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3 December 2025

Dear Councillor,

Health, Wellbeing, & The Community Scrutiny Committee

6:00pm, Monday 15 December 2025

Esperance Room, 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:

Johnson, T. (Chair)
Jones, V. (Vice-Chair)

Aston, J.	Elson, J.
Bancroft, J.	Fisher, P.
Boulton, C.	Haden, P.
Cartwright, S.	Vacancy
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 15 September 2025 (enclosed).

4. 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.

5. Updates - Contract/Delivery Performance and the Food Waste Collection Rollout

To receive updates from representative(s) from Biffa and the Council's Waste and Commercial Services Manager.

6. Update - Simpler Recycling Update

To receive an update from the Waste and Commercial Services Manager.

7. Quarter 2 Performance Update - Health & Wellbeing and The Community PDPs

To receive the Quarter 2 performance update for the Health & Wellbeing and The Community Priority Delivery Plans (Item 8.1 - 8.10).

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

8. 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 15 September 2025 at 6:00 p.m.
Council Chamber, Civic Centre, Cannock
Part 1

Present: Councillors:

Samuels, G. (Chair)
Jones, V. (Vice-Chair)
Aston, J. Elson, J.
Bancroft, J. Fisher, P.
Boulton, C. Haden, P.
Cartwright, S.

Also Present:

- Helen Slater, Director of Community Transformation, Staffordshire, and Stoke-On-Trent Integrated Care Board (ICB).
- Hayley Allison, Portfolio Director-Delivery & Improvement, Staffordshire, and Stoke-On-Trent Integrated Care Board.

8. Apologies

Apologies for absence were received from Councillors M. Dunnett, H. Page and Staffordshire County Councillor N. Parton.

9. 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.

10. Minutes

Resolved:

That the Minutes of the meeting held on 16 June 2025 be approved.

11. Staffordshire and Stoke-On-Trent Integrated Care Board (ICB)

The Chair welcomed Helen Slater, Director of Community Transformation and Hayley Allison, Portfolio Director - Delivery & Improvement from the ICB to give an update regarding the Minor Injuries Unit at Cannock Hospital.

A presentation was given to Members and covered:

- Cannock: update health services
- Challenges we need to address in Cannock:

- Following Covid RWT served notice on 2 GP practices, alternative provision was considered, however, RWT had reversed that decision there were no plans to relocate those practices at present, and the ICB were looking at how they could maximise the space they had for general practice within the hospital.

The Primary Care Utilisation and Modernisation Fund was announced during the 2024 Spending Review and provides new capital funding of £102 million in 2025 to 2026 to support improvements in the primary care estate.

- 2024 Communications and engagement -
 - Supporting people to look after their health – sharing guidance about situations where it makes sense to look after yourself at home and when and where to seek help if conditions get worse.
 - Care closer to home – a lot of care can be safely delivered outside of hospital, for example by GPs, pharmacists, urgent eye and dental care services and mental health teams.
 - Supporting people to use NHS 111 – online, via phone or the NHS App.
 - Providing services that are consistent, offer treatment quickly and are easier to understand. The new UTCs will be open for a minimum of 12 hours a day and offer a consistent set of services across the area.
 - Urgent and emergency care are part of a bigger picture – the ICB wants services to work together to provide good healthcare as soon as people need it, reducing the need for emergency admissions and helping take the pressure of emergency services.
- Cannock engagement activity
- Summary of findings
- Cannock engagement events - feedback
- Cannock Chase Primary Care Landscape 2020-2025:
 - Workforce - Full Time Equivalent includes GP, Nurses, Other Direct Patient Care Roles & Admin- Includes additional 15 GPs in post compared to 5 years ago – More capacity for scripts etc.
 - Pharmacy access at: Tesco (Hawks Green District Centre) 8am-8pm Sat & 10am-4pm Sunday. Alongside Well Pharmacy, (Devon Court) 9am-1pm Saturday and NuCare Pharmacy 9am-1pm.
- Planning Headlines 25/26
- Urgent Care Services
- Neighbourhood Health Programme
- Localities and Neighbourhoods:
 - Work was ongoing regarding mapping community services/PCNs to fit the neighbourhood principles EAST = £150k population so 3 neighbourhood, some PCNs were smaller so would they join to be aligned to another PCN?
- SSOT risk stratification
- Staffordshire and Stoke-On-Trent Model of Care
- What are we doing this year to deliver neighbourhood health?

Members were then invited to ask questions.

A Member referred to the presentation and the complexity of the work involved. She suggested that a clear pathway was needed for people to access services. She referred to the crisis services and the acute visiting service/same day emergency care (SDEC/UTCs) and asked if the services were similar. She also referred to virtual ward services.

In response to this a representative of the ICB reported that these were two separate services with different providers, and the acute service was standalone and would be delivered by GPs. She also advised that virtual wards could be monitored through video technology or include physician presence. However further work continued around this.

In response to a Member question, a representative of the ICB referred to the presentation slide around Localities and Neighbourhoods and advised that the population of c.50,000 people was guidance and based on the population size. Urgent treatment centres had been considered but the guidance suggested considering co-located units. There would also be standalone services and a range of other offers.

In terms of the timescale a representative of the ICB advised that UTC designation should be this financial year. She advised that the emergency care offer needed to be the right model to put in place. Although this was the predicted timescale, this may not happen, and it could be the end of the calendar year where there was a more defined plan.

A Member referred to the bus service that was currently operating from Cannock to other local hospitals and asked if there would be an extended service from Rugeley, as many people often had to travel to Stoke, Stafford and Wolverhampton hospitals.

In response to the question, a representative from the ICB explained that the bus service for Cannock had been in operation for some years. This was something that would need some consideration as part of the service and designation process. She advised that services for Rugeley people were available at both Stafford Hospital and Samuel Johnson Hospital.

A Member referred to the Sandy Lane GP Surgery in Rugeley, and the pharmacy located close by. He advised that the pharmacy was always closed and the more vulnerable of the community were having to travel elsewhere. He also referred to the new school opening on the housing development of the former Rugeley Power Station site and asked if there were any plans for additional healthcare services to accommodate the additional people within the area.

A representative from the ICB indicated that a pharmacy review had taken place but would need to check on the position concerning this pharmacy. In reference to the additional healthcare services, she would need to check on this and advise Members separately.

In response to a Member question concerning the current situation with dentists, it was suggested that someone from the ICB should speak with the Committee separately regarding dental care/access.

A Member referred to the closure of the Minor Injuries Unit (MIU) at Cannock Chase Hospital. The message that local people were seeing was that the MIU was temporarily closed. This was causing some confusion and annoyance amongst local people as this had been the case since Covid. She referred to the models that were being considered, however there were no locations identified for urgent care or a centre and there was still no plan delivered.

In response to this, a representative of the ICB referred to the terminology used around the process and would take this on board. She referred to the investment made in the primary care access plan however there were still services that needed to be put in place.

The Chair also expressed concern about the message that local people were seeing, and how residents would be communicated with. Separately, a Member suggested that the right message needed to go out to inform local people that the MIU would not be opening and people also needed information about the services that were available.

In response to this, representatives of the ICB reported that they would be meeting with the local MP Josh Newbury to discuss messaging and communicating.

Representatives from the ICB then discussed how feedback was valuable, and it was hoped that a focus on neighbourhood health and the 10-year plan would help to put something in place.

A Member referred to the proposals and asked about the situation if the proposals were not accepted in terms of a future service model.

In response, a representative of the ICB suggested that this would depend on how the service was delivered and this would need to go through a procurement process.

The Chair asked if the representatives from the ICB were able to attend a future meeting to provide a more detailed update to the Committee.

The representatives from the ICB suggested that it may be beneficial to come back to provide the Committee with further information and an update in the new year.

The Members of the Committee thanked Helen Slater, Director of Community Transformation and Hayley Allison, Portfolio Director - Delivery & Improvement for attending the meeting and providing an update.

Resolved:

That Helen Slater, Director of Community Transformation and Hayley Allison, Portfolio Director - Delivery & Improvement from the Stoke-On-Trent Integrated Care Board be invited to a future meeting to provide the Committee with an update and further information on health services in the district.

12. Statutory Health Scrutiny Items

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

The Chair updated Members on a recent meeting he had attended. The Committee discussed the Choice Policy. The Policy was to ensure that all adults who had been assessed as having eligible needs for care and support had those needs met. He explained the Policy in further detail and suggested that the level and option that could be chosen would need to be within a certain budget.

He also reported that the Committee had discussed the Freedom to Speak Update. The document had been well received and was centred around allowing people to speak up with themes such as how people feel they had been treated by other staff, visitors, and patients.

13. Tree Management

The Natural Environment Manager gave a presentation regarding tree management. The presentation covered:

- Arboricultural Management
- Risks
- Slide show from Ezytreev - this included TPO's/work application/trees and woodland and was cloud based
- Timescales and plan to implement new system

Members were then invited to ask questions.

In response to a Member question regarding vacancies, the Natural Environment Manager reported that it was unfortunate that some staff had left the Council, however there had been quite a period of stability. This was also the same for Stafford Borough Council, where staff had left after a few years. In terms of apprenticeships, this had not happened in the environment-based department although this could be taken on board and considered. He did however advise that conversations had taken place with Rodbaston College regarding some temporary vacancies/work.

The Natural Environment Manager reported that information on trees was all digital from 2023 onwards and therefore this could be transferred, together with 95% of TPOs. He advised that some work would need to be undertaken with the transferring of files at Stafford Borough Council.

In terms of communication with residents about the new system, he reported that many people do make phone enquiries however there would be many people that would use the new system. This would speed up the process with every tree being plotted with the work that had been carried out and the type of species it was. He advised that a full inspection would be carried out on trees, and this would include obtaining information on their condition. He advised that insurers would be looking for a qualified opinion and suggested that insurers would only become involved if it was suggested that the tree had been managed, when in fact it had not.

The Natural Environment Manager answered several questions from Members and advised that the contractors would make the assessments on trees the same way as this was currently undertaken in-house. He suggested that a score matrix would be used and provided further detail. He also discussed the procurement cost, training and dealing with incorrect data being stored on the new system.

In response to a Member question regarding the new system and whether it could be used in other areas apart from tree management, the Natural Environment Manager reported that any asset could be managed using Ezytreev. The Council would purchase what was needed due to licensing fees. He suggested that other Council's such as Lichfield DC and South Staffs currently used the system for managing trees and it was worth looking to see how they utilised the system.

He then discussed the need to be pro-active and carry out all the necessary work on all trees in the area. However, this would take some time given the issue with resources and the availability of only 2 staff.

Members thanked the Natural Environment Manager for his presentation.

14. Waste and Recycling

The Head of Operations updated Members of the Committee regarding the food waste collection service. The presentation covered:

- Waste & Recycling Service Update
- Waste & Recycling Service
- SWP Residual (General) Waste Survey
- Overall - residual waste
- Kerbside residual composition for SWP (%)
- Kerbside residual waste composition by Council (%)
- Kerbside residual arisings (kg/hh/wk) per Council
- Weekly Food Waste Collection - to start April 2026

- Information shown on food waste collection and caddy - communal properties to be supplied with 180/240 litre bins and marked up
- EPR (Extended Producer Responsibility)
- DRS (Deposit Return Scheme)
- Emissions Trading Scheme (ETS) for Waste Disposal Authorities
- Health and Safety Issues - current issues involved bins falling from vehicle lift due to being overfilled or lids not closing properly. Serious concern. Bins are tagged if overfilled.

Members were then invited to ask questions.

The Head of Operations responded to questions and advised that it was possible that bins could fall over during severe weather, however there were no national options to make the bins weighted as they would already be heavy with food waste. In terms of odour, it was possible that an odour would be emitted, however initially the Council would supply food waste liners that could go in the bin and be tipped in the waste recycling vehicle. The disposal points had made a request for food waste to be placed in bags.

He then explained the process in terms of anaerobic digesting which would break down organic matter such as food waste. Ultimately, the process would provide biogas that could be used to generate heat and electricity. The process would also create a digestate that could be used for agriculture purposes. He advised that the food waste liners could not be used in this process and provided further detail.

(Councillor P. Fisher left the room at this point.)

In response to a Member question concerning filled bins, excess bags and excess food waste, the Head of Operations suggested that anything contaminated was the responsibility of the householder to deal with and then discussed the Environmental Health Act with Members. Education was important with trying to ensure that the correct items were placed in the appropriate bins.

Members thanked the Head of Operations for his presentation.

(The Natural Environment Manager left the meeting.)

15. Quarter 1 2025/26 Performance Update - Health & Wellbeing and The Community PDPs

To receive the Quarter 1 2025/26 performance update for the Health & Wellbeing and The Community Priority Delivery Plans (Item 8.1 - 8.11).

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

Item No. 8.7 - Play Area/Parks Improvement - Rationalisation of play areas

A Member asked about the rationalisation of play area/parks that had been identified within the play area development report.

The Head of Operations responded that this was potentially the rationalisation of some of them with some having been considered for re-purposing over the years.

(Councillor P. Fisher returned to the room at this point.)

He advised that some could be handed over to Parish/Town Councils to run, or the space repurposed for something else. He then talked about a park/play area that had been installed on the Bevan Lee Estate many years ago when the estate was developed, however

over the years the demographic of the area had changed and therefore the park/play area was not used. This could be removed and the land used for something different.

Item No. 8.2 - Design and Deliver Cannock Chase District's approach to Health

In response to a request for an update, the Head of Wellbeing reported that a lot of work had been undertaken during quarter 1 with the ICB to agree priorities for health and set out delivery plans for health inequalities. Some work had also been undertaken with the voluntary sector to identify some programmes.

Item 8.10 - % of Service requests responded to within target (all service areas)

In response to a Member question concerning the small number of missed responses across service and the exact number, the Head of Operations would need to speak to the Head of Regulatory Services and respond separately.

Item No. 8.10 - No of DFGs completed

A Member referred to the comments section and asked about the key technical vacancy. The Head of Wellbeing responded and advised that a staff member from within the team had been recruited, however this now left their post that needed to be filled.

Item No.8.4 - Annual report from Inspiring Healthy Lifestyles

In response to a question from the Chair, the Head of Wellbeing advised that a draft report would be coming forward to the Committee in December.

Item No. 8.5 - Summary of Successes as at Quarter 1

In response to a question from the Chair asking how the successes were communicated, the Head of Wellbeing responded and advised that it was more difficult as with previous years the local newspaper would be used, however the Council now needed to rely on its website and the use of social media.

Item No. 8.9 - Number of missed bin collections (including assisted)/100,000

In response to a question from the Chair asking about missed bin collections, the Head of Operations advised on the re-routing of collections rounds as per the comment section of the report, however he advised that this figure would reduce.

Members noted the contents of the performance information for quarter 1.

16. Housing Services Quarter 1 Performance Report 2025/26

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

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

Item No. 9.13 - Safety of Shared Spaces (Savills)

In response to a Member question asking if the cleaning contract had commenced, the Housing Maintenance Manager reported that this had been procured, however he would need to advise separately on this.

Item No. 9.6 - Safety and Quality Standard

A Member referred to the plan and the work involved in terms of the reviews to be undertaken and asked if this was feasible, referring to IT as an example.

The Housing Maintenance Manager reported that if the work was planned and structured well it was feasible. He explained that the ICT review was pending the results from the stock condition survey. The final data would inform a further HRA 30-year business plan.

Item No. 9.10 - HRA Compliance (Savills)

The Chair referred to the HRA compliance timescale for 2026/27 and asked where the Council were with this.

The Housing Maintenance Manager advised that he would need to speak with Housing Property Services for a separate response.

(Councillor J. Bancroft left the room at this point.)

Separately the Housing Maintenance Manager reported on the position with the Housing Maintenance Team, Housing Property Services, and recruitment. He advised that training had been undertaken with the team across Tenancy Services however he would need to be provide a separate update to Members in terms of the structure etc.

(Councillor J. Bancroft returned to the room at this point.)

Item No. 9.6 - Safety and Quality Standard

In response to a question from the Chair concerning the number of properties that had not been accessed, the Housing Maintenance Manager responded that around 1,800 could not be accessed. However, it was intended that the internal team would undertake some training which would allow them to carry out the surveys, and a log could then be maintained.

Item 9.15 - Staff Resources (Savills)

The Chair referred to staff resources and asked if there were any further identifiable gaps. The Housing Maintenance Manager suggested that this was a question that would need to be taken back to Tenancy Services, however he advised that the Housing Tenancy Services structure was in place and those positions needed to be recruited to. He then discussed the new IT system with the Committee.

Item No. 9.19 - No. of tenants benefitting from disabled facilities work (major & minor)

The Housing Maintenance Manager responded to a question from the Chair suggesting that the DFG target appeared lower. He explained that it was dependent on the number that came in at the time, however he would seek further clarification from the Housing Property Services Team.

Item No. 9.20 - Number of ASB cases opened per 1000 homes by or on behalf of the registered provider during the reporting year

The Housing Maintenance Manager in response to a question from the Chair concerning the Year End 24/25 figure of 12.77 and whether this was good, would need to seek further clarification and advise separately.

(Councillor J. Bancroft left and returned to the room at this point.)

Members noted the contents of the performance information for quarter 1.

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

The Chair gave a brief update and reported that the Working Group that was considering the Council's current Fencing Policy had only met once in July and would be meeting again on Wednesday for further discussions.





The meeting closed at 8:35pm

Chair

Priority Delivery Plan for 2025/26

Priority 2 - Health & Wellbeing

Summary of Progress as at end of Quarter 2

				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				3	6

Summary of Successes as at Quarter 2

The procurement for a new leisure provider is underway and is on track to be appointed by the end of December 2025 ready to start on 01 April 2026.

Summary of Slippage as at Quarter 2

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 drafted.	★
	Start procurement for new leisure contract		X			The tender was published on 4 th August 2025.	★
	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 (ICP) to develop priorities for reducing health inequalities	X				Partners continued to refine key local priorities for the locality improvement framework and a proposal for collaborative project delivery was drafted.	★
	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	1			
	TOTAL	1	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 2

				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	
5	2			9	16

Summary of Successes as at Quarter 2

Tree management - Funding for the new integrated tree management system was secured following a report to Cabinet in July 2025, with its procurement being commenced shortly afterwards and sign off expected early in Q3.

Play area improvements - Work has been completed on the play area at Cannock Park, as part of Phase 1 of the Cannock Park master plan, and a Cabinet report has been presented on the Heath Hayes Park master plan, including permission to spend.

Summary of Slippage as at Quarter 2

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			Staffordshire County Council are supporting on the procurement of a Housing Strategy and a specification is in the process of being agreed	✓
	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			Completed - Funding for the new integrated tree management system was secured following a report to Cabinet on 31st July 2025.	★
	Begin procurement of joint tree management system (including Open Customer Facing Public Portal)		X			Completed - procurement of the joint tree management system was commenced following the above Cabinet meeting and is due to be signed off early in Q3.	★
	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 been completed on the play area at Cannock Park, as part of Phase 1 of the Cannock Park master plan. A Cabinet report on the Heath Hayes Park master plan was presented to Cabinet, on 31 st July 2025, including permission to spend Revenue.	✓
	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	3			
✓	Performance on target	1	2			
▲	Performance < 5% below target	1	2			
✗	Performance > 5% below target	3	2			
N/A	Reported Annually / Not Applicable	3	3			
	TOTAL	12	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%	99.98%				★	
Number of missed bin collections (including assisted) / 100,000	26 per 100,000	<40 per 100,000	59 per 100,000	20 per 100,000				★	
% Household waste sent for re-use, recycling and composting	36.10%	45%	40.49%	37.68%				✗	CCDC figures continue to follow national recycling patterns
Amount of residual waste collected per household (Kgs)	492.71 kg	<480 kg or 120 kgs / qtr. (equivalent)	117.67 kg	120.39 kgs				▲	Target only missed by 0.39%
Environmental Health									
% of food businesses inspected	100%	100%	27%	52%				✓	No quarterly targets set as inspection intervals vary (so green tick may not be applicable).
% of food businesses inspected which are broadly compliant (rating of 3 or better)	98%	N/A	97%	96%				N/A	This is a measure, not target
% of service requests responded to within target (all service areas)	91%	95%	94%	93%				▲	Small number of lower risk requests missed target response date

Indicator	Year End 24/25	Target 25/26	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Year End 25/26	Rating Symbol	Comments
Housing Assistance									
No of DFGs completed	86	85	10	11					New IT system issues have been resolved and grant applications have begun to progress again, however completions will not be seen until Q3 and Q4. There remains two key vacancies within the team.
Strategic Housing & Homelessness									
% households had a positive outcome and secured accommodation for 6 + months	50%	39%	55%	47%					The target is the national percentage, allowing comparison to local performance
Community Safety & Partnerships									
Number of residents/cases dealt with by the CAB	3,275	N/A	841	823				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	£1,146,959				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	35 referral 100% 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.