

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

23 November, 2022

Dear Councillor,

Health, Wellbeing and The Community Scrutiny Committee

6:00pm, Monday 5 December 2022

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:

Haden, P.K. (Chair)
Newbury, J.A.A. (Vice-Chair)
Bancroft, J.T. Kenny, B.
Beach, A. Kruskonjic, P.
Buttery, M.S. Preece, J.P.T.L.
Elson, J. Prestwood, J.
Frew, C.L. Thompson, S.L.
Jones, P.T.

Independent Co-opted Representative:

- Healthwatch Staffordshire (TBC)

Staffordshire County Council Appointee for the purposes of the Committee's Statutory Functions under the Health and Social Care Act 2001:

- County Councillor P. Hewitt

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 personal, pecuniary or disclosable pecuniary 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 of the Health and Wellbeing Scrutiny Committee held on 26 September, 2022 (enclosed).

4. Statutory Health Scrutiny Items

Update – Staffordshire County Council’s Health and Care and Overview Scrutiny Committee

Please refer to Staffordshire County Council’s website (link below) for details of all Healthy Staffordshire Select Committee meetings recently held. Alternatively, the Chair may provide verbal updates on any recent meetings attended.

<http://moderngov.staffordshire.gov.uk/ieListMeetings.aspx?Committeeld=871>

5. Work Programme Update - Housing Scrutiny Review Working Group

To receive a brief update from the Chairman of the Housing Scrutiny Review Working group, Councillor P. Kruskonjic.

6. Health Wellbeing and The Community PDP Q1 and Q2 2022/23 Performance Update

To receive the latest performance information for the Health Wellbeing and The Community Priority Delivery Plan 2022/23 (item 6.1 - 6.15).

7. Presentation on the Environmental Health & Public Protection Service

To receive a presentation from the Environmental Health and Public Protection Manager.

Cannock Chase Council
Minutes of the Meeting of the
Health, Wellbeing, and The Community Scrutiny Committee
Held on Monday 26 September 2022 at 6:00 p.m.
In the Council Chamber, Civic Centre, Cannock

Part 1

Present: Councillors:

Haden, P.K. (Chair)
Newbury, J.A.A. (Vice-Chair)

Buttery, M.S. Jones, P.T.
Elson, J.S. Kruskonjic, P.
Fletcher, J. Prestwood, J.
Frew, C.L.

Also present: Chris Derbyshire, Lisa Shepherd and Louise Rose -
Inspiring Healthy Lifestyles (IHL).

9. Apologies

Apologies for absence were received from Councillors J.T. Bancroft, A. Beach, and J.P.T.L. Preece.

10. 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.

11. Minutes

RESOLVED:

That the Minutes of the meeting held on 29 June 2022 be approved as a correct record.

12. Statutory Health Scrutiny Items

Update – Staffordshire County Council’s Health & Care Overview and Scrutiny Committee

The Chair reported that recent meetings of the County’s Health and Care and Overview Scrutiny Committee could be accessed through their website.

She updated Members from a recent meeting she attended and advised that a discussion was held that included representatives of The Royal Wolverhampton Hospitals NHS Trust, and it was reported that some further investment would be made into Cannock Chase

Hospital. The Minor Injuries Unit would be reinstated; however, it was not known when until the end of the procurement process.

At this point the Chair reported that the order of the agenda would change.

13. Presentation/Update - Health In All Policies

The Environmental Health and Public Protection Manager gave a presentation to Members on Health In All Policies.

The first slide explained the steps that had been undertaken following the implementation plan agreed at March 2022 at Cabinet, the contact that had been established with a new integrated care system and the exploration of the possibility of a Healthy Warm Hub.

A further slide provided information on why there was a need for a whole Council approach. This included rather than be limited to traditional “health promotion,” national government was keen that a place-based approach was undertaken where people live should support good health.

Further slides which were shown and discussed included what affected population health, wider social determinants and why they matter and the influence of social determinants of health which include various scenarios.

Information was provided around the first step in implementing Health in All Policies and the drafting of a Health and Wellbeing Strategy. This would need to be structured according to the Council’s priorities and mapped over to the recognised Marmot Principles

A further slide was then shown that showed the Council priorities and Marmot Principles (foundation of the Health and Wellbeing Strategy).

The Chair asked if Members had any questions on the presentation.

Members had no questions as they had previously received a workshop where Health In All Policies was discussed. They thanked the Environmental Health and Public Protection Manager for the presentation/update.

14. Presentation/Update - Cannock Chase Can App

Members received a joint presentation and information from the Council’s Marketing and Campaigns Officer and representatives of Inspiring Healthy Lifestyles.

The Cannock Chase Can App was fully accessible and embedded into future service delivery, and there had been advertising and promotion around the App. Information was provided around engagement projects which targeted groups such as schools, business, and community groups with a Health Improvement Programme, and two groups established during the Covid pandemic.

There was also the development of a local ‘Healthy Schools Programme’ which would include what Staffordshire County Council could offer. There was a very good link with other partner projects including Brereton CAN and an initial 5-year programme.

A slide was shown which provided information around the social media launch. The Wellness Wheel element of the App was shown which included verifying themes from 'Budget well,' 'Feel well' to 'Sleep well.' These themes allowed individuals to think about their own wellbeing and activity.

Following this a video was shown to Members of ITV coverage which showed a member of the public using the Cannock Chase App and how it had impacted on her wellbeing and had helped her to re-connect with the outdoors.

Slides were shown to Members that includes Barriers for people such as time, money, and transport and how people could be engaged to overcome these issues. The slides also showed the Principles that that could be understood all by all users.

A slide was shown that provided an example of a community project, The Wimblebury Mount Wellbeing Trail - The Wren Song. This showed community engagement with residents of Caxton Court and children attending a day nursery in Wimblebury.

Members of the Committee were then asked to engage and undertake a quiz. They were asked to think about a service where partners could work together and think about what the impact would be, how partners could work together and how the community could be involved.

Slides were then shown which provided information around the current achievements and the future of the Cannock Chase App.

The Chair and Members thanked the Council's Marketing and Campaigns Officer and representatives of Inspiring Healthy Lifestyles for the presentation/update.

15. Presentation - Inspiring Healthy Lifestyles

Members received a joint presentation and information from Chris Derbyshire, MD, Inspiring Healthy Lifestyles (IHL) and the Council's Project Officer.

A slide was shown that showed that one-million more adults had become inactive over the last year. The LGA had called for Government investment of £875m in the nations fitness and leisure facilities to address the obesity and other lifestyle diseases. 2000 swimming pools could be lost and 41% of 11-year-olds were overweight or obese post pandemic. Older age groups were the most reluctant to return to leisure facilities.

As part of the presentation a slide showed that "Leisure" had, had its day and there was a need to entwine with priorities and public health objectives of CCDC and be genuine partners. There were effects upon the health of the population to those that were vulnerable and disadvantaged and there was the need to plan for a positive future for physical activity within the community. There was also the need to transform from leisure to health and wellbeing provider.

A slide was shown entitled 'The Future' which showed that facilities alone were not the answer but part of the solution. Bullet points included the fact that it did not matter where people were being active, the need to collaborate to support communities to be more active and realising the benefit of assets which were not just for those that could afford them.

A slide entitled 'It's about Health and Wellbeing' which included being more than just about physical health with mental and social health as important, and the key role of helping with long term conditions to include weight management and inclusive activity.

IHL were a cause-led campaigning charity that existed to deliver public benefit, for example through promoting good health and community participation and provision of assistance in the provision of facilities for recreation. Priorities included ensuring that relevant healthy activities were available and easier for children and ensuring participation was fun

A further slide showed that IHL would work with the Council to inspire health and wellbeing improvement across the District in many ways including ensuring every adult and child had an equal chance to an active and healthy lifestyle, significantly increasing walking and cycling levels, ensuring every child could swim and try to reduce health inequalities in the Districts most deprived wards.

IHL were committed to helping for example with long term conditions and active aging, deliver services at leisure centres and community venues and providing a range of activities from cycling, arts and heritage to dance, group exercise and swimming.

The Chair and Members thanked Chris Derbyshire of IHL and the Council's Project Officer for the presentation/update.

16. Brief Update - Work Programme 2022-23

The Head of Housing and Partnerships reported that Members on the Housing Scrutiny Review Working Group had previously agreed to review Housing Repairs and Reporting, which would include emergency works, routine repairs, and reporting.

The Chair advised that a meeting of the Housing Scrutiny Review Working Group had been held last week and it was agreed that Members on the Group would undertake a range of tasks that included making mystery shopper phone calls to residents, a visit to the Council's call centre to see the process that was followed when calls were received, how calls were dealt with at the depot and also carrying out visits with a housing team member.

A Member reported that he visited the Council's call centre last week and found this to be helpful. He advised that whilst no calls were received, the process staff used for handling calls was good.

The Chair of the Working Group also reported that he had contacted a resident who was happy with the service that had been undertaken in his home, however commented on the length of time it had taken to remove scaffolding from his property. The Councillor would also be meeting with the Housing Maintenance Manager on Friday.





The meeting closed at 7:20pm


Chair


Priority Delivery Plan for 2022-23 - Progress Update

PRIORITY 2 - HEALTH and WELLBEING “To encourage and support residents to lead healthy and independent lives”

Summary of Progress

			
Action completed	Work on Target	Work < 3 months behind schedule	Work > 3 months behind schedule
0	14	0	0



Projects	Actions and Milestones	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Progress update	Symbol
Provide opportunities for residents to lead healthy and active lifestyles and recognise the importance of mental health and wellbeing							
Work with Inspiring Health Lifestyles (IHL) leisure trust and other stakeholders to deliver campaigns/ programmes to promote the benefits of being active and living healthily.	<ul style="list-style-type: none"> Work with IHL, partners, stakeholders and schools on increasing participation in sports and wellbeing activities and bid for funding where appropriate. 	X	X	X	X	Creative workshops delivered within local primary/high schools as part of work to celebrate Queen's Baton Relay and Commonwealth Games. In addition further Cannock Chase Cultural and Educational Partnership workshops took place within schools based on QBR/ Commonwealth Games and co-ordinated the Woodland Wonder	


Projects	Actions and Milestones	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Progress update	Symbol
						<p>Festival in partnership with CCDC.</p> <p>Successful delivery of 2022 summer SPACE scheme with local partners</p>	
Promote use of the `Cannock Chase Can` online app to support people in leading healthy lifestyles.	<ul style="list-style-type: none"> • Develop evaluation tool - Cannock Chase Can Portal • Develop new app features and functionality • Deliver activities within the community - bespoke projects • Organise Cannock Chase Can showcase event • Establish a Cannock Chase Can zone at Hednesford's annual festival • Embed Cannock Chase Can into the infrastructure of IHL (wellbeing offer) • Create a Cannock Chase Can Wellbeing Hub using existing leisure and cultural venues 	X	X	X	X	<p>Evaluation tool – specification compiled and costed.</p> <p>New features and functionality – ongoing, achieved through community projects</p> <p>Launch of Cannock Chase Can QR Code Trail – Wimblebury Mount and supported launch of Brereton Can event</p> <p>Developers were commissioned to create augmented reality feature on site to be piloted in forthcoming community project</p> <p>Presentation to Scrutiny Committee on CCC and IHL partnership approach. Commence delivery of community projects.</p>	

Projects	Actions and Milestones	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Progress update	Symbol
Encourage residents to walk or cycle to and from work and school.	<ul style="list-style-type: none"> Create and support green travel strategy 		X	X	X	Working on CCDC green travel strategy to sit alongside SCC's Local Cycling and Walking Infrastructure Plan (LCWIP)	✓
	<ul style="list-style-type: none"> Work with partners to create attractive and safe walking and cycling routes 			X	X		
	<ul style="list-style-type: none"> Work with schools to promote walking and cycling to school 			X	X		
	<ul style="list-style-type: none"> Opportunities to be identified as part of the planning application process 			X	X		
Embed health and wellbeing into all of our policies and everything that we do							
Develop a Health and Wellbeing Strategy (HWB).	<ul style="list-style-type: none"> Research current best practice in HWB strategies 	X	X			Health Improvement Officer has undertaken considerable research among local, regional and national partners/ authorities which has informed proposed shape of strategy	✓

Projects	Actions and Milestones	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Progress update	Symbol
	<ul style="list-style-type: none"> Engage with service managers on nature of strategy (incorporating Health in all Policies (HiAP) principles) 			X	X		
	<ul style="list-style-type: none"> Deliver Member workshop to inform structure and delivery of strategy 		X			Member workshop delivered 26 September	✓
	<ul style="list-style-type: none"> Present strategy to Cabinet for adoption 				X		
Work with partners to address health inequalities across the District							
Work with Staffordshire County Council to deliver the `Better Health Staffordshire` (BHS) Pilot Project.	<ul style="list-style-type: none"> Ongoing member and officer participation in BHS workshops: <ul style="list-style-type: none"> Engagement session; and Presentation of strategy 	X	X	X	X	IHL and wellbeing related colleagues attended meetings in June/July 2022. NB: Progress is very much dependent on partners.	✓
	<ul style="list-style-type: none"> Provide input and assistance with this pilot project as requested by partners 	X	X	X	X	IHL & Council officers engaged in BHS practitioner workshops and contributed to online causal mapping, identifying factors contributing to unhealthy weight within the District	✓


Projects	Actions and Milestones	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Progress update	Symbol
	<ul style="list-style-type: none"> Ensure opportunities for the Cannock Chase Can Initiative and App to contribute to BHS are maximised 	X	X	X	X	CCC App promoted at the meetings in June/July with one of the two clinical directors of the new Integrated Care Board.	✓
Support residents that need our help							
Work with partners to encourage the take up of benefits by residents with low incomes.	<ul style="list-style-type: none"> Bid for Funding (UKSPF) to appoint a Welfare Benefits Advisor 	X	X	X	X	Awaiting outcome of the bid	✓
	<ul style="list-style-type: none"> Review service level agreement with voluntary sector partners to increase the focus on encouraging the take up of benefits 			X	X	Performance information received from the Community Alliance	✓
	<ul style="list-style-type: none"> New webpage to be created dedicated to encouraging benefits take up and signposting to relevant organisations. 			X		Complete	✓
	<ul style="list-style-type: none"> Project team to initiate cross service working to promote take up of benefits 			X	X	Internal Working Group convened. Limited capacity – bid for Welfare Benefits Advisor	

Projects	Actions and Milestones	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Progress update	Symbol
Work with Support Staffordshire and Staffordshire County Council to build on community spirit and volunteering / befriending advocacy.	<ul style="list-style-type: none"> Establishment of `Anchor` arrangements with the voluntary sector to support volunteering across the District 	X	X	X	X	Initial Meeting with Rising Brook/Create Church convened – identifying premises within the District to operate in – linking in with IHL	
Work on fuel poverty with partners, such as Staffordshire Warmer Homes.	<ul style="list-style-type: none"> Bid for Funding (UKSPF) to procure /commission energy advice 			X	X	Awaiting outcome of bid for funding	
	<ul style="list-style-type: none"> Review of existing budgets to be undertaken to identify funding to support working with Staffordshire Warmer Homes and Beat the Cold, across the District 			X	X	Funding secured to signpost residents to Beat the Cold – start up meeting scheduled for mid-October	
Work with partners to safeguard the most vulnerable people within our District.	<ul style="list-style-type: none"> Deliver Partnership campaigns to raise awareness of key issues and support pathways for key issues affecting the district: Yr 1 - Safety of Women at Night, Hate Crime, Domestic Abuse and Fraud. 	X	X	X	X	<p>Hate Crime/Community Cohesion campaign has been completed.</p> <p>Safety of Women at Night campaign is ongoing as planned.</p> <p>In-depth commissioned projects for Domestic Abuse and Fraud are scheduled for Q3 and Q4</p>	

Projects	Actions and Milestones	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Progress update	Symbol
Provide funding to voluntary organisations to provide free independent, impartial, and confidential advice to our residents.	<ul style="list-style-type: none"> Review the current service level agreements with voluntary sector agencies 	X	X	X	X	SLA Reviewed and Benchmarked – next steps to be agreed	

Key Performance Indicators (KPIs) for 2022/23 - as at end of Quarter 2





KPIs for Priority 2 - Health and Wellbeing “To encourage and support residents to lead healthy and independent lives”


Indicator	Target	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Symbol	Comments
Leisure							
Number of leisure and wellbeing service users	Out-turn (2021/22) 779,191	197,282	185,297				Figures on track to surpass 2021/22
Number of individuals engaged through Cannock Chase Can activities and initiatives, including the App	N/A	1,678*	1,206*			N/A	*This includes attendees of workshops and users of the App.

Priority Delivery Plan for 2022-23 - Progress Update




PRIORITY 3 - THE COMMUNITY “To ensure Cannock Chase is a place that residents are proud to call home”




Summary of Progress



			
Action completed	Work on Target	Work < 3 months behind schedule	Work > 3 months behind schedule
1	10	1	0

Projects	Actions and Milestones	Qtr 1	Qtr 2	Qtr 3	Qtr4	Progress Update	Symbol
Ensure our neighbourhoods are safe, clean, and tidy							
Develop a co-ordinated response to anti-social behaviour (ASB) across partner agencies.	<ul style="list-style-type: none"> Refresh corporate ASB policy 			X			
Engage with young people at risk of engaging in ASB through targeted diversionary activities across the District.	<ul style="list-style-type: none"> Deliver annual programme of diversionary activities across the District 	X	X	X	X	Achieving Goalz and Dreams has been commissioned through Locality Deal Funding to deliver this initiative. Areas for engagement are determined based upon known peaks/hotspots, with additional flexibility to respond to emerging themes and trends as required.	

Projects	Actions and Milestones	Qtr 1	Qtr 2	Qtr 3	Qtr4	Progress Update	Symbol
Maintain our local parks and green spaces							
Undertake a review of all our play areas.	<ul style="list-style-type: none"> Complete Part 2 of the Open Spaces Strategy review 				X		
	<ul style="list-style-type: none"> Develop a sustainable 4-year capital play area refurbishment programme 		X	X	X	Work on the 4-year capital programme for play area improvements started on schedule in Q2	✓
Encourage residents to live a sustainable lifestyle							
Work with partners and the local community to support appropriate tree planting schemes.	<ul style="list-style-type: none"> Work with schools, internal and external partners etc to identify suitable sites for community planting schemes. 		X	X	X	Planting schemes proposed and to be consulted upon as part of the development of Laburnum Avenue and Wellington Drive play areas and open spaces	✓
	<ul style="list-style-type: none"> Carry out community planting at suitable identified sites 			X	X		
Undertake campaigns to raise awareness of the ways in which residents can reduce their impact on the environment.	<ul style="list-style-type: none"> Carry out annual waste reduction/recycling/climate change campaigns 	X	X	X	X	Blue bag rollout completed, annual waste and recycling calendars and information booklets in final draft. Social media campaign running according to schedule.	✓


Projects	Actions and Milestones	Qtr 1	Qtr 2	Qtr 3	Qtr4	Progress Update	Symbol
	<ul style="list-style-type: none"> Work with schools, other educational establishments and partners, to promote the environment and climate change 		X	X	X	Working with local primary schools and Split Mask and other Community drama groups / providers on the Council's CWG 'Woodland Wonder' and 'Binworld' projects	
Develop an Environmental Strategy and action plan to reduce our impact on the climate.	<ul style="list-style-type: none"> Create an environmental/climate change strategy 				X		
Work with partners to support the delivery of the zero-carbon pilot scheme in Rugeley.	<ul style="list-style-type: none"> Continue to work with and support EQUANS, partners and other stakeholders on the delivery of the Zero Carbon Rugeley project throughout its lifecycle and various stages 	X	X	X	X	Continuing to work with EQUANS and their partners on the Zero Carbon Rugeley project	
Improve the housing offer across the District							
Increase housing choice.	<ul style="list-style-type: none"> Deliver sufficient supply of homes to provide for housing choice and ensure all people are able to live in a decent home 		X			Regulation 19 Local Plan approved at Cabinet for consultation. Preparation underway for consultation starting October/November.	

Projects	Actions and Milestones	Qtr 1	Qtr 2	Qtr 3	Qtr4	Progress Update	Symbol
	<ul style="list-style-type: none"> • Help meet local need for a wide variety of housing, including: <ul style="list-style-type: none"> ○ affordable dwellings; ○ and aspirational housing 		X			Regulation 19 Local Plan sets out Affordable Housing Policy that seeks enhanced levels of affordable housing as evidenced by Viability Assessment. Aspirational housing need has been met, however a flexible policy in line with evidence included to enable adaption to address changing economic and social circumstances (working from home and intergenerational living).	
Work with other housing providers and landlords to ensure that their properties are safe and healthy.	<ul style="list-style-type: none"> • Review and update policies and procedures, as legislation is updated, changes and/or is created in relation to health and safety around public and private sector housing 	X	X	X	X	Officers have recently participated in a regional DLUHC workshop when discussions took place on how best to enforce a new proposed decent homes standard if introduced into the private sector.	
Ensure our communities are well designed, accessible, and inclusive environments							
Adopt a new Local Plan for the District.	<ul style="list-style-type: none"> • Pre-submission version of the Local Plan (Regulation 19 Report) for Cabinet/ Council approval 		X			Approved at Cabinet 25 August and Council 7 September	


Projects	Actions and Milestones	Qtr 1	Qtr 2	Qtr 3	Qtr4	Progress Update	Symbol
	<ul style="list-style-type: none"> • Consultation on the report 			X		Consultation planned October/November. Open Space Study still awaited, Sustainability Appraisal, Transport and Air Quality reports also in preparation.	
Support and build strong connections within our local communities							
Work with partners to support community events.	<ul style="list-style-type: none"> • Regular meetings with town and parish councils 		X		X	Meetings in the process of being set up.	
	<ul style="list-style-type: none"> • Identify options for supporting community events 	X	X	X	X	CCDC and IHL were actively involved in the Queen's Platinum Jubilee, Queen's Baton Relay and Commonwealth Games community events and in preparing for the District's first Chase Pride event in September.	

Key Performance Indicators (KPIs) for 2022/23 - as at end of Quarter 2

KPIs for Priority 3 - The Community “To ensure Cannock Chase is a place that residents are proud to call home”

Indicator	Target	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Symbol	Comments
Waste Collection							
% Household waste sent for re-use, recycling and composting. <i>Breakdown:</i> <i>Recycling (dry)</i> <i>Composting (garden)</i>	50%	49%	47%				Dual Stream recycling was implemented during May, quality of material has improved. Recycling campaigns will continue to aim at increasing tonnages and reducing residual waste.
Missed bin collections (including assisted)	2021-22 out-turn 732	686	468 (est)			N/A	Figure for Q1 includes missed collections due to incomplete rounds during `dual stream` implementation during May/June.
Environmental Health							
% of food businesses inspected which are broadly compliant (rating of 3 or better)	N/A	98%	96%			N/A	We have seen a marked deterioration in standards following the COVID-19 pandemic

Indicator	Target	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Symbol	Comments
Homelessness							
% of homeless cases resolved through prevention assessed under prevention duty	N/A	90%	83%			N/A	Determined on a case-by-case basis
% of homeless cases assessed under relief duty	N/A	10%	17%			N/A	Determined on a case-by-case basis
Housing							
Rent collected as proportion of rent due	100%	98.27%	99.15%			✘	Q2 has seen an marginal improvement on Q1 and by year end we expect the arrears to increase, partly due to the cost of living crisis impacting on some tenants' ability to pay their rent and vacancies within the team.
Rent arrears - former tenants (FTA)	£500k	£517,958	£531,94			✘	Arrears are being managed. Following the loss of our external debt collection company in 2021, it is planned to bring FTA recovery work in-house and are working with Housing Benefit Recovery Team in 2023. The cost of living crisis may impact on some former tenants' ability to settle their debt as more immediate costs could take priority.

Indicator	Target	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Symbol	Comments
Average re-let time for Voids	52	81.04	84.72				There are a number of issues impacting the high re-let times for voids. These are being managed, with a new approach for the implementation of a Voids and Allocations Improvement Plan having been agreed and working practices have been reviewed.
% emergency repairs completed in time	100%	100%	100%			