate Assets
Portfolio:	Housing and Corporate Assets

1 Purpose of Report

- 1.1 To advise Members on the progress of the Housing Services Improvement Plan and performance at the end of the first quarter of 2025-26.

2 Recommendations

- 2.1 To note the progress at the end of the first quarter relating to the delivery of the Housing Services Improvement Plan as detailed at Appendix 1 and the performance information set out at Appendix 2.

Reasons for Recommendations

- 2.2 The performance information allows Cabinet to monitor progress in delivery of the Housing Services' priorities and operational services.

3 Key Issues

- 3.1 The Housing Services Improvement Plan (HSIP) was approved by Cabinet on 24 April 2025, and the accompanying key performance indicators are taken from those previously reported as part of the corporate performance reporting. These are designed to focus on key strategic and operational priorities for Housing Services.
- 3.2 Overall, 73% of the projects have been delivered or are on schedule to be completed. Progress in delivering the HSIP is summarised in section 5 of the report and set out in detail in Appendix 1.
- 3.3 With regard to the operational performance of the key areas of Housing Services, 88% of targets are on schedule to be met or exceeded. Further details can be found at 5.5 and in Appendix 2.

4 Relationship to Corporate Priorities

- 4.1 The HSIP sets out key strategic and operational projects which support the delivery of Housing Services' priorities and contributes directly to the Corporate Priority 3:

Priority 3 - The Community: Improve the housing offer across the District.

The provision of good quality housing in the public sector is a priority for the Council and there is a commitment to achieve this by managing our Council homes efficiently and effectively.

5 Report Detail





Background

- 5.1 The Housing Service Improvement Plan (HSIP) set out in Appendix 1 to this report is the approved plan setting out how Housing Services will achieve progress against its strategic objectives; this plan establishes the actions and timetable for delivery that are the basis for Housing Services' main work programme which feeds into the Council's performance reporting framework.
- 5.2 In addition to the HSIP, performance is also reported against the delivery of key operational services; Key Performance Indicators (KPIs) for these services are set out in Appendix 2.

Housing Service Improvement Plan (HSIP)

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

Table 1: Summary of progress in delivery of key projects/actions for Quarter 1

Quarter					Total Number of Project Actions
	Action completed	Work on target	Work < 3 months behind schedule	Work > 3 months behind schedule	
1	2	9	4	0	15
2					
3					
4					
TOTAL (as at Q1)	2 (13%)	10 (60%)	4 (27%)	0 (0%)	

- 5.4 At the end of quarter 1, of the 15 project actions planned for delivery in this period:
- 13% have been completed;
 - 60% are on target to be completed;
 - 27% are behind schedule.





The majority of the actions planned for 2025/26 are due to be completed later in the year and beyond.

The reasons for slippage and the corrective action to be taken is set out in Appendix 1.

Key Performance Indicators (KPIs)

- 5.5 In addition to the HSIP, performance is also reported against the delivery of key operational services. Key Performance Indicators (KPIs) for Housing Services are set out in Appendix 2 and are summarised in Table 2:

Table 2 - Summary of key performance indicators for Quarter 1

Quarter					N/A	Total Number of KPIs
	Performance exceeds target	Performance on target	Performance < 5% below target	Performance > 5% below target	Reported Annually / Measure only	
1	6	9	0	2	7	24
2						
3						
4						
TOTAL (as at Q1)	6 (35%)	9 (53%)	0 (0%)	2 (12%)	7	24

- 5.6 Of the 24 indicators due to be reported on in quarter 1:

- 6 indicators show performance above target (35%)
- 9 indicators show performance on target (53%)
- 2 indicators show performance below target (12%)
- 7 indicators are measure only.

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. If any of the actions require any additional funding to complete these will be the subject of a separate report.

6.2 Legal

None

6.3 Human Resources

None

6.4 Risk Management

The Council's Strategic Risk Register sets out the risks Housing Services faces in delivering its priorities. In relation to this report and appendices includes the following risks:

- (i) Failure to meet required housing standards and not being prepared for inspection.
- (ii) Health and safety arrangements for properties.

Delivering actions within the Housing Services Improvement Plan and monitoring KPIs are control measures to contribute towards addressing these risks.

6.5 Equalities and Diversity

Equality and diversity matters are addressed in individual 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

None

7 Appendices

Appendix 1: Housing Services Improvement Plan

Appendix 2: Key Performance Indicators

8 Previous Consideration

None

9 Background Papers

None

Contact Officer: James Morgan

Telephone Number: 01543 464 381

Ward Interest: All Wards





Report Track: Cabinet: 04/09/25

Health, Wellbeing and The Community
Scrutiny Committee: 15/09/25

Key Decision: No

Housing Services Improvement Plan - Quarter 1 2025/26

Summary of Progress for the year 2025/26 to date



Quarter					Total Number of Project Actions
	Action completed	Work on target	Work < 3 months behind schedule	Work > 3 months behind schedule	
1	2	9	4	0	15
2					
3					
4					
TOTAL (as at Q1)	2 (13%)	9 (60%)	4 (27%)	0 (0%)	


Summary of Successes for the Year

- First meeting of the newly formed Housing Board held.
- Better demonstrating outcomes for tenants - You Said, We Did feature added to website.
- Majority of policies and procedures now refreshed and in place.
- Stock Condition Surveys were all completed (inc. no accesses).

Summary of Slippage as at the end of Q1 2025/26

- Review of cleaning contract slipped into early Q2, the renewal is also due in Q2 and review needs to be completed before renewal. Staff resources were stretched in Q1 with a management absence.
- Review existing contract with Grounds Maintenance Team slipped into Q2, work started but initial meeting not held until early in Q2, work is progressing to review in further detail.
- The absence of ICT resources has impacted on a several project areas/actions as well. A Cabinet report for additional resources is scheduled in early Q2.

No.	Theme / Project	Action	Lead Officer	Timescale	Progress Update	Progress Symbol
Safety and Quality Standard						
1.	HRA 30 Year Business Plan (GTA)	Delivery of the stock condition survey (SCS)	Head of Housing and Corporate Assets Housing Property Services (HPS) Manager	Q1 2025/26	Completed 3,050 Surveys out of 4,500 surveys on those properties visited. The remainder exhausted the no access procedure (3 contact attempts). A follow-up project to complete surveys on outstanding properties will be undertaken. Final data and report to follow in Q2 from Rapleys to inform further HRA 30 Year Business Plan project actions.	
2.	HRA Compliance (GTA)	Regular inspections of blocks to be undertaken and reported to Housing Board and Cabinet. This includes gas safety, electrical safety, asbestos, water hygiene and fire safety.	Head of Housing and Corporate Assets HPS Manager	Q1 2025/26	Housing Board first meeting was held in Q1 but it wasn't possible to report, therefore a report will go to next Board meeting in August. Report to Housing Board and Cabinet in Q2.	
3.	HRA 30 Year Business Plan (GTA)	Develop a rolling programme of planned improvements from SCS data and report on progress to the Housing Board.	Head of Housing and Corporate Assets HPS Manager	Q2 2025/26		
4.	HRA Compliance (GTA)	Review/establish data governance arrangements for housing assets and resident data.	Head of Housing and			

No.	Theme / Project	Action	Lead Officer	Timescale	Progress Update	Progress Symbol
	and HRA Governance (Savills)	i) A full review to be undertaken of all records and information held to data cleanse and identify gaps/ weaknesses in the data held.	Corporate Assets All Housing Service Managers	Q3 2025/26		
		ii) An on-going reconciliation will be undertaken of the HRA asset register to the health and safety checks completed, compliance data and other inspections to ensure records all in one place (one version of the truth).		Ongoing	Absence of Business Analyst resource has had an impact on all the actions. A report will be considered by Cabinet on 31/7/25 for resource approval.	
		iii) Data Governance Policy/Data Strategy;		Q3 2025/26		
		iv) Performance Reporting Framework; and KPI definition document.		Q3 2025/26		
		v) Housing assets data linked to ICT Review.		Linked to ICT Review.		
		vi) Options for a new single asset register compliance system will be explored.		Linked to ICT review.		
5.	HRA Compliance (GTA)	Review of existing systems and processes in the HRA and General Fund (commercial properties managed by HRA) to align them to ensure that we have a standardised approach to building safety inspections.	Head of Housing and Corporate Assets HPS Manager			



No.	Theme / Project	Action	Lead Officer	Timescale	Progress Update	Progress Symbol
		i) Review and develop written procedure for existing process in the HRA, including commercial properties (HRA Shops).	Corporate Assets Manager	Q2 2025/26		
		ii) Ensure NEC system holds records of information and ability to report on performance against the process.		Q2 2025/26		
		iii) Programme of inspections to be established and completed.		Q3 2025/26		
6.	HRA 30 Year Business Plan (GTA)	Full completion of the comprehensive external HRA review with HRA Business Plan & Capital Investment information, by Savills.	Deputy Chief Executive (Resources) & S151 Officer	Q2 2025/26		
7.	HRA 30 Year Business Plan (GTA)	Review of HRA reserves to fund planned maintenance, compliance and works arising from the stock condition survey.	Deputy Chief Executive (Resources) & S151 Officer	Q3 2025/26 (linked to budget setting process)		

No.	Theme / Project	Action	Lead Officer	Timescale	Progress Update	Progress Symbol
8.	HRA 30 Year Business Plan (GTA)	<p>Revision of the 30-year business plan, informed by results of the stock condition survey and housing needs assessment:</p> <ul style="list-style-type: none"> • Business plan to be updated on a rolling basis as stock condition data increases. • Business plan review to be undertaken on a quarterly basis. • HRA recovery lead to develop and roll out training for housing staff on business plan and assumptions. 	<p>Head of Housing and Corporate Assets</p> <p>HRA recovery lead</p> <p>Deputy Chief Executive (Resources) & S151 Officer</p> <p>Deputy Chief Executive (Place)</p>	Q4 2025/26		
9.	HRA and Corporate Asset Management (GTA)	i) Develop HRA Asset Management Strategy - once SCS completed.	<p>Head of Housing and Corporate Assets</p> <p>Corporate Assets Manager</p>	2026/27		
		ii) Develop an action plan to follow on from the Corporate asset management strategy already in place.		Q4 2025/26		
10.	Decarbonisation & Energy Performance	i) Complete initial project - September 2025	<p>HPS Manager</p> <p>Climate Change Officer</p>	Q3 2025/26		
		ii) Incorporate into Capital programme of upgrade work and develop KPIs to add to performance.		Q3 2025/26		
		iii) Explore other avenues for funding to support HRA capital budgets.		When available		



No.	Theme / Project	Action	Lead Officer	Timescale	Progress Update	Progress Symbol
		iv) Deliver additional decarbonisation measures if/when additional funding becomes available.		2026/27		
		v) Install measures to meet EPC rating C		2029/30		
11.	HRA Compliance (Savills)	i) Identifying risks to tenant safety and eliminating or mitigating those risks.	HPS Manager	2026/27		
		ii) External Third-Party independent assurance to be sought. Increase % completed.		Q4 2025/26		
Transparency, Influence and Accountability Standard						
12.	HRA Governance (GTA)	i) First formal meeting of the new Housing Board to enhance governance and oversight of delivery of housing services.	Deputy Chief Executive (Place) Head of Housing and Corporate Assets	Q1 2025/26	Completed 13 th May 2025.	★
		ii) Report to Housing Board every quarter - performance and HSIP standing agenda items.		Ongoing	Performance provided to the Board in Q1. Housing Services Performance report (inc. HSIP update and KPIs) going to Board and Cabinet in Q2. Performance and HSIP made standing items on Board agenda.	✓
13.	Policies and procedures (Savills)	Review policies and procedures – principal gaps and others where gaps identified. (Policy Tracker contains detail)	All Managers	Ongoing	Ongoing, see website for completed policies - Housing Strategies and Policies Cannock Chase District Council	✓

No.	Theme / Project	Action	Lead Officer	Timescale	Progress Update	Progress Symbol
14.	Triangulating data for prioritisation or risk management to take place. (Savills)	i) Complete Tenant Profiling Exercise.	All Service Managers	Q4 2025/26		
		ii) Complete SCS as above, (no.1)		Q1 2025/26	See no.1 above.	✓
		iii) Tie information altogether in NECH system.		2026/27		
15.	Demonstrable outcomes for tenants. (Savills)	i) Develop an engagement tracker to record engagements and outcomes.	Housing Services Manager	Q2 2025/26		
		ii) 'You said, we did' extended to website publication, alongside Newsletter and Annual Report.		Q1 2025/26	Completed, see You said, We did Cannock Chase District Council	★
16.	Tenant Engagement (Savills)	i) Website consultation with tenants	Housing Services Manager	Q2 2025/26		
		ii) Re-introduce Tenant Scrutiny Panel		Q2 2025/26		
		iii) Complete all Engagement Strategy actions.		Ongoing, strategy duration 2024-27.	Work is ongoing on implementing the required actions. Officer position is currently seconded to, following previous post holder leaving. Formation of (and recruitment to) a refreshed Tenant Scrutiny Panel is well underway.	✓

No.	Theme / Project	Action	Lead Officer	Timescale	Progress Update	Progress Symbol
17.	Transparency (Savills)	i) Publish quarterly performance information (following consideration by Housing Board and Cabinet) for tenants to be able to scrutinize.	Housing Services Manager	Q2 2025/26		
		ii) Develop scorecard for compliance/Safety and Quality Standard.		Q3 2025/26		
		iii) Explore external audit of TSM management performance information.		Q4 2025/26		
Tenancy Standard						
18.	Secure tenancy agreement. (Savills)	Review and Implement updated tenancy agreement.	Tenancy Services Manager	Q2 2025/26		
19.	Improve empty property management	i) Reduce average relet times for empty properties.	Tenancy Services Manager	Q4 2025/26		
		ii) Review lettable standard		Q4 2025/26		
		iii) Improve satisfaction with new lettings.	Housing Maintenance Manager	Q1 2026/27		
		iv) Adapted Housing Register to be developed once SCS data is fully updated and analysed.		2026/27		

No.	Theme / Project	Action	Lead Officer	Timescale	Progress Update	Progress Symbol
Neighbourhood and Community Standard						
20.	Safety of shared spaces (Savills)	External environment and grounds maintenance	Tenancy Services Manager Parks and Open Spaces Manager			
		i) Review existing contract with Grounds Maintenance Team.		Q1 2025/26	Work started but late in Q1, meeting and site visit held with Grounds Maintenance in early Q2.	
		ii) Complete joint estate inspections, to cover: – Tree shrub planting and external environment – street scenes/street cleaning – Communal drying areas & euro bins and their storage.		Q2 2025/26		
		iii) Following which, work programme to be established on the priority estates (link to no. 23, already identified)		Q3 2025/26		
21.	Safety of shared spaces (Savills)	i) Review the cleaning contract of communal areas in flatted accommodation.	Tenancy Services Manager	Q1 2025/26	The current contract ends in August, at end of Q1 a review was not completed. Review and tendering to be completed at start of Q2 for procurement and implementation by end of Q2.	
		ii) Procure new Cleaning Contract.		Q2 2025/26		

No.	Theme / Project	Action	Lead Officer	Timescale	Progress Update	Progress Symbol
22.	Safety of shared spaces (Savills)	Carfax estate improvements. i) Draw up Estate Plan.	HPS Manager	Q4 2025/26		
		ii) Engagement with tenants throughout process (focus groups for design, plan consultation, agreement)	Tenancy Services Manager	Ongoing	Resident Engagement Officer has attended Estate Walk with Neighbourhoods Officer, with some initial items noted for attention. To be further developed with Community Day preparation.	✓
		iii) Hold initial Community Day.		Q2 2025/26		
23.	Safety of shared spaces (Savills)	Explore and introduce better methods to record and present outcomes of cooperative work with tenants, other landlords and relevant organisations to ensure the safety of shared spaces (i.e. areas which are not the responsibility of the Council) i.e. research best practice with other providers and further discussions with Savills.	Tenancy Services Manager	Q2 2025/26		
Cross Cutting - All Standards						
24.	Housing ICT System (Savills)	i) Undertake full IT systems review (inc. website) and develop a costed, prioritised roadmap for the housing function (further to the IT review work undertaken to date).	Head of Housing and Corporate Assets	2026/27		

No.	Theme / Project	Action	Lead Officer	Timescale	Progress Update	Progress Symbol
		ii) Stabilise the 'Go Mobile' system	Housing Services Manager	Q1 2025/26	Attempted and stabilized as much as possible, with work-arounds. Upgrade and imminent health check will commence in early Q2. Will hopefully be resolved with alternative ICT solution, as per iii). ICT resources report to be considered by Cabinet on 31/7/25.	
		iii) Subject to resource approval, start 'Go Mobile' replacement procurement process.		Q2 2025/26		
25.	Wider corporate services (Savills)	Establish principles for non-housing function services in the delivery and support of RP responsibilities and produce action plan. <i>Links to no. 20 in part, but also includes arrangements with HR, ICT, Customer Services, Finance, Legal, Procurement etc.</i>	Head of Housing and Corporate Assets	Q4 2025/26		
26.	Staff Resources (Savills)	Identify and recruit to additional roles required to support the Council's RP responsibilities.	Head of Housing and Corporate Assets	Ongoing (subject to resource approvals)	Building Safety staffing resources increased. (4no.) Staffing Report completed. Data Officer for Asset data approved. ICT resources report inc. Business Analyst x 2no., Project Manager and Technical Officer to be considered by Cabinet on 31/7/25.	




No.	Theme / Project	Action	Lead Officer	Timescale	Progress Update	Progress Symbol
27.	Staff Resources (Link to Housing ICT System, no.24)	i) Review responsible officer for Housing ICT.	Head of Housing and Corporate Assets	Q2 2025/26		
		ii) Identify resources required for Housing ICT and management responsibilities (links to no. 24 and 26 above)		Ongoing	As above, no.26, ICT resources report.	✓
28.	Assurance	i) Complete HQN toolkits on standards, as a self-assessment.	All Service Managers	Q4 2025/26		
		ii) Report to Housing Board.		Q1 2026/27		
29.	Council New Build	Completion of Aelfgar Redevelopment Scheme	Housing Services Manager	Q1 2026/27		
30.	Development Pipeline	i) Identify all viable development opportunities, obtain approvals and permission to spend as required.	Housing Services Manager	Q4 2025/26		
		ii) Enable and deliver pipeline scheme(s).		Subject to approvals and resources.		

KPIs for Housing Services

Symbol	Description	Qtr 1	Qtr 2	Qtr 3	Qtr 4	End of Year
★	Performance exceeds target	6				
✓	Performance on target	9				
▲	Performance < 5% below target	0				
✗	Performance > 5% below target	2				
N/A	Reported Annually / Not Applicable	7				
	TOTAL	24	24	24		24

Indicator	Year End 24/25	Target 25/26	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Year End 25/26	Rating Symbol	Comments
Housing Repairs									
% emergency repairs completed in time	100%	100%	100%					✓	
% of non-emergency repairs completed in time	73.82%	75%	82.18%					★	
Building Safety/Decency									
% of properties with a valid annual landlord Gas Safety Record	100%	100%	100%					✓	
% of properties with a valid Electrical Certificate (within 5 years)	100%	100%	100%					✓	
% of passenger lifts that have a valid 6 monthly thorough examination record	100%	100%	100%					✓	
% of buildings that have a current Legionella risk assessment	100%	100%	100%					✓	
% of buildings that have a current Fire risk assessment	100%	100%	100%					✓	
Proportion of homes for which all required asbestos management surveys or re-inspections have been carried out.	100%	100%	100%					✓	

Indicator	Year End 24/25	Target 25/26	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Year End 25/26	Rating Symbol	Comments
Proportion of homes that do not meet the Decent Homes Standard at year end.	0.7%	0%						N/A	Measure only - Annual figure.
Tenancy Management									
Housing Applications Processed within 28 days	80%	95%	99%					★	
% of Mutual Exchange applications determined (approved or refused) within 42 days	96%	100%	100%					✓	
% of dwellings that are vacant and available for let (at period end)	0.70%	N/A	0.94%					N/A	Measure only. Equates to 47 properties.
Average re-let time for Voids (calendar days)	53.59	40.00	61.90					✗	Significant time was lost due to a number of re-tests being required by a contractor due to insufficient initial tests. A large number of re-wires were also required to properties (almost 50% of all voids).
No. of tenants benefiting from disabled facilities work (major and minor)	241	146	48					★	37 is proportioned quarterly target, so exceeded.

Indicator	Year End 24/25	Target 25/26	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Year End 25/26	Rating Symbol	Comments
No of tenants awaiting disabled facilities work (registered and work approved (major and minor))	41	<17	27						At end of Q1 we have already reduced numbers down from the previous year end, but we should see a further fall in numbers waiting for adaptations once the large number of those who registered around, and before the turn of the financial year have their work carried out. However, the number of referrals received can fluctuate and this indicator is dependent upon that.
Rent collected as proportion of rent due.	100.67%	100%	100.18%						
% of Former Tenant Arrears (FTA) collected as a proportion of total FTA	10.24%	6%	1.82%						1.5% is proportioned quarterly target, so exceeded.
Number of ASB cases opened per 1,000 homes by or on behalf of the registered provider during the reporting year	12.77	N/A	4.80					N/A	Measure only
Number of ASB cases which involve hate incidents.	1.20	N/A	0					N/A	Measure only

Indicator	Year End 24/25	Target 25/26	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Year End 25/26	Rating Symbol	Comments
Housing Complaints									
Stage one complaints received per 1,000 homes during the reporting year.	8.98	N/A	1.20					N/A	Measure only
Proportion of Stage one complaints responded to within 10 days	93%	95%	100%					★	
Stage two complaints received per 1,000 homes during the reporting year.	1.40	N/A	0.60					N/A	Measure only
Proportion of Stage two complaints responded to within 20 days	100%	100%	100%					✓	
No. of escalations to the Ombudsman (LGO or Housing Ombudsman)	5	N/A	0					N/A	Measure only.